

2012

Business Plan & Budget

OPERATING

As Approved by Regional Council

January 26, 2012



The Regional Municipality of York
Ontario, Canada

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Approved 2012 Budget - Introduction

Since York Region's creation in 1971, its population has grown dramatically. In just over 40 years, the Region's population has increased more than six fold, from 169,000 to 1,108,000 forecasted for 2012.

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

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

Property taxation represents the most significant source of revenue for the Region. Given the cost pressures of growth, it is anticipated that to maintain existing service levels and to expand services to a larger population, a tax levy increase of 1.8% is required, after adjusting for projected assessment growth of 2.9%, in 2012.

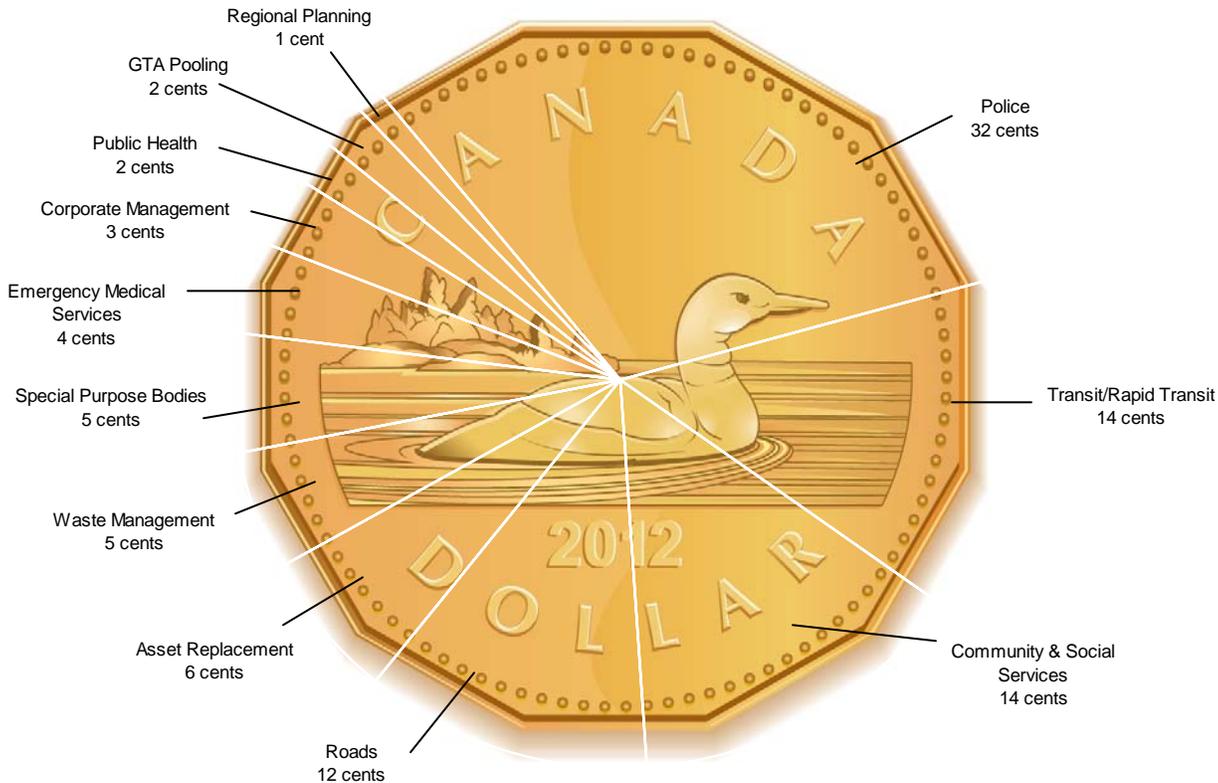
2012 Highlights:

- \$1.6 billion Gross operating budget
- \$826.5 million Net operating expenditures
- Assessment Growth of \$22.7 million or 2.9%
- 1.8% tax levy increase
- Reduction in GTA Pooling tax requirement of \$13.2 million

Executive Summary Contents:

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

Where does your tax dollar go?



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

As the graph illustrates, 74 cents of each tax dollar is allocated to Police, Transit, Community & Health Services and Roads.

Examples of Regional services include:

- Police services throughout the Region provided by over 1,900 officers and staff
- Operate approximately 325 conventional transit buses, 75 specialized transit vehicles and 116 VIVA rapid transit buses
- Manage approximately 3,480 lane kms of roads and 800 traffic signals
- Deliver approximately 126M cubic metres of water and treatment of approximately 124M cubic metres of wastewater
- Manage approximately 360 thousand tonnes of solid waste
- Fund and administer approximately 6,000 social housing units
- Provide financial assistance to an average of 6,180 households through Ontario Works financial assistance

How the Approved Operating Budget is Developed

The first stage of budget review includes an analysis of inflationary pressures such as wage, contract and material price adjustments. The following price increase assumptions were used to develop the 2012 budget:

- Electricity prices - 5.0%
- Natural gas prices - 5.0%
- Inflation (Consumer Price Index) - 2.0%
- Construction Price Index - 1.8%
- Water - 10.0%

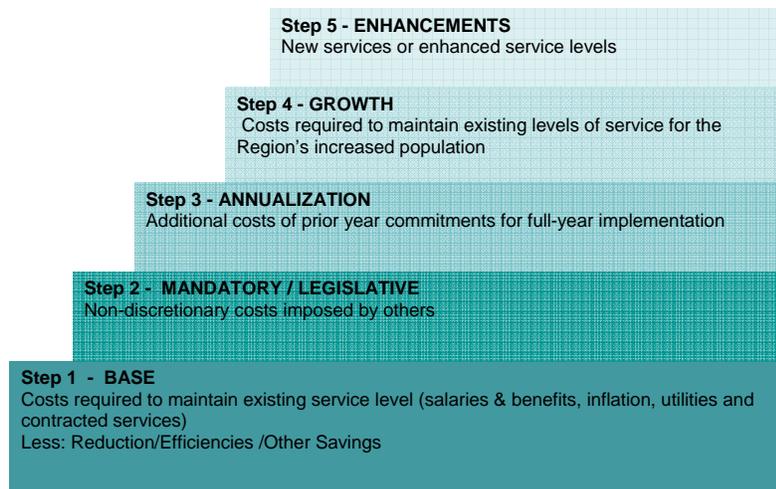
Fuel prices have been volatile in the recent past and are difficult to forecast. For the 2012 Budget, \$1.00 per litre for both diesel and gasoline was assumed, and an additional \$0.10 per litre was budgeted as a contingency in the event of any further price increases above \$1.00 per litre.

A review of mandatory pressures was also conducted as well as the full-year impact of prior year decisions and commitments. Base budgets are also reviewed to identify areas for cost savings and efficiencies. Efficiencies and program reductions are used to offset base pressures.

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

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

The budget review also addresses proposed growth and enhancement requests. Contingent on the amount of 'capacity' available, consideration will be given to departmental requests for growth and enhancement initiatives.



Future Outlook

Vision 2026 (soon to be *Vision 2051*), is the overall blueprint for York Region. It is a long-range (25 to 40 years) document that outlines areas of focus for the Region and its partners in the future, and sets the context for more detailed shorter term strategic plans (four to five years).

In October 2011, Council endorsed *From Vision to Results: 2011 to 2015 Strategic Plan* serves to align Regional departments with Council's goals by establishing a hierarchy of planning processes that direct departmental plans and budgets.

The Region is also moving towards a multi-year fiscal planning process to ensure budget decisions are consistent with the Region's long-term fiscal sustainability. Multi-year fiscal planning aims to provide Committee and Council with more comprehensive information on future trends and pressures that allow for better strategic decision-making.

With multi-year fiscal planning, an increased emphasis was placed on outlook forecasts. Departments have provided estimates of the budgetary impact of future trends and pressures from 2013-2015. These estimates reflect base and annualization cost increases as well as growth and enhancement requests. An inflation rate of approximately 2.2% has been used to develop the 2013 outlook, as per the Consumer Price Index.

In addition to program specific pressures identified, other significant factors are affecting the multi-year fiscal plan. These factors include the end of the GTA pooling upload in 2013, the need to continue to invest in capital, and the need to continue to build reserves to protect the Region's credit rating.

Based on departments' proposed 2013 budgets, the preliminary outlook for 2013 forecasts a 5.0% tax levy increase. Assessment growth is forecast at 1.9% which is a decline from 2012. It is anticipated that there will be a declining trend in assessment growth in future outlook years. The 2013 outlook will be subject to review and direction from Regional Council as part of the 2013 Budget process.

Budget Breakdown

1. Base

The cost increase required to maintain existing service levels is 3.9%. This excludes prior year commitments and non-discretionary costs imposed by others in 2011. Program reductions and efficiencies offset base cost pressures.

Salary and benefit increases are included in this category, as well as non-staff related base increases for contractor costs and utility costs. Some of these increases are in excess of the rate of inflation.

Mandatory commitments for payments to Social Housing providers, Municipal Property Assessment Corporation (MPAC), and Ontario Works increases are offset by the reduction in GTA Pooling, and a provincial funding increase for EMS and Employment & Financial Support, resulting in a 2.3% reduction in tax levy requirements.

Prior Year commitments, or "annualization", for debt financed projects, full year costs for additional York Regional Police staff in 2011, and the commitment to increase funding for capital asset replacement, offset by savings from Transit and Long Term Care, results in a 0.5% tax levy increase.

Combined base, mandatory and annualization pressures result in a 2.2% tax levy increase.

- 3.9% of the 2012 tax levy increase relates to costs required to maintain 2011 service levels
- 0.5% of the 2012 tax levy increase relates to costs arising from prior year commitments including operating costs related to completed capital projects
- Reduction of GTA Pooling in 2012 reduces the tax levy requirement by 1.7%

2. Growth and Enhancement

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

All of the nine local municipalities within York Region continue to experience population growth, with the more urban southern areas receiving the largest population increases. By mid-year 2011, York Region reached a population of 1,073,200 and employment of 515,000.

York Region is ranked fifth in Canada for the number of residential building permits issued during the first half of 2011, with 3,574 permits.

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

The approved growth and service enhancements add 2.5% to the tax levy. This is offset by assessment growth of 2.9%, resulting in a net change of -0.4%.

- Assessment growth is \$22.7 million, representing 2.9%.
- The Region has experiencing average growth of 2.0%, equivalent to roughly 25,000 people per year.

Taxes and Taxable Assessment

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

York Region Assessment Growth 2000 - 2011

Year	Growth %
2000	4.1
2001	5.1
2002	3.8
2003	3.8
2004	4.9
2005	3.7
2006	3.2
2007	2.7
2008	2.8
2009	2.7
2010	3.1
2011	2.9

Current Value Assessment (CVA) represents the fair market value of property as of a certain date. At the end of 2011, the CVA for properties in York Region totaled \$170.5 billion. Taxation capacity in York Region grew by 2.9% in 2011, which reduces the tax levy requirements in 2012.

Source: York Region Finance Department, November 2011

Note: figure reflects taxation capacity

How Regional Property Taxes are Collected

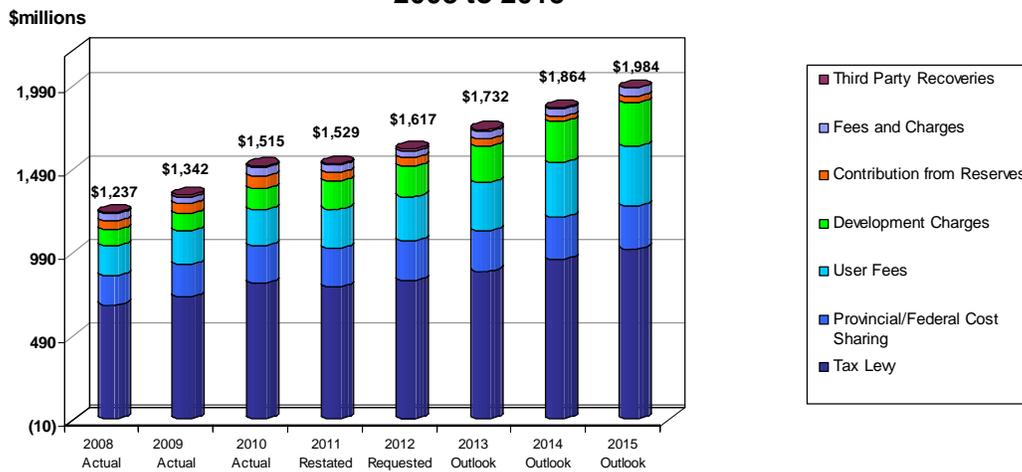
The Region provides a tax requisition to the nine local municipalities who levy taxes based on separate tax rates for Regional purposes. The approved net tax levy budget is apportioned to each of the nine local municipalities based on its weighted current value assessment. To raise the approved levy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

Sources of Revenue

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

The remaining 48% of operating expenditures are primarily covered through Provincial/Federal funding, development charges for the repayment of debt charges related to growth projects, user fees and draws on reserves.

**REVENUE TRENDS
2008 to 2015**



Operating Budget Next Steps

Presentation to Council

The 2012 Proposed Business Plan and Budget were tabled at Regional Council on November 17, 2011.

Committee Reviews

Following the tabling of the Budget on November 17, 2011, departmental budgets were reviewed at their respective Standing Committees. These Standing Committee budget reviews took place during November/December.

Following the completion of Standing Committee reviews, the 2012 proposed budget was presented to Finance & Administration Committee on January 12, 2012. Finance & Administration Committee then refers the 2012 Proposed Business Plan and Budget to Council for adoption. This was done at the January 26, 2012 Council meeting.

Date	Committee
November 17, 2011	Council
November 30, 2011	Transportation Services Committee Planning & Economic Development Committee
December 1, 2011	Finance & Administration Committee (includes Police) Rapid Transit Board
December 7, 2011	Environmental Services Committee Community & Health Services Committee
January 12, 2012	Finance & Administration Committee
January 26, 2012	Council

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Key Highlights

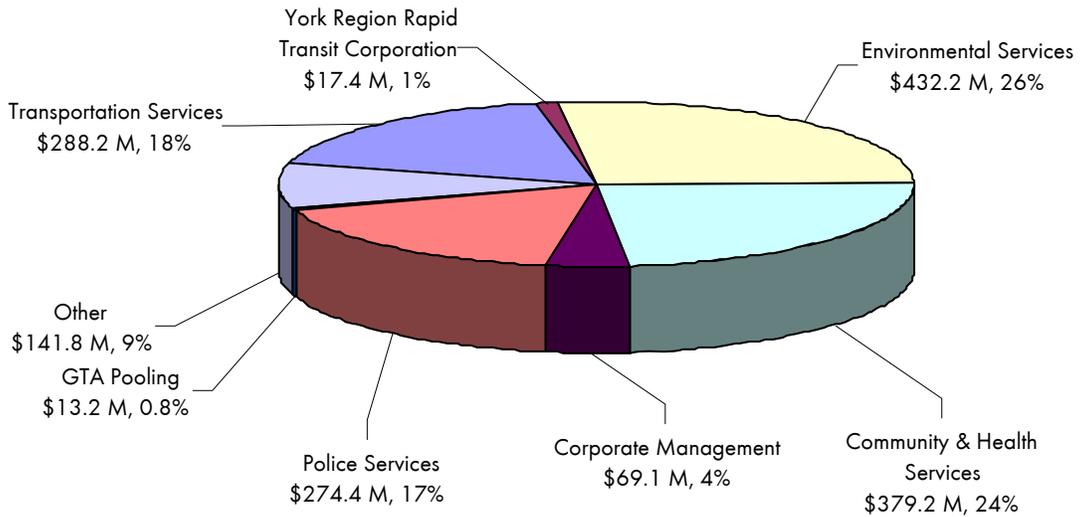
Operating Budget

- The 2012 Business Plan and Budget provides \$1.6 billion for gross operating expenditures
- The net operating expenditures are \$826.5 million
- This represents a net increase of \$37.0 million, or 4.7% from the 2011 budget
- Assessment growth for 2012 is anticipated to be 2.9%
- A 1.8% increase in the net tax levy is required after assessment growth

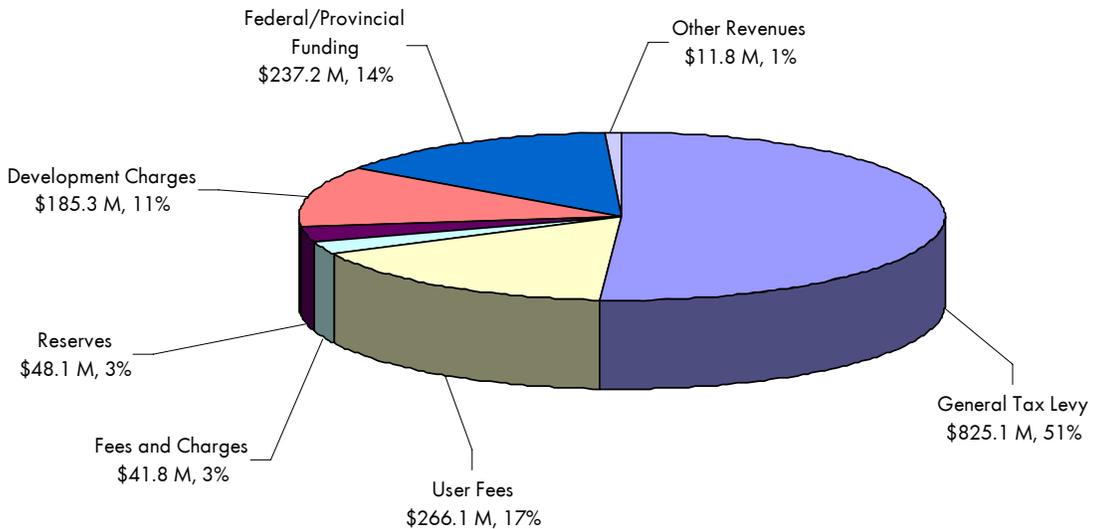
Water & Wastewater Rate Budget

- The Water and Wastewater budget includes \$373.6 million for gross operating expenditures
- The gross expenditures include \$24.5 million for contributions to capital reserves
- The average 2012 Water Rate is 73.94 cents per cubic meter
- The average 2012 Wastewater Rate is 86.40 cents per cubic meter
- The blended Water and Wastewater rate increase is 10% in 2012

2012 Gross Operating Expenditures by Department \$1.6 Billion



2012 Operating Revenues by Category \$1.6 Billion



SUMMARY OF 2012 APPROVED OPERATING BUDGET

(\$ 000)	2011		2012 BUDGET		CHANGE		% CHANGE NET
	GROSS	NET	GROSS	NET	GROSS	NET	
Transportation Services							
York Region Transit/Viva	168,720	99,769	175,528	97,754	6,808	-2,015	(2.0)%
Contribution to Capital	6,200	6,200	7,200	7,200	1,000	1,000	16.1%
Roads Transportation	51,365	35,782	53,830	38,247	2,465	2,465	6.9%
Contribution to Capital	32,570	32,570	30,190	30,190	-2,380	-2,380	(7.3)%
Traffic Management & ITS	12,144	11,052	12,535	11,443	391	391	3.5%
Contribution to Capital	3,351	3,351	2,673	2,673	-678	-678	(20.2)%
Natural Heritage & Forestry	4,024	3,343	4,750	4,055	726	712	21.3%
Contribution to Capital	870	870	1,535	1,535	665	665	76.4%
Sub Total	279,244	192,937	288,241	193,097	8,997	160	0.1%
Environmental Services							
Waste Management	57,011	39,706	58,682	40,767	1,671	1,061	2.7%
Water & Wastewater Services	318,168	0	349,087	0	30,919	0	-
Contribution to Capital	21,645	0	24,470	0	2,825	0	-
Sub Total	396,824	39,706	432,239	40,767	35,415	1,061	2.7%
Community & Health Services							
Emergency Medical Services	48,965	24,182	53,683	26,507	4,718	2,325	9.6%
Contribution to Capital	3,088	3,088	3,254	3,254	166	166	5.4%
Long Term Care	36,627	13,144	37,408	13,531	781	387	2.9%
Public Health	53,118	11,175	55,328	11,920	2,210	745	6.7%
Employment & Financial Support	79,658	21,983	84,039	18,492	4,381	-3,491	(15.9)%
Family & Children's Services	62,236	14,239	64,321	16,069	2,085	1,830	12.9%
Housing Services	74,316	41,386	66,849	43,187	-7,467	1,801	4.4%
Strategic Service Integration & Policy	14,376	11,920	14,367	12,539	-9	619	5.2%
Sub Total	372,384	141,116	379,249	145,498	6,865	4,382	3.1%
Planning & Economic Development	8,609	7,558	9,093	8,135	484	577	7.6%
Corporate Management							
Office of the C.A.O.	4,109	3,918	4,312	4,123	203	205	5.2%
Finance	11,121	9,426	12,442	10,673	1,321	1,247	13.2%
IT Services	17,597	15,839	18,983	17,225	1,386	1,386	8.8%
Property Services	17,905	17,364	19,439	18,897	1,534	1,533	8.8%
Contribution to Capital	244	244	244	244	0	0	-
Legal Services	2,802	2,468	3,320	2,970	518	502	20.3%
Clerk's Office	2,223	2,219	2,981	2,977	758	758	34.2%
Human Resource Services	6,859	6,849	7,390	7,380	531	531	7.8%
Sub Total	62,860	58,327	69,111	64,489	6,251	6,162	10.6%
Chair & Council	1,955	1,955	2,020	2,020	65	65	3.3%
Financial Items-Asset Replacement	50,936	41,936	64,530	49,830	13,594	7,894	18.8%
Financial/Administrative Items*	7,023	604	18,725	13,904	11,702	13,300	2203.1%
Recovery from WWw (User Rate)	0	-5,033	0	-5,291	0	-258	5.1%
TOTAL REGIONAL OPERATING PROGRAMS	1,179,834	479,106	1,263,207	512,449	83,373	33,343	7.0%
Court Services	9,854	-842	10,368	-327	514	515	61.1%
Boards & Authorities							
Conservation Authorities	5,177	5,177	6,159	6,159	982	982	19.0%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	12,706	12,706	13,071	13,071	365	365	2.9%
Property Assessment (MPAC)	15,702	15,702	16,400	16,400	698	698	4.4%
Sub Total	36,085	33,585	38,130	35,630	2,045	2,045	6.1%
GTA Pooling	26,400	26,400	13,200	13,200	-13,200	-13,200	(50.0)%
York Region Rapid Transit Corporation	18,123	11,994	17,386	10,810	-737	-1,184	(9.9)%
York Regional Police	252,897	233,321	268,215	248,503	15,318	15,182	6.5%
Contribution to Capital	5,851	5,851	6,200	6,200	349	349	6.0%
Sub Total	258,748	239,172	274,415	254,703	15,667	15,531	6.5%
TOTAL OPERATING BUDGET	1,529,044	789,415	1,616,706	826,465	87,662	37,050	4.69%
Less Assessment Growth				-22,656		-22,656	(2.9)%
TOTAL AFTER ASSESSMENT GROWTH	1,529,044	789,415	1,616,706	803,808	87,662	14,394	1.82%

* Note: For 2012; Includes \$8.61M Tax Stabilization Reserve

Net Tax Levy Pressures

This table outlines the major drivers of the approved 2012 Operating Budget

2012 Net Tax Levy Pressures

	2012 \$ millions	tax levy impact
Base		
Salaries & Benefits	5.9	
OMERS rate adjustments	3.2	
Transit contractor cost increase related to hourly rates and renewals	6.8	
Transit projected average fare increase to \$2.70	(3.3)	
Transit projected ridership increase adjustment	(4.2)	
EMS Casual labour due to changes in workforce dynamics and Negotiated Specific increase	1.1	
Fuel contingency	2.5	
IT Development Reserve Contribution	1.0	
Phase out of IT reserve funding for equipment replacement	0.9	
Property Services - occupancy cost increase	0.8	
YRRTC occupancy cost and negotiated specific increase	1.1	
York Regional Police	14.2	
Other Base Pressure	6.8	
Less: Reductions/ Efficiencies/Other Savings	(6.0)	
Total Base	30.8	3.9%
Mandatory/Legislated		
Transit AODA Implementation and staffing (1.0 FTE)	0.2	
Roads Spill Response program costs	0.1	
Traffic Management System Presto Project staffing (1.0 FTE)	0.1	
Forestry urbanization/VivaNext corridor maintenance and staffing (1.0 FTE)	0.2	
Waste Management - Additional revenue from electronics	(0.1)	
EMS- Increased Provincial Land Ambulance funding	(1.9)	
Public Health mandatory programs staffing requirements, net of provincial funding (6.0 FTEs)	0.1	
Employment & Financial Support increased provincial funding, uploading & reserve funding	(4.6)	
Public Housing program subsidy payment to Housing York Inc.	0.2	
Property Services new resource to support Green Energy Act (1.0 FTE)	0.1	
York Regional Police - Increase to Grants	(0.1)	
GTA Pooling	(13.2)	
MPAC	0.7	
Total Mandatory	(18.2)	-2.3%
Annualization		
Debt Repayment - Principal and Interest	(6.7)	
Transit - Contract Cost - Assumption of GO Route 69	0.4	
TM & ITS New Signalized Intersections and computer maintenance cost (CMMS)	0.4	
Roads Transportation- Operating impact of capital projects (16.8 lane km)	0.1	
Human Resource HRMS Functional Analyst (1.0 FTE)	0.1	
Property Services operating impact of approved capital projects	0.3	
ITS capital related staffing (2.0 FTEs)	0.2	
York Regional Police - 2011 additional staffing full year cost	1.0	
Contribution to Capital Asset Replacement	7.9	
Total Annualization	3.8	0.5%

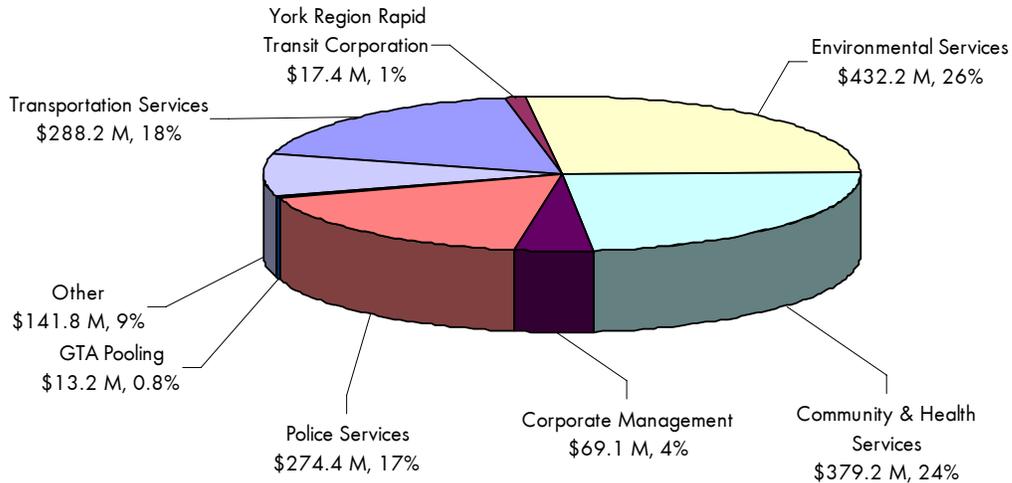
2012 Net Tax Levy Pressures - Cont'd

	2012 \$ millions	tax levy impact
Growth		
Transit staffing (5.25 FTEs)	0.4	
Transit contractor cost increase related to Service Growth, net of revenues	1.6	
Roads staffing (5.25 FTEs)	0.4	
Traffic Management System Staffing (2.0 FTEs)	0.2	
Forestry staffing (3.0 FTEs, 2.0 FTEs recovery from Capital)	0.1	
Forestry growth of additional operation (Invasive Species)	0.3	
Waste Management- increase tonnage & staff	0.9	
EMS- Staffing for 2 new ambulances (10.0 FTEs) and Logistics Technician (2.0 FTEs)	1.2	
Planning staffing (1.3 FTEs)	0.2	
Court Services 3.0 FTEs for increase volume of charges	0.2	
Legal Services staffing (3.0 FTEs)	0.4	
Clerk's Office staffing for Information Asset Management (6.0 FTEs)	0.7	
Human Resource Services staffing (1.0 FTE)	0.1	
Property Services staffing (2.0 FTEs)	0.2	
Finance staffing - debt, cashflows and reserves forecasting and Multi-year fiscal planning (6.5 FTEs)	0.5	
ITS telecom expenses including additional Network sites	0.4	
York Regional Police- 34.0 new uniform members and 12.0 civilian staff (46.0 FTEs)	1.9	
Total Growth	9.7	1.2%
Enhancement		
Contribution to capital - YRT, Roads, TM & ITS, Forestry and Police	(0.9)	
Roads pre-emptive anti-icing application to road surfaces prior to winter precipitation	0.1	
Waste Management - Contribution to Solid Waste Reserve	0.1	
EMS staffing for Rapid Response Units (4.0 FTEs) and Return to Work Coordinator (1.0 FTE)	0.6	
Family & Children's Services - review and enhance levels of Child Care subsidy	0.7	
Employment & Financial Support- bridge funding for emergency shelter programs	0.4	
Strategic Service Integration & Policy enhance CDIF annual & renewable funding	0.3	
Contribution to Non-Profit Housing Capital Repair Reserve	1.1	
Fiscal Stabilization Reserve	8.6	
Total Enhancement	10.9	1.4%
Total Annual Budget Pressures	37.0	4.7%
<i>assessment growth</i>	(22.7)	-2.9%
<i>Tax Levy increase after assessment growth</i>	14.4	1.8%

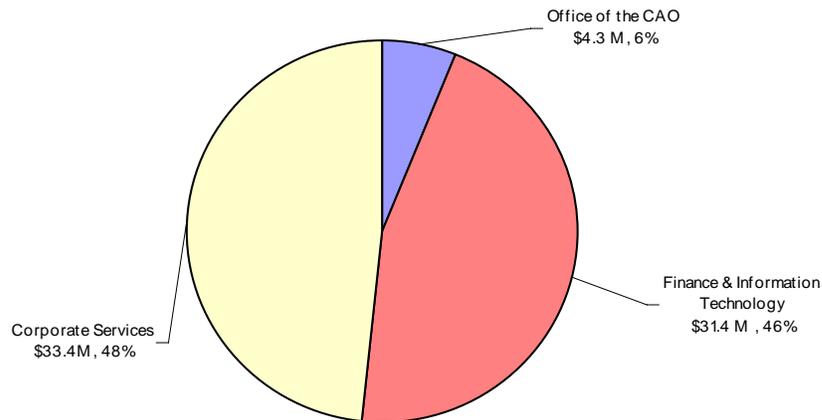
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Operating Budget Overview

**2012 Gross Operating Expenditures
by Department
\$1.6 Billion**



Components of Corporate Management



York Region 2012 Business Plan and Budget

Operating Financial Summary
in \$ 000's

	2008 Actual	2009 Actual	2010 Actual	2011 Restated	2012 Requested	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures								
Salaries & Benefits	393,758	438,976	463,280	501,413	547,006	575,062	604,236	635,650
Program Specific Costs	390,628	419,893	405,851	412,176	410,327	430,833	444,953	460,491
Professional / Contracted Services	67,991	69,582	66,931	77,144	79,885	84,554	88,527	92,966
General Expenses	53,800	59,521	50,567	68,051	72,898	79,425	81,529	83,389
Financing Costs	184,021	198,744	239,520	264,749	279,096	315,315	369,726	398,956
Occupancy Costs	29,243	33,939	34,914	42,139	44,089	44,308	46,084	46,891
Contribution to Reserves	146,378	141,317	265,658	181,326	205,369	221,772	249,308	287,658
Internal Charges / Recoveries	438	0	0	(4)	0	0	0	0
Minor Capital	3,551	5,753	4,161	5,385	4,734	4,704	4,786	4,866
Negotiated Specific & IntraDeptCo	(32,521)	(26,091)	(15,537)	(23,336)	(26,698)	(23,764)	(24,795)	(26,489)
Total Expenditures	1,237,287	1,341,634	1,515,345	1,529,043	1,616,706	1,732,209	1,864,354	1,984,378
Revenues								
Provincial/Federal Funding	(175,637)	(192,174)	(222,976)	(230,705)	(237,245)	(240,155)	(249,142)	(259,149)
User Fees	(176,631)	(200,144)	(215,369)	(235,698)	(266,076)	(293,702)	(329,586)	(356,561)
Fees and Charges	(46,464)	(34,417)	(54,798)	(40,065)	(41,807)	(46,855)	(42,889)	(48,117)
Development Charges	(98,714)	(109,821)	(123,852)	(166,234)	(185,344)	(217,169)	(244,982)	(259,342)
Contribution from Reserves	(49,268)	(57,939)	(74,071)	(55,436)	(48,085)	(39,128)	(30,902)	(40,635)
Third Party Recoveries	(8,557)	(16,944)	(9,045)	(11,488)	(11,685)	(11,754)	(11,980)	(3,542)
Total Revenues	(555,271)	(611,439)	(700,111)	(739,626)	(790,242)	(848,763)	(909,481)	(967,346)
Net Tax Levy Requirement	682,016	730,195	815,234	789,417	826,464	883,446	954,873	1,017,032

Expenditure and Revenue Categories

The 2012 Operating Budget for York Region has been summarized into the following categories.

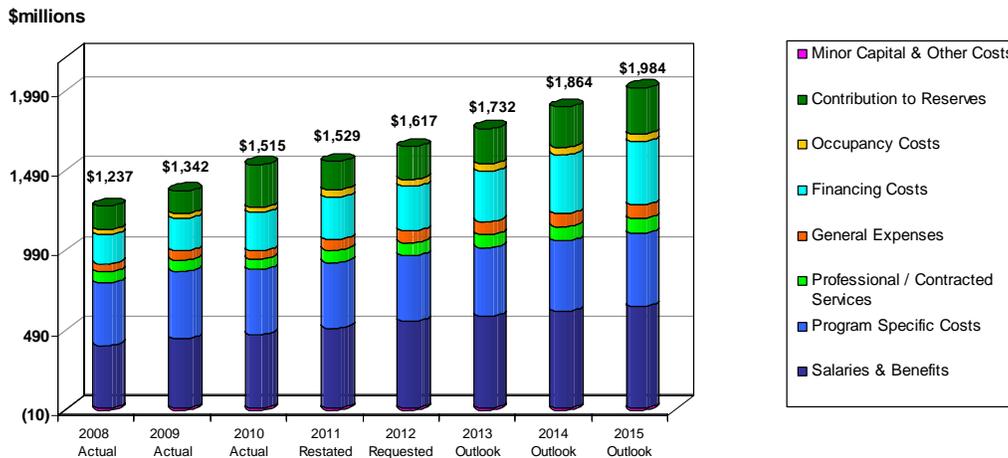
1. Expenditures
2. Revenues
3. Net Tax Levy Requirement

As well, the financial summaries in the 2012 Business Plan document also use these categories for presentation.

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

1. Expenditures

EXPENDITURE TRENDS 2008 to 2015



Salaries & Benefits - \$547,006,100

Includes four categories of costs:

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

The breakdown is as follows:

▪ Staff Salaries	\$413,428,200
▪ Employee Benefits	\$107,340,300
▪ Casual Salaries	\$ 19,608,000
▪ Overtime	\$ 6,629,600

Program-Specific Costs - \$410,327,300

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

The major categories include costs for supplies, materials, contracted services, client support for, but not limited to:

▪ York Region Transit/VIVA Contracts	\$ 121,507,300
▪ Water Distribution & Treatment	\$ 76,588,500
▪ Ontario Works	\$ 61,159,900
▪ Non-Profit Housing & Affordable Housing	\$ 42,926,800
▪ Children's Services	\$ 45,590,200
▪ GTA Pooling Costs	\$ 13,200,000

Professional / Contracted Services - \$79,884,700

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

▪ Contractor Payments	\$ 41,014,400
▪ Professional Services	\$ 28,059,400
▪ Consulting Fees	\$ 10,810,900

General Expenses - \$72,898,100

Includes expenditures for computing, administrative expenses, fleet maintenance, training and employee-related costs, telecommunications, advertising, promotion and printing costs:

▪ Fleet Maintenance	\$25,380,100
▪ Administrative	\$13,381,200
▪ Computing	\$10,986,100
▪ Training and Employee-Related	\$10,443,300
▪ Telecommunications Network	\$ 6,769,200
▪ Advertising & Promotion	\$ 4,510,300
▪ Printing	\$ 1,347,500
▪ Others	\$ 80,400

Financing Costs - \$279,095,500

The major categories include the estimates for:

▪ Debt servicing	\$248,588,100
▪ Grants to hospitals, Conservation Authorities	\$ 20,397,300

Occupancy Costs - \$44,089,200

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

▪ Utilities	\$ 14,252,000
▪ Building Rental	\$ 13,004,200
▪ Building Repair & Maintenance	\$ 3,340,300
▪ Bus Terminal Maintenance	\$ 2,612,000
▪ Office cleaning	\$ 1,238,000

Contribution to Reserves - \$205,368,700

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

▪ Contribution to Roads Reserve Current	\$ 34,397,000
▪ Contribution to Asset Replacement	\$ 45,623,000
▪ Contribution to Capital Reserve	\$ 29,733,600
▪ Contribution to Sewer Reserve	\$ 15,441,100
▪ Contribution to Sewer Reserve Growth	\$ 14,210,000
▪ Contribution to Water Reserve Growth	\$ 10,260,000
▪ Contribution to Waste Management Res	\$ 6,884,600
▪ Contribution to Water Reserve	\$ 7,207,200
▪ Contribution to Transit Reserve Current	\$ 7,200,000
▪ Contribution to Equipment Replacement	\$ 6,282,400
▪ Contribution to Facilities Mgmt Reserve	\$ 4,903,800
▪ Contribution to Non-profit Housing Reserve	\$ 4,800,000
▪ Contribution to Fiscal Stabilization Reserve	\$ 8,606,000

Minor Capital - \$4,734,300

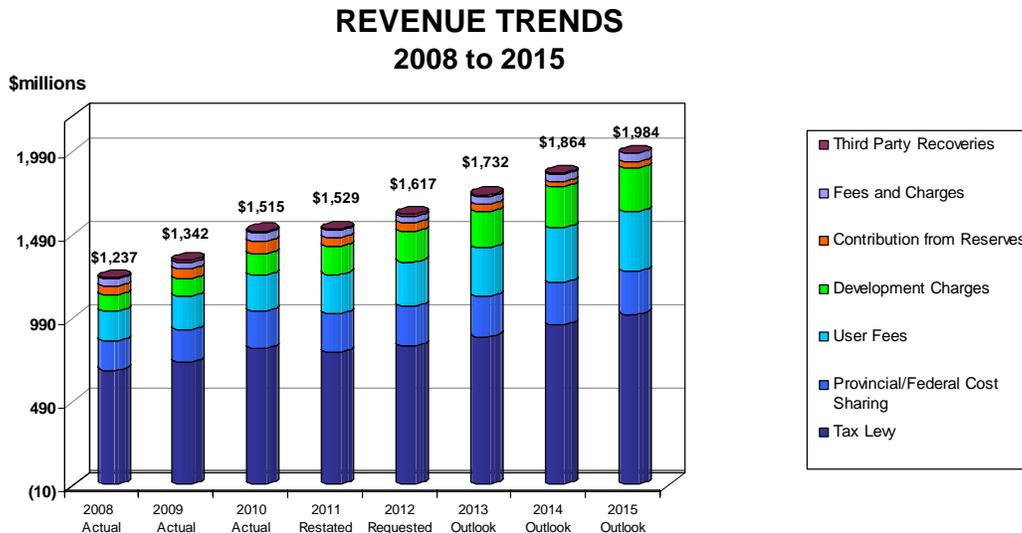
Capital expenditures such as equipment and furniture, usually budgeted at under \$20,000. Minor capital items may also be included in capital projects within the Capital Budget.

Internal Recoveries - (\$26,698,300)

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

Total Expenditures - \$1,616,706,000

2. Revenues



Provincial/Federal Funding - \$237,245,400

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

- Community Services, which include the delivery of Employment and Financial Support Services, Family and Children’s Services and Housing Services
 \$ 121,573,410

- Health Services, which include Emergency Medical Services (EMS), Long Term Care (LTC) and Public Health programs
 \$ 91,216,357

- York Regional Police
 \$ 7,835,300

User Fees - \$266,076,000

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

- **Regional Water and Wastewater - \$203,903,500**
Services are collected through a uniform wholesale rate charged to the area municipalities. The uniform Water and Wastewater Services Rates for 2012 are 73.94 cents per cubic metre and 86.40 cents per cubic metre respectively. The blended Water and Wastewater rate increase is 10% for 2012, which was previously approved by Council in May 2011.
- **Regional Transit Fares - \$62,172,500** York Region Transit has experienced the highest ridership growth rate in the GTA in the past few years and one of the highest in Canada (based on Canadian Urban Transit Association statistics). 2012 ridership is projected to reach 22.5 million.

Fees and Charges - \$41,806,600

Includes a range of fees and charges for municipal services. However, the most significant components in this category are fines collected under the Provincial Offences Act of \$10,695,000, sale of recyclable materials of \$7,800,700, Long Term Care Residential fees of \$4,187,700 and Housing York Inc. management services of \$6,570,424 and Police Services \$6,824,100.

Development Charges - \$185,343,704

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

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

Contributions from Reserve - \$48,085,100

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

▪ Contribution from Gas Tax Reserve	\$16,640,000
▪ Contribution from Water & Wastewater Res	\$14,991,700
▪ Contribution from Insurance Reserve	\$ 3,718,700
▪ Contribution from Social Assistance	\$ 5,536,475
▪ Contribution from Capital Reserve	\$ 2,044,400
▪ Contribution from Tax Stabilization Reserve	\$ 657,900
▪ Contribution from Social Housing Reserve	\$ 300,000

Third Party Recoveries - \$11,684,700

Include recoveries from third parties, rebates and other miscellaneous revenues. For example, Waste Diversion Ontario Rebate, recoveries from Household Hazardous Waste Facilities.

Total Revenues - \$790,242,000

All municipal revenues included in the operating budget.

3. Net Tax Levy Requirement - \$826,464,000

This is the tax levy requirement for York Region.

In the 2012 Operating Budget, this levy requirement will be achieved through increased assessment growth revenue and increased property taxes.

SUMMARY OF 2012 APPROVED OPERATING BUDGET

(\$ 000)	2011		2012 BUDGET		CHANGE		% CHANGE NET
	GROSS	NET	GROSS	NET	GROSS	NET	
Transportation Services							
York Region Transit/Viva	168,720	99,769	175,528	97,754	6,808	-2,015	(2.0)%
Contribution to Capital	6,200	6,200	7,200	7,200	1,000	1,000	16.1%
Roads Transportation	51,365	35,782	53,830	38,247	2,465	2,465	6.9%
Contribution to Capital	32,570	32,570	30,190	30,190	-2,380	-2,380	(7.3)%
Traffic Management & ITS	12,144	11,052	12,535	11,443	391	391	3.5%
Contribution to Capital	3,351	3,351	2,673	2,673	-678	-678	(20.2)%
Natural Heritage & Forestry	4,024	3,343	4,750	4,055	726	712	21.3%
Contribution to Capital	870	870	1,535	1,535	665	665	76.4%
Sub Total	279,244	192,937	288,241	193,097	8,997	160	0.1%
Environmental Services							
Waste Management	57,011	39,706	58,682	40,767	1,671	1,061	2.7%
Water & Wastewater Services	318,168	0	349,087	0	30,919	0	-
Contribution to Capital	21,645	0	24,470	0	2,825	0	-
Sub Total	396,824	39,706	432,239	40,767	35,415	1,061	2.7%
Community & Health Services							
Emergency Medical Services	48,965	24,182	53,683	26,507	4,718	2,325	9.6%
Contribution to Capital	3,088	3,088	3,254	3,254	166	166	5.4%
Long Term Care	36,627	13,144	37,408	13,531	781	387	2.9%
Public Health	53,118	11,175	55,328	11,920	2,210	745	6.7%
Employment & Financial Support	79,658	21,983	84,039	18,492	4,381	-3,491	(15.9)%
Family & Children's Services	62,236	14,239	64,321	16,069	2,085	1,830	12.9%
Housing Services	74,316	41,386	66,849	43,187	-7,467	1,801	4.4%
Strategic Service Integration & Policy	14,376	11,920	14,367	12,539	-9	619	5.2%
Sub Total	372,384	141,116	379,249	145,498	6,865	4,382	3.1%
Planning & Economic Development	8,609	7,558	9,093	8,135	484	577	7.6%
Corporate Management							
Office of the C.A.O.	4,109	3,918	4,312	4,123	203	205	5.2%
Finance	11,121	9,426	12,442	10,673	1,321	1,247	13.2%
IT Services	17,597	15,839	18,983	17,225	1,386	1,386	8.8%
Property Services	17,905	17,364	19,439	18,897	1,534	1,533	8.8%
Contribution to Capital	244	244	244	244	0	0	-
Legal Services	2,802	2,468	3,320	2,970	518	502	20.3%
Clerk's Office	2,223	2,219	2,981	2,977	758	758	34.2%
Human Resource Services	6,859	6,849	7,390	7,380	531	531	7.8%
Sub Total	62,860	58,327	69,111	64,489	6,251	6,162	10.6%
Chair & Council	1,955	1,955	2,020	2,020	65	65	3.3%
Financial Items-Asset Replacement	50,936	41,936	64,530	49,830	13,594	7,894	18.8%
Financial/Administrative Items*	7,023	604	18,725	13,904	11,702	13,300	2203.1%
Recovery from WWw (User Rate)	0	-5,033	0	-5,291	0	-258	5.1%
TOTAL REGIONAL OPERATING PROGRAMS	1,179,834	479,106	1,263,207	512,449	83,373	33,343	7.0%
Court Services	9,854	-842	10,368	-327	514	515	61.1%
Boards & Authorities							
Conservation Authorities	5,177	5,177	6,159	6,159	982	982	19.0%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	12,706	12,706	13,071	13,071	365	365	2.9%
Property Assessment (MPAC)	15,702	15,702	16,400	16,400	698	698	4.4%
Sub Total	36,085	33,585	38,130	35,630	2,045	2,045	6.1%
GTA Pooling	26,400	26,400	13,200	13,200	-13,200	-13,200	(50.0)%
York Region Rapid Transit Corporation	18,123	11,994	17,386	10,810	-737	-1,184	(9.9)%
York Regional Police	252,897	233,321	268,215	248,503	15,318	15,182	6.5%
Contribution to Capital	5,851	5,851	6,200	6,200	349	349	6.0%
Sub Total	258,748	239,172	274,415	254,703	15,667	15,531	6.5%
TOTAL OPERATING BUDGET	1,529,044	789,415	1,616,706	826,465	87,662	37,050	4.69%
Less Assessment Growth				-22,656		-22,656	(2.9)%
TOTAL AFTER ASSESSMENT GROWTH	1,529,044	789,415	1,616,706	803,808	87,662	14,394	1.82%

* Note: For 2012; Includes \$8.61M Tax Stabilization Reserve

Changes in the 2012 Gross Expenditure Budget

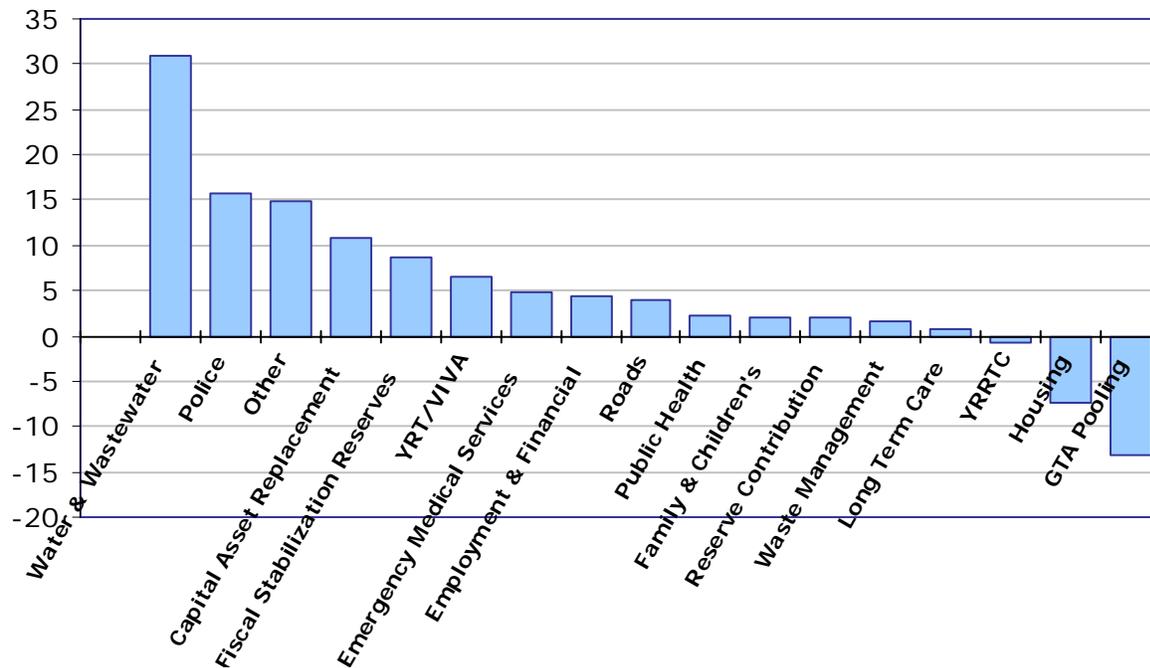
The 2012 Operating Budget increased from 2011 by \$87.7 million in gross dollars and \$14.4 million in net tax levy dollars. A discussion of the specific changes from 2011 to 2012 is incorporated into each of the business plans included in the detailed 2012 Business Plan and Budget document.

Below is a summary of the key components of the 2012 budget increases at both gross and net levels.

Gross Operating Budget - Increase of \$87.7 million

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

York Region 2012 Business Plan and Budget Changes in Gross Operating Expenditures \$ Millions



Water and Wastewater - \$33.7 million

The gross increase of \$33.7 million in the Water and Wastewater budget does not reflect in the net tax levy as all expenditures related to Water and Wastewater services in York Region are funded through a combination of the Water Rate, Development Charges, and Contributions from Water and Wastewater Reserves.

Debt servicing costs for capital programs are a significant component of the Water and Wastewater budget. In the 2012 budget, debt servicing costs for wastewater account for \$18.5 million. Growth and inflationary pressures account for the remaining budget increase.

Housing Services - \$(7.5) million

An aging housing stock, and gaps in federal and provincial funding make it challenging for York Region to deliver affordable housing units. Housing projects started in 2010 under the Social Housing Renovation & Retrofit Program have been completed. Strategic goals include incorporating energy efficient and sustainability features into new buildings according to the principles of the Leadership in Energy and Environmental Design (LEED®).

Police Services - \$15.7 million

The 2012 York Regional Police Operating Budget was approved by the Police Services Board on October 26, 2011 and provides for service growth.

Employment & Financial Support - \$4.4 million

Population growth and economic conditions continue to be the main drivers of the Ontario Works caseload, coupled with the mandatory client allowance increase. These factors account for the upward pressure on the gross 2012 budget.

Financial/Administrative Items - \$11.7 million

Non-program financial items, include a new Fiscal Strategy Reserve of \$8.1 million.

Capital Asset Replacement - \$13.6 million

\$13.6 million is the contribution to the Capital Asset Replacement Reserve to ensure that adequate funds are available to replace aging assets. This consists of \$5.7 million of supplementary tax budgeted for asset replacement and debt reduction, and \$7.9 million for contribution to asset replacement.

Transit Services - \$7.5 million

The 2012 contract rate increase for conventional, Rapid Transit and specialized services accounts for \$4.5 million of this increase.

Waste Management - \$1.7 million

In addition to population growth, multiple initiatives related to waste diversion are the main drivers of costs in Waste Management. These initiatives, together with increases in base operating costs, account for the increase over 2011.

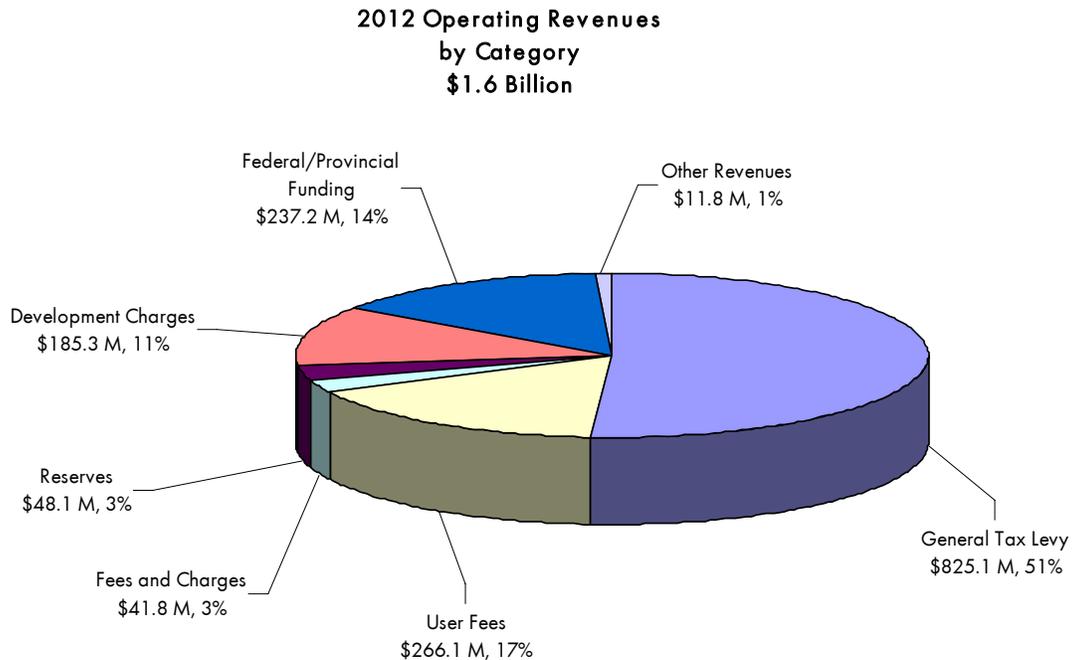
GTA Pooling - (\$13.2) million

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

In 2007 the Provincial Budget announced the phased elimination of this program by 2013, as part of the uploading agreed to under the Provincial-Municipal Fiscal and Service Delivery Review. The elimination is based on the 2004 costs of \$79.5 million, which results in an annual reduction of \$13.2 million in 2012.

Operating Revenue Details

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



Property Taxes

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

Property Tax is the single largest source of Regional revenue, accounting for 51% of budgeted operating revenues for 2012 at \$825.1 million. This is an increase of \$35.7 million over the 2011 net levy of \$789.4 million.

Supplementary taxes are levied on new assessment during the taxation year. The 2012 budget includes \$9.0 million in supplementary taxes to be contributed 50% to the Capital Asset Replacement Reserve and 50% to the General Capital Reserve.

York Region is a rapidly growing municipality, with potential for significant development and growth. While it has experienced strong assessment growth in the past, the trend shows a slight softening and hence assessment growth is forecast at 1.9%, 2.0% and 2.1% respectively for 2013, 2014 and 2015.

Provincial & Federal Funding

Provincial & Federal Funding accounts for \$237.2 million or 15.0% of budgeted 2012 operating revenues.

These grants are an integral part of the funding and service delivery model implemented by the Province of Ontario and/or the Government of Canada. The basis for grant and provincial cost-sharing formulae differ significantly depending on the Ministry administering the program. In some cases, such as affordable housing, the cost-sharing formula includes the Federal government as well. In others, such as policing, cost sharing reflects specific policy initiatives of the Provincial government.

Major Provincial/Federal grants or subsidies in the 2012 budget include:

- \$60.6 million to Employment & Financial Support – This program is funded primarily through an 80/20 cost sharing arrangement between the Province and the Municipality. There is also a 50/50 cost sharing arrangement for the administrative cost of service delivery that has been capped by the Province.
- \$47.3 million to Family & Children’s Services - These programs are funded anywhere from 80% to 100%.
- \$42.9 million to Public Health – Public Health has enjoyed an increase in its funding level from 55% in 2005, to 65% in 2006 and to 75% in 2007 and onwards.
- \$26.8 million to Emergency Medical Services (EMS) – While the funding agreement is 50/50 with the Province, this funding has been based on a service level less than what is provided. Early in 2006, the Province announced its commitment to providing full 50/50 funding by 2008; current funding covers 45% of the 2012 operating costs.
- \$21.5 million to Long Term Care – The funding for Long Term Care is a combination of funding formulas in the range of 70% to 100%.
- \$13.7 million to Housing Services – Homelessness programs are generally cost shared up to capped levels. Rent Supplement programs are cost shared at various levels. There are funds from the Federal government that are flowed to the Region to partially offset the cost of non-profit housing.

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

User Fees

User fees are generated through Water and Wastewater service rates and Transit Services. User fees relate to Transit Services for transit fares, advertising and revenues sharing with GO Transit and the TTC amount to \$62.2 million or 3.9% of 2012 budget operating revenue. The \$62.2 million in transit revenues results in a 39.2% revenue/cost ratio for conventional services. Water and Wastewater revenue amounts to \$203.9 million, represents 12.6% of budgeted 2012 operating revenues.

The Water and Wastewater Services Rates for 2012 are 73.94 cents per cubic metre and 86.40 cents per cubic metre respectively. This represents a blended rate increase for Water and Wastewater combined of 10%.

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

Development Charges

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

Development charges account for 11% or \$185.3 million of budgeted 2012 operating revenue. These funds flow through the operating budget to offset principal and interest payments on debentures issued to build infrastructure eligible for development Charge funding.

York Region continues to issue debt to meet its growth-related infrastructure needs. Development charges are expected to increase as a source of revenue in future operating budgets to service growth-related debt.

Reserves

Contributions from reserves account for 3.0% or \$48.1 million of budgeted 2012 operating revenues.

The contributions from reserve are for Wastewater services: \$14.9 million or 31.2% of total reserve contributions. These Reserve Contributions are used to fund rehabilitation and replacement of capital items treated as Minor Capital for budgetary purposes such as water pumps and other equipment.

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

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

Other Revenues, Fees and Charges

Other revenues, including third party recoveries account for 1% or \$11.8 million of operating revenues in the 2012 Budget. The most significant components in this category are:

▪ Waste Diversion Ontario Rebate	\$ 7,138,200
▪ Recoveries from Household Hazardous Waste Facilities	\$ 952,200
▪ Recoveries from Family & Children Services	\$ 935,140
▪ Recoveries from equipment fleet operations & maintenance	\$ 560,220

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

Net Tax Levy Pressures

This table outlines the major drivers of the approved 2012 Operating Budget

2012 Net Tax Levy Pressures

	2012 \$ millions	tax levy impact
Base		
Salaries & Benefits	5.9	
OMERS rate adjustments	3.2	
Transit contractor cost increase related to hourly rates and renewals	6.8	
Transit projected average fare increase to \$2.70	(3.3)	
Transit projected ridership increase adjustment	(4.2)	
EMS Casual labour due to changes in workforce dynamics and Negotiated Specific increase	1.1	
Fuel contingency	2.5	
IT Development Reserve Contribution	1.0	
Phase out of IT reserve funding for equipment replacement	0.9	
Property Services - occupancy cost increase	0.8	
YRRTC occupancy cost and negotiated specific increase	1.1	
York Regional Police	14.2	
Other Base Pressure	6.8	
Less: Reductions/ Efficiencies/Other Savings	(6.0)	
Total Base	30.8	3.9%
Mandatory/Legislated		
Transit AODA Implementation and staffing (1.0 FTE)	0.2	
Roads Spill Response program costs	0.1	
Traffic Management System Presto Project staffing (1.0 FTE)	0.1	
Forestry urbanization/VivaNext corridor maintenance and staffing (1.0 FTE)	0.2	
Waste Management - Additional revenue from electronics	(0.1)	
EMS- Increased Provincial Land Ambulance funding	(1.9)	
Public Health mandatory programs staffing requirements, net of provincial funding (6.0 FTEs)	0.1	
Employment & Financial Support increased provincial funding, uploading & reserve funding	(4.6)	
Public Housing program subsidy payment to Housing York Inc.	0.2	
Property Services new resource to support Green Energy Act (1.0 FTE)	0.1	
York Regional Police - Increase to Grants	(0.1)	
GTA Pooling	(13.2)	
MPAC	0.7	
Total Mandatory	(18.2)	-2.3%
Annualization		
Debt Repayment - Principal and Interest	(6.7)	
Transit - Contract Cost - Assumption of GO Route 69	0.4	
TM & ITS New Signalized Intersections and computer maintenance cost (CMMS)	0.4	
Roads Transportation- Operating impact of capital projects (16.8 lane km)	0.1	
Human Resource HRMS Functional Analyst (1.0 FTE)	0.1	
Property Services operating impact of approved capital projects	0.3	
ITS capital related staffing (2.0 FTEs)	0.2	
York Regional Police - 2011 additional staffing full year cost	1.0	
Contribution to Capital Asset Replacement	7.9	
Total Annualization	3.8	0.5%

2012 Net Tax Levy Pressures - Cont'd

	2012 \$ millions	tax levy impact
Growth		
Transit staffing (5.25 FTEs)	0.4	
Transit contractor cost increase related to Service Growth, net of revenues	1.6	
Roads staffing (5.25 FTEs)	0.4	
Traffic Management System Staffing (2.0 FTEs)	0.2	
Forestry staffing (3.0 FTEs, 2.0 FTEs recovery from Capital)	0.1	
Forestry growth of additional operation (Invasive Species)	0.3	
Waste Management- increase tonnage & staff	0.9	
EMS- Staffing for 2 new ambulances (10.0 FTEs) and Logistics Technician (2.0 FTEs)	1.2	
Planning staffing (1.3 FTEs)	0.2	
Court Services 3.0 FTEs for increase volume of charges	0.2	
Legal Services staffing (3.0 FTEs)	0.4	
Clerk's Office staffing for Information Asset Management (6.0 FTEs)	0.7	
Human Resource Services staffing (1.0 FTE)	0.1	
Property Services staffing (2.0 FTEs)	0.2	
Finance staffing - debt, cashflows and reserves forecasting and Multi-year fiscal planning (6.5 FTEs)	0.5	
ITS telecom expenses including additional Network sites	0.4	
York Regional Police- 34.0 new uniform members and 12.0 civilian staff (46.0 FTEs)	1.9	
Total Growth	9.7	1.2%
Enhancement		
Contribution to capital - YRT, Roads, TM & ITS, Forestry and Police	(0.9)	
Roads pre-emptive anti-icing application to road surfaces prior to winter precipitation	0.1	
Waste Management - Contribution to Solid Waste Reserve	0.1	
EMS staffing for Rapid Response Units (4.0 FTEs) and Return to Work Coordinator (1.0 FTE)	0.6	
Family & Children's Services - review and enhance levels of Child Care subsidy	0.7	
Employment & Financial Support- bridge funding for emergency shelter programs	0.4	
Strategic Service Integration & Policy enhance CDIF annual & renewable funding	0.3	
Contribution to Non-Profit Housing Capital Repair Reserve	1.1	
Fiscal Stabilization Reserve	8.6	
Total Enhancement	10.9	1.4%
Total Annual Budget Pressures	37.0	4.7%
	<i>assessment growth</i>	(22.7) -2.9%
	<i>Tax Levy increase after assessment growth</i>	14.4 1.8%

Net Operating Budget - Increase of \$37.0 million

The net operating budget, which contributes the tax levy requirement for 2012, increased by \$37.0 million or 4.7% from 2011.

The growth in recent years of both residential and non-residential development is reflected in a positive assessment growth trend. The value of assessed properties in York Region is expected to grow by 2.9% in 2012, generating an additional \$22.7 million in tax levy revenue. As a result, the net 2012 regional tax levy increase is 1.8%.

Base Pressures - \$30.8 million

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

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

These base cost increases have been partially offset by operating reductions, and one time cost and efficiencies of \$6.0 million, including:

- \$2.0 million in Transit Services Rationalization
- \$1.0 million in Roads and Transit operating savings in consulting and insurance
- \$1.0 million in York Regional Police efficiencies
- \$1.0 million in financial items and contribution to tax stabilization reserve
- \$0.6 million in Community & Health Services for program reductions
- \$0.3 million in Recovery from Water/Wastewater rates

Mandatory / Legislated - (\$18.2) million

The category includes costs and revenues related to mandatory or legislated activities. Several of the items in this category are mandated by the Province of Ontario with various cost sharing formulas.

The uploading of GTA pooling continues in 2012, with total 2012 requirements for GTA Pooling of \$13.2 million. This represents a 50.0% decrease from 2011, and decreases the tax levy requirements by \$13.2 million in 2012.

Increased provincial funding and continued uploading of Ontario Works helped to reduce the Employment & Financial Support operating budget by \$4.6 million.

Emergency Medical Services received a \$1.9 million increase in Provincial Land Ambulance funding.

The Region's share of Municipal Property Assessment Corporation (MPAC) costs for 2012 has increased by \$0.7 million.

The Transit budget increased by \$0.6 million due to Presto system implementation, AODA Implementation, the Road Spill Response program and VivaNext corridor maintenance.

Subsidies to Housing York for public housing increased by \$0.2 million.

Annualization - \$3.8 million

This category includes the additional costs of 2011 commitments for new initiatives and incremental debt charges.

The 2012 budget includes an additional \$7.9 million to help fund replacement of existing assets as they reach the end of their useful lives. These funds will increase the balance of the Capital Asset Replacement Reserve.

Financial repayments reductions in principal and interest account for \$6.7 million for York Regional Police, YRRTC, Transit, Waste Management and Property Services.

The York Regional Police budget includes the full year cost of 2011 hires, amounting to \$1.0 million.

The Information Technology budget includes \$0.2 million for additional networked sites and staffing.

The Transit budget includes \$0.4 million for contract costs for the GO Route 69 and \$0.5 million for new signalized intersections and computerized maintenance management system maintenance.

There is a \$0.5 million increase in the annualized costs of other programs.

Growth - \$9.7 million

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

The Transit Services budget includes an additional \$2.0 million, of which \$1.6 million relates to conventional & Mobility Plus service growth in response to increasing ridership and \$0.4 million for staffing related to operations growth.

The York Regional Police budget includes an additional \$1.9 million for 2012 hires of thirty-four uniform members and twelve civilian staff.

The Roads program includes growth-related costs of \$0.6 million for seven new FTEs and traffic management system growth.

The Emergency Medical Services budget includes an additional \$1.2 million for hiring ten paramedics and two Operations Supervisors.

The Waste Management budget includes an additional \$0.9 million to process increased tonnage and staffing as a result of population growth.

The Clerk's Office budget includes an increase of \$0.7 million for an additional six staff to support Information Asset Management.

The Finance budget includes a \$0.5 million for additional staffing in long range fiscal planning, and debt management reserves forecasting, development charge forecasting and expenditure analysis to accommodate Regional growth and expand the Region's Strategic financial management capability.

The Property Services budget \$0.3 million for two new FTEs related to new Regional capital projects.

The Legal Services and Courts budget includes \$0.6 million for additional staffing to accommodate Regional growth and deal with an increased volume of charges.

There is a \$0.6 million increase in other programs and \$0.4 million in ITS telecom are included to support growth-related activities.

New Services / Enhancements - \$10.9 million

This category includes costs to provide new or enhanced levels of service in 2012.

An \$8.6 million Fiscal Strategy Reserve has been established to mitigate future tax levy pressures when GTA Pooling comes to an end.

The Community & Health Services requests an additional \$2.0 million for Multi-Year Plan initiatives of which \$0.7 million is to enhance levels of child care subsidy, \$0.4 million is to bridge additional funding for emergency shelter programs, \$0.6 million is for Emergency Medical Services staffing for four Rapid Response Units and \$0.3 million is to enhance Community Development and Investment funding. An additional \$1.1 million will be contributed to reserves for non-profit housing provider capital repairs.

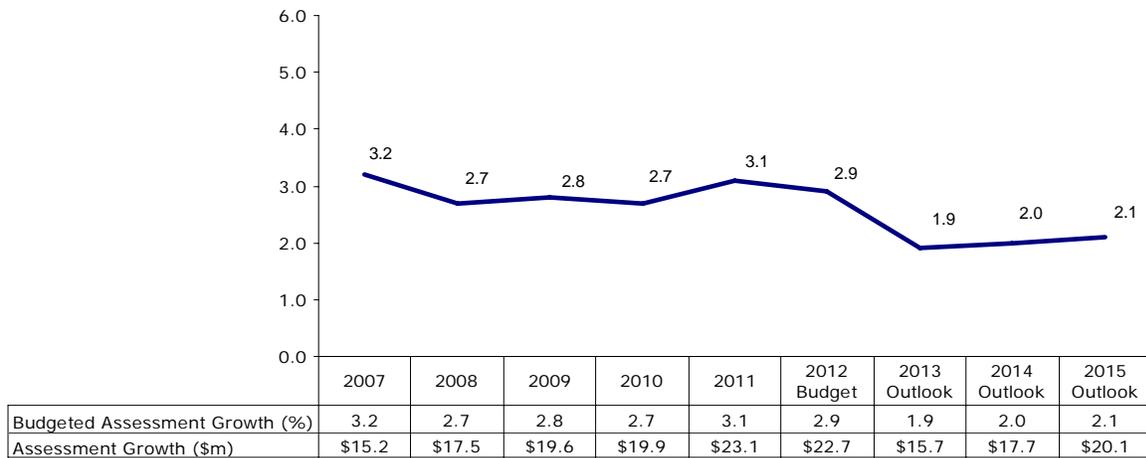
Contributions to current year capital program for Roads, Police will decrease by \$0.9million.

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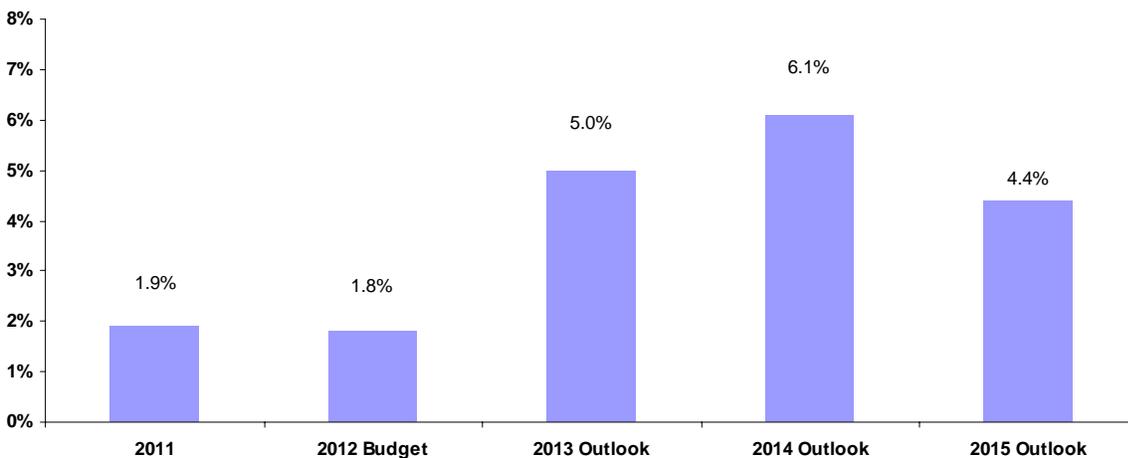
Future Outlook

As part of the annual budget process, the Region takes a multi-year perspective to ensure that strategic plans consider the impact of future trends and pressures. These estimates reflect all expenditure categories: base, mandatory, annualization, growth and enhancement. On the revenue side, assessment growth is anticipated to be moderate. For 2013, 2014 and 2015 assessment growth is expected to be 1.9%, 2.0% and 2.1% respectively, down from 2.9% in 2012.

Assessment Growth (%)



Increase in Tax Levy After Assessment Growth



Note: Figures reflect assessment growth estimates used for budget purposes

SUMMARY OF PRELIMINARY 2013 FORECAST

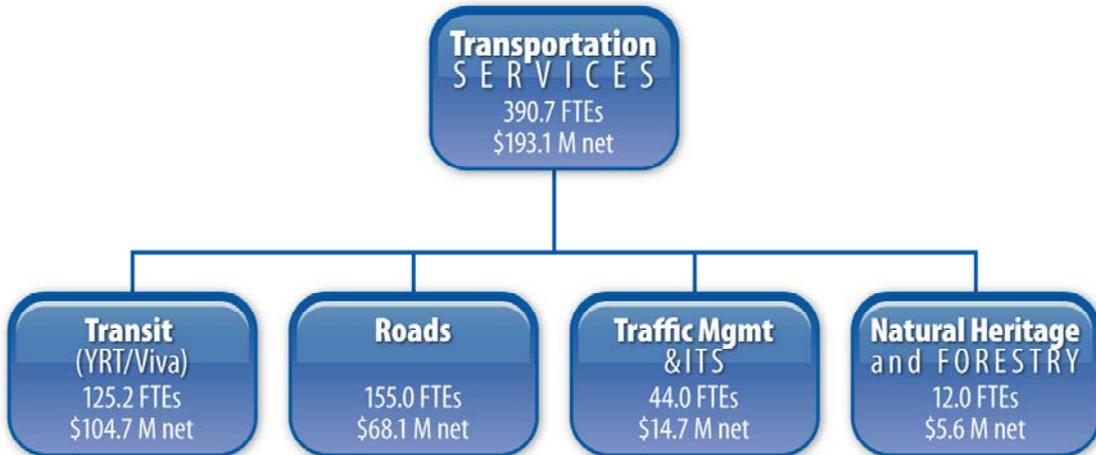
(\$ 000's)	2012 BUDGET		2013 REQUEST		CHANGE		%
	GROSS	NET	GROSS	NET	GROSS	NET	CHANGE NET
Transportation Services							
York Region Transit/Viva	175,528	97,754	186,960	105,867	11,432	8,113	8.3%
Contribution to Capital	7,200	7,200	6,051	6,051	(1,149)	(1,149)	(16.0)%
Roads Transportation	53,830	38,247	55,928	40,345	2,098	2,098	5.5%
Contribution to Capital	30,190	30,190	29,323	29,323	(867)	(867)	(2.9)%
Traffic Management & ITS	12,535	11,443	13,541	12,449	1,006	1,006	8.8%
Contribution to Capital	2,673	2,673	7,422	7,422	4,749	4,749	177.7%
Natural Heritage & Forestry	4,750	4,055	5,471	4,771	721	716	17.7%
Contribution to Capital	1,535	1,535	2,305	2,305	770	770	50.2%
Sub Total	288,241	193,097	307,001	208,533	18,760	15,436	8.0%
Environmental Services							
Waste Management	58,682	40,767	63,427	45,096	4,746	4,329	10.6%
Water & Wastewater Services	349,087	0	389,582	0	40,495	0	-
Contribution to Capital	24,470	0	30,520	0	6,050	0	-
Sub Total	432,239	40,767	483,529	45,096	51,290	4,329	10.6%
Community & Health Services							
Emergency Medical Services	53,683	26,507	57,576	28,678	3,893	2,171	8.2%
Contribution to Capital	3,254	3,254	3,314	3,314	60	60	1.8%
Long Term Care Services	37,408	13,531	37,723	13,654	315	123	0.9%
Public Health	55,328	11,920	57,267	12,602	1,939	682	5.7%
Employment & Financial Support	84,039	18,492	88,215	21,788	4,176	3,296	17.8%
Family and Children's Services	64,321	16,069	65,193	16,931	872	862	5.4%
Housing Services	66,849	43,187	69,854	45,024	3,005	1,837	4.3%
Strategic Service Integration & Policy	14,367	12,539	15,332	13,505	965	966	7.7%
Sub Total	379,249	145,498	394,474	155,495	15,225	9,997	6.9%
Planning & Economic Development	9,093	8,135	9,713	8,881	620	746	9.2%
Corporate Management							
Office of the C.A.O.	4,312	4,123	4,452	4,262	140	139	3.4%
Finance	12,442	10,673	12,854	10,943	412	270	2.5%
IT Services	18,984	17,225	21,056	19,298	2,072	2,073	12.0%
Property Services	19,439	18,897	23,279	22,356	3,840	3,459	18.3%
Contribution to Capital	244	244	244	244	0	0	0.0%
Legal Services	3,320	2,970	3,639	3,283	319	313	10.5%
Clerk's Office	2,981	2,977	3,649	3,645	668	668	22.4%
Human Resource Services	7,390	7,380	7,837	7,827	447	447	6.1%
Sub Total	69,112	64,489	77,010	71,858	7,898	7,369	11.4%
Chair & Council	2,020	2,020	2,057	2,057	37	37	1.8%
Financial Items-Assets Replacement	64,530	49,830	72,082	58,082	7,552	8,252	16.6%
Financial/Administrative Items	18,725	13,904	22,672	16,932	3,947	3,028	21.8%
Recovery from WWw (User Rate)	0	(5,291)	0	(5,328)	0	(37)	0.7%
TOTAL REGIONAL OPERATING PROGRAMS	1,263,208	512,449	1,368,537	561,605	105,329	49,157	9.6%
Court Services	10,368	(327)	10,695	(107)	327	220	(67.3)%
Boards & Authorities							
Conservation Authorities	6,159	6,159	6,462	6,462	303	303	4.9%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	13,071	13,071	13,319	13,319	248	248	1.9%
Property Assessment (MPAC)	16,400	16,400	16,900	16,900	500	500	3.0%
Sub Total	38,130	35,630	39,181	36,681	1,051	1,051	2.9%
GTA Pooling	13,200	13,200	0	0	(13,200)	(13,200)	(100.0)%
York Region Rapid Transit Corporation	17,386	10,810	21,681	13,365	4,295	2,555	23.6%
York Regional Police	268,215	248,503	285,725	265,513	17,510	17,010	6.8%
Contribution to Capital	6,200	6,200	6,385	6,385	185	185	3.0%
Sub Total	274,415	254,703	292,110	271,898	17,695	17,195	6.8%
TOTAL OPERATING BUDGET	1,616,706	826,465	1,732,204	883,442	115,497	56,978	6.9%
Less Assessment Growth		(22,656)		(15,703)		6,953	(1.9)%
TOTAL AFTER ASSESSMENT GROWTH	1,616,706	803,808	1,732,204	867,739	115,497	63,931	5.0%

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 our mission, Transportation Services is organized into four service delivery areas*:



* Figures represent 2012 proposed budget amounts. These four service delivery areas are supported by 54.5 administrative and finance staff.

Mandate

The Transportation Services Department's mandate is to:

- provide reliable, safe, accessible and convenient transit services
- maintaining a safe and efficient road network
- inform travelers, improve safety and efficiency of the transportation network
- protect and build our Green Infrastructure,

Key Challenges

Population Growth and Congestion Management

Efficient movement of people and goods is vital to the economic and environmental health of York Region. As the Region's population grows, so will the need to manage the increase in traffic congestion.

5 Year Average Growth Projection

25,000 new residents per year

33 new lane kms per year

1,000,000 additional rider trips per year

Facilitating a shift in transportation from individual vehicles to public transit

Traffic congestion is managed through effective investment in our road network and transit system. Approximately 90% of trips in York Region are by automobile, 9% by public transit and 1% by other modes. A long term objective of the Transportation Services department is to facilitate a modal shift: from individual automobiles to public transit.

2012 Operating Budget Base Drivers

In 2012, department operating costs are budgeted to increase by 0.1% in 2012. Major cost drivers include:

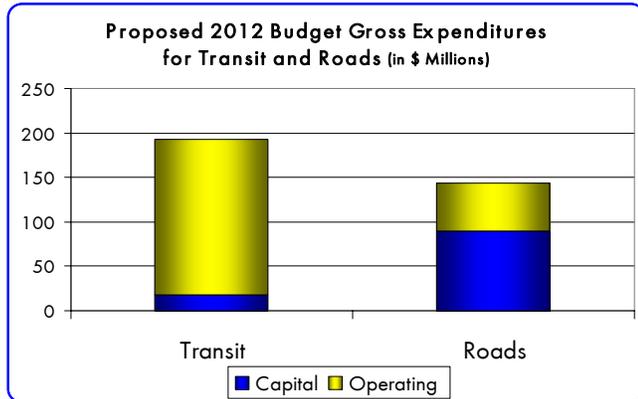
- transit contractor rate increase
- development of new VivaNext infrastructure
- construction and urbanization of Regional corridors
- growth of YRT/Viva system (increased ridership and customer contacts, new Presto card and new Transit facilities)
- implementation of Intelligent Transportation Systems Strategy
- management of invasive species infestations (Forestry)

Offsetting these cost pressures are:

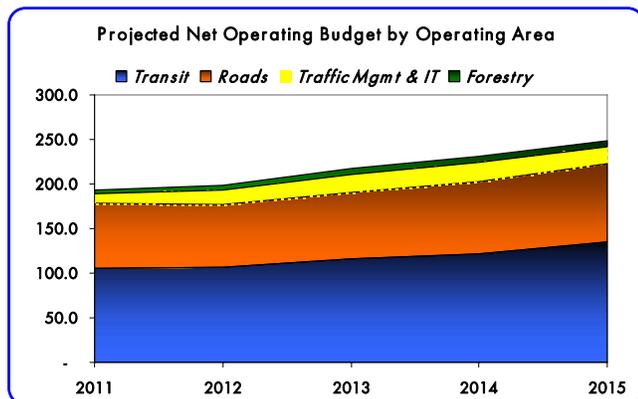
- increased fare revenues from increasing ridership
- contracted service reviews and rationalization
- request for new capital in Roads has reduced the need for funding from taxation
- improved use of asset management and business intelligence systems

2013 to 2015 Operating Budget Pressures

Cost pressures in 2012 continue to increase in the outlook years 2013 to 2015: VivaNext; Transit contracts and invasive species will result in costs increases which exceed inflationary pressures. As a result, the average anticipated net operating budget increase from 2013 to 2015 is about 7.1%. To the right is a graph forecasting increases by delivery area.



* Does not include operating contributions to capital or corporate allocations



Major Projects (next 5 years)

Over the next five years there will be significant investment in Regional Transportation infrastructure. Below is a summary of major capital investment exclusive of road system development:

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					✓

VivaNext – Part of the Congestion Management Strategy

VivaNext is the 2nd phase in the development and expansion of the Region’s rapid transit network. Metrolinx identified the plan as a key piece of ‘The Big Move’, the transportation plan to address gridlock across the Greater Toronto and Hamilton Area. The Province of Ontario has committed \$1.4B towards the construction of segregated rapidways. Under governance frameworks established with Metrolinx and Infrastructure Ontario, the Region of York established a wholly owned corporation - York Region Rapid Transit Corporation (YRRTC).

York Region Rapid Transit Corporation (YRRTC)

YRRTC is responsible for the capital delivery of the rapid transit expansion program. Its current focus is on the next phase known as VivaNext and co-ordination with the TTC for the extension of the Spadina subway into Vaughan. The primary focus of VivaNext is a total of 38 kilometres of separate lanes for bus vehicles known as rapidways. Once constructed, these new rapidways and also the Rapid Transit service will be the responsibility of the Transportation Services department to maintain and operate. Although the operating impact of capital investment has been included in each of the program areas, below is a summary of the annual Operating impacts relating specifically to VivaNext:

The figures in the table below are annual operating costs.

(\$'000s)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook	Total
Transit	4,200	4,400	5,230	5,330	19,160
Roads	-	-	985	1,705	2,690
TM / ITS	100	340	440	465	1,345
Forestry	100	100	360	1,020	1,580
Total	4,400	4,840	7,015	8,520	24,775

Does not include current assigned project staff or possible capital investment for snow management facility.

(*) To maintain transit service levels due to traffic delays caused by construction, additional busses will be put into service.

Department objectives more narrowly define projects which support strategic goals. Below is a listing of the major initiatives undertaken by Transportation Services to achieve our goals:

Department objectives
1) Meet the changing needs in the Transportation Services department resulting from VivaNext.
2) Improve Transit service performance through regular review of bus routes and ridership demand.
3) Developing business intelligence by investing in solutions to enable proactive maintenance and efficient use of Regional assets.
4) Meet statutory obligations in terms of safety, maintenance and AODA compliance
5) Mitigate the impacts of invasive species such as the Emerald Ash Borer.

The table below lists those activities undertaken by the department which support the Objectives and ultimately the Strategic Goals of the department. Below is a listing of the Planned Initiatives, Intended Outcomes and how they support the Strategic Priority Areas outlined in the Region's Strategic Plan:

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
Transit - Improve Service Delivery	Improve on-time performance to promote overall ridership	2012 - 2014	Make Regional services more user friendly	✓	✓
Transit - Improve Service Efficiency	Review ridership and routes to improve alignment of resources	2012 - 2015	Focus growth along regional centers and corridors		
Transit - Extend Mobility Plus Call Centre Hours	Comply with AODA requirements for same level of service as conventional operation	2012 - 2015	Improve social and health supports	✓	✓
Forestry - Invasive Species	Replacement of Ash trees destroyed by the Emerald Ash Borer	2012	Continue to deliver and sustain critical infrastructure	✓	✓
Roads - Fleet Services	Second shift for fleet maintenance operations. Mobile maintenance service.	2012 - 2013	Continue to deliver and sustain critical infrastructure Strengthen organizational capacity	✓	✓
TM/ITS - Presto Systems	Ongoing maintenance of Presto equipment	2012	Make Regional services more user friendly	✓	✓
VivaNext - Horticultural Services	In-house expertise to maintain more sophisticated streetscaping	2012	Focus growth along regional centers and corridors	✓	✓
VivaNext - ITS System Maintenance	Implement and maintain the many ITS equipments which accompany VivaNext	2012	Focus growth along regional centers and corridors	✓	✓
Enhance Streetscaping Design Administrative Support	Improve streetscape design for VivaNext and 'context sensitive' streetscape design	2012	Continue to deliver and sustain critical infrastructure Make Regional services more user friendly	✓	✓

Business Support

The Business Support staff comprised of the Commissioners Office, Planning and Policy staff and Finance. The goals of the Business Support staff are to:

- To plan and design 'complete streets' that are safe for pedestrians, cyclists, transit users, and motorists using context sensitive design that recognizes both our rural and urban county needs.
- To implement streetscape design that recognizes the vital role that streets have in creating successful urban areas and sense of place.
- To provide universal accessibility across York Region's transportation system that aims to eliminate any barriers that might limit people from carrying out their daily activities.
- To administer the Transportation Services department in a manner that is consistent with public sector best practices for budgetary adherence, business planning, human resource management and administrative processes.

The Business Support branch of the Transportation department is proposing four additional staff in 2012 to meet the needs of streetscape design, website and records maintenance and supervisory responsibilities across the department.

Below is a summary of staffing requirements by service delivery area:

Permanent FTE's (incl. PFT & PPT)	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Transit	117.2	125.2	133.7	141.7	147.2
Roads	151.0	155.0	158.0	158.0	161.0
Traffic Mgmt & ITS	41.0	44.0	44.0	45.0	46.0
Forestry	8.0	12.0	12.0	14.0	14.0
Program Support	50.5	54.5	57.5	59.5	62.5
Total Permanent FTE's	367.7	390.7	405.2	418.2	430.7

Financial Summary Transportation Services

TRN Consolidated

	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	18,777	34,167	37,396	38,507	43,500	4,993	11%	45,487	47,461	49,778
Program Specific Expenses	108,147	115,346	122,264	122,354	129,031	6,678	5%	137,440	145,753	154,589
Professional Contracted Services	4,293	9,295	10,013	11,804	11,978	173	1%	13,766	16,072	18,085
General Expenses	8,961	17,775	27,980	27,478	30,939	3,461	11%	32,234	33,159	33,986
Occupancy Costs	3,937	8,153	8,166	8,571	8,535	-36	0%	9,504	10,611	10,952
Minor Capital	73	201	429	437	439	2	1%	446	451	458
Expenditures	144,188	184,936	206,248	209,151	224,422	15,271	7%	238,877	253,507	267,847
										2.6
Financing Costs and Reserves										
Financing Costs	14,105	34,341	34,936	35,565	31,906	-3,659	-11%	33,064	36,041	36,278
Contribution to Reserves	0	2,690	2,886	2,986	2,983	-2	0%	2,996	3,026	3,083
Contribution to Capital	7,200	42,572	42,992	42,992	41,598	-1,394	-3%	45,101	47,601	50,101
Financing Costs and Reserves	21,305	79,602	80,813	81,542	76,487	-5,055	-7%	81,160	86,667	89,461
Gross Expenditures	165,493	264,539	287,062	290,693	300,909	10,216	3%	320,037	340,175	357,308
Revenues										
Grant Subsidies	0	0	0	0	0	0	0%	0	0	0
User Fees	-48,165	-51,967	-57,648	-53,023	-62,173	-9,150	15%	-66,076	-70,082	-72,914
Fees and Charges	-1,013	-2,771	-2,610	-2,530	-2,618	-88	3%	-2,622	-2,622	-2,622
Development Charges	-1,388	-14,429	-14,479	-14,479	-14,071	407	-3%	-13,488	-13,482	-13,455
Contribution from Reserves	-14,805	-15,202	-15,615	-15,615	-15,622	-7	0%	-15,625	-15,625	-15,625
Third Party Recoveries	-191	-545	-660	-660	-660	0	0%	-660	-660	-660
Revenues	-65,562	-84,914	-91,011	-86,306	-95,144	-8,838	9%	-98,470	-102,471	-105,277
Negotiated Specific & Recoveries										
Negotiated Specific	851	2,216	2,927	2,927	2,925	-3	0%	2,946	2,972	2,999
Departmental Charges & Recoveries	2,581	-6,010	-4,169	-4,144	-4,925	-781	16%	-5,210	-5,288	-5,535
Capital Recoveries	-940	-8,194	-10,112	-10,233	-10,668	-435	4%	-10,771	-10,771	-10,771
Other Recoveries	0	0	0	0	0	0	0%	0	0	0
Negotiated Specific & Recoveries	2,492	-11,988	-11,353	-11,450	-12,668	-1,218	10%	-13,035	-13,087	-13,307
Gross Expenditures including Negotiated Specific & Recoveries	167,985	252,550	275,708	279,243	288,241	8,997	3%	307,003	327,087	344,001
Tax Levy	102,422	167,636	184,697	192,937	193,096	159	0%	208,533	224,617	238,724
% change						0.1%		8.0%	7.7%	6.3%

Transportation Services

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>NEW</u>				
Transit				
Control Centre Coordinator	2.0	G	150	150
Trip Reservationist	1.0	B-M	72	72
Marketing Coordinator - Social Media	1.0	G	89	89
Customer Service Rep	1.0	G	64	64
Roads				
Fleet Mechanics	2.0	G	173	173
Fleet Technician	1.0	G	95	95
Asset Management Program Manager	1.0	G	123	123
TM & ITS				
TMS Officer (Presto) - 2011 Deferral	1.0	B-M	98	98
TMS Officer (VivaNext)	1.0	G	98	98
Program Manager	1.0	G	135	135
Forestry				
Horticultural Specialist	1.0	B-M	94	94
Program Coordinator	1.0	G	115	115
SP & BP				
Records Clerk	1.0	G	64	64
Admin Supervisor	1.0	G	95	95
EBS Coordinator	0.5	G	52	52
<u>CONVERSIONS</u>				
Transit				
Facilities Mtce Support Rep	1.0	B		
Technician II	1.0	B		
Technologist II	1.0	B		
Forestry				
Forestry Technician (Recovery from Capital)	2.0	G	176 (176)	176 (176)
SP & BP				
Landscape Technician (Recovery from Capital)	1.0	B	88 (88)	88 (88)
Total Permanent FTEs		22.5	1,517	1,517

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross	Net (\$ 000's)
<u>NEW</u>				
Transit				
Control Centre Coordinator	2.0	G	154	154
Special project Coordinator	1.0	G	89	89
Schedule Analyst	0.5	M	41	41
Statistical Analyst	0.4	G	36	36
Customer Service Rep	1.0	G	65	65
Fleet Technician (100% recovery from capital)	1.0	C		
Roads				
Fleet Mechanics	2.0	G	177	177
Local Systems Support Officer	1.0	G	94	94
SP & BP				
AODA Compliance Specialist	1.0	B-M	98	98
Emergency Planning Specialist	1.0	G	106	106
Records Clerk	1.0	G	65	65
<u>CONVERSIONS</u>				
Transit				
Transit inspector	1.0	B	9	9
Statistical Analyst	0.6	B	21	21
Customer Service Rep	1.0	B	9	9
Total Permanent FTEs		14.5	963	963

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	(\$000's)	Net (\$ 000's)
<u>NEW</u>				
Transit				
2014 Control Centre Coordinator	2.0	G	158	158
Customer Service Rep - MP	1.0	M	64	64
Special Constable	2.0	G	210	210
Customer Service Rep - Conv	1.0	G	67	67
Facilities Mtce Support Rep (vivaNext)	1.0	G	83	83
2015 Trip Reservationist - MP	1.0	M	78	78
Special Constable	2.0	G	216	216
Customer Service Rep - Conv	1.0	G	69	69
Technologist I (O&M Facilities)	1.0	G	102	102
Roads				
2015 Transportation Maintenance Workers	2.0	G		
Fleet Technician	1.0	G		
SP & BP				
2014 Business Performance Specialist	1.0	G	84	84
Accounting Clerk	1.0	G	73	73
2015 Senior Financial Analyst	1.0	G	115	115
Records Clerk	1.0	G	68	68
Commissioner				
2015 Special Project Coordinator	1.0	G	117	117
TM & ITS				
2014 Safety Education Officer	1.0	G	95	95
2015 BI Analyst	1.0	G	105	105
<u>CONVERSIONS</u>				
Transit				
2014 Customer Service Rep - Conv	1.0	B	9	9
2015 Customer Service Rep - Conv	0.5	B	3	3
Forestry				
2014 Tree Maintenance Technician	2.0	G		
Total Permanent FTEs		25.5	1,718	1,718

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

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

Space Needs Accommodations:

Space needs accommodations have been considered
for the above requested positions

Yes
No

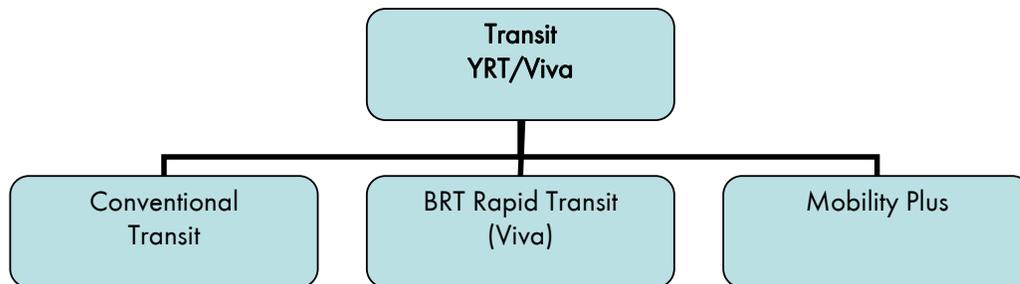
Goals

To provide the highest quality of reliable, safe, accessible and convenient transit services to all residents of York Region, and to maintain our dedication to our customers and continue to ensure their satisfaction with our services through:

- Optimizing the performance of the Regional transportation system for all transit users
- Managing the contracted services in a manner that results in service delivery excellence
- Developing a sustainable service delivery strategy that meets the Region’s growth needs (5-Yr Plan including rapid transit readiness, route rationalization)
- Ensuring a State-of-Good-Repair for all transit assets (fleet, yards, terminals, stops/shelters)
- Developing a long term Operations & Maintenance Facility Strategy

York Regional Transit offers seamless transit services across its nine local municipalities, as well as easy access to Toronto’s Transit Commission (TTC) and the province’s GO system. These services encompass more than 120 bus routes, include a fleet of over 400 vehicles, 2 Region owned garages and a central dispatch, customer care and administrative centre located at 50 High Tech Road in Richmond Hill.

Transit operations are organized into 3 service delivery areas:



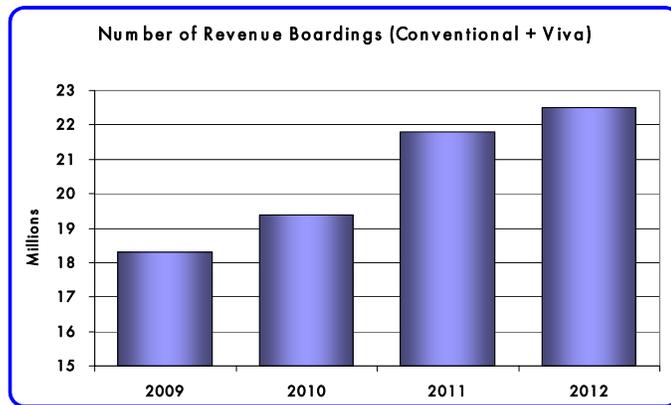
In support of these service delivery areas, the Transit branch also includes: Maintenance, Service Planning, Marketing and Customer Service, Enforcement and Security, Capital Assets (fleet and facilities).

Increasing Ridership generates both increasing revenues and costs

Ridership is increasing with the number of conventional transit trips going from 18.3 million in 2009 to an estimated 22.5 million in 2012. Ridership is projected to grow by approximately one million riders each year over the next three years. Increased ridership will help manage traffic congestion, reduced green house gas emissions; improve fare revenues.

In 2012, Transit fare revenue is budgeted to increase \$9 million due to a combination of increased ridership and a proposed fare increase effective January 2012.

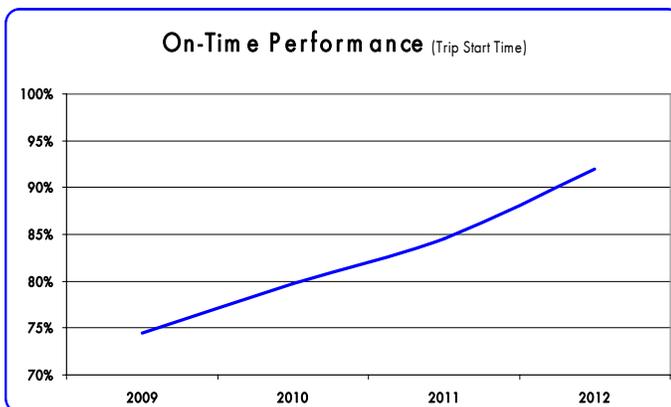
Higher ridership has created an increase in the volume of activity in the Call Centre. Call volumes are anticipated to reach 250,000 in 2011 and have increased an average of 18% over the last 2 years. *Two additional full time staff have been requested in 2012, one to maintain desired service level standards with the Call Centre, and the other to proactively enhance communications through the use of social media (new website and Twitter/Facebook).*



Similarly, greater ridership has resulted in an increase to bus pads, stations and terminals. Maintaining these additional assets has been accomplished using temporary resources however; the 2012 budget proposes conversion of 3 of these resources to full time positions.

Customer Service and the new Five-Year Service Plan

The Five Year Service Plan focuses on retaining and increasing ridership by service improvements. On-time performance has been identified as critical to ridership retention and growth. Over the last two years substantial improvements have been made in service monitoring through the implementation of a joint Transit Control Centre. The Transit Control Center is currently operating 16 hours per day; five days a week with reduced weekend coverage. *The Control Center is*



proposing two additional full time employees in 2012 to increase its hours of operations and continue to improve on-time performance. Additional staff are identified in the budget outlook years to expand the Control Centre to a 24 hour a day, 7 days of the week operation.

Implementation of Process Improvements to Manage Costs

Although York Region owns the fleet and 2 of the garages, the operating and maintenance of its buses is fully contracted out. These contracts comprise the majority of the Transit budget. In 2012 negotiated contractor costs are expected to increase \$6.8 million, and growth to existing routes is budgeted at \$3.5 million. To balance the needs of high demand routes and continued servicing low volume routes, staff have been reviewing all routes during 2011 and advised committee in June 2011 that some restructuring and rationalization of underperforming routes would be necessary. Anticipated efficiencies from this effort

have been incorporated in the 2012 budget. A shift towards a more formal grid network and consolidation of service into high demand corridors will result in improved service delivery to meet customer demand.

VivaNext

The creation of rapidways for the next phase of Bus Rapid Transit service is underway. Over the next decade, construction will take place on Highway 7, Yonge Street and Davis Drive. This will impact YRT/Viva operations in two ways.

Firstly, it will impact existing service during construction:

- Additional bus hours will be required to reduce delays caused by construction;
- Wherever possible construction will be performed during evening and off peak times; and
- The use of alternate routing

Funding for the additional costs of these mitigation initiatives is not presently included in the YRT/Viva budget.

Secondly, once completed bus routes will need to be reviewed and revised. This is expected to include changes for both Viva and conventional services, while maintaining customer service levels.

Presto

Introduced in York Region in July 2011, the Presto card is now available to transit riders. It is the culmination of many years of development led by the province in conjunction with GTA transit agencies. It is intended to improve customer convenience and service by standardizing transit fare media across multiple transit systems. This involved the installation of a network of new equipment on vehicles as well as at Viva bus stops and all terminals. *A position deferred from the 2011 budget process has been proposed for 2012 and is required for maintenance to ensure service availability from the new network of Presto equipment.*

Accessibility for Ontarians with Disabilities Act (AODA)

Beginning in 2010, the Province of Ontario brought into effect the Accessibility for Ontarians with Disabilities Act (AODA). This legislation has brought about a number of enhancements to transit services. One enhancement is an increase in the hours of the contact centre operation for the Mobility Plus to provide the same hours of service as conventional operation.

One additional full time staff is requested in 2012 for compliance to meet the legislated requirement.

Pressures of Net Operating Impact of Capital Projects (incremental)

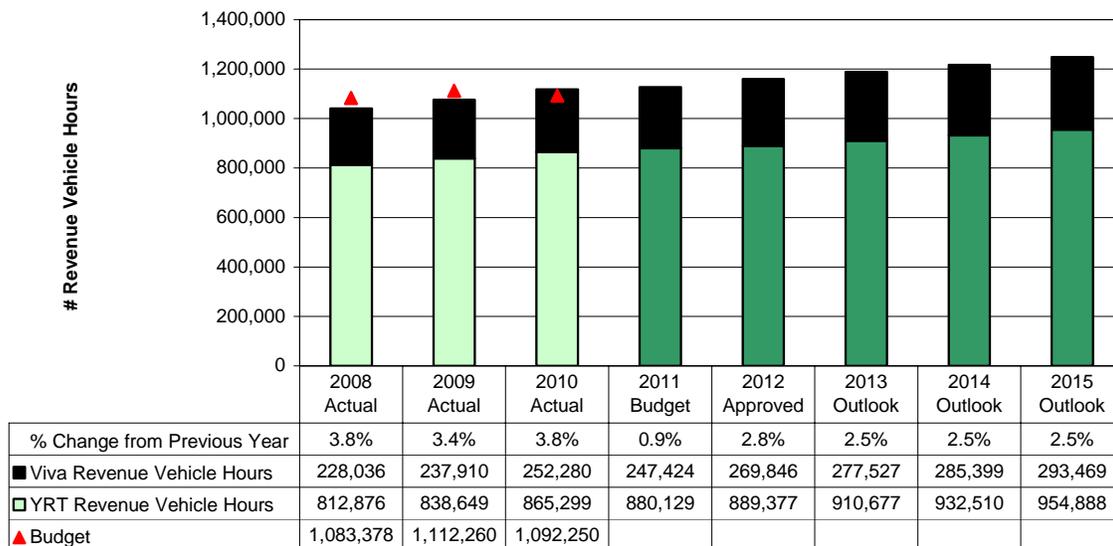
The net operating impact of capital projects includes costs associated with VivaNext.

Capital from VivaNext is provided to the Region through RapidCo.

(\$'000s)	2012	2013	2014	2015
	Approved	Outlook	Outlook	Outlook
Operating Costs				
Reserve contrib.	793	1,644	2,048	3,574
Contract/Other	191	1,471	2,228	4,448
Revenues	(10)	(250)	(468)	(1,016)
Transit (before VivaNext)	974	2,865	3,808	7,006
VivaNext	4,200	200	830	100
Total	5,174	3,065	4,638	7,106

The Region of York is investing currently in a transit system to meet the needs for today and into the future. The new infrastructure will increase operating costs throughout the Transportation Services department but save money in the long run by positioning the Region for growth.

Revenue Vehicle Hours - Conventional + Viva



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

What does the graph show?

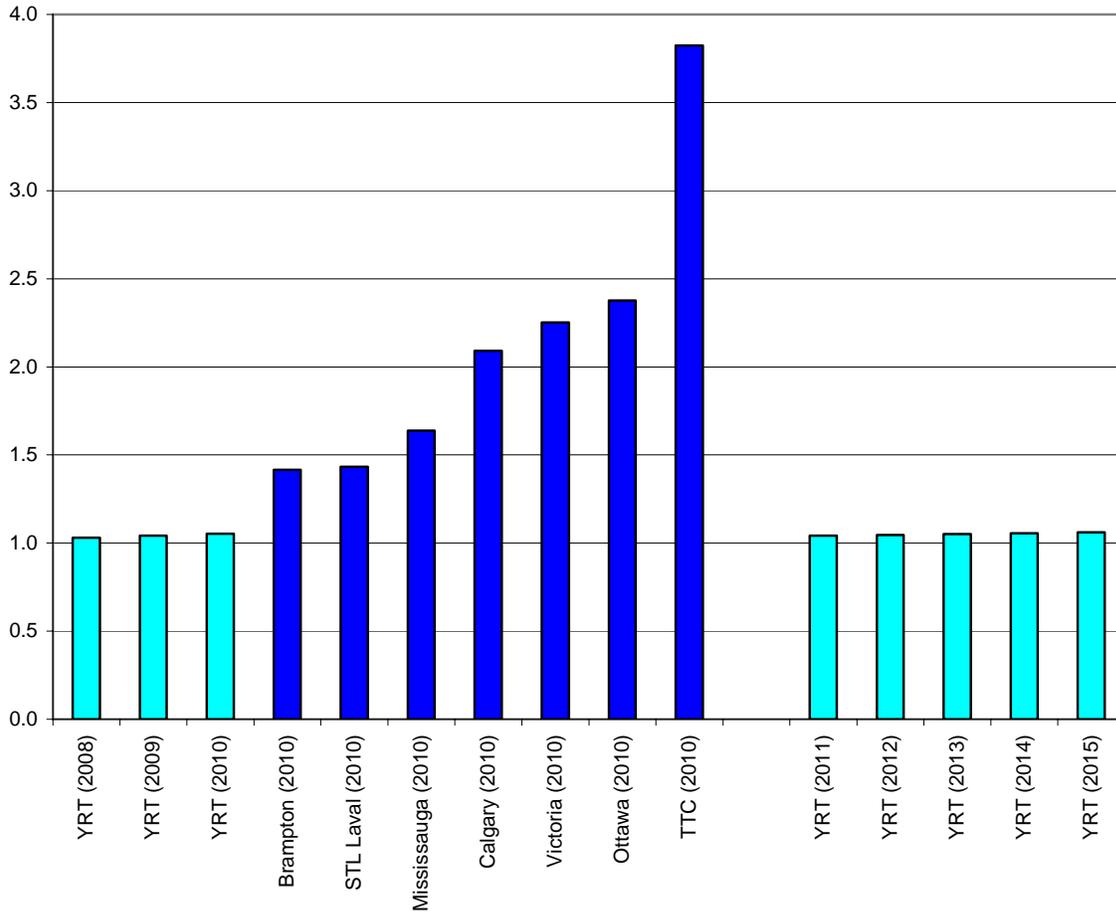
- The total available revenue vehicle hours throughout the Region for regular conventional and bus rapid transit services.

Explanation of KPI Trend

- The 3.8% increase in 2008 actual revenue vehicle hours was largely attributable to new services and service improvements due to population growth. Additional efficiencies/adjustments to existing routes have also been incorporated into the 2008 budget.
- 2009 combined revenue vehicle hours increased slightly by 3.4% due to the annualization of new services implemented in 2008, as well as additional priority 1 service initiatives per the YRT/Viva Plan 09.
- 2010 revenue vehicle hours were higher than 2009 by 3.8%, largely due to annualization of 2009 new services and additional run times implemented to improve on-time performance.
- Revenue vehicle hours are expected to increase in 2011 as a result of adding run times to improve on-time performance as well as additional hours to mitigate vivaNext construction impact.

- Revenue vehicle hours are expected to increase in 2011 as a result of adding run times to improve on-time performance as well as additional hours to mitigate vivaNext construction impact.
- Revenue vehicle hours in 2012 are projected to be 2.8% higher than 2011 budget. This increase is due to projected modest growth of 3% offset by efficiencies due to service rationalization. Growth in the outlook years is estimated to be in the 2.5% range.

Revenue Vehicle Hours per Capita
Conventional + Viva

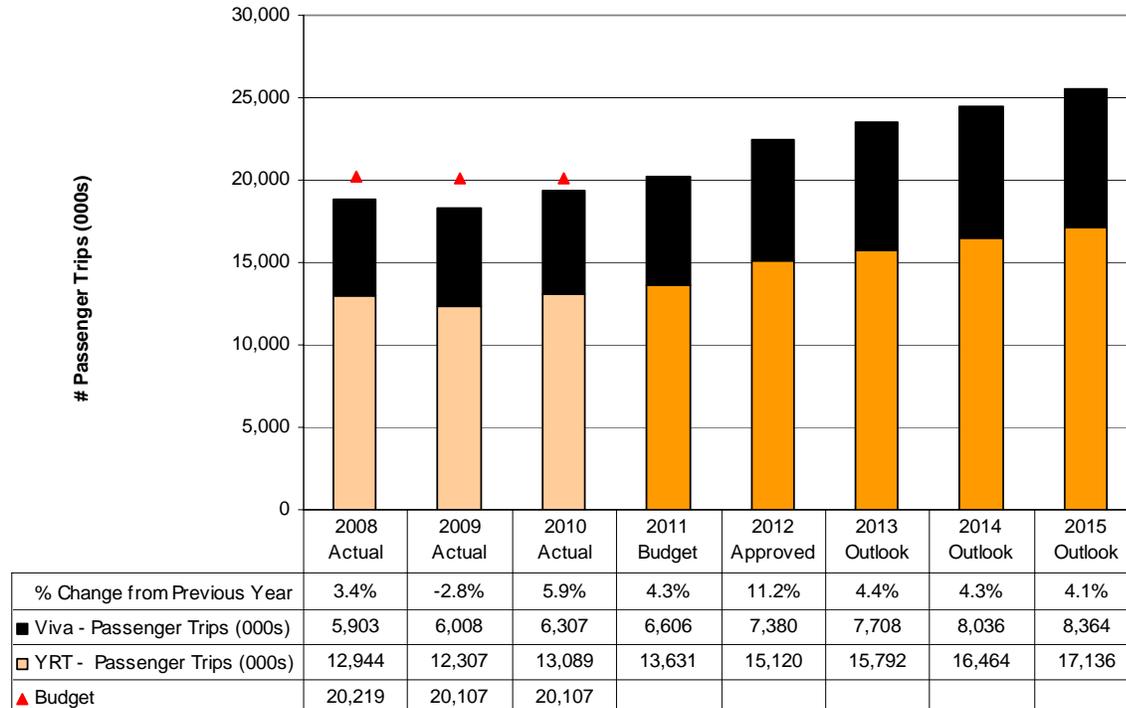


In the peer group comparison, York Region continues to provide the lowest rate of service per capita. In 2009 and 2010 revenue vehicle hours per capita is tracking in the 1.04 and 1.05 range. The peer group range was between 1.42 and 3.82 per capita.

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

Community Impact

Number of Passenger Trips - Conventional + Viva



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

What does the graph show?

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

Explanation of KPI Trend

- 2008 ridership was 3.4% higher than 2007 but was 6.8% lower than budget. Deferral of new services, and strikes by Veolia drivers and York University contract staff were major contributors to the shortfall in 2008.
- Ridership in 2009 dropped 2.8% from 2008 on account of adverse economic conditions and York University strike.
- Ridership in 2010 was better by 5.9% over 2009. The increase is attributed to economic recovery and service improvements implemented in 2010.

- 2011 ridership is budgeted to be 20.2M as a result of run time improvement and general population growth.
- 2012 Ridership is estimated to reach 22.5 million, a growth of 11.2% over 2011 budget. Service improvements, population growth and lower unemployment rates are expected to boost the ridership. Ridership in the outlook years is estimated to be in the 4% range.

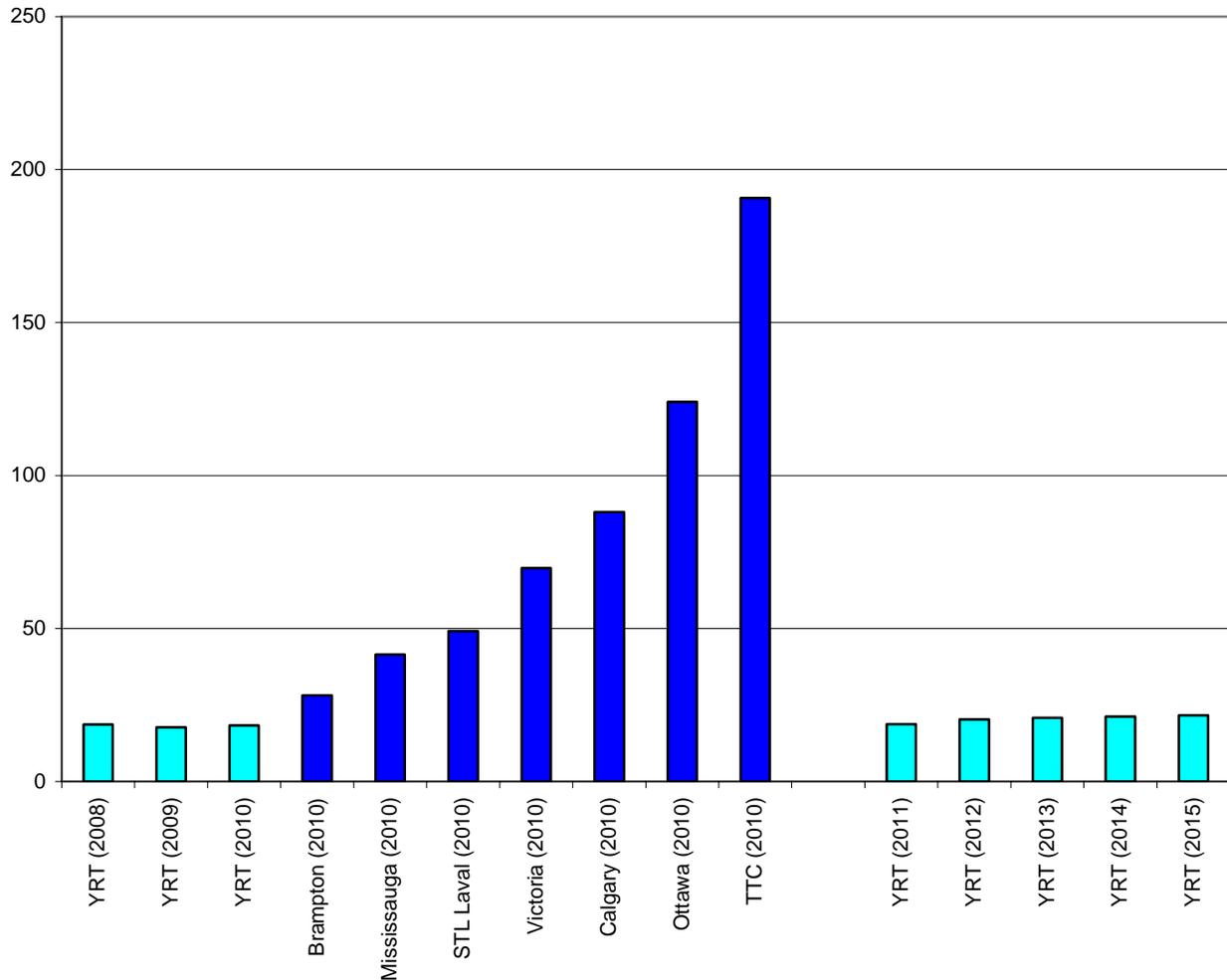
Comments / Background:

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

Source:

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

Passenger Trips per Capita Conventional + Viva

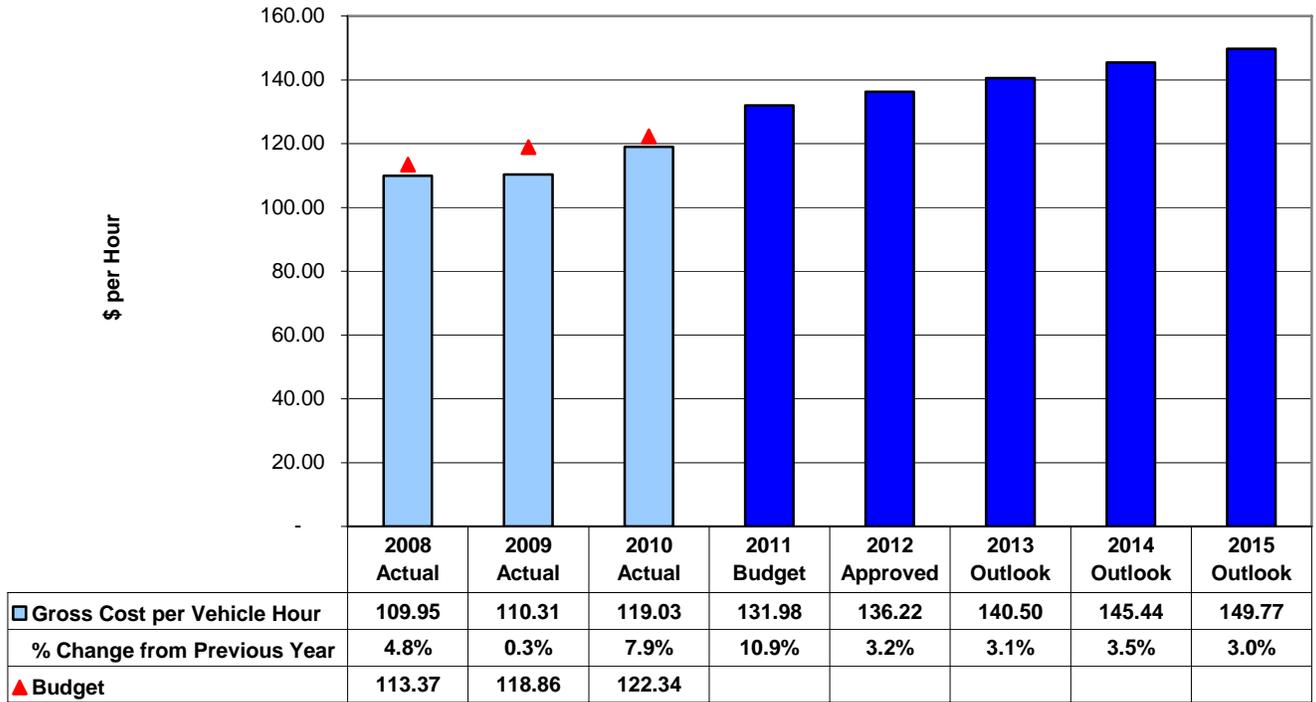


Passenger trips per capita still lags behind all others in the peer group comparison.

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

Efficiency

Gross Cost Per Revenue Vehicle Hour - Conventional + Viva



Data Table	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Gross Cost (000s)	114,448	118,751	133,021	148,815	157,905	166,944	177,136	186,972
Revenue Vehicle Hours	1,040,912	1,076,559	1,117,579	1,127,553	1,159,223	1,188,204	1,217,909	1,248,357

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

What does the graph show?

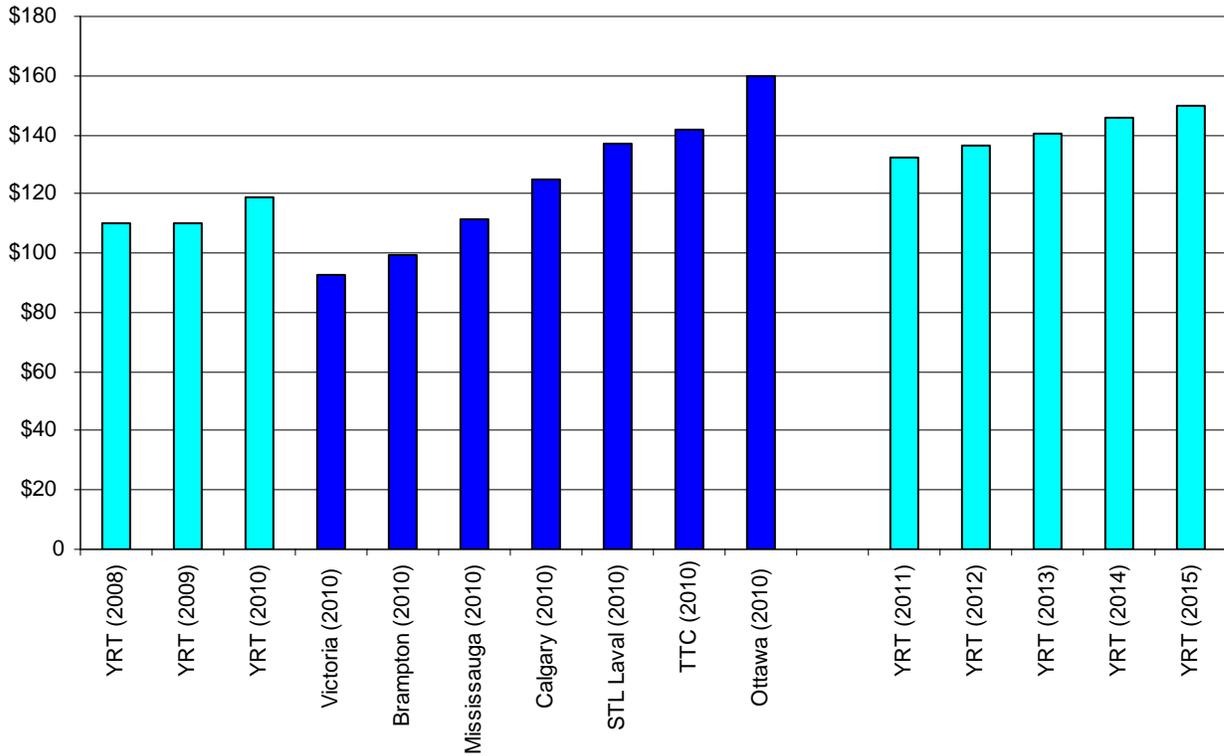
- The average total gross costs to operate an hour of regular conventional and bus rapid transit service combined (before any net adjustments for revenues).

Explanation of KPI Trend

- 2008 gross cost per revenue vehicle hours was 4.8% higher than in 2007. This was largely due to increases in the fuel costs and contractor hourly rates.
- 2009 cost per hour increased slightly by 0.3% over 2008. Contractor rate increases were offset by lower fuel escalation payments due to favourable fuel price.
- 2010 cost per hour was \$119.03, a 7.9% increase over 2009. Southwest division and Viva division new contracts had significant impact on contractor costs. In the new contracts, Region purchases its own fuel.
- Cost per hour in 2011 is estimated to increase by 10.7% over 2010, which reflects the full year effect of new Southwest and Viva contracts, as well as HST impact.
- 2012 cost per hour is expected to increase by 3.2% over 2011. This is largely due to increases in annual contractor rates. Cost per hour in the outlook year is estimated to remain in the 3% range due to expected annual contractor rate increases and higher fuel prices.

Gross Cost per Revenue Vehicle Hour

Conventional + Viva

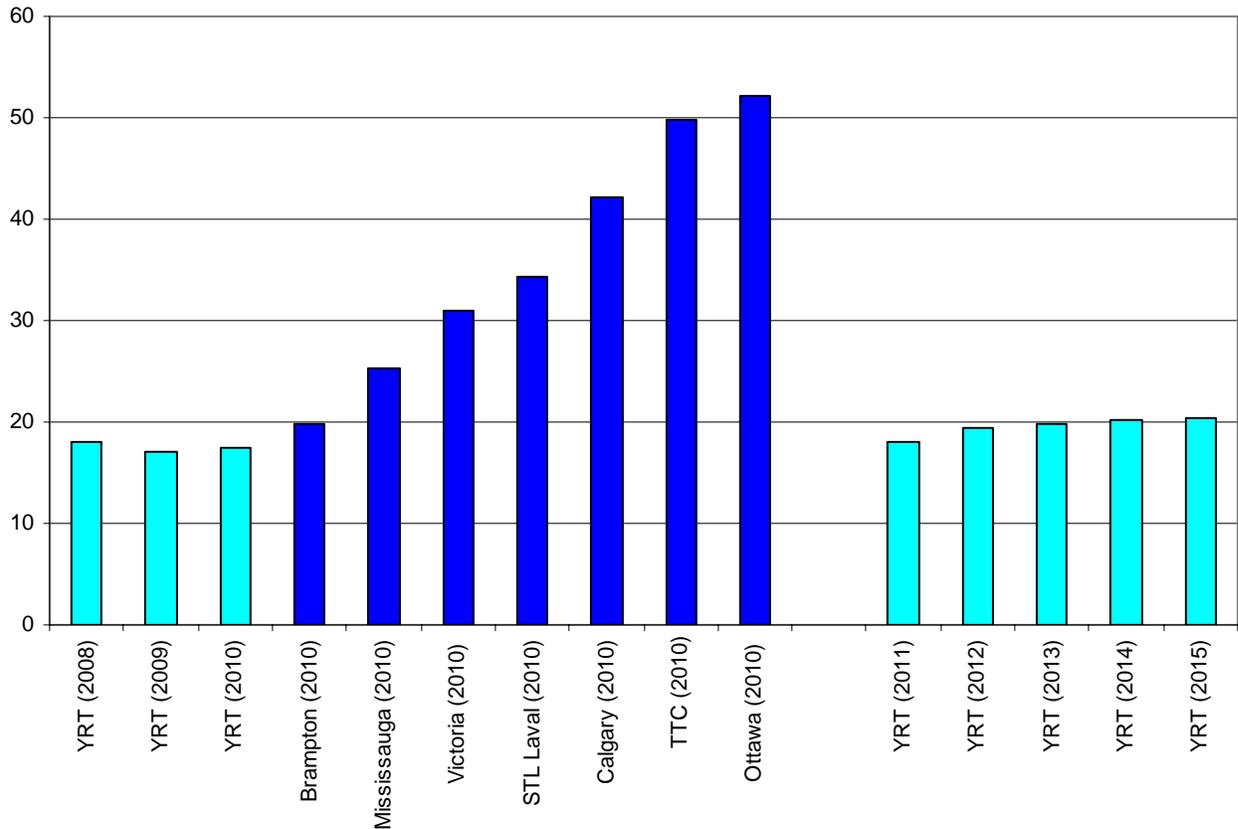


In 2010, gross cost per revenue vehicle hours for York Region was \$119.03. This is in line with others in the peer group which ranges from \$92.93 to 160.08.

Substantial increases in contractor costs, including payment for dead head hours and high fuel prices have caused the gross cost per hour to increase in the past three years. This trend is expected to continue.

Passenger Trips per Revenue Vehicle Hour

Conventional + Viva



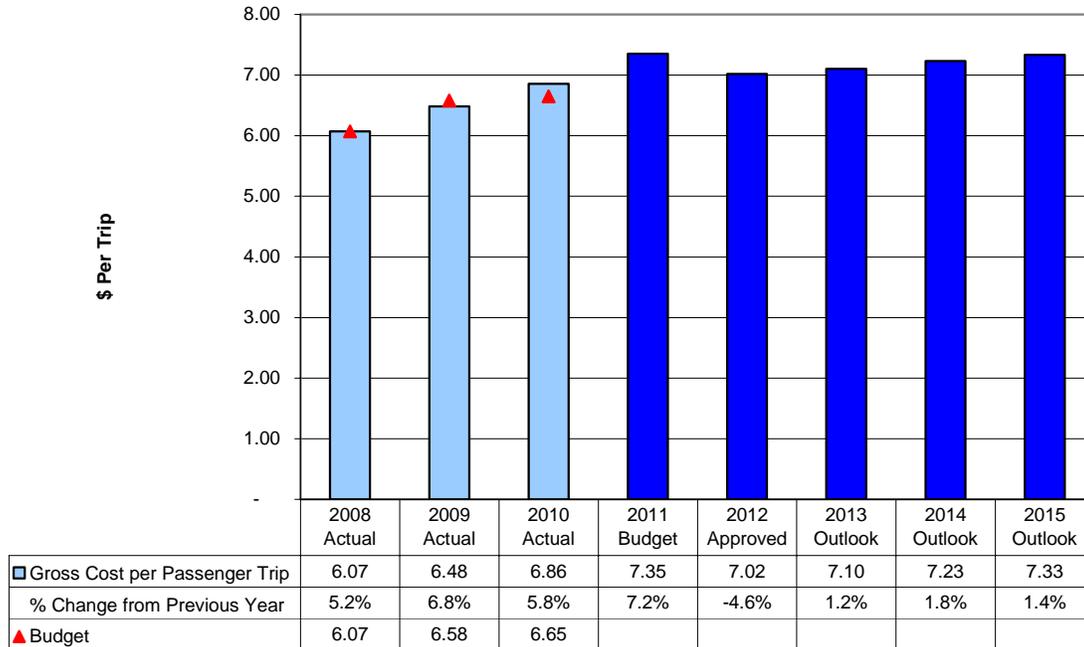
York Region provides the lowest passenger trips per revenue vehicle hour among the peer group. Low population density is a major contributing factor.

Passenger trips per revenue vehicle hour decreased in 2009 over 2008 due to static ridership. There was a slight improvement in 2010 due to a growth of approximately 6% in ridership over 2009.

Trips per revenue vehicle hour ratios are projected to steadily increase in the outlook years as the ridership continues to grow.

Efficiency

Gross Cost Per Passenger Trip - Conventional + Viva



Data Table	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Gross Cost (\$000s)	114,448	118,751	133,021	148,815	157,905	166,944	177,136	186,972
Passenger Trips (000s)	18,847	18,315	19,395	20,236	22,500	23,500	24,500	25,500

Source: Gross Costs – Total direct operating expense plus cross boundary service expense (TTC including depreciation). This includes costs allocated from support programs and excludes financing charges and occupancy costs.
 Passenger Trips - Regular service passenger trips are linked trips riding one way from origin to final destination; passengers whose trip involves transfers count only as one.

What does the graph show?

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

Explanation of KPI Trend

- Gross cost per passenger trip in 2008 was 5.2% higher than 2007. This was primarily due to increases in Contractors hourly rates and fuel costs.

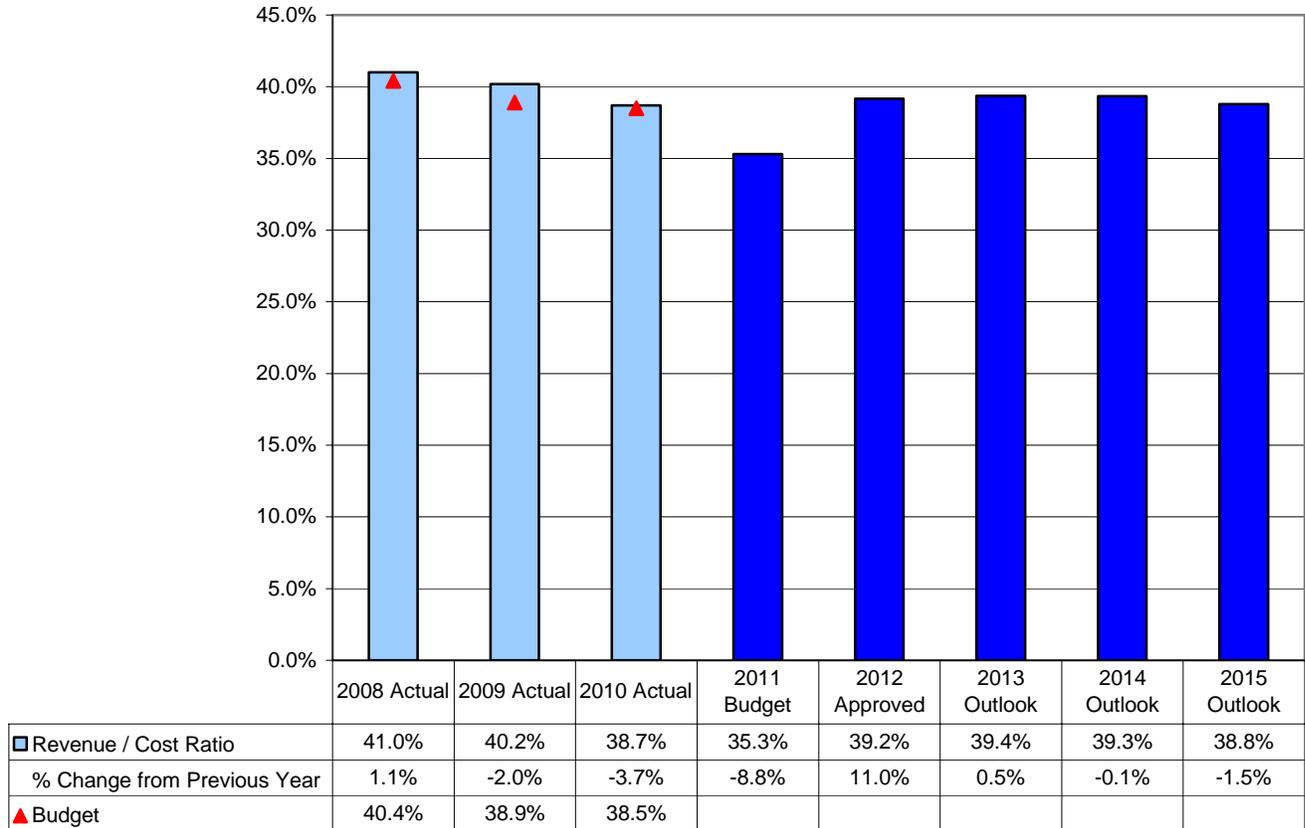
- Gross cost per trip increased 6.8% in 2009 as a result of ridership growth not keeping in line with cost increases.
- Gross cost per trip increased by 5.8% in 2010 over prior year mainly due to increase in contractor cost rates related to renewal of Southwest Division and Viva contracts.
- Gross cost per trip will increase by 7.2% in 2011 largely due to the full year effect of new Southwest and Viva contracts.
- 2012 Gross cost per trip is expected decrease by 4.6% over 2011 due to higher projected ridership in 2012. Cost per trip is expected to modestly increase in the outlook years because of ridership growth not keeping in line with cost increases.

Comments / Background:

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

Efficiency

Revenue / Cost Ratio - Conventional + Viva



Data Table	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Revenue (\$000s)	46,938	47,722	51,468	52,521	61,851	65,725	69,701	72,501
Gross Costs (\$000s)	114,448	118,751	133,021	148,815	157,905	166,944	177,136	186,972

Source: Revenue – Total operating revenues, including regular service passenger revenues plus other operating revenues (i.e. school contracts, local charters, advertising and parking lot charges).
 Gross Costs – Total direct operating expense plus cross boundary service expense (TTC including depreciation). This includes costs allocated from support programs and excludes financing charges and occupancy costs.

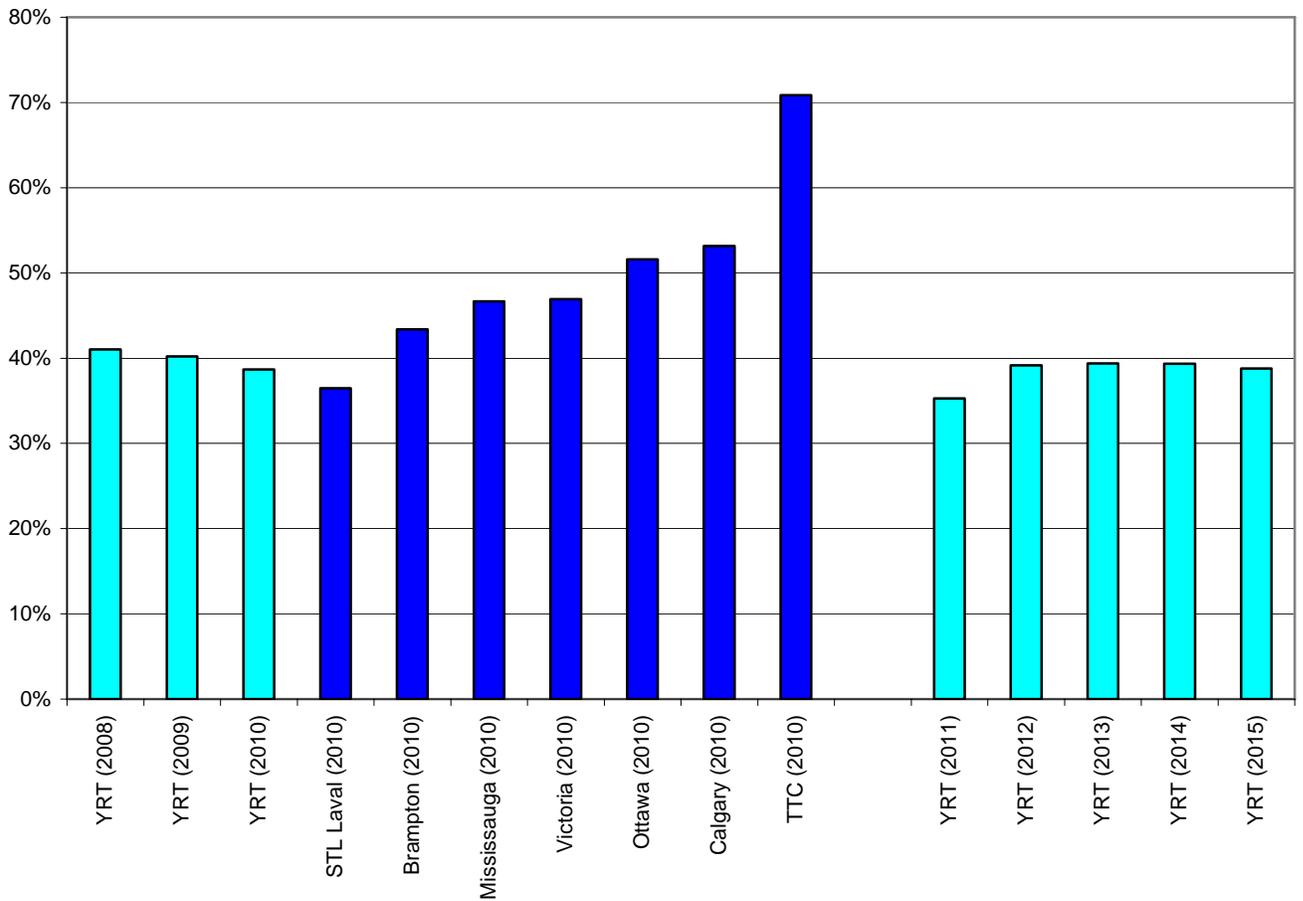
What does the graph show?

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

Explanation of KPI Trend

- The 2008 R/C ratio was 1.1% higher than 2007. Although 2008 ridership growth was not in line with cost increases, the average fare increased about 7% (\$2.43 in 2008 vs. \$2.27 in 2007), which helped to result in a slight increase of the R/C ratio.
- The R/C ratio dropped moderately in 2009 as a result of ridership growth not keeping pace with cost increases.
- The R/C ratio declined by 3.7% in 2010 over 2009 due to static revenues and rising contractor costs resulting from renewal of Southwest Division and Viva contracts.
- The R/C ratio is budgeted to drop in 2011 due to the full year effect of new Southwest and Viva contracts.
- 2012 R/C ratio is expected to increase to 39.2%, an increase of 11% over 2011 as a result of projected average fare increase and ridership growth. R/C ratio is expected to maintain at this level in the outlook years.

Conventional + Viva

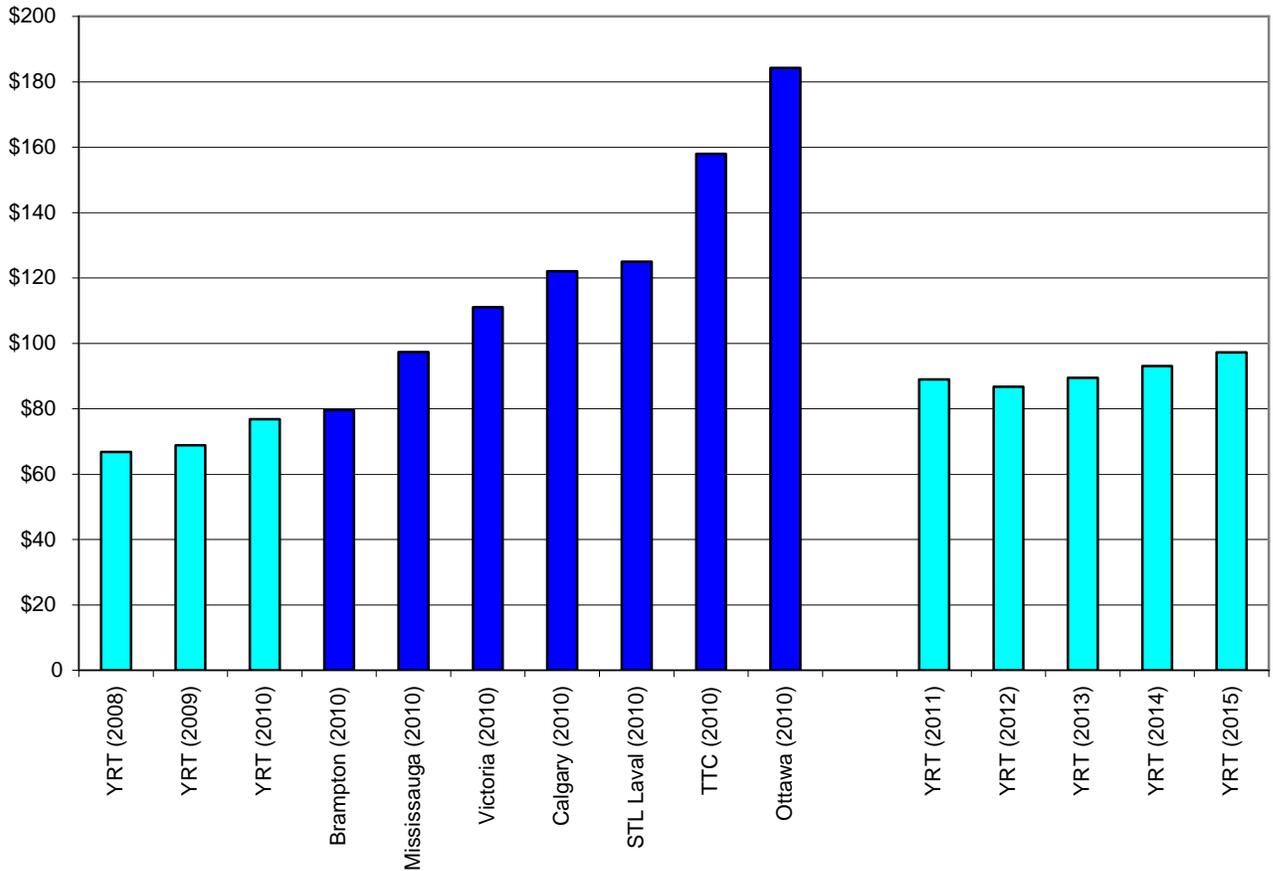


In the peer group comparison, York Region results continued to stay among the lowest revenue/cost ratio.

Since 2009, revenue/cost has been in decline due to static revenues and rising contractor costs. However, revenue/cost ratio in 2012 and onwards is expected to improve as a result of ridership growth and fare increases.

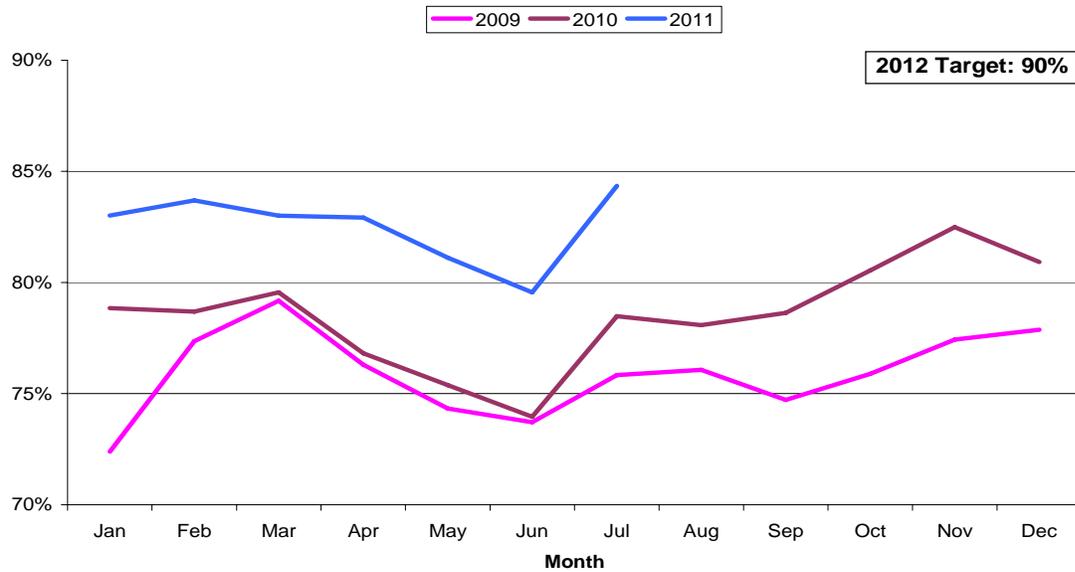
Net Operating Cost per Capita

Conventional + Viva

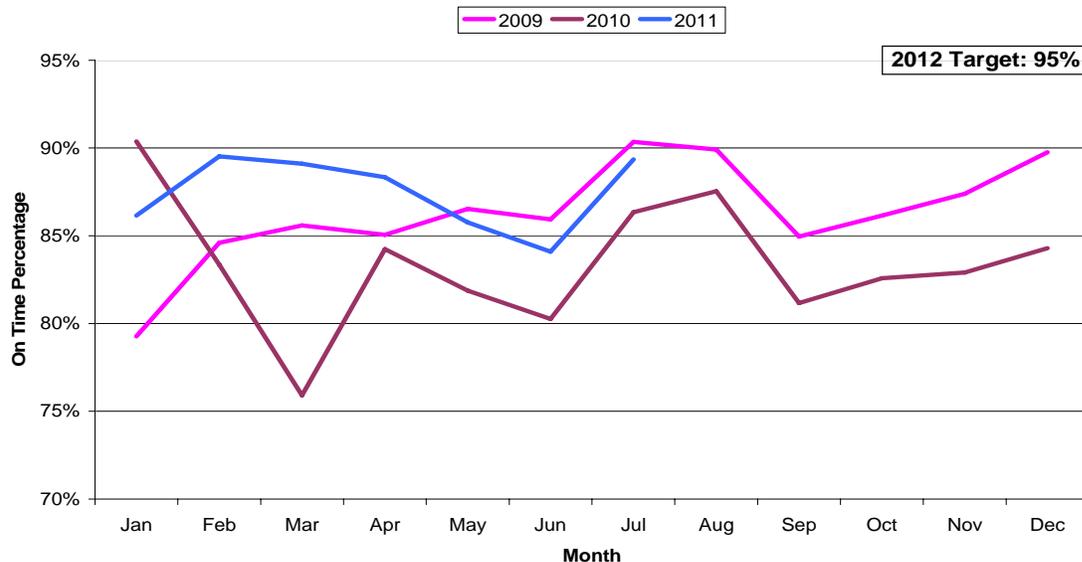


With the increase of contractor costs and rising fuel prices, net operating cost per capita (i.e. after fare box and other revenues) has continued to increase. York Region, however, still trails its peer group in per capita spending on public transit services.

**On Time Performance Conventional Routes
Trip Start**



**On Time Performance BRT VIVA Routes
Trip Start**



What do these graphs show?

- Percentage of trips start (depart from the first stop of a trip) on time of all the trips for Conventional and Viva routes. On time means departing no later than 5:00 minutes after the scheduled departure time.

Explanation of KPI Trend

- To improve on-time performance for the trip start time, YRT/Viva made significant adjustments to schedules in November 2010.
- Trip start on-time performance targets were identified at the Jun 16, 2011 Council meeting:
 - 90% for conventional service
 - 95% for Viva service
- With on-going analysis of on-time performance and adjustment to schedule, as of July 2011, the conventional service's trip start on-time performance is tracking at approximately 84% compared to 78% for the same period in 2010. Trip start on-time performance for the viva service as of July 2011 is similar to 2010 at approximately 90%.

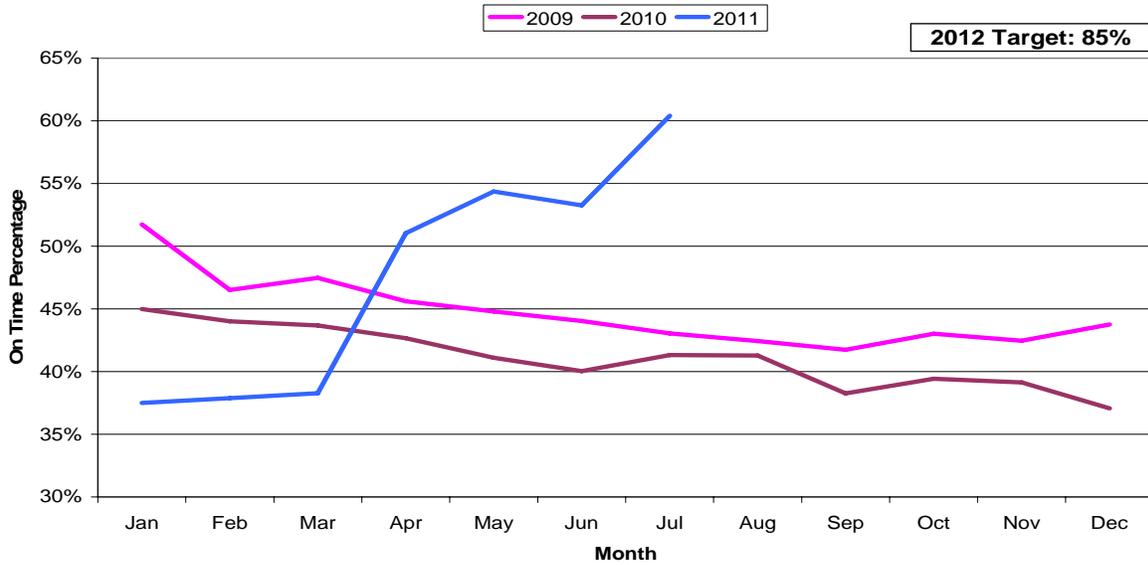
Comments / Background:

A YRT/Viva working group made up of representatives from Operations, Customer Service and Service Planning and Scheduling, analyze INIT data from the buses on-board Computer Aided Dispatch/Automatic Vehicle Locating system (CAD/AVL) for each YRT and viva route for both weekday and weekend services. This analysis allows staff to make informed decisions on the bus schedules. All schedule adjustments are made in consultation with YRT/Viva's bus operating and maintenance contractors.

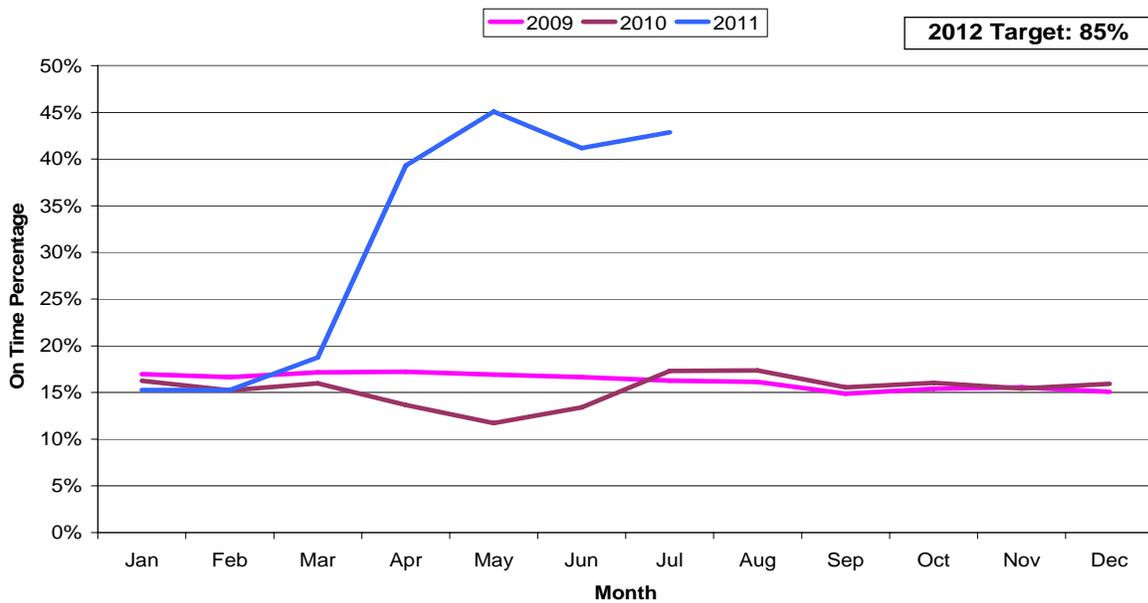
The purpose of the group is to:

- Identify areas needing improvement
 - Routes departing less than 90% on-time for Conventional services
 - Routes departing less than 95% on-time for Viva services
- Identify corrective measures
 - Schedule changes
 - Interim operational measures
 - Technology changes and upgrades
 - Bus operator training
 - Contingency bus requirement

**On Time Performance Conventional Routes
Trip Arrival**



**On Time Performance BRT VIVA Routes
Trip Arrival**



What does the graph show?

Percentage of trips arrive (reach the last stop of a trip) on time of all trips for Conventional and Viva routes. On time means arriving no later than 5:00 minutes after the scheduled arrival time.

Explanation of KPI Trend

- To improve on-time performance for the trip arrival time, YRT/Viva made significant adjustments to schedules in November 2010.
- Trip arrival on-time performance target was identified as 85%-90% at the Jun 16, 2011 Council meeting.
- With on-going analysis of on-time performance and adjustment to schedule, as of July 2011, the conventional service's trip arrival on-time performance is tracking at approximately 60% compared to 43% for the same period in 2010. Trip arrival on-time performance for the viva service as of July 2011 is tracking at 43% when compared to the same period in 2010 at approximately 16%.

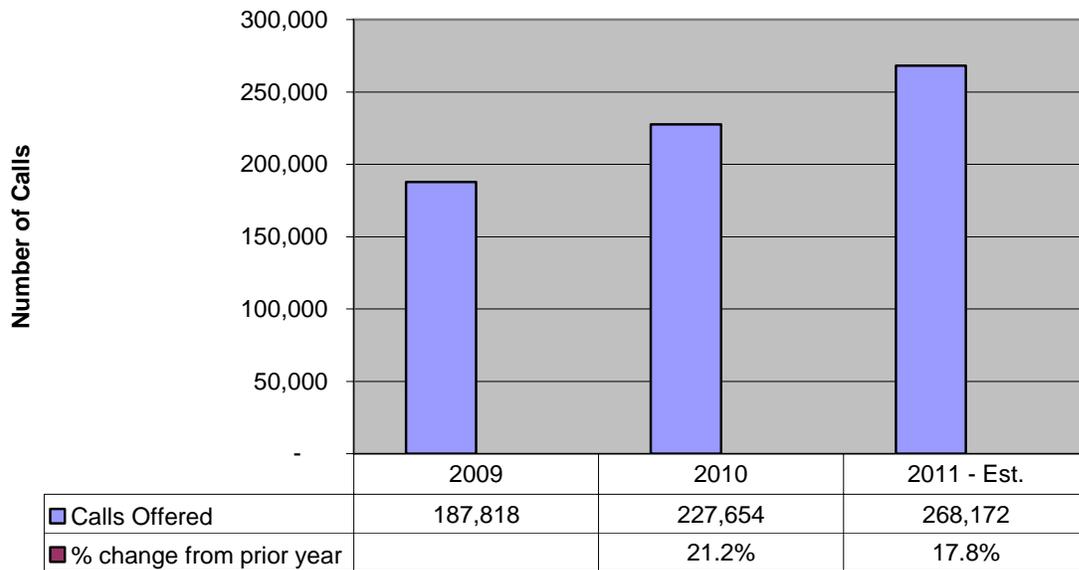
Comments / Background:

A YRT/Viva working group made up of representatives from Operations, Customer Service and Service Planning and Scheduling, analyze INIT data from the buses on-board Computer Aided Dispatch/Automatic Vehicle Locating system (CAD/AVL) for each YRT and viva route for both weekday and weekend services. This analysis allows staff to make informed decisions on the bus schedules. All schedule adjustments are made in consultation with YRT/Viva's bus operating and maintenance contractors.

The purpose of the group is to:

- Identify areas needing improvement
 - Routes arriving less than 85% on-time for both Conventional and Viva services.
- Identify corrective measures
 - Schedule changes
 - Interim operational measures
 - Technology changes and upgrades
 - Bus operator training
 - Contingency bus requirement

Call Centre Statistics Calls Offered



What does the graph show?

This graph shows the total number of calls offered. It represents total number of incoming calls to the YRT/Viva Contact Centre that are directed to a Customer Service Representative (CSR).

Explanation of KPI Trend

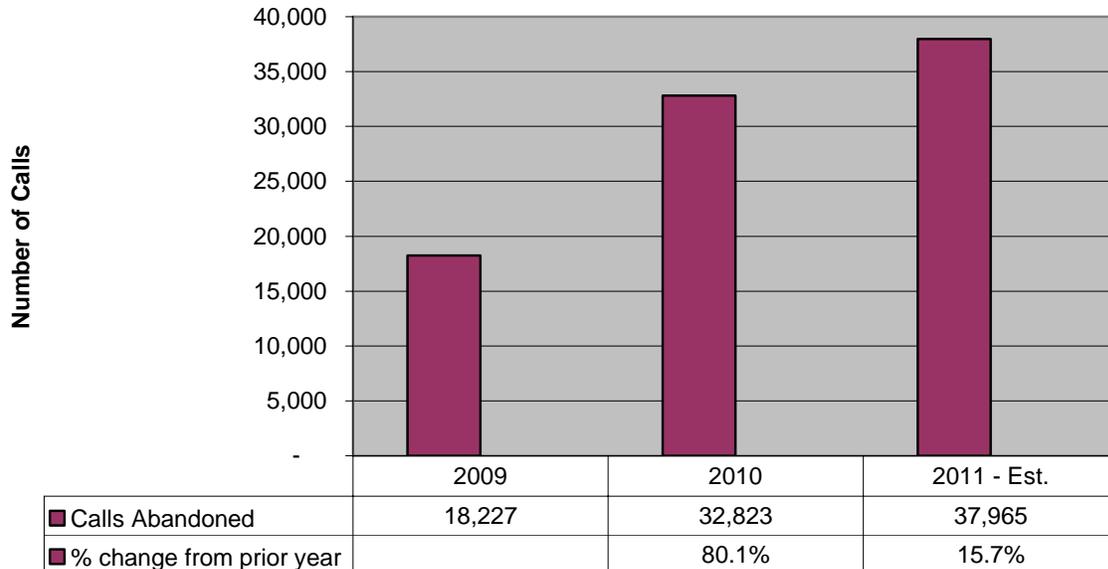
- In 2010, calls offered increase by 21.2% over 2009.
- The number of calls offered is estimated to increase by approximately 18% over 2010.
- There has been a steady increase in calls offered to the YRT/Viva Contact Centre and it is anticipated that as transit ridership continues to grow, call volumes to the Contact Centre will continue to increase.

Comments / Background:

- Currently call centre staff respond to an average of 700-800 calls during weekdays and an average of 300 to 400 calls on weekends. It is anticipated that call volumes will continue to increase as ridership continues to grow.

- The following events also influence call volumes:
 - Interactive Voice Response (IVR) and web site issues
 - Major service delays/Accidents/Detours
 - Inclement weather
 - Service board changes (major schedule/route adjustments)
 - Labour Disputes (service operators/transit agencies/schools, colleges and universities)

Call Centre Statistics Calls Abandoned



What does the graph show?

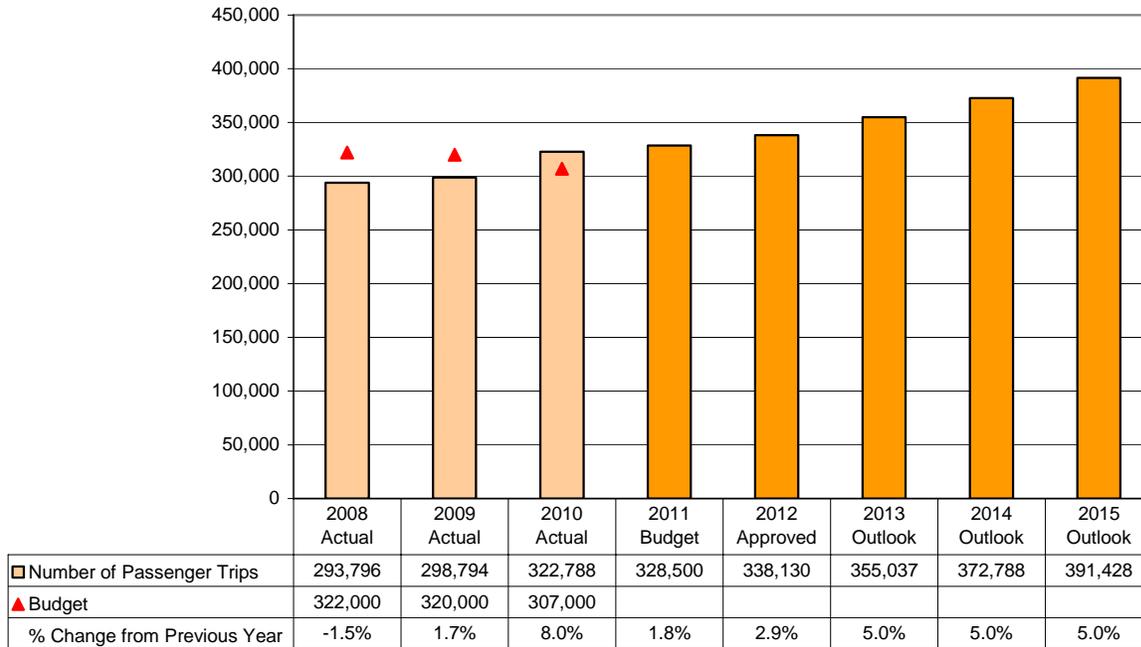
This graph shows the number of calls abandoned. It represents total number of callers who hang up before a CSR answers their call.

Explanation of KPI Trend

- In 2010, calls abandoned totalled 32,823 and almost doubled compared to 2009.
- It is estimated that calls abandoned will increase by approximately 16% in 2011 over 2010.
- Due to the increase of incoming calls and limited staff resources, calls abandoned will continue to rise. As a result, service levels would decrease and result in negative feedback and unsatisfied customers.

Community Impact

Number of Passenger Trips - Mobility Plus



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

What does the graph show?

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

Explanation of KPI Trend

- The 2008 ridership was lower than 2007 by 1.5%. This was mainly due to poor winter weather in January and February and new day program closures in the summer.
- 2009 Ridership remained slightly better than 2008 level by 1.7%. 2009 Ridership was below budget as more people were using Community Buses as an alternative.

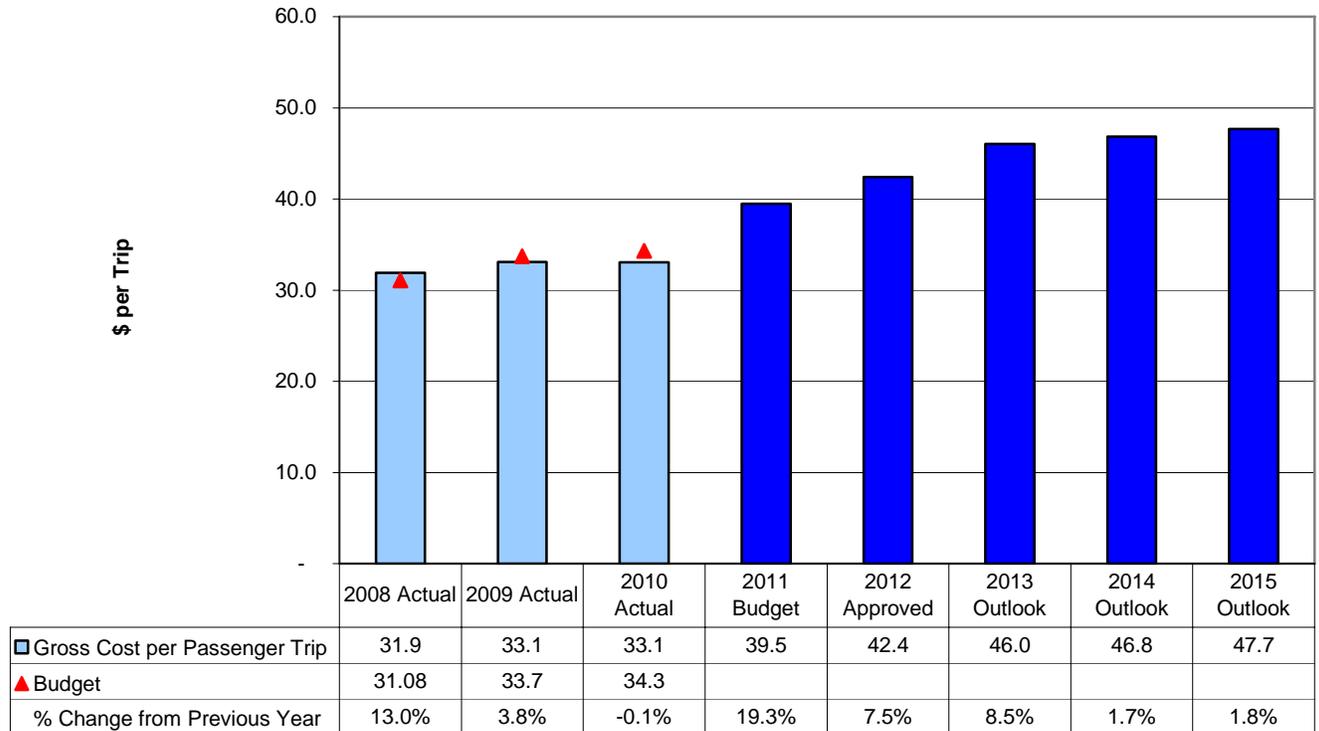
- 2010 Ridership was 8.0% higher than 2009 mainly due to the mild weather, growth in the number of day programs and the increase of registrant base.
- Ridership growth in 2011 and 2012 is budgeted to be in the 2% - 3% range. This is largely due to continued increase in the registrant base.
- Ridership growth in the outlook years (2013 – 2015) is projected to be in the 5% range. This increase is largely attributable to the AODA requirement to expand the eligibility base as well as continued growth in the registrant base.
- As the population of the Region continues to grow older there will be continued pressure on the Mobility Plus service.

Comments / Background:

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

Efficiency

Gross Cost Per Passenger Trip - Mobility Plus



Data Table	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Gross Costs (\$000s)	9,374	9,891	10,675	12,963	14,344	16,347	17,459	18,664
Passenger Trips	293,796	298,794	322,788	328,500	338,130	355,037	372,788	391,428

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

What does the graph show?

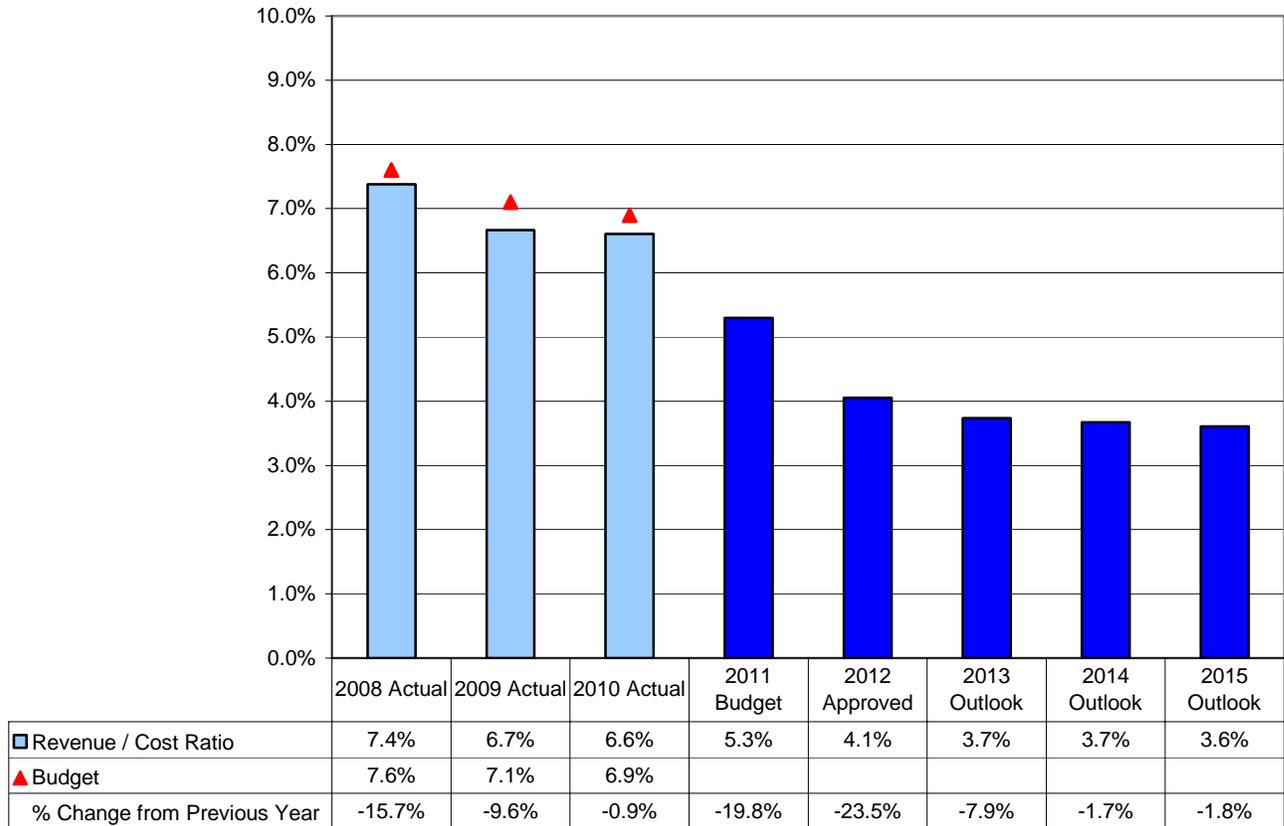
- The average total gross operating cost per passenger for a Mobility Plus transit trip (before any net adjustments for revenues).

Explanation of KPI Trend

- The 2008 cost per trip increased by 13.0% over 2007. Higher fuel costs for ¾ of the year, additional new staff salaries and a drop in ridership all contributed to the increase.
- 2009 cost per trip increased steadily as a result of increase in contractor rates. 2010 cost per trip was in line with budget.
- Gross cost per trip is expected to increase in 2011 due to significant increase in contractor rate for the new bus contract which starts in 2011.
- 2012 gross cost per trip is expected to increase by approximately 7.5% over 2011 due to expected increase in contractor rates for the new accessible van and sedan contracts which starts in 2012.
- Annualization of the new contractor costs that starts in 2012 is expected to increase the gross cost per trip by 8.5% in 2013 and is expected to neutralize thereafter in 2014 and 2015.

Efficiency

Revenue / Cost Ratio - Mobility Plus



Data Table	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Revenue (\$000s)	692	659	705	682	582	611	641	673
Gross Costs (\$000s)	9,374	9,891	10,675	12,963	14,344	16,347	17,459	18,664

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

What does the graph show?

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

Explanation of KPI Trend

- Revenue/Cost ratios declined in 2008 and 2009 as a result of contractor rate increase and inclusion of fuel escalation payment to Minivan and Sedan contractors.
- Revenue cost ratio in 2010 maintained at the same level as 2009. However the R/C ratio for 2011 is projected to decline due to ridership and fare growth not keeping pace with cost increases.
- Drop in revenues in 2012 due to the AODA requirement of standardization of fare structure to match that of conventional transit is expected to reduce the R/C ratio significantly.
- Revenue cost ratio is expected to stabilize in the outlook years.

Comments / Background:

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

Financial Summary

Transit Branch

	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	12,016	14,112	14,499	15,170	16,710	1,540	10%	17,746	18,887	20,021
Program Specific Expenses	100,801	107,813	113,671	113,556	119,861	6,306	6%	128,078	136,272	145,020
Professional Contracted Services	1,848	2,222	2,585	2,562	2,858	297	12%	2,942	3,019	3,099
General Expenses	4,694	7,922	15,454	15,365	17,696	2,330	15%	18,110	18,568	19,015
Occupancy Costs	3,921	6,451	6,142	6,444	6,323	(122)	-2%	7,176	8,160	8,399
Minor Capital	63	62	139	143	145	2	1%	148	152	156
Expenditures	123,343	138,581	152,490	153,240	163,593	10,353	7%	174,200	185,057	195,709
Financing Costs and Reserves										
Financing Costs	14,105	14,354	14,531	15,160	11,745	(3,415)	-23%	12,652	14,817	15,123
Contribution to Reserves	0	0	0	0	0	0		0	0	0
Contribution to Capital	7,200	7,200	6,200	6,200	7,200	1,000	16%	6,051	6,460	9,450
Financing Costs and Reserves	21,305	21,554	20,731	21,360	18,945	(2,415)	-11%	18,703	21,277	24,573
Gross Expenditures	144,648	160,135	173,222	174,600	182,538	7,938	5%	192,903	206,333	220,281
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	(48,165)	(51,967)	(57,648)	(53,023)	(62,173)	(9,150)	17%	(66,076)	(70,082)	(72,914)
Fees and Charges	(190)	(199)	(260)	(180)	(260)	(80)	44%	(260)	(260)	(260)
Development Charges	(1,388)	(1,321)	(1,342)	(1,342)	(935)	407	-30%	(351)	(345)	(318)
Contribution from Reserves	(14,520)	(14,400)	(14,400)	(14,400)	(14,400)	0	0%	(14,400)	(14,400)	(14,400)
Third Party Recoveries	(38)	(16)	(6)	(6)	(6)	0	0%	(6)	(6)	(6)
Revenues	(64,300)	(67,903)	(73,656)	(68,951)	(77,773)	(8,823)	13%	(81,093)	(85,094)	(87,899)
Negotiated Specific & Recoveries										
Negotiated Specific	510	840	956	956	947	(10)	-1%	967	994	1,021
Departmental Charges & Recoveries	353	625	(0)	61	0	(61)	-100%	0	(0)	(0)
Capital Recoveries	(940)	(1,459)	(698)	(698)	(757)	(60)	9%	(860)	(860)	(861)
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	(76)	6	259	320	189	(130)	-41%	108	133	160
Gross Expenditures including Negotiated Specific & Recoveries	144,571	160,141	173,480	174,920	182,728	7,808	4%	193,011	206,467	220,441
Tax Levy	80,271	92,239	99,825	105,969	104,954	(1,015)	-1%	111,918	121,373	132,542
% change								7%	8%	9%

Financial Summary

Transit - Conventional

					\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	5,864	7,116	7,216	7,562	8,312	750	10%	8,875	9,437	9,952
Program Specific Expenses	73,282	79,063	84,441	83,960	87,214	3,254	4%	92,570	98,579	105,001
Professional Contracted Services	1,066	1,469	1,775	1,732	1,949	216	12%	2,005	2,058	2,112
General Expenses	2,631	4,938	9,815	9,726	11,630	1,905	20%	11,905	12,206	12,498
Occupancy Costs	2,508	4,067	3,894	4,088	4,191	103	3%	4,763	5,421	5,580
Minor Capital	30	26	66	69	65	(4)	-6%	66	68	69
Expenditures	85,381	96,679	107,208	107,137	113,361	6,224	6%	120,184	127,767	135,212
Financing Costs and Reserves										
Financing Costs	12,159	12,350	12,782	13,519	10,498	(3,021)	-22%	11,353	13,482	13,752
Contribution to Reserves	0	0	0	0	0	0		0	0	0
Contribution to Capital	7,200	7,200	6,200	6,200	7,200	1,000	16%	6,051	6,460	9,450
Financing Costs and Reserves	19,359	19,550	18,982	19,719	17,698	(2,021)	-10%	17,404	19,942	23,202
Gross Expenditures	104,740	116,229	126,191	126,856	131,059	4,203	3%	137,588	147,709	158,414
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	(32,454)	(34,600)	(38,424)	(35,523)	(41,625)	(6,102)	17%	(44,228)	(46,900)	(48,782)
Fees and Charges	0	(0)	0	0	0	0		0	0	0
Development Charges	(1,388)	(1,321)	(1,342)	(1,342)	(935)	407	-30%	(351)	(345)	(318)
Contribution from Reserves	(7,062)	(6,975)	(6,975)	(6,975)	(6,975)	0	0%	(6,975)	(6,975)	(6,975)
Third Party Recoveries	(30)	(6)	0	0	0	0		0	0	0
Revenues	(40,935)	(42,902)	(46,741)	(43,840)	(49,535)	(5,695)	13%	(51,554)	(54,220)	(56,075)
Negotiated Specific & Recoveries										
Negotiated Specific	373	579	660	660	700	41	6%	716	735	755
Departmental Charges & Recoveries	281	946	(538)	(1,325)	(521)	804	-61%	(682)	(699)	(705)
Capital Recoveries	(563)	(912)	(440)	(440)	(493)	(54)	12%	(562)	(562)	(562)
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	91	613	(318)	(1,105)	(314)	791	-72%	(527)	(525)	(511)
Gross Expenditures including Negotiated Specific & Recoveries	104,831	116,842	125,872	125,751	130,745	4,994	4%	137,061	147,184	157,903
Tax Levy	63,897	73,940	79,131	81,911	81,210	(701)	-1%	85,507	92,964	101,828
% change								5%	9%	10%

Financial Summary

Transit - Mobility Plus

					\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	2,193	2,365	2,381	2,407	2,570	163	7%	2,755	2,903	3,081
Program Specific Expenses	7,823	8,530	9,640	10,291	11,612	1,321	13%	13,514	14,539	15,642
Professional Contracted Services	237	191	218	225	247	21	9%	254	261	268
General Expenses	362	390	343	347	368	22	6%	376	386	396
Occupancy Costs	43	74	3	3	3	(0)	-9%	3	3	3
Minor Capital	7	13	6	6	7	1	15%	7	7	8
Expenditures	10,664	11,563	12,591	13,279	14,807	1,527	12%	16,909	18,099	19,397
Financing Costs and Reserves										
Financing Costs	148	168	327	300	195	(105)	-35%	208	214	219
Contribution to Reserves	0	0	0	0	0	0		0	0	0
Contribution to Capital	0	0	0	0	0	0		0	0	0
Financing Costs and Reserves	148	168	327	300	195	(105)	-35%	208	214	219
Gross Expenditures	10,812	11,731	12,918	13,579	15,002	1,423	10%	17,117	18,313	19,616
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	(659)	(705)	(682)	(682)	(582)	100	-15%	(611)	(641)	(673)
Fees and Charges	0	(0)	0	0	0	0		0	0	0
Development Charges	0	0	0	0	0	0		0	0	0
Contribution from Reserves	(10)	0	0	0	0	0		0	0	0
Third Party Recoveries	(7)	(5)	(6)	(6)	(6)	0	0%	(6)	(6)	(6)
Revenues	(676)	(710)	(688)	(688)	(588)	100	-15%	(617)	(647)	(679)
Negotiated Specific & Recoveries										
Negotiated Specific	41	67	76	76	76	(1)	-1%	77	79	82
Departmental Charges & Recoveries	13	2	48	26	47	22	84%	42	37	30
Capital Recoveries	(44)	(89)	(7)	(7)	(13)	(6)	76%	(13)	(13)	(13)
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	10	(20)	117	95	110	15	16%	107	104	99
Gross Expenditures including Negotiated Specific & Recoveries	10,821	11,711	13,034	13,674	15,112	1,438	11%	17,223	18,417	19,715
Tax Levy	10,145	11,000	12,347	12,987	14,525	1,538	12%	16,607	17,769	19,036
% change								12%	14%	7%

Financial Summary

Transit - Rapid Transit

					\$'000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	3,958	4,631	4,902	5,200	5,828	627	12%	6,116	6,547	6,987
Program Specific Expenses	19,697	20,220	19,590	19,305	21,036	1,731	9%	21,994	23,154	24,376
Professional Contracted Services	545	561	591	604	663	59	10%	682	700	719
General Expenses	1,701	2,594	5,296	5,293	5,697	404	8%	5,829	5,975	6,121
Occupancy Costs	1,369	2,310	2,245	2,354	2,129	(225)	-10%	2,411	2,736	2,816
Minor Capital	27	23	67	68	73	5	8%	75	77	79
Expenditures	27,297	30,339	32,691	32,824	35,425	2,601	8%	37,106	39,190	41,099
Financing Costs and Reserves										
Financing Costs	1,798	1,836	1,422	1,341	1,052	(289)	-22%	1,091	1,121	1,151
Contribution to Reserves	0	0	0	0	0	0		0	0	0
Contribution to Capital	0	0	0	0	0	0		0	0	0
Financing Costs and Reserves	1,798	1,836	1,422	1,341	1,052	(289)	-22%	1,091	1,121	1,151
Gross Expenditures	29,096	32,175	34,113	34,165	36,477	2,312	7%	38,198	40,311	42,250
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	(15,051)	(16,662)	(18,542)	(16,818)	(19,966)	(3,148)	19%	(21,237)	(22,541)	(23,459)
Fees and Charges	(190)	(199)	(260)	(180)	(260)	(80)	44%	(260)	(260)	(260)
Development Charges	0	0	0	0	0	0		0	0	0
Contribution from Reserves	(7,448)	(7,425)	(7,425)	(7,425)	(7,425)	0	0%	(7,425)	(7,425)	(7,425)
Third Party Recoveries	(1)	(4)	0	0	0	0		0	0	0
Revenues	(22,689)	(24,290)	(26,227)	(24,423)	(27,651)	(3,228)	13%	(28,922)	(30,226)	(31,144)
Negotiated Specific & Recoveries										
Negotiated Specific	97	193	220	220	170	(50)	-23%	174	179	184
Departmental Charges & Recoveries	59	(322)	491	1,361	474	(887)	-65%	640	662	675
Capital Recoveries	(333)	(458)	(251)	(251)	(251)	(0)	0%	(285)	(285)	(286)
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	(177)	(587)	460	1,330	393	(937)	-70%	529	555	573
Gross Expenditures including Negotiated Specific & Recoveries	28,919	31,588	34,573	35,494	36,870	1,376	4%	38,727	40,866	42,823
Tax Levy	6,230	7,298	8,346	11,071	9,219	(1,852)	-17%	9,805	10,640	11,679
% change										
						-17%		6%	9%	10%

Budget Change Explanations 2012

Transit Branch	2012 (in \$000's)					
	Budget Change Explanations (2012/2011)	Gross		Net		FTE
		Units	\$000's	%	\$000's	%
	2011 Approved Departmental Budget (including Contributions to Capital)		174,920		105,969	
Base						
	<u>Conventional</u>					
	Wages Adjustment		612	0.3	612	0.6
	Conversions:					
	Facilities Mtce Support Rep (1 FTE)					3.0
	Technician II (1 FTE)					
	Technologist II (1 FTE)					
	Contractor Cost					
	Miller (New Contract Effective Oct 2011 to Oct 2016)		2,031	1.2	2,031	1.9
	First Group (Contract Expiring Jun 27, 2012, to be extended to 2014)		179	0.1	179	0.2
	Veolia Southwest (Contract Expiry date Aug 01, 2015)		1,114	0.6	1,114	1.1
	TTC (on-going)		1,176	0.7	1,176	1.1
	Allocation from Support Branches		732	0.4	732	0.7
	- Increase in Salaries and Benefits include conversion of Landscape Technician					0.5
	- Increase in higher fare media related costs					
	Revenue					
	Average Fare Increase				(2,081)	-2.0
	- Projected averaged fare increase to \$2.70					
	Ridership Increase				(2,617)	-2.5
	- Projected ridership increase adjustment based on 2011 forecast of approx. 969K					
	<u>Bus Rapid Transit (Viva)</u>					
	Contractor Cost					
	Veolia Viva (Contract Expiring Sep 2013 to be extended to Sep 2015)		1,225	0.7	1,225	1.2
	Revenue					
	Average Fare Increase				(1,137)	-1.1
	- Projected average fare increase to \$2.70					
	Ridership Increase				(1,605)	-1.5
	- Projected ridership increase adjustment based on 2011 forecast of approx. 594K					
	<u>Mobility Plus</u>					
	Wages Adjustment		95	0.1	95	0.1
	Contractor Cost					
	Mini Van & Sedan Contracts (Expiry Date: Jul 21, 2011)		910	0.5	910	0.9
	Bus Contract - Southwest (Contract Renewal date: Aug 2011)		190	0.1	190	0.2
	Revenue					
	Average Fare Increase				(44)	-0.0
Base			8,264	4.7	780	0.7
						3.5

Reductions/Efficiencies					
<u>Conventional</u>					
Service Rationalization	(1,997)	-1.1	(1,997)	-1.9	
Insurance (Per Corporate Allocation)	(92)	-0.1	(92)	-0.1	
Others - Reduction in Consulting and training costs	(265)	-0.2	(265)	-0.3	
<u>Bus Rapid Transit (Viva)</u>					
Insurance (Per Corporate Allocation)	(344)	-0.2	(344)	-0.3	
<u>Mobility Plus</u>					
Insurance (Per Corporate Allocation)	(130)	-0.1	(130)	-0.1	
Reductions/Efficiencies	(2,829)	(1.6)	(2,829)	(2.7)	0.0
Mandatory/Legislated					
<u>Mobility Plus</u>					
Salaries and Benefits Increase					
New Position					
Trip Reservationist (1 FTE) - AODA Implementation	73	0.0	73	0.0	1.0
Revenue					
Revenue Reduction due to Fare Equity (AODA Requirement)			160	0.1	
Mandatory/Legislated	73	0.0	233	0.2	1.0
Annualization					
<u>Conventional</u>					
Contractor Cost					
Annualization of GO route 69 (Approx. 8K Revenue Vehicle Hours)	433	0.2	433	0.4	
Debt Repayment & Interest (Per Amortization Schedule)	(3,102)	-1.8	(3,102)	-2.9	
Reserve - Development Charges (Per amortization Schedule)			407	0.4	
Annualization	(2,670)	-1.5	(2,263)	-2.1	0.0
Total Base Change	2,838	1.6	(4,078)	(3.8)	4.5
Growth					
<u>Conventional</u>					
Salaries and Benefits Increase					
	303	0.2	303	0.3	
New Positions					
Customer Service Representative (1 FTE)					1.0
Control Centre Coordinators (2 FTEs)					2.0
Marketing Coordinator - Social Media - (1 FTE)					1.0
Contractor Cost					
Service Growth (Approx. 26,300 Revenue Vehicle hours)	2,464	1.4	2,464	2.3	
Allocation from Support Branches					
	106	0.1	106	0.1	
New Positions:					
Admin Supervisor (0.5 FTE)					0.5
Records Clerk (0.5 FTE)					0.5
Electronic Business System Coordinator (0.25 FTE)					0.25
Revenue					
Ridership Increase					
- Projected 2012 ridership increase approx. 520K			(1,404)	-1.3	

<u>Bus Rapid Transit (Viva)</u>					
Contractor Cost					
Service Growth (Approx. 9,300 Revenue Vehicle Hours)	865	0.5	865	0.8	
Revenue					
Ridership Increase					
- Projected 2012 ridership increase of approx. 180K			(486)	-0.5	
<u>Mobility Plus</u>					
Contractor Cost					
Service growth due to increased demand (Expected to be approx. 3%)	211	0.1	211	0.2	
Revenue					
Ridership Increase			(16)	-0.0	
Total Growth	3,948	2.3	2,042	1.9	5.3
Enhancement					
<u>Program</u>					
Contribution to Capital	1,000	0.6	1,000	0.9	
<u>Conventional</u>					
Allocation from Support Branches					
New Positions:					
Record Information Analyst (Negotiated Specific) - (0.25 FTE)	22		22		0.25
Total Enhancement	1,022	0.6	1,022	1.0	0.3
2012 Departmental approved (including Contribution to Capital)	182,728	4.5	104,954	-1.0	10.0

Budget Change Explanations 2013

Transit Branch	2013 (in \$000's)					
	Budget Change Explanations (2013/2012)	Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		182,728		104,954		
Base						
<u>Conventional</u>						
Wages Adjustment		242	0.1	242	0.2	
Conversions:						
Customer Service Rep. (1 FTE)						1.0
Contractor Cost						
Miller (New Contract Effective Oct 2011 to Oct 2016)		578	0.3	578	0.6	
First Group (Contract Expiring Jun 27, 2012, to be extended to 2014)		296	0.2	296	0.3	
Veolia Southwest (Contract Expiry date Aug 01, 2015)		724	0.4	724	0.7	
TTC (on-going)		1,936	1.1	1,936	1.8	
Insurance (Per Corporate Allocation)		113	0.1	113	0.1	
Lease Expense (Additional space lease at 91 Caldari)		286	0.2	286	0.3	
Garbage Removal/Recycling (Region assuming garbage collection)		428	0.2	428	0.4	
Allocation from Support Branches		145	0.1	145	0.1	
Others - Inflation		198	0.1	198	0.2	
Revenue						
Average Fare Increase				(755)	-0.7	
- Projected averaged fare increase to \$2.75						
<u>Bus Rapid Transit (Viva)</u>						
Contractor Cost						
Veolia Viva (Contract Expiring Sep 2013 to be extended to Sep 2015)		545	0.3	545	0.5	
Insurance (Per Corporate Allocation)		38	0.0	38	0.0	
Revenue						
Average Fare Increase						
- Projected average fare increase to \$2.75				(369)	-0.4	
<u>Mobility Plus</u>						
Wages Adjustment		84	0.0	84	0.1	1.6
Conversions:						
Transit Inspector (1 FTE)						
Statistical Analyst (0.6 FTE)						
Contractor Cost						
Mini Van & Sedan Contracts (Expiry Date: Jul 21, 2011)		1,045	0.6	1,045	1.0	
Bus Contract - Southwest (Contract Renewal date: Aug 2011)		97	0.1	97	0.1	
Insurance (Per Corporate Allocation)		12	0.0	12	0.0	
Base		6,765	3.7	5,641	5.4	2.6

Mandatory/Legislated					
Mobility Plus					
Wages Adjustment					
New Position	41	0.0	41	0.0	0.5
Schedule Analyst (0.5 FTE) - AODA Implementation					
Allocation from Support Branches	49	0.0	49	0.0	0.5
Mandatory/Legislated	90	0.0	90	0.1	1.0
Annualization					
Conventional					
Debt Repayment & Interest (Per amortization schedule)	730	0.4	730	0.7	
Reserve - Development Charges (Per amortization schedule)			584	0.6	
<i>Operating Impact of approved capital</i>					
Conventional					
Facility Maintenance costs - Bus Stops, Loops & Terminal Project	65	0.0	65	0.1	
Annualization	795	0.4	1,379	1.3	0.0
Total Base Change	7,650	4.2	7,110	6.8	3.6
Growth					
Conventional					
Wages Adjustment	411	0.2	411	0.4	
New Positions					5.0
Control Centre Coordinators (2.0 FTE)					
Special Project Coordinator (1 FTE)					
Customer Service Rep (1 FTE)					
Fleet Technician (1 FTE)					
Contractor Cost					
Service Growth (Approx. 21K Revenue vehicle hours)	1,942	1.1	1,942	1.8	
Allocation from Support Branches	85	0.0	85	0.1	1.0
Revenue					
Ridership Increase			(1,848)	-1.8	
Projected ridership increase of approx. 672K					
Bus Rapid Transit (Viva)					
Contractor Cost					
Service Growth (Approx. 8K Revenue vehicle hours)	550	0.3	550	0.5	
Revenue					
Ridership Increase			(902)	-0.9	
Projected ridership increase of approx. 328K					
Mobility Plus					
Wages Adjustment					
New Positions	36	0.0	36	0.0	0.4
Statistical Analyst (0.4 FTE)					
Contractor Cost					
Service growth due to increased demand (Expected to be approx. 3%)	758	0.4	758	0.7	

Revenue						
Ridership Increase				(29)	-0.0	
Total Growth Request	3,782	2.1	1,003	1.0	6.4	
Enhancement Program						
Contribution to Capital	(1,149)	-0.6	(1,149)	-1.1		
Total Enhancement Request	(1,149)	(0.6)	(1,149)	(1.1)	0.0	
2013 Departmental Request (including Contribution to Capital)	193,011	5.6	111,918	6.6	10.0	

Budget Change Explanations Outlook Years 2014/2015

Transit Branch	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	193,011	111,918	206,467	121,373
Base				
Conventional				
Wages Adjustment	324	324	341	341
Conversions:				
2014 - Customer Service Rep. (1 FTE)				
2015 - Customer Service Rep. (0.5 FTE)				
Contractor Cost				
Miller (New Contract Effective Oct 2011 to Oct 2016)	773	773	816	816
First Group (Contract Expiring Jun 27, 2012, to be extended to 2014)	326	326	342	342
Veolia Southwest (Contract Expiry date Aug 01, 2015)	820	820	860	860
TTC (on-going)	2,132	2,132	2,344	2,344
Insurance (Per Corporate Allocation)	82	82	84	84
Garbage Removal/Recycling (Region assuming garbage collection)	31	31	39	39
Allocation from Support Branches	186	186	252	252
Others - Inflation	502	502	534	534
Revenue				
Average Fare Increase		(790)		
- Projected averaged fare increase to \$2.80				
Bus Rapid Transit (Viva)				
Contractor Cost				
Veolia Viva (Contract Expiring Sep 2013 to be extended to Sep 2015)	675	675	709	709
Insurance (Per Corporate Allocation)	27	27	28	28
Revenue				
Average Fare Increase				
- Projected average fare increase to \$2.80		(386)		
Mobility Plus				
Wages Adjustment (COLA)	53	53	60	60
Contractor Cost				
Mini Van & Sedan Contracts (Expiry Date: Jul 21, 2011)	222	222	239	239
Bus Contract - Southwest (Contract Renewal date: Aug 2011)	114	114	122	122
Insurance (Per Corporate Allocation)	5	5	5	5
Base	6,272	5,096	6,774	6,774

Mandatory/Legislated				
Mobility Plus				
Wages Adjustment				
New Position - AODA Compliance	64	64	78	78
2014 - Customer Service Rep (1 FTE)				
2015 - Trip Reservationist (1 FTE)				
Mandatory/Legislated	64	64	78	78
Annualization				
Conventional				
Debt Repayment & Interest	2,033	2,033	172	172
Reserve - Development Charges		6		27
<i>Operating Impact of approved capital</i>				
Facility Maintenance Costs - Bus Stops, Loops & Terminal Project	40	40		
Facility Maintenance costs - vivaNext Project	733	733		
Annualization	2,806	2,812	172	199
Growth				
Conventional				
Wages Adjustment				
New Positions	519	519	387	387
2014 - Control Centre Coordinators (2 FTE)				
2014 - Special Constable (2 FTE)				
2014 - Customer Service Rep (1 FTE)				
2014 - Facilities Maintenance Support (1 FTE)				
2015 - Special Constable (2 FTE)				
2015 - Customer Service Rep (1 FTE)				
2015 - Technologist I (1 FTE)				
Contractor Cost				
Service Growth	2,076	2,076	2,181	2,181
Allocation from Support Branches				
Revenue				
Ridership Increase		(1,882)		(1,881)
Bus Rapid Transit (Viva)				
Contractor Cost				
Service Growth	622	622	653	653
Revenue				
Ridership Increase		(918)		(918)
Mobility Plus				
Contractor Cost				
Service growth due to increased demand	687	687	740	740
Revenue				
Ridership Increase		(31)		(32)
Growth	3,904	1,073	3,961	1,129
Enhancements				
Contribution to Capital	409	409	2,990	2,990
Enhancements	409	409	2,990	2,990
Total Annual Incremental Budget Pressures	13,456	9,455	13,974	11,170
Total Annual Budget Request	206,467	121,373	220,441	132,543

TRANSIT BRANCH

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>New:</u>				
<u>Operations (38001)</u>				
Control Centre Coordinator	2.00	G	150	150
<u>Mobility Plus (38003)</u>				
Trip Reservationist	1.00	M	72	72
<u>Marketing (38005)</u>				
Marketing Coordinator - Social Media	1.00	G	89	89
<u>Customer Service (38010)</u>				
Customer Service Rep	1.00	G	64	64
<u>Allocated from Support Branch:</u>				
<u>Central Support Services</u>				
Administrative Supervisor	0.50	G	48	48
Electronic Business System Coordinator	0.25	G	26	26
Records Clerk	0.50	G	32	32
<u>Conversions:</u>				
<u>Capital Assets (38011)</u>				
Facilities Mtce Support Rep	1.00	B		
Technician II	1.00	B		
Technologist II	1.00	B		
<u>Allocated from Support Branch:</u>				
<u>Strategic Planning & Policy</u>				
Landscape Technician	0.5	B		
Total Permanent FTEs		9.75	481	481

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>New:</u>				
<u>Operations (38001)</u>				
Control Centre Coordinator	2.0	G	154	154
<u>General Manager (38002)</u>				
Special project Coordinator	1.0	G	89	89
<u>Mobility Plus (38003)</u>				
Schedule Analyst	0.5	M	41	41
Statistical Analyst	0.4	G	36	36
<u>Customer Service (38010)</u>				
Customer Service Rep	1.0	G	65	65
<u>Capital Assets (38011)</u>				
Fleet Technician - 100% Recovery from Capital	1.0	C		
<u>Allocated from Support Branch:</u>				
<u>Central Support Services</u>				
Records Clerk	0.5	G	32	32
Emergency Planner	0.5	G	53	53
<u>Strategic Planning & Policy</u>				
AODA Specialist	0.5	M	49	49
<u>Conversions:</u>				
<u>Mobility Plus (38003)</u>				
Transit inspector	1.0	B	9	9
Statistical Analyst	0.6	B	21	21
<u>Customer Service (38010)</u>				
Customer Service Rep	1.0	B	9	9
Total Permanent FTEs	10.0		559	559

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>New:</u>				
<u>Operations (38001)</u>				
Control Centre Coordinator	2.0	G	158	158
<u>Mobility Plus (38003)</u>				
Customer Service Rep	1.0	M	64	64
Trip Reservationist	1.0	M	78	78
<u>Enforcement (38009)</u>				
Special Constable	2.0	G	210	210
Special Constable	2.0	G	216	216
<u>Customer Service (38010)</u>				
Customer Service Rep	1.0	G	67	67
Customer Service Rep	1.0	G	69	69
<u>Capital Assets (38011)</u>				
Facilities Mtce Support Rep (vivaNext)	1.0	G	83	83
Technologist I (O&M Facilities)	1.0	G	102	102
<u>Allocated from Support Branch:</u>				
<u>Central Support Services</u>				
Business Performance Specialist	0.5	G	42	42
Records Clerk	0.5	G	34	34
<u>Transportation Services Finance</u>				
Senior Financial Analyst	0.7	G	81	81
<u>Commissioner's Office</u>				
Special Projects Coordinator	0.5	G	59	59
<u>Conversions:</u>				
<u>Customer Service (38010)</u>				
Customer Service Rep	1.0	B	9	9
Customer Service Rep	0.5	B	3	3
Total Permanent FTEs		15.7	1,276	1,276

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

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

Space Needs Accommodations:

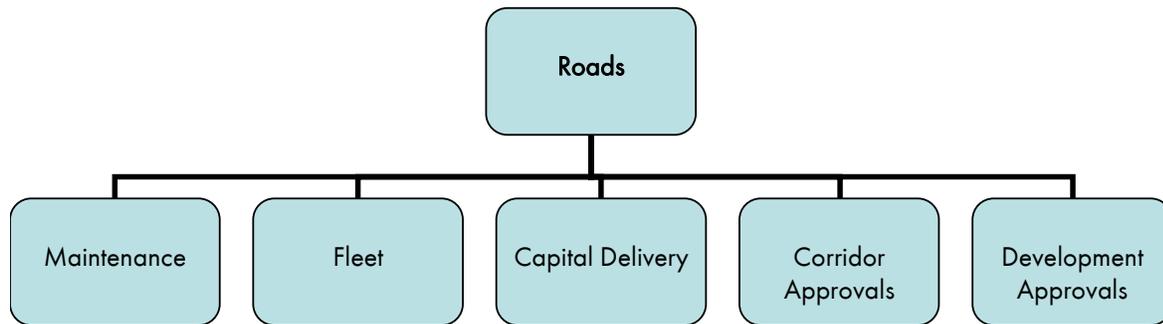
Space needs accommodations have been considered for the above requested positions

Yes
No

Goals

To provide a safe and well-designed environment for vehicles and pedestrians by maintaining a safe and efficient road system through:

- Optimizing the performance of the Regional transportation system for all road users
- Developing a decision making culture that is based on solid, accurate business intelligence (data, technology, staff skill sets)
- Delivering transportation capital projects in a timely, fiscally responsible manner to meet the growth needs of the Region
- Developing an asset management plan that ensures road infrastructure is maintained and replaced in a sustainable manner
- Ensuring development approvals facilitate growing community needs



Road Maintenance Program

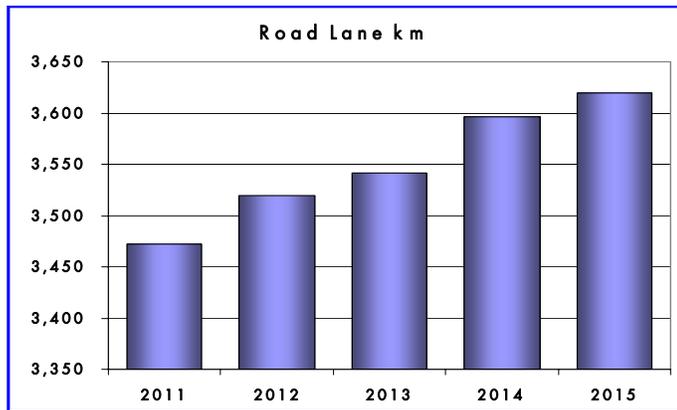
The Roads Maintenance program is responsible for maintaining the entire road infrastructure. The historical cost of these assets is valued at \$2.0 billion dollars with a replacement value estimated at \$3.7 billion. This area responds to residents’ concerns and provides service in terms of maintenance of road surfaces including: shoulder, roadside, drainage and safety features. They also oversee the winter maintenance program. Below is a table listing the levels of maintenance based on its road classification:

**Table 1:
Categories and Levels of Roads Maintenance**

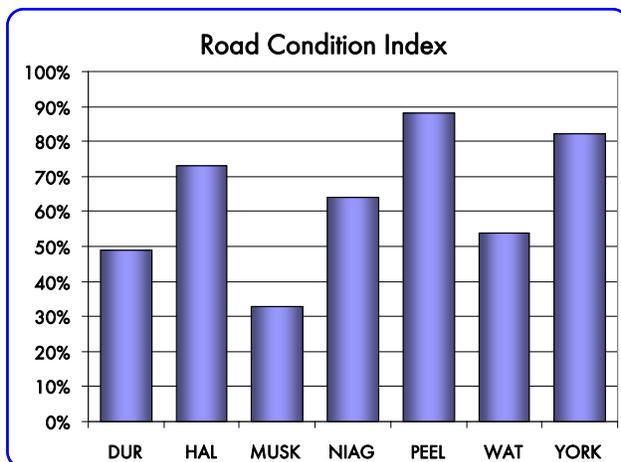
Road Classification	Summer Maintenance	Winter Maintenance
One	3 times every 7 days	2.5 cm in 4 hours
Two	2 times every 7 days	5 cm in 6 hours
Three	1 time every 7 days	8 cm in 12 hours
Four	1 time every 14 days	8 cm in 16 hours
Five	1 time every 30 days	10 cm in 24 hours

Roads are categories based on: traffic volumes, speed limits and access to critical infrastructure such as hospitals or schools.

As the population grows more of the Regional roads system is becoming urbanized. Urbanized roads have greater traffic volumes (vehicles and other modes of transportation) and increased lane kilometres. These factors increase the cost of maintenance. In addition, over the next eight years, the VivaNext initiative will result in the reconstruction of 38 km of Transit rapidways. These rapidways will increase maintenance costs and introduce new challenges such as snow removal and the potential for a site for snow dumping.



The road inventory continues to grow each year as additional lane kilometres are completed by the Capital Delivery branch.



The Road Condition Index measures the quality of a road system. This measurement is calculated as a percentage of paved lane km where the condition is rated as good or better. In 2009 the Ontario Municipal CAO's Benchmarking Initiative reported an average road condition index of 64% and the Region of York having the second highest index of 82% amongst upper-tier municipalities.

Similarly, a bridges condition index is published which listed the Region of York as second with an index of 91% with an average of 65%.

Fleet

The Fleet program provides vehicle maintenance and fuel management services for:

- Roads Maintenance
- Environmental Services
- Transit support vehicles (excluding bus fleet)
- All other York Region support vehicles (excluding Police and EMS)

The Fleet program is responsible for the maintenance of 268 licensed vehicles and another 211 pieces of maintenance equipment. Improvements in operations are being proposed in the 2012 budget with the introduction of a mobile maintenance vehicle and extended garage hours. *This will reduce the down time of vehicles and staff. To achieve these changes two full time mechanics are requested in 2012 with an additional two proposed for 2013.* With new asset management software, business improvements are underway to optimize efficiencies in preventative maintenance, fuel management and warranty tracking. *One fleet technician is proposed in 2012 to maintain the asset management system.*

Capital Delivery Program

The Capital Delivery program manages the design and construction of the roads infrastructure.

Every year this area updates a ten year capital plan to prioritize major Regional road infrastructure projects. Of the plan, approximately 15% of the projects are for reconstruction of existing roads and 85% relate to growth. The portion of funding provided through the tax rate has remained constant but the costs of these projects has increased resulting in a decreasing trend of lane kilometres created each year.

This area works closely with the Environmental Services Department to ensure that Roads and Water and Wastewater projects are administered in a cost effective manner. This program also coordinates efforts with local municipalities and other levels of government. Increasing stakeholder consultation and environmental assessments impact the amount of time for the completion of infrastructure projects.

Corridor Approvals Program

This branch is responsible for Right of Way Management which manages the physical nature and location of utility companies needs in the Regional road network. Staff consists of technologists, technicians and land surveyors who perform surveys and maintain records for future Regional initiatives. Fees are collected for permits issued.

A new computerized maintenance management system is being implemented to better manage the 2.0 billion of corridor infrastructure (pavement, bridges, culverts, etc.). *The 2012 budget proposes the addition of a Program Manager to better manage the growing inventory through the use of an Asset Management system.*

Development Approvals Program

Legislated under the Provincial Planning Act, this program administers the approval of new development plans. This area is responsible for the infrastructure planning, engineering and construction aspects of development applications. Working closely with the Planning department, staff will provide expertise in areas of traffic studies, traffic congestion and noise mitigation, and underground servicing. Review fees are collected for all development approval applications.

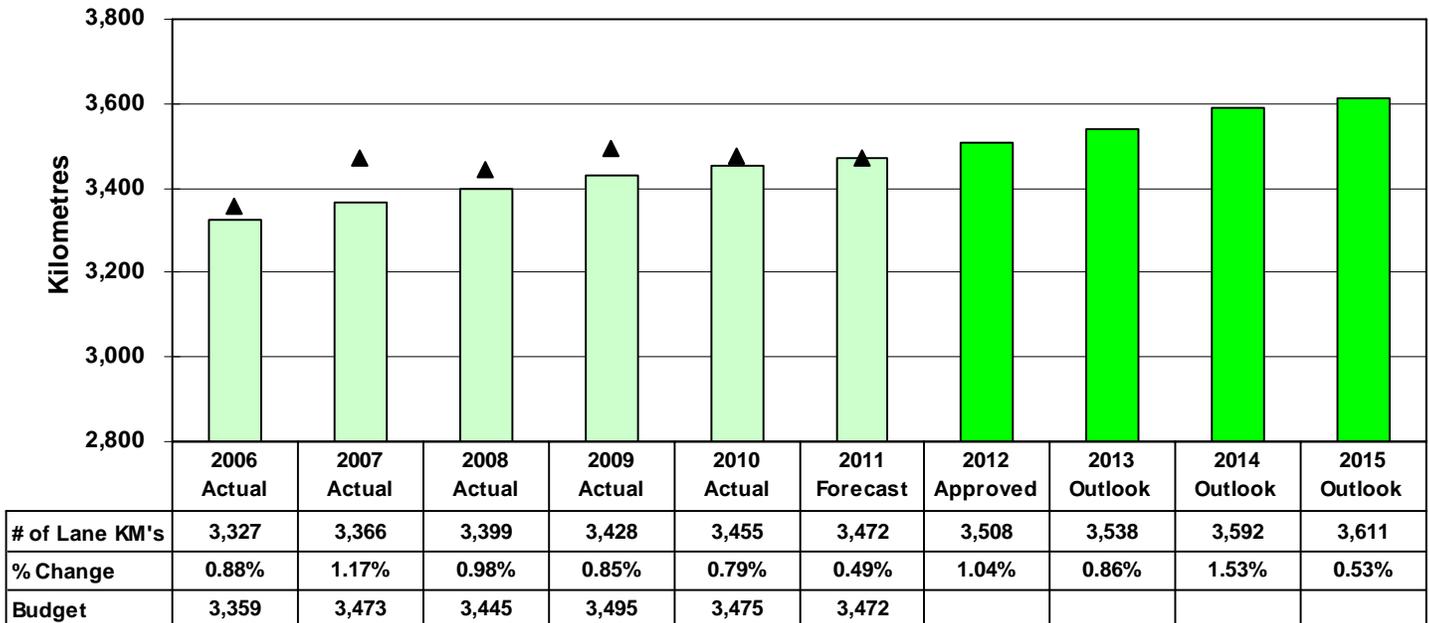
Pressures of Net Operating Impact of Capital Projects (incremental)

(\$'000s)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Operating Costs				
Salaries & Benefits	53	89	71	83
Contract/Other	121	213	160	204
Debt Repayment	-	87	774	117
Roads (before VivaNext)	174	389	1,005	404
VivaNext	-	-	985	720
Total	174	389	1,990	1,124

The Roads Branch's maintains the existing road network; provides construction and reconstruction services as well as administers Corridor and Development approvals.

Service Level

Number of Lane Kilometres



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

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

What does the graph show?

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

Explanation of KPI Trend

- 2005 - Capital program completed 42 new lane kilometres including:
 - Elgin Mills, Bayview to Markland 16 lane-kms
 - Islington Ave, Langstaff Rd to Rutherford Rd 3 lane-kms
 - Islington Ave, Rutherford Road to Major Mackenzie Dr 4 lane-kms
 - Markham Bypass Phase I, Hwy 407 to Hwy 7 3 lane-kms
 - Markham Bypass Phase II, 16th Ave to Major Mackenzie Dr 16 lane-kms
- 2006 - Capital program completed 29 new lane kilometres. These projects include
 - Gamble Rd, Yonge St to Bathurst St 4 lane-kms
 - Major Mackenzie Dr, Kennedy Rd to Hwy 48 8 lane-kms
 - Markham Bypass Phase 3, Hwy 7 to 16th Ave 13 lane-kms

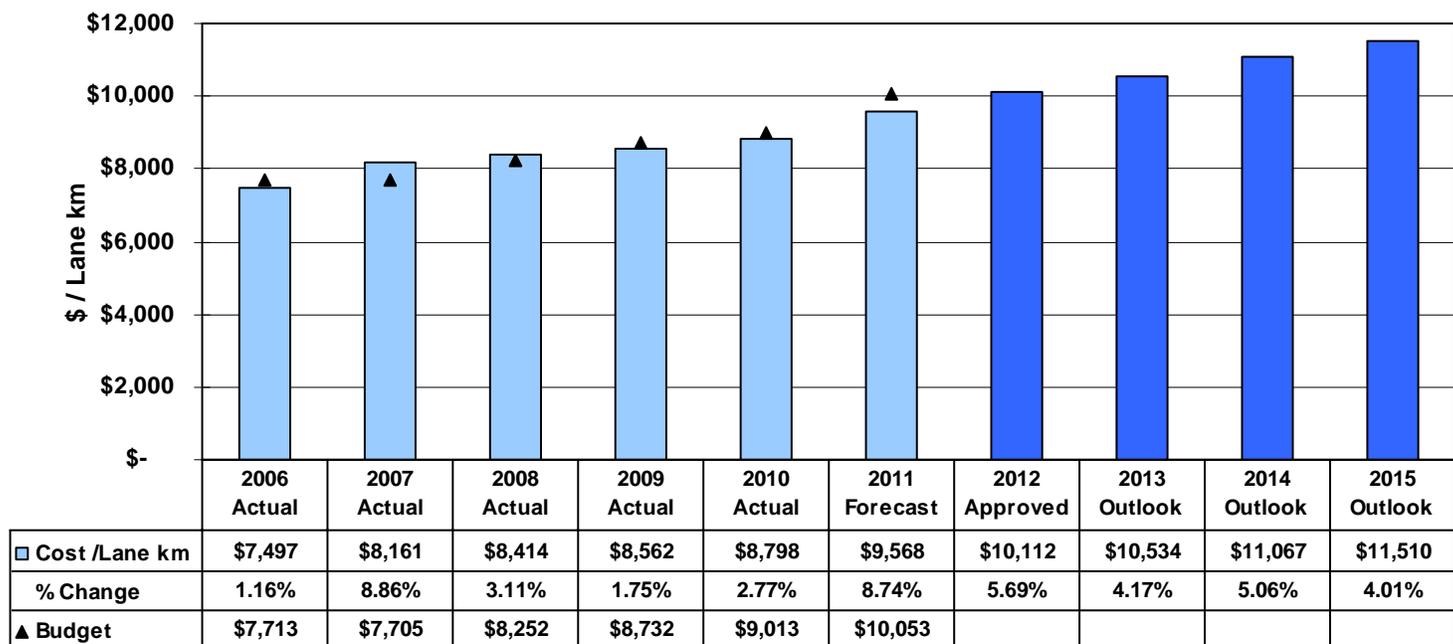
- St Johns Sdrd, Yonge Street to Bayview Ave 4 lane-kms
- 2007 - 39 new lane kilometres were added to the road network. Capital delivery completed 8 new lane kilometres and 21 were assumed*:
 - Major Mackenzie Dr, Woodbine Ave to Kennedy Rd 8 lane-kms
 - 2nd Concession, Green Lane to Queensville Sdrd* 12 lane-kms
 - Warden Ave, Ravenshoe Rd to Baseline Rd* 19 lane-kms
- 2008 - Capital Delivery completed 13 new lane kilometres and 20 lane kilometres were assumed from the province: *
 - Hwy 427, Arterial Extension to Zenway Blvd. 4 lane-kms
 - Teston Rd, Dufferin St to Bathurst St 6 lane-kms
 - Warden Ave., McPherson to Hwy 407 3 lane-kms
 - Hwy 7, Markham Rd to Don Cousens Pkwy* 20 lane-kms
- 2009 - Capital Delivery completed 29 new lane kilometres as follows:
 - Bathurst - Mulock Dr to Davis Dr West 4 lane-kms
 - Dufferin – Steeles Ave to Glen Shields 4 lane-kms
 - Stouffville - McCowan to Hwy 48 4 lane-kms
 - Teston Rd – Weston Rd to Jane St 4 lane-kms
 - Teston Rd at Hwy 400 Interchange 9 lane-kms
 - Weston Road –Major Mackenzie Dr to Teston Rd 4 lane-kms
- 2010 - Capital Delivery is expected to complete 11 new lane kilometres and 12 lane kilometres were assumed.*
 - Gamble Sdrd – Yonge St to Bathurst St 4 lane-kms
 - Ninth Line – Hwy 407 to the Markham by-pass 7 lane-kms
 - 15th Sdrd – Keele St to Bathurst St* 8 lane-kms
 - 18th Sdrd – from Dufferin St to Bathurst St* 4 lane-kms
- 2011 - Capital Delivery is expected to complete 17 new lane kilometres.
 - Donald Cousens Parkway – Hwy 407 to Box Grove By-Pass 1 lane-kms
 - Birchmount Road at Hwy 407 1 lane-kms
 - Keele Street and 15th Sideroad 1 lane-kms
 - 19th Avenue – Yonge Street to Bayview Avenue 4 lane-kms
 - York/Durham Line – Steeles Ave to South of 14th Avenue 8 lane-kms
 - Dufferin Street – Major Mackenzie to Sir Benson Drive 2 lane-kms
- 2012 - Capital Delivery is expected to complete 36 new lane kilometres.
 - 16th Avenue and Reesor Road Jog Elimination 1 lane-kms
 - Langstaff Road – Hwy 50 to Hwy 27 6 lane-kms
 - Woodbine Avenue – Ravenshoe Road to Morton Avenue 13 lane-kms
 - Woodbine Avenue – Major Mackenzie to 19th Avenue 16 lane-kms

Comments / Background:

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

Efficiency

Cost per Lane Kilometre - All Roadway Operations



Data Table	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Forecast	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Total Cost \$000's	\$24,941	\$27,468	\$28,600	\$29,349	\$30,398	\$33,219	\$35,474	\$37,269	\$39,751	\$41,564
Lane kms	3,327	3,366	3,399	3,428	3,455	3,472	3,508	3,538	3,592	3,611
△ Total Cost \$000's	\$1,277	\$501	\$2,527	\$1,132	\$1,049	\$2,821	\$2,255	\$1,795	\$2,482	\$1,813
△ Lane kms	29	39	33	29	27	17	36	30	54	19

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

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

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

What does the graph show?

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

Explanation of KPI Trend

- 2006 – In the budget, numerous items increased the cost per lane km including the T&W reorganization, the move to the Bales Facility, increases in salt requirements and the delay of cellular communication networks upgrades. A reduced contribution to the LED reserve has partially offset these increases. However, the cost per lane km did come in under budget due to mild weather conditions. Mild winter weather in 2006 resulted in 7 less winter events (snow storms) than budgeted.
- 2007 – The actual cost per lane kilometre exceeded budget. There were 17 more winter events than anticipated increasing this cost. The cost increases included:
 - \$0.8M winter contractors new tender for Southeast patrol yard tender.
 - \$0.3M salt and sand driven by increased winter events.
 - \$0.2M from delayed conversion from land line to cellular technology on traffic signals.
- 2008 – Roadway operations exceeded budget by \$0.2M. The winter season was one of the worst on record. Approximately 87 winter events were experienced, exceeding budgeted events by 43%. This pressure resulted in the following costs exceeding budget:
 - \$0.6M salt and sand.
 - \$0.2M winter contractors from increase in winter events and Southwest Patrol Yard contract tender was 35% higher than the previous tender.
 - \$(0.5M) credit from hydro as we were billed at incandescent rates instead of LED rates for the past 4 years in error.
- 2009 - The total cost for Roadway Operations is \$29.3 M, a decrease of \$0.8 M over the 2008. Even though the Region experienced a mild winter season with low winter events that reduced the cost of Roadway Operations significantly, the supplies and contractor cost increased:
 - \$0.6 M winter contractor tender increases (12.4%)
 - \$0.5 M in system growth, 2% in lane kms and 3% in traffic signals
 - \$0.3 M municipal contractor cost increase (25.8%). Works completed by the area municipalities on behalf of the Region for winter snow removal and grass cutting are higher than anticipated due to higher fuel costs.
 - \$0.2 M winter salt price increase (6.0%)
- 2010 - The total for Roadway Operations is \$30.4M which exceeds 2009 by \$1.0M, despite the first half of the winter season being mild. The costs contributing to this variance include:
 - \$1.0M Electrical maintenance contract increased volume and cost of repairs (September 23rd, 2009 council report).
 - \$0.3M hydro increase comparative to 2009 which was lower due to a credit issued.
 - (\$0.2M) line painting costs due to contract award process deferring some projects to following year.
- 2011 – The total forecasted cost for Roadway Operations is \$33.2M a decrease of \$1.8M compared to the 2011 budget. The following factors and initiatives have contributed to this variance:

- (\$0.1M) Fewer line painting projects scheduled for 2011 as a result of a greater number of road paving and related line painting activities completed through 2010.
- (\$0.2M) Credit applied as a result Vehicle Standby holdbacks review.
- (\$1.4M) Transition to new electrical maintenance contractor for traffic signals resulted in a decrease in volume and cost of repairs.

- 2012 - The total budgeted cost for Roadway Operations is \$35.5M an increase of \$2.2M compared to the 2011 Forecast and \$0.4M increase compared to the 2011 Budget. The following factors and initiatives have contributed to this variance:
 - \$0.3M Boulevard grass cutting requirements increase per May council report.
 - \$0.2M Additional snowplow required for Southwest Yard.
 - \$0.2M New contract increase for salt plus planned usage increase for sand.
 - (\$0.2M) Lower unit costs for traffic signal repairs and maintenance resulting from new contract.

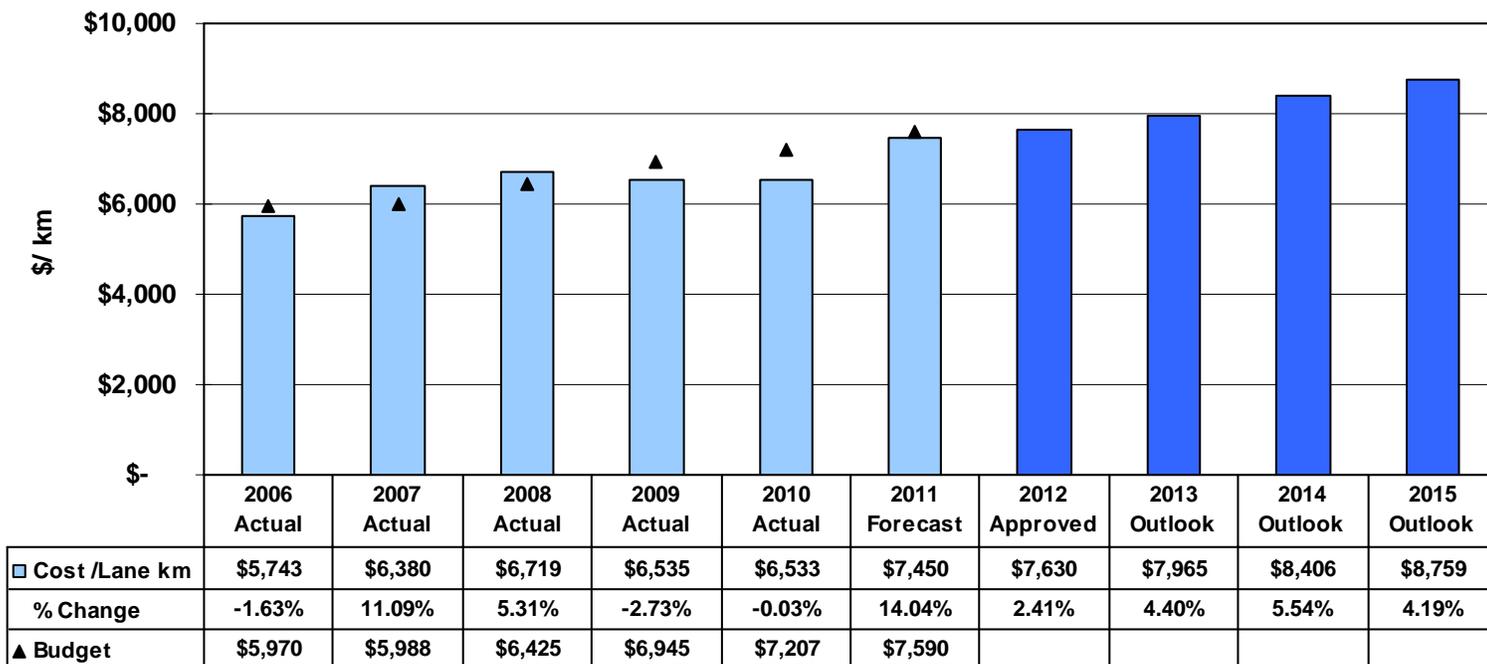
- 2013 to 2015 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
 - Winter maintenance contracts.
 - VivaNext implementation.
 - System growth in lane kilometres and signalized intersections.

Comments / Background:

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

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

Cost per Lane Kilometre of Road Maintenance



Data Table	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Forecast	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Total Cost \$000's	\$19,107	\$21,474	\$22,836	\$22,401	\$22,570	\$25,867	\$26,765	\$28,181	\$30,196	\$31,628
Lane kms	3,327	3,366	3,399	3,428	3,455	3,472	3,508	3,538	3,592	3,611
△ Total Cost \$000's	\$1,346	-\$147	\$2,367	\$1,362	\$169	\$3,296	\$898	\$1,416	\$2,015	\$1,432
△ Lane kms	29	39	33	29	27	17	36	30	54	19

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

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

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

What does the graph show?

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

Explanation of KPI Trend

- 2005 - Costs increased 6% due to increased contractor standby charges and internal costs associated with increased winter events. In 2005, the Region experienced 75 winter events in comparison to an average of 55 events per winter season.
- 2006 – In the budget, numerous items increased the cost per lane km including the T&W reorganization, and the move to the Bales. However, the cost per lane km did come in under budget due to mild weather conditions. Mild winter weather in 2006 resulted in 7 less winter events (snow storms) than budgeted. As a result, salt purchases were 13,716 tonnes below budget of 41,127. Similarly, snow removal vehicles plowed 242,382 kilometres of road compared to a budget of 566,938.
- 2007 – The actual cost per lane kilometre exceeded budget. There were 17 more winter events than anticipated increasing this cost. The cost increases included:
 - \$0.8M winter contractors new tender for Southeast patrol yard tender.
 - \$0.3M salt and sand driven by increased winter events.
- 2008 - Road Maintenance costs exceeded budget by \$0.7M. The winter season was one of the worst on record. Approximately 87 winter events were experienced, exceeding budgeted events by 43%. This pressure resulted in the following costs exceeding budget:
 - \$0.6M salt and sand.
 - \$0.2M winter contractors from increase in winter events and Southwest Patrol Yard contract tender was 35% higher than the previous tender.
- 2009 – The Road Maintenance cost of \$22.4 M remains slightly lower than 2008 due to lower number of winter events, even with the cost increase of:
 - \$0.6 M winter contractor tender increases (12.4%)
 - \$0.3 M municipal contractor cost increase (25.8%). Works completed by the area municipalities on behalf of the Region for winter snow removal and grass cutting are higher than anticipated due to higher fuel costs.
 - \$0.4 M in system growth, 2% in lane kms and 3% in traffic signals
 - \$0.2 M winter salt price increase (6.0%)
- 2010 - The 2010 Road Maintenance cost is \$1.9M under budget due mainly to the mild winter experienced. While the number of winter events in 2010 is marginally higher than 2009, it is still under budget. Therefore actual results for 2010 only exceed 2009 by \$0.2M. The costs contributing to this variance include:
 - \$0.1M salt and sand resulting from tender increase and mild 2009 season.
 - \$0.2M winter vehicle stand-by rates for new tender.
 - (\$0.2M) line painting costs due to contract award process deferring some projects to following year.
- 2011 - The total forecasted cost for Road Maintenance is \$25.9M a decrease of \$0.6M compared to the 2011 budget. The following factors and initiatives have contributed to this variance:
 - (\$0.1M) Fewer line painting projects scheduled for 2011 as a result of a greater number of road resurfacing related line painting activities completed through 2010.
 - (\$0.2M) Credit applied as a result of Vehicle Standby holdbacks review.
 - (\$0.2M) Debt repayment and interest charges are under budget by \$0.2M as a result of a timing difference between annual calendarization of the budget

versus the actual repayment schedule. This is expected to be corrected by year end.

- 2012 - The total budgeted cost for Road Maintenance is \$26.8M an increase of \$0.9M compared to the 2011 forecast or an increase of \$0.3M versus the 2011 budget. The following factors and initiatives have contributed to this variance:
 - \$0.3M Boulevard grass cutting requirements increase per May council report.
 - \$0.2M Additional snowplow required for Southwest Yard.
 - \$0.2M New contract increase for salt plus planned usage increase for sand.
 - (\$0.1M) Negotiated new snow plough rental contract.
- 2013 to 2015 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
 - Winter maintenance contracts.
 - VivaNext implementation.
 - System growth in lane kilometres.

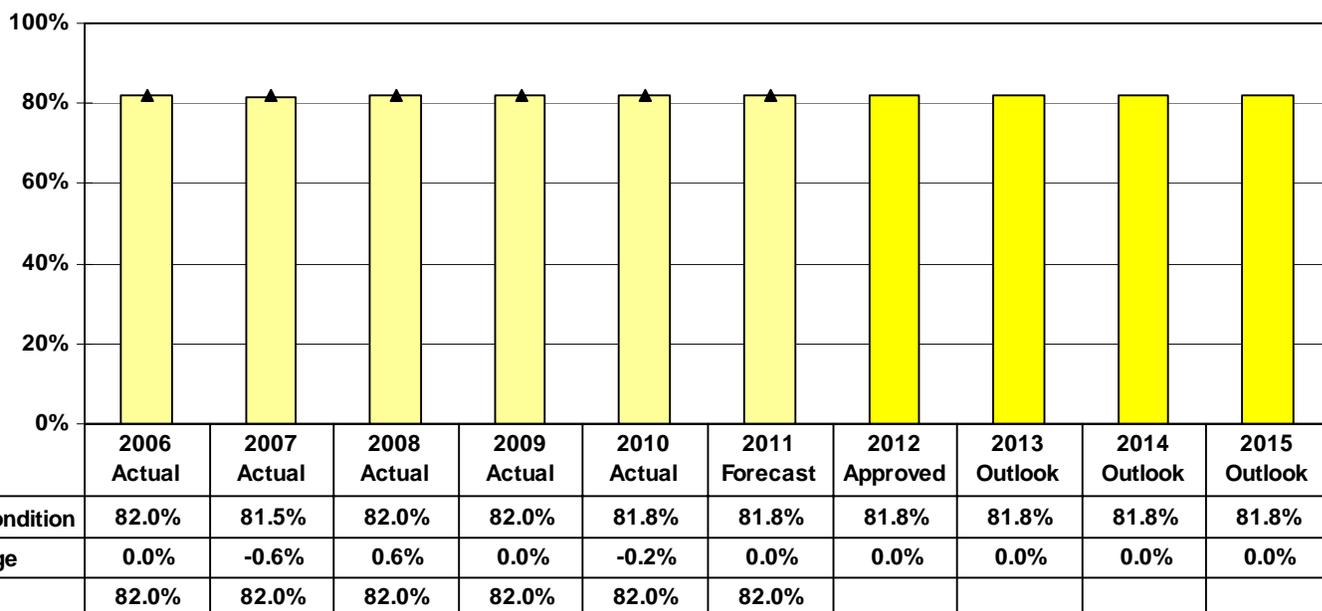
Comments / Background:

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

Customer Service

- YORK
- MPMP
- OMBI

Road Condition Index (RCI)



Data Table	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Forecast	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Good/V. Good	1,253	1,267	1,288	1,298	1,313	1,320	1,338	1,358	1,385	1,413
Lane kms Tested	1,528	1,555	1,570	1,583	1,605	1,614	1,636	1,660	1,693	1,727
△ Rating	24	14	20	11	15	7	18	20	20	20
△ kms Tested	29	27	15	13	22	9	22	24	24	25

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

What does the graph show?

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

Explanation of KPI Trend

- 2005 to 2009 - The RCI is level due to increased funding of the resurfacing program.
- 2010 to 2015 – The RCI is slightly lower due to assumption of additional lane kilometres from King, as these additional lane kilometres, are in poorer condition than the average kilometre in the York Region road network.

Comments / Background:

The Road Condition Index (RCI) is a way of evaluating the overall acceptance of the road surface to the driver. Currently the Region measures one-half of the road system each year which is representative of the entire road system. The road condition index has

been relatively stable. The current index at 81.8% is considered satisfactory and consistent with the target of our maintenance program.

Financial Summary

Roads Branch										
	2009	2010	2011	2011	2012	%	2013	2014	2015	
	Actual	Actual	Forecast	Restated	Approved	Change	Outlook	Outlook	Outlook	
Expenditures										
Salaries and Benefits	6,762	16,011	17,134	17,259	19,842	2,583	15.0%	20,659	21,224	22,126
Program Specific Expenses	7,345	7,699	8,831	9,036	9,426	390	4.3%	9,618	9,737	9,825
Professional Contracted Services	2,445	2,674	3,461	3,876	4,285	409	10.6%	5,138	6,722	7,529
General Expenses	4,267	7,959	9,047	8,695	9,431	736	8.5%	9,712	9,839	10,028
Occupancy Costs	16	5	102	105	101	-3	-3.2%	101	102	102
Minor Capital	10	139	255	259	260	2	0.8%	265	266	268
Expenditures	20,845	34,487	38,829	39,228	43,345	4,117	10.5%	45,493	47,890	49,879
Financing Costs and Reserves										
Financing Costs	0	19,987	20,381	20,381	20,128	-253	-1%	20,378	21,191	21,122
Contribution to Reserves	0	2,690	1,480	1,580	1,570	-10	-1%	1,580	1,611	1,667
Contribution to Capital	0	35,372	32,570	32,570	30,190	-2,380	-7%	29,323	33,633	35,133
Financing Costs and Reserves	0	58,049	54,431	54,531	51,888	-2,642	-5%	51,282	56,435	57,922
Gross Expenditures	20,845	92,536	93,260	93,758	95,233	1,475	2%	96,775	104,325	107,801
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	0	0	0	0	0	0		0	0	0
Fees and Charges	-824	-1,192	-1,270	-1,270	-1,271	-0	0%	-1,272	-1,272	-1,272
Development Charges	0	-13,109	-13,136	-13,136	-13,136	0	0%	-13,136	-13,136	-13,136
Contribution from Reserves	-285	-685	-622	-622	-622	0	0%	-622	-622	-622
Third Party Recoveries	-153	-529	-554	-554	-554	0	0%	-554	-554	-554
Revenues	-1,262	-15,515	-15,583	-15,583	-15,584	-0	0%	-15,585	-15,585	-15,585
Negotiated Specific & Recoveries										
Negotiated Specific	341	1,377	1,902	1,902	1,911	9	0%	1,911	1,911	1,911
Departmental Charges & Recoveries	2,227	2,113	-4,614	-4,712	-5,501	-790	17%	-5,810	-5,892	-6,146
Capital Recoveries	0	-5,070	-6,892	-7,014	-7,623	-609	9%	-7,623	-7,623	-7,623
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	2,568	-1,581	-9,604	-9,823	-11,213	-1,390	14%	-11,522	-11,604	-11,858
Gross Expenditures including Negotiated Specific & Recoveries	23,413	90,955	83,655	83,935	84,020	85	0%	85,253	92,721	95,943
Tax Levy	22,151	75,441	68,072	68,352	68,437	85	0%	69,668	77,136	80,358
% change							0%	2%	11%	4%

Roads Branch

	Program Overview									
	\$000's					\$000's				
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Road Maintenance										
Total Gross Expenditures	22	32	26	27	28	1	4.7%	29	31	33
Total Revenues	(1)	(1)	(1)	(1)	(1)		0.0%	(1)	(1)	(1)
Net Budget	21	31	25	25	26	1		28	30	31
Fleet										
Total Gross Expenditures			1				0.0%			
Total Revenues		()	()	()	()		0.0%	()	()	()
Net Budget		()								
Capital Delivery										
Total Gross Expenditures	1	58	57	57	56	(1)	-2.0%	56	61	63
Total Revenues	(1)	(14)	(14)	(14)	(14)	()	0.0%	(14)	(14)	(14)
Net Budget	1	45	43	43	42	(1)	()	42	47	49
Forestry										
Total Gross Expenditures										
Total Revenues										
Net Budget										
Tax Levy	22	75	68	68	68			70	77	80

Financial Summary

Road Maintenance

	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	5,385	9,145	10,084	9,270	10,964	1,694	18%	11,324	11,649	12,209
Program Specific Expenses	7,345	7,687	8,814	9,019	9,409	390	4%	9,602	9,720	9,808
Professional Contracted Services	2,427	2,625	3,328	3,743	4,204	461	12%	5,058	6,644	7,453
General Expenses	4,219	5,162	5,351	5,354	5,971	617	12%	6,185	6,307	6,487
Occupancy Costs	16	5	98	100	98	-2	-2%	98	98	99
Minor Capital	10	68	103	107	111	4	4%	112	112	113
Expenditures	19,403	24,692	27,778	27,593	30,757	3,164	11%	32,378	34,530	36,168
Financing Costs and Reserves										
Financing Costs	0	1,032	1,373	1,373	970	-402	-29%	1,004	1,031	1,059
Contribution to Reserves	0	1,350	0	0	0	0		0	0	0
Contribution to Capital	0	0	0	0	0	0		0	0	0
Financing Costs and Reserves	0	2,382	1,373	1,373	970	-402	-29%	1,004	1,031	1,059
Gross Expenditures	19,403	27,074	29,151	28,966	31,728	2,762	10%	33,383	35,562	37,227
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	0	0	0	0	0	0		0	0	0
Fees and Charges	-98	-461	-548	-548	-548	0	0%	-548	-548	-548
Development Charges	0	0	0	0	0	0		0	0	0
Contribution from Reserves	-262	-685	-622	-622	-622	0	0%	-622	-622	-622
Third Party Recoveries	-153	-344	-183	-183	-183	0	0%	-183	-183	-183
Revenues	-513	-1,490	-1,353	-1,353	-1,353	0	0%	-1,353	-1,353	-1,353
Negotiated Specific & Recoveries										
Negotiated Specific	341	1,386	1,902	1,902	1,911	9	0%	1,911	1,911	1,911
Departmental Charges & Recoveries	2,227	4,518	-2,993	-3,087	-4,011	-925	30%	-4,200	-4,293	-4,487
Capital Recoveries	0	-564	-2,093	-1,215	-1,824	-609	50%	-1,824	-1,824	-1,824
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	2,568	5,340	-3,185	-2,400	-3,925	-1,525	64%	-4,113	-4,206	-4,400
Gross Expenditures including Negotiated Specific & Recoveries	21,971	32,414	25,966	26,566	27,803	1,237	5%	29,270	31,355	32,828
Tax Levy	21,457	30,925	24,613	25,213	26,450	1,237	5%	27,917	30,003	31,475
% change										
						5%		6%	7%	5%

Financial Summary

Fleet

	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	0	789	787	822	1,128	306	37%	1,329	1,364	1,495
Program Specific Expenses	0	12	16	16	17	0	2%	17	17	17
Professional Contracted Services	0	22	0	0	0	0		0	0	0
General Expenses	0	2,245	2,871	2,516	2,562	46	2%	2,532	2,533	2,536
Occupancy Costs	0	0	0	0	0	0		0	0	0
Minor Capital	0	0	0	0	0	0		0	0	0
Expenditures	0	3,068	3,674	3,354	3,706	352	11%	3,878	3,914	4,047
Financing Costs and Reserves										
Financing Costs	0	157	157	157	297	140	89%	360	370	380
Contribution to Reserves	0	1,340	1,480	1,580	1,570	-10	-1%	1,580	1,611	1,667
Contribution to Capital	0	0	0	0	0	0		0	0	0
Financing Costs and Reserves	0	1,497	1,637	1,737	1,867	130	7%	1,940	1,980	2,047
Gross Expenditures	0	4,565	5,312	5,091	5,574	482	9%	5,818	5,894	6,094
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	0	0	0	0	0	0		0	0	0
Fees and Charges	0	-0	0	0	0	0		0	0	0
Development Charges	0	0	0	0	0	0		0	0	0
Contribution from Reserves	0	0	0	0	0	0		0	0	0
Third Party Recoveries	0	-185	-371	-371	-371	0	0%	-371	-371	-371
Revenues	0	-185	-371	-371	-371	0	0%	-371	-371	-371
Negotiated Specific & Recoveries										
Negotiated Specific	0	0	0	0	0	0		0	0	0
Departmental Charges & Recoveries	0	-4,379	-4,686	-4,690	-5,172	-482	10%	-5,417	-5,493	-5,692
Capital Recoveries	0	0	-30	-30	-30	0	0%	-30	-30	-30
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	0	-4,379	-4,716	-4,720	-5,202	-482	10%	-5,447	-5,523	-5,723
Gross Expenditures including Negotiated Specific & Recoveries	0	185	596	371	371	0	0%	371	371	371
Tax Levy	0	-0	225	-0	-0	0	0%	-0	-0	-0
% change					0%			0%	0%	0%

Financial Summary

Capital Delivery

	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	1,376	6,077	6,263	7,167	7,749	582	8%	8,006	8,162	8,373
Program Specific Expenses	0	0	0	0	0	0		0	0	0
Professional Contracted Services	17	27	133	133	81	-52	-39%	55	53	52
General Expenses	49	553	825	825	898	73	9%	960	965	971
Occupancy Costs	0	0	4	4	3	-1	-21%	3	3	3
Minor Capital	0	71	152	152	150	-2	-1%	153	153	155
Expenditures	1,442	6,728	7,377	8,281	8,881	600	7%	9,177	9,336	9,554
Financing Costs and Reserves										
Financing Costs	0	18,798	18,851	18,851	18,861	10	0%	19,014	19,790	19,684
Contribution to Reserves	0	0	0	0	0	0		0	0	0
Contribution to Capital	0	35,372	32,570	32,570	30,190	-2,380	-7%	29,323	33,633	35,133
Financing Costs and Reserves	0	54,170	51,421	51,421	49,051	-2,370	-5%	48,337	53,423	54,817
Gross Expenditures	1,442	60,897	58,797	59,702	57,932	-1,770	-3%	57,514	62,759	64,370
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	0	0	0	0	0	0		0	0	0
Fees and Charges	-726	-731	-723	-723	-723	-0	0%	-724	-724	-725
Development Charges	0	-13,109	-13,136	-13,136	-13,136	0	0%	-13,136	-13,136	-13,136
Contribution from Reserves	-23	0	0	0	0	0		0	0	0
Third Party Recoveries	0	0	0	0	0	0		0	0	0
Revenues	-749	-13,840	-13,859	-13,859	-13,859	-0	0%	-13,861	-13,861	-13,861
Negotiated Specific & Recoveries										
Negotiated Specific	0	-9	0	0	0	0		0	0	0
Departmental Charges & Recoveries	0	1,974	3,065	3,065	3,682	618	20%	3,806	3,894	4,033
Capital Recoveries	0	-4,506	-4,769	-5,769	-5,769	0	0%	-5,769	-5,769	-5,769
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	0	-2,541	-1,704	-2,704	-2,086	618	-23%	-1,962	-1,874	-1,735
Gross Expenditures including Negotiated Specific & Recoveries	1,442	58,356	57,094	56,998	55,846	-1,152	-2%	55,552	60,885	62,635
Tax Levy	694	44,516	43,235	43,139	41,986	-1,152	-3%	41,692	47,025	48,774
% change										
						-3%		-1%	13%	4%

Budget Change Explanations 2012

Roads - Operating		2012 (in \$000's)				FTE	
		Gross		Net			
Budget Change Explanations (2012/2011)		Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget			83,935		68,352		0.0
Base							
Transportation Services							
Wage Adjustments			966	1.2	966	1.4	
Rapidco Secondments - Backfill			899	1.1	899	1.3	
Recovery from Rapidco			(899)	(1.1)	(899)	(1.3)	
Roads - Operating							
Casual Salaries			149	0.2	149	0.2	
Salt - New contract increase 5%			131	0.2	131	0.2	
Sand - Planned usage increase to achieve greater efficiencies and cost savings versus salt			60	0.1	60	0.1	
Allocated Fleet Maintenance			7	0.0	7	0.0	
Vehicle Rental & Standby - Additional plow required for Southwest Yard			181	0.2	181	0.3	
Purchase of Service - Boulevard grass cutting requirements increase per May Council Report			280	0.3	280	0.4	
Allocated Insurance			(267)	(0.3)	(267)	(0.4)	
Negotiated Specifics			(13)	(0.0)	(13)	(0.0)	
Intradepartmental Allocations							
Allocation from SP&BP - Supplier price adjustments and inflation; includes Landscape Technician conversion (0.5 FTE)			84	0.1	84	0.1	0.5
Allocation from Commissioner's Office			202	0.2	202	0.3	
Allocation from Capital Assets			0	0.0	0	0.0	
Base			1,782	2.1	1,782	2.6	0.5
Reductions/Efficiencies							
Vehicle Rental & Standby - New tender negotiated over longer term with additional service for North and Central Yards			(69)	(0.1)	(69)	(0.1)	
Reductions/Efficiencies			(69)	(0.1)	(69)	(0.1)	0.0
Mandatory/Legislated							
Spill Response							
Program Costs for Transfer of Spill Response from Environment			109	0.1	109	0.2	
Mandatory/Legislated			109	0.1	109	0.2	

Annualization					
Roads Operating					
Net Operating Impact of Capital Completed in					
Project # 85120 - Donald Cousens Parkway from Hwy 407 to Box Grove By-Pass	1.2 km	9	0.0	9	0.0
Project # 83400 - Birchmount Rd at Hwy 407	1.0 km	7	0.0	7	0.0
Project # 81510 - Keele St and 15th Sideroad	1.0 km	7	0.0	7	0.0
Project # 98330 - Gamble Sdrd - Yonge St to	4.0 km	29	0.1	29	0.1
Project # 91100 - York/Durham Line - Steeles Ave to 475m south of 14th Ave	8.0 km	57	0.1	57	0.1
Project # - Block 12 Properties Inc. (Dufferin St. (East Side - Major Mackenzie Dr. to Sir Benson Dr.))	1.6 km	12	0.0	12	0.0
	<u>16.8 km</u>				
Debentures & Financing					
Debt Principle and Interest		10	0.0	10	0.0
Annualization		130	0.3	130	0.2
Total Base Approved		1,952	2.2	1,952	2.7
Growth					
Roads Maintenance (Winter, Non-Winter):					
Additional equipment (2 tandem, 1 backhoe, 1 tractor with boom arm)					
Allocated Fleet Maintenance		73	0.1	73	0.1
Fleet Operations					
Fleet Services Growth (3.0 FTE)					
Salaries & Benefits - 2 Fleet Mechanics, 1 Technician		268	0.3	268	0.4
Materials & Supplies - increase internal parts purchase		42	0.0	42	0.1
Salt & Sand - 0.5% reduction for calibration		(21)	0.0	(21)	0.0
Repairs & Maintenance external - reduced for bringing work in-house		(56)	(0.1)	(56)	(0.1)
Diesel - System monitoring from M5 program		(18)	0.0	(18)	0.0
Intradepartmental Recoveries to all fleet users		(236)	(0.3)	(236)	(0.3)
Fleet Allocations to Roads Operating		110	0.1	110	0.2
Total		<u>89</u>	<u>0.1</u>	<u>89</u>	<u>0.1</u>
Corridor Approvals & Records					
Asset Management Cityworks Support (1.0 FTE)					
Salaries and Benefits - Program Manager		123	0.1	123	0.2
Negotiated Specifics					
Records & Information Management Support (0.25)					
Salaries and Benefits		21	0.0	21	0.0
SP&BP - Central Support Services					
Central Support Services Administrative Support (0.5)					
Salaries & Benefits		48	0.1	48	0.1
TRN Internal Portal and External Website Support (0.25 FTE) - Env Split					
Salaries & Benefits		26	0.0	26	0.0
Records & Information Management Support (0.5)					
Salaries and Benefits		32	0.0	32	0.0
Total Growth Approved		412	0.3	412	0.7

Enhancement					
Roads Maintenance (Winter, Non-Winter):					
Pre-emptive anti-icing application to road surfaces prior to winter precipitation					
Salt	100	0.1	100	0.1	
Roads Capital					
Contribution to Capital	(2,380)	(2.8)	(2,380)	(3.5)	
Total Enhancement Approved	(2,280)	(2.7)	(2,280)	(3.3)	0.0
2012 Departmental Request (including Contribution to Capital)	84,019	(0.2)	68,436	0.1	5.75

Budget Change Explanations 2013

Budget Change Explanations (2013/2012)		2013 (in \$000's)				FTE	
		Units	Gross \$000's	%	Net \$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)			84,019		68,436		
Base							
Transportation Services							
	Wage Adjustments		413	0.5	413	0.6	
Roads - Operating							
	Vehicle Rental and Standby - Anticipated rate increase from new tender for Southeast Yard		86	0.1	86	0.1	
	Allocated Fleet Maintenance - Less vehicles to be		(48)	-0.1	(48)	-0.1	
	Allocated Insurance		97	0.1	97	0.1	
Intradepartmental Allocations							
	Allocation from SP&BP		12	0.0	12	0.0	
	Allocation from Commissioner's Office		0	0.0	0	0.0	
	Allocation from Capital Assets		0	0.0	0	0.0	
Base			560	0.7	560	0.6	0.0
Mandatory/Legislated							
Roads - Operating							
	Payment to Contractor - VivaNext operational costs		285	0.3	285	0.4	
SP&BP - Strategic Planning & Policy							
	AODA Implementation Standards (0.5 FTE)						
	Salaries & Benefits - AODA Specialist		49	0.1	49	0.1	0.5
Mandatory/Legislated			334	0.4	334	0.5	0.5
Annualization							
Roads - Operating							
	Net Operating Impact of Capital Completed in 2012						
	Project # 86861 - 16th Avenue and Reesor Road Jog Elimination	1.0 km	7	0.0	7	0.0	
	Project # 98570 - Langstaff Rd - Hwy 50 to Hwy 27	6.0 km	39	0.0	39	0.1	
	Project # 96700 - Woodbine Ave - Ravenshoe Rd to Morton Ave	13.0 km	85	0.1	85	0.1	
	Project # 98680 - Woodbine Ave - Major Mackenzie Dr to 19th Ave	16.0 km	105	0.1	105	0.2	
		<u>36.0 km</u>					
Corridor Approvals							
	Net Operating Impact of Capital Completed in 2012						
	Asset Management Software - Licences & Fees		86	0.1	86	0.1	
Debentures & Financing							
	Debt Principle, Interest & Issuance Fee		154	0.2	154	0.2	
Annualization			475	0.6	475	0.7	0.0
Total Base Change			1,369	1.6	1,369	1.8	0.5

Growth					
Roads Operating					
Snow Management Operational Maintenance Costs					
Payment to Contractors	500	0.6	500	0.7	
Fleet Services Growth					
Growth of in-house operation (2.0 FTE)					
Salaries & Benefits - Fleet Mechanics	177	0.2	177	0.3	2.0
Materials & Supplies - increase internal parts purchase	43	0.1	43	0.1	
Salt & Sand - 0.5% reduction for calibration	(21)	-0.0	(21)	-0.0	
Repairs & Maintenance external - reduced for bringing work	(58)	-0.1	(58)	-0.1	
Diesel - System monitoring from M5 program	(17)	-0.0	(17)	-0.0	
Intradepartmental Recoveries to all fleet users	(145)	-0.2	(145)	-0.2	
Fleet Allocations to Roads Operating	73	0.1	73	0.1	
Total	52	0.1	52	0.1	
Corridor Approvals					
Asset Management Software (1.0 FTE)					
Salaries & Benefits - Local Systems Support Officer	94	0.1	94	0.1	1.0
	94	0.1	94	0.1	
SP&BP - Central Support Services					
Records & Information Management Support (1.0 FTE)					
Salaries & Benefits - Records Clerk, Emergency Planner	85	0.1	85	0.1	1.0
Total Growth Request	730	0.9	730	1.1	4.0
Enhancement					
Roads Capital					
Contribution to Capital	(867)	-1.0	(867)	-1.3	
Total Enhancement Request	(867)	(1.0)	(867)	(1.3)	0.0
2013 Departmental Request (including Contribution to Capital)	85,251	1.5	69,668	1.5	4.5

Budget Change Explanations Outlook Years 2014/2015

Roads - Operating	Outlook Years			
	(in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	85,251	69,668	92,720	77,137
Base				
Transportation Services				
Wage Adjustments	502	502	518	518
Roads Operating				
Vehicle Rental and Standby - Rate increase as per contract	46	46		
Allocated Fleet Maintenance	67	67	4	4
Allocated Insurance	37	37	38	38
Intradepartmental Allocations				
Allocation from SP&BP	8	8	9	9
Allocation from Commissioner's Office	0	0	0	0
Allocation from Capital Assets	0	0	0	0
Base	660	660	569	569
Mandatory/Legislated				
Roads Operating				
Payment to Contractor - VivaNext operational costs	985	985	720	720
Mandatory/Legislated	985	985	720	720
Annualization				
Roads Operating				
Net Operating Impact of Capital Completed in 2013				
Project # 83860 - 14th Ave and Birchmount Ave	7	7		
Project # 85781 - Ninth Line & Stouffville Rd Jog Elimination	7	7		
Project # 98170 - Hwy 7 - Rouge River to Verclaire Gate	20	20		
Project # 99530 - Bloomington Rd - Yonge St to Bathurst St	26	26		
Project # 85700 - Stouffville Rd - Kennedy Rd to McCowan Rd	26	26		
Project # 85690 - Stouffville Rd - Warden Ave to Kennedy Rd	26	26		
	39	39		
Project # 97120 - Stouffville Rd - Hwy 404 to Warden Ave				
Project # 94200 - Ninth Line - Hwy 407 to the Markham Bypass	46	46		
Net Operating Impact of Capital Completed in 2014				
Project # 83870 - Ninth Line and Elgin Mills Rd			7	7
Project # 83880 - Ninth Line and Major Mackenzie Dr			7	7
Project # 84861 - Bathurst St and Hwy 9 (Construction)			7	7
Project # 96771 - Keele St - Steeles Ave to Hwy 7 (Construction)			20	20
Project # 97010 - Bloomington Rd - Yonge St to Bayview Ave (C			26	26
Project # 98670 - Warden Ave - 16th Ave to Major Mackenzie			26	26
Project # 98181 - Hwy 7 - Verclaire Gate to Sciberras Rd (Const			26	26
Project # 85661 - Major Mackenzie Dr - Pine Valley Dr to Westo			26	26
Project # 98340 - 19th Ave - Yonge St to Bayview Ave			26	26
Project # 81810 - Hwy 50 - Hwy 7 to Rutherford Rd			52	52
Project # 97080 - Bloomington Rd - Bayview Ave to Hwy 404			52	52
Project # 80660 - Ninth Line - N of Major Mackenzie Dr to Stouf			78	78
<i>Note 2.0 FTE Transportation Maintenance Workers to accommodate growth above</i>				

Debentures & Financing				
Debt Principle, Interest & Issuance Fee	776	776	(107)	(107)
Annualization	972	972	246	246
Growth				
Roads Operating				
Snow Management Operational Maintenance Costs	500	500		
Fleet Operations				
Fleet Allocations (Fleet Operations Technician 1.0 FTE)			60	60
SP&BP - Central Support Services				
Business Contingency & Performance Specialist (0.5 FTE)	42	42		
Records Clerk (0.5 FTE)			34	34
SP&BP - Transportation Services Finance				
Senior Financial Analyst (0.3 FTE)			35	35
Commissioner's Office				
Special Projects Coordinator (1.0 FTE)			59	59
Growth	542	542	188	188
Enhancements				
Program				
Contribution to Capital	4,310	4,310	1,500	1,500
Enhancements	4,310	4,310	1,500	1,500
Total Annual Incremental Budget Pressures	7,469	7,469	3,223	3,223
Total Annual Budget Request	92,720	77,137	95,943	80,359

Transportation Services - Roads

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Roads:				
<u>Fleet Operations</u>				
Fleet Mechanics	2.00	G	173	173
Fleet Technician	1.00	G	95	95
 <u>Corridor Records & Approvals</u>				
Asset Management Program Manager	1.00	G	123	123
 Allocated from Support Branch:				
<u>Central Support Services</u>				
Administrative Supervisor	0.50	G	48	48
Electronic Business System Coordinator	0.25	G	26	26
Records Clerk	0.50	G	32	32
 Conversions:				
<u>Strategic Planning & Policy</u>				
Landscape Technician	0.50	B	0	0
Total Permanent FTEs		5.75	496	496

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Roads:				
<u>Fleet Operations</u>				
Fleet Mechanics	2.0	G	177	177
<u>Corridor Records & Approvals</u>				
Local Systems Support Officer	1.0	G	94	94
Allocated from Support Branch:				
<u>Central Support Services</u>				
Records Clerk	0.5	G	32	32
Emergency Planner	0.5	G	53	53
<u>Strategic Planning & Policy</u>				
AODA Specialist	0.5	G	49	49
Total Permanent FTEs		4.5	404	404

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Roads:				
<u>Roads Operations:</u>				
Transportation Maintenance Workers	2.0	G	162	162
<u>Fleet Operations</u>				
Fleet Technician	1.0	G	95	95
Allocated from Support Branch:				
<u>Central Support Services</u>				
Business Performance Specialist	0.5	G	42	42
Records Clerk	0.5	G	34	34
<u>Transportation Services Finance</u>				
Senior Financial Analyst	0.3	G	35	35
<u>Commissioner's Office</u>				
Special Projects Coordinator	0.5	G	59	59
Total Permanent FTEs	4.8		427	427

*Type of FTE's Legend:

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

Space Needs Accommodations:

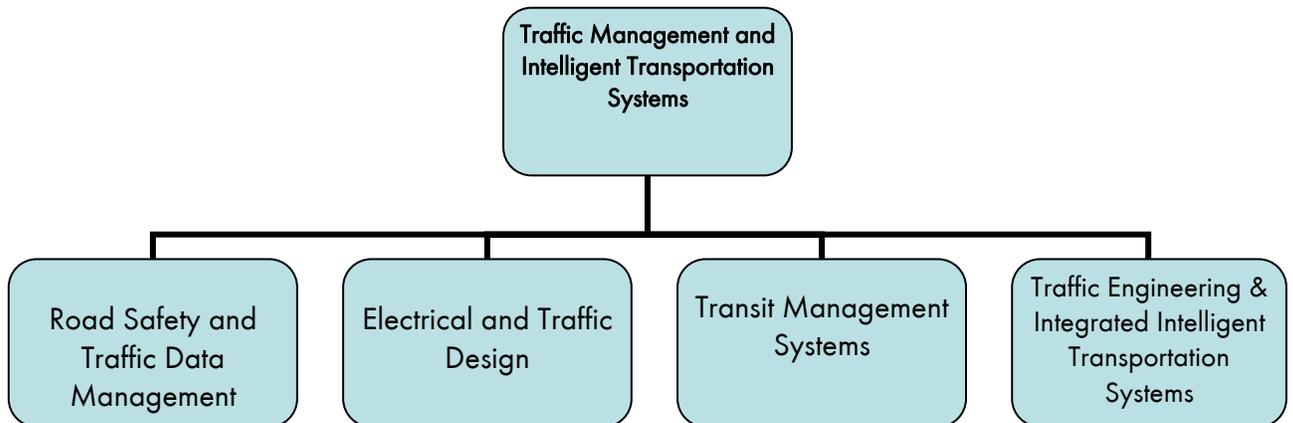
Space needs accommodations have been considered
 for the above requested positions

Yes
 No

Goal

To integrate technology and expertise to inform travelers, improve safety and maximize efficiency of the transportation system.

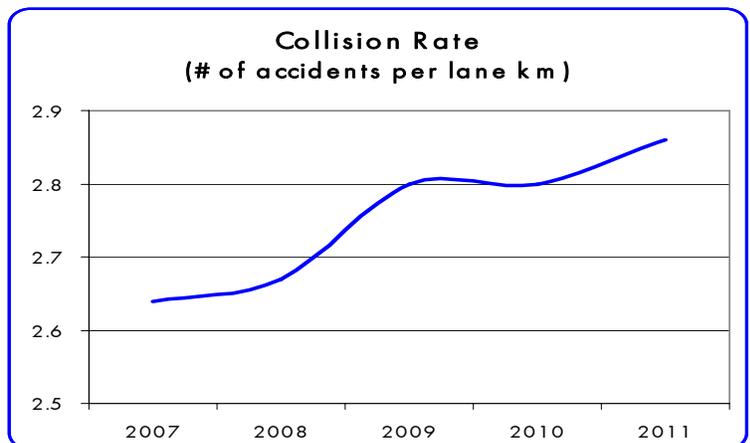
The Traffic Management and Intelligent Transportation Systems (TM & ITS) branch is organized into four (4) service delivery areas:



Road Safety and Traffic Data Management

This area provides engineering expertise to optimize safety on our regional roads. The Road Safety and Traffic Data Management area responds to safety concerns raised by residents and implements improvements as necessary. The Traffic Safety Group also works proactively in conjunction with York Regional Police to identify trends and problem areas on the Regional Road network.

Over the last five years, vehicle collision rates have increased an average of 2% per year. Collision rates are calculated based on the number of reported accidents divided by the total lane kilometres. Although vehicle collisions are the product of many circumstances, this area monitors collision information for the prioritizing of projects. A leading factor in vehicle collisions is vehicle density and as the population increases, so will vehicle densities.



Traffic Engineering and Integrated Intelligent Transportation

The Traffic Engineering and Integrated Intelligent Transportation area manages the Region's Central Traffic Control system and uses technology to improve traffic safety and road efficiency. The control system allows traffic engineers to update traffic signal timing for emergency events and changing traffic patterns. The Control system uses traffic cameras to monitor intersection operations. Projects are underway to collect and make available traffic information to the public.

Electrical and Traffic Design

This group is responsible for traffic control signals and street lighting at Regional intersections and respond to residents' concerns regarding traffic signal operations. This area mitigates traffic congestion by optimizing traffic signal timing through the use of data analysis and computer models.

Transit Management Systems

This area supports public transit through a variety of technologies including:

- real-time traveller information systems,
- fare collection systems,
- automatic vehicle location systems,
- priority for transit vehicles at traffic signals
- on-board security systems

These systems: increase service reliability, increase passenger safety, decrease travel time, and provide real-time bus arrival information at stops and terminals. In 2011 this area was responsible for the implementation of the Presto smart card, an electronic transit fare payment system. In 2012, Transit Technology will be responsible for many additional systems which accompany the VivaNext initiative.

In 2012 two full time positions are proposed:

- *a Transit Management Systems Officer to maintaining the many information technology systems required as a result of VivaNext,*
- *a Program Manager for supervisory support of 12 staff and over 35 technology applications*

Pressures of Net Operating Impact of Capital Projects (incremental)

The net operating impact of capital projects includes costs associated with VivaNext. Capital from VivaNext is provided to the Region through RapidCo.

(\$'000s)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Operating Costs				
Reserve contrib.	-	891	878	177
Contract/Other	302	552	502	302
VivaNext	100	240	100	25
Total	402	1,683	1,480	504

(*) An estimated 30 additional traffic signals will be required annually which will increase contract and maintenance costs.

In 2008, York Regional Council approved a multi-year Intelligent Transportation Systems Strategic Plan that committed capital dollars to implement technology on the Regional Road System to improve traffic flow.

Financial Summary

TM & ITS

	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$ %	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures									
Salaries and Benefits	0	4,043	4,736	5,050	5,495	445 9%	5,602	5,830	6,075
Program Specific Expenses	0	-167	-238	-238	-256	-18 8%	-256	-256	-256
Professional Contracted Services	0	4,400	2,961	4,361	3,583	-778 -18%	3,809	4,070	4,295
General Expenses	0	1,894	3,215	3,155	3,396	241 8%	3,954	4,263	4,377
Occupancy Costs	0	1,697	1,921	2,021	2,110	89 4%	2,225	2,349	2,449
Minor Capital	0	0	29	29	27	-2 -5%	27	27	27
Expenditures	0	11,868	12,624	14,378	14,355	-23 0%	15,361	16,283	16,967
Financing Costs and Reserves									
Financing Costs	0	-0	0	0	6	6	6	6	7
Contribution to Reserves	0	0	0	0	0	0	0	0	0
Contribution to Capital	0	0	3,352	3,352	2,673	-679 -20%	7,422	6,138	4,048
Financing Costs and Reserves	0	-0	3,352	3,352	2,679	-673 -20%	7,428	6,144	4,054
Gross Expenditures	0	11,867	15,976	17,730	17,033	-696 -4%	22,789	22,427	21,021
Revenues									
Grant Subsidies	0	0	0	0	0	0	0	0	0
User Fees	0	0	0	0	0	0	0	0	0
Fees and Charges	0	-1,380	-975	-975	-975	0 0%	-975	-975	-975
Development Charges	0	0	0	0	0	0	0	0	0
Contribution from Reserves	0	-117	-117	-117	-117	0 0%	-117	-117	-117
Third Party Recoveries	0	0	0	0	0	0	0	0	0
Revenues	0	-1,497	-1,092	-1,092	-1,092	0 0%	-1,092	-1,092	-1,092
Negotiated Specific & Recoveries									
Negotiated Specific	0	0	0	0	0	0	0	0	0
Departmental Charges & Recoveries	0	-8,748	-59	3	3	0 0%	3	3	3
Capital Recoveries	0	-1,665	-2,238	-2,238	-1,828	410 -18%	-1,828	-1,828	-1,828
Other Recoveries	0	0	0	0	0	0	0	0	0
Negotiated Specific & Recoveries	0	-10,414	-2,297	-2,235	-1,826	410 -18%	-1,826	-1,826	-1,826
Gross Expenditures including Negotiated Specific & Recoveries	0	1,454	13,679	15,495	15,208	-287 -2%	20,963	20,601	19,196
Tax Levy	0	-43	12,587	14,403	14,116	-287 -2%	19,871	19,509	18,104
% change							41%	-2%	-7%

TM&ITS

	Program Overview									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$ %		2013 Outlook	2014 Outlook	2015 Outlook
Director/Admin										
Total Gross Expenditures			3,635	3,635	2,976	(659)	-18.1%	7,731	6,454	4,372
Total Revenues										
Net Budget			3,635	3,635	2,976	(659)	-18.1%	7,731	6,454	4,372
Transit Management System										
Total Gross Expenditures			3,901	4,271	4,924	652	15.3%	5,512	5,838	6,103
Total Revenues										
Net Budget			3,901	4,271	4,924	652	15.3%	5,512	5,838	6,103
Electrical & Traffic Design										
Total Gross Expenditures		5	101	222	188	(35)	-15.6%	208	234	261
Total Revenues		(5)								
Net Budget			101	222	188	(35)	()	208	234	261
Traffic Engineering & ITS										
Total Gross Expenditures		1,435	5,456	6,781	6,376	(405)	-6.0%	6,731	7,174	7,530
Total Revenues		(1,435)	(1,060)	(1,060)	(1,060)		0.0%	(1,060)	(1,060)	(1,060)
Net Budget			4,396	5,720	5,315	(405)		5,671	6,113	6,469
Road Safety & Traffic Data Mgmt										
Total Gross Expenditures		56	648	648	724	77	11.8%	755	869	891
Total Revenues		(56)	(22)	(22)	(22)		0.0%	(22)	(22)	(22)
Net Budget			626	626	703	77		733	847	870
Sign Shop										
Total Gross Expenditures			12	12	21	9	73.1%	26	32	39
Total Revenues			(10)	(10)	(10)		0.0%	(10)	(10)	(10)
Net Budget			2	2	11	9		16	22	29
Tax Levy Before Allocations			12,661	14,477	14,116	(361)	-2.5%	19,871	19,509	18,104

Budget Change Explanations 2012

Traffic Management & ITS		2012 (in \$000's)				
Budget Change Explanations (2012/2011)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		15,495		14,403		0.0
Base						
TM&ITS						
Wage Adjustments		231	1.5	231	1.6	
Allocated Insurance		6	0.0	6	0.0	
Transit Management Systems						
Presto Project Completion						
Casual Salaries		(266)	-1.7	(266)	-1.8	
Capital Recovery		439	2.8	439	3.0	
Traffic Engineering & ITS						
Casual Salaries - 2 co-op students		102	0.7	102	0.7	
Telecommunications - Increased communication operating costs associated with Single Carrier Radio Transmission		159	1.0	159	1.1	
Payment to Contractor - Better than anticipated unit costs under the new Traffic Signal Maintenance Contract.		(998)	-6.4	(998)	-6.9	
Allocated Fleet Maintenance		(45)	-0.3	(45)	-0.3	
Other base increases resulting from supplier price adjustments and inflation.		5	0.0	5	0.0	
Road Safety & Traffic Data Management						
Casual Salaries - 1 co-op student		47	0.3	47	0.3	
Base		(320)	-2.1	(320)	-2.2	0.0
Reductions/Efficiencies						0.0
Mandatory/Legislated						
Transit Management Systems						
GTA Smart Card (Presto) Project (2011 Deferral) - 1.0						
Salaries and Benefits - TMS Officer		98	0.6	98	0.7	1.0
Mandatory/Legislated		98	0.6	98	0.7	1.0
Annualization						
Traffic Engineering & ITS						
Operating Impact of New Signalized Intersections	30	302	1.9	302	2.0	
Transit Management Systems						
Operating Impact of CMMS - Maintenance Cost		80	0.5	80	0.6	
Annualization		382	2.4	382	2.6	0.0
Total Base Approved		159	1.0	159	1.1	1.0

Growth					
Transit Management Systems					
VivaNext Design, Implementation & On-going Support (1.0 FTE)					
Salary & Benefits - TMS Officer	98	0.6	98	0.6	1.0
TMS Management & ITS Support (1.0 FTE)					
Salary & Benefits - Program Manager	135	0.9	135	0.9	1.0
Total Growth Approved	233	1.5	233	1.5	2.0
Enhancement					
Traffic Management & ITS					
Contribution to Roads Capital Tax Levy Reserve	(679)	-4.4	(679)	-4.4	
Total Enhancement Approved	(679)	(4.4)	(679)	(4.4)	0.0
2012 Departmental Request (including Contribution to Capital)	15,208	(1.8)	14,116	(1.7)	3.0

Budget Change Explanations 2013

Traffic Management & ITS		2013 (in \$000's)					
		Gross		Net		FTE	
Budget Change Explanations (2013/2012)		Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)			15,208		14,116		
Base							
	Wage Adjustments		108	0.7	108	0.8	
	Transit Management Systems						
	Other base increases resulting from supplier price adjustments and inflation.		54	0.4	54	0.4	
	Traffic Engineering & ITS						
	Allocated Fleet Maintenance		14	0.1	14	0.1	
Base			176	1.2	176	1.2	0.0
Mandatory/Legislated							
	Traffic Engineering & ITS						
	Traffic Signal and Street Lighting for VivaNext Growth						
	Payment to Contractor		15	0.1	15	0.1	
	Hydro & Water		10	0.1	10	0.1	
Mandatory/Legislated			25	0.2	25	0.2	0.0
Annualization							
	Traffic Engineering & ITS						
	Operating Impact of New Signalized Intersections	30 intersections	302	2.0	302	2.1	
	Road Safety & Data Management						
	Operating Impact of CMMS - Maintenance Cost		14	0.1	14	0.1	
	Transit Management Systems						
	Additional R&M requirement for VivaNext Projects		239	1.6	239	1.7	
	Additional R&M requirements for Presto Next Phase		100	0.7	100	0.7	
	Additional R&M requirements for ITS Project		50	0.3	50	0.4	
	Additional R&M requirements for Security Equipment Project		100	0.7	100	0.7	
Annualization			805	5.3	805	5.7	0.0
Total Base Approved			1,006	6.6	1,006	7.1	0.0
Enhancement							
	Traffic Management & ITS						
	Contribution to Transit Capital Tax Levy Reserve		2,049	13.5	2,049	14.5	
	Contribution to Roads Capital Tax Levy Reserve		2,700	17.8	2,700	19.1	
Total Enhancement Approved			4,749	31.2	4,749	33.6	0.0
2013 Departmental Request (including Contribution to Capital)			20,963	37.8	19,871	40.8	0.0

Budget Change Explanations Outlook Years 2014/2015

Traffic Management & ITS	Outlook Years			
	(in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	20,963	19,871	20,601	19,509
Base				
Traffic Management & ITS				
Wage Adjustments	133	133	140	140
Transit Management Systems				
Oth	102	102	108	108
Base	235	235	247	247
Mandatory/Legislated				
Traffic Engineering & ITS				
Traffic Signal and Street Lighting for VivaNext Growth				
Payment to Contractor	54	54	18	18
Hydro & Water	36	36	12	12
Mandatory/Legislated	90	90	30	30
Annualization				
Transit Management Systems				
Operating Impact from Presto Next Phase	100	100	0	0
Ad	50	50		
Ad	50	50		
Traffic Engineering & ITS				
Operating Impact of New Signalized Intersections	302	302	302	302
Annualization	502	502	302	302
Growth				
Road Safety & Traffic Data Management				
Pedestrian/Cycling Safety Program (1.0 FTE)				
Salaries & Benefits (Program Administrator)	95	95	0	0
Transit Management Systems				
TMS Support Analyst - BI Project (1.0 FTE)			105	105
Growth	95	95	105	105
Enhancements				
Traffic Management & ITS				
Contribution to Transit Capital Tax Levy Reserve	591	591	(2,090)	(2,090)
Contribution to Roads Capital Tax Levy Reserve	(1,875)	(1,875)		
Enhancements	(1,284)	(1,284)	(2,090)	(2,090)
Total Annual Incremental Budget Pressures	(362)	(362)	(1,405)	(1,405)
Total Annual Budget Approved	20,601	19,509	19,196	18,104

TM & ITS

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
New					
<u>Transit Management Systems</u>					
TMS Officer (Presto) - 2011 Deferral	1.0	B-M	97.6	97.6	
TMS Officer (VivaNext)	1.0	G	97.6	97.6	
Program Manager (VivaNext)	1.0	G	135.2	135.2	
Total Permanent FTEs	3.0		330.5	330.5	

2013 Proposed New Staff Summary

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

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Road Safety and Traffic Data Management</u>					
Safety Education Officer	1.0	G	94.6	94.6	
<u>Transit Management Systems</u>					
TMS Support Analyst - BI Project	1.0	G	105.3	105.3	
Total Permanent FTEs	2.0		199.9	199.9	

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

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

Space Needs Accommodations:

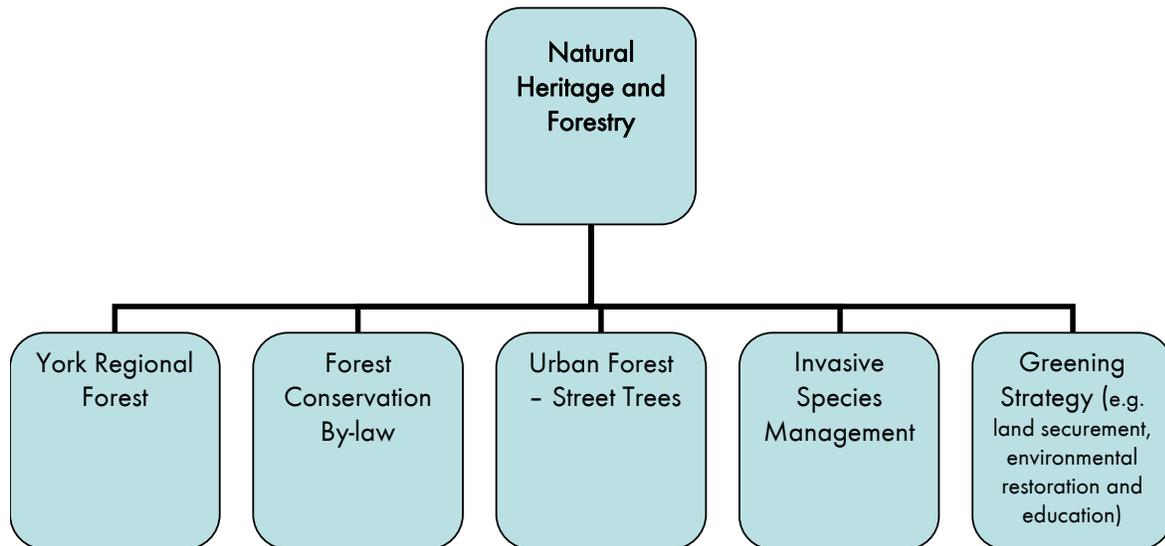
Space needs accommodations have been considered for the above requested positions

Yes
No

Goal

To protect and build our Green Infrastructure, including the York Regional Forests, bringing the natural beauty and benefits of trees to our Regional streets.

The Natural Heritage and Forestry section undertakes initiatives to ensure the Region's natural environment for the benefit of present and future generations. The five functional areas are as follows:



York Regional Forest

21 properties (2300 hectares) of publically accessible lands are managed for environmental protection and passive recreation. Responsibilities include; hazard tree management, maintenance of trails, fences, gates, signage and harvesting of trees for forest health. In 2001, the York Regional Forest was recognized as Canada's first publicly owned forest to receive international certification from the *Forest Stewardship Council (FSC)* for its sustainable management.

Forest Conservation By-law

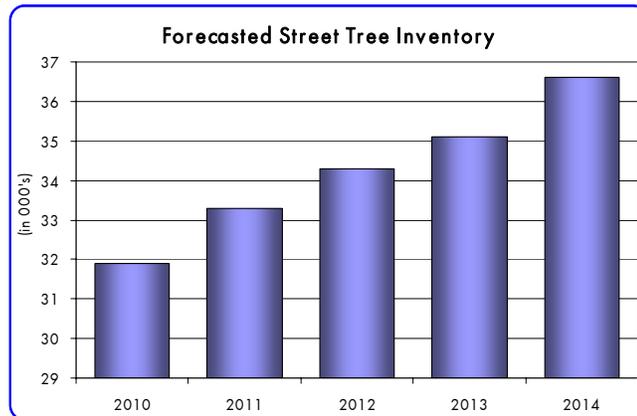
The by-law restricts and regulates the destruction of trees on private lands. This area is responsible for processing 20 to 30 tree forest cutting applications a year and 25 to 40 potential violations. By-law enforcement is supported by Legal Services and an average of two to three prosecutions per year. Promotion and marketing of this by-law and working with landowners are an important environmental educational tool.

Urban Forest - Street Tree Program

Forestry oversees the selection, installation and maintenance of street trees for all Regional roads. Tree plantings provide benefits in terms of enhanced pedestrian environment, traffic calming, energy savings, pollution uptake and oxygen production. Street trees are the only asset in the road right of way which appreciates in value over time.

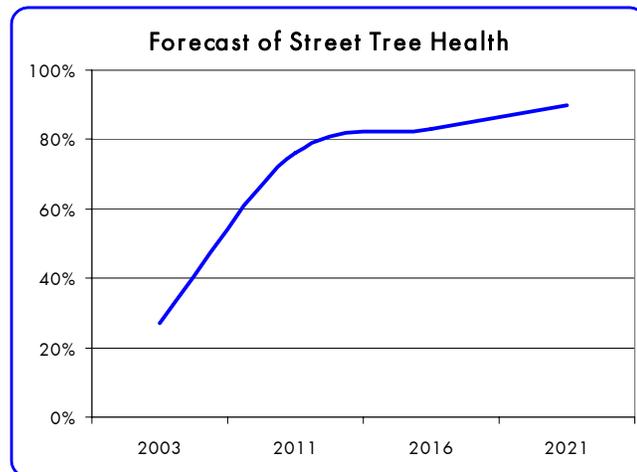
This program is administered by Forestry specialists who maintain or manage contracts for:

- Existing trees and
- The planting of approximately 2,000 new trees each year.



VivaNext and adoption of a 'context sensitive streetscaping' policy has increased requirements for streetscape projects. To meet this demand a Horticulturalist is requested in the 2012 budget to oversee projects and maintain core competency for contractor oversight.

Every five years a street tree health assessment is conducted to measure program success. Poor street tree survivability has led to process improvements through the use of temporary staff and students. As a result, overall street tree health has steadily improved - a target of 90% of trees in good or better condition is the industry standard. *The conversion of two temporary staff to full time has been requested in 2012 to maintain and improve the survivability of new trees and overall street tree health.*



Invasive Species Management Program

This program is responsible for managing the growing issues of invasive species such as the Emerald Ash Borer, Asian Longhorned Beetle, Dog Strangling Vine and Giant Hogweed. The Emerald Ash Borer (EAB) is an invasive species which is being tracked as it expands across Southern Ontario. A Council endorsed EAB Management Plan is underway with efforts to monitor EAB infestation and remove and/or replace all ash trees. It is estimated that these efforts will cost approximately \$10 million over the next ten years. The activities will focus on Regional assets including tree removal and other hazard tree management needs. In addition tree replacement communication initiatives are key. *In 2012, an additional staff has been requested for the administering of the EAB program as well as other invasive species.*

Greening Strategy to Achieve 25% Canopy Coverage in the Region

In 2001, Regional Council adopted the Greening Strategy to “provide a context for Regional decision making that affects the natural environment”. The strategy has nine Action Areas including: legislation/policy, priority land acquisition, education, stewardship, and rehabilitation (e.g. tree planting). Projects are delivered in partnership with other Regional departments (e.g. Health, Planning etc.) federal provincial governments, non-governmental organizations and residents.

2011 is the ten year anniversary of the Greening Strategy. The strategy is to be redefined in 2012 through input from stakeholders and public consultation

Pressures of Net Operating Impact of Capital Projects

(\$'000s)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Operating Costs				
Contract/Other	18	3	31	14
VivaNext	100	-	260	660
Total	118	3	291	674

The primary areas of the Natural Heritage and Forestry Branch businesses are; street tree maintenance, maintaining the York Regional Forests and addressing issues relating to invasive species.

Financial Summary

Natural Heritage and Forestry

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget		Approved	\$			
Expenditures										
Salaries and Benefits	0	0	1,028	1,028	1,454	426	41%	1,480	1,519	1,557
Program Specific Expenses	0	0	0	0	0	0	0%	0	0	0
Professional Contracted Services	0	0	1,006	1,006	1,251	245	24%	1,878	2,261	3,162
General Expenses	0	0	263	263	417	154	58%	458	490	566
Occupancy Costs	0	0	2	2	2	0	0%	2	2	2
Minor Capital	0	0	7	7	7	0	0%	7	7	7
Expenditures	0	0	2,305	2,305	3,130	825	36%	3,824	4,278	5,292
Financing Costs and Reserves										
Financing Costs	0	0	25	25	27	2	9%	27	27	27
Contribution to Reserves	0	0	1,405	1,405	1,413	8	1%	1,416	1,416	1,416
Contribution to Capital	0	0	870	870	1,535	665	76%	2,305	1,370	1,470
Financing Costs and Reserves	0	0	2,300	2,300	2,975	675	29%	3,747	2,812	2,912
Gross Expenditures	0	0	4,605	4,605	6,104	1,499	33%	7,571	7,090	8,205
Revenues										
Grant Subsidies	0	0	0	0	0	0	0%	0	0	0
User Fees	0	0	0	0	0	0	0%	0	0	0
Fees and Charges	0	0	-105	-105	-113	-8	7%	-116	-116	-116
Development Charges	0	0	0	0	0	0	0%	0	0	0
Contribution from Reserves	0	0	-475	-475	-483	-7	2%	-485	-485	-485
Third Party Recoveries	0	0	-100	-100	-100	0	0%	-100	-100	-100
Revenues	0	0	-681	-681	-696	-15	2%	-701	-701	-701
Negotiated Specific & Recoveries										
Negotiated Specific	0	0	69	69	67	-2	-3%	68	68	68
Departmental Charges & Recoveries	0	0	504	504	574	70	14%	597	597	597
Capital Recoveries	0	0	-284	-284	-460	-176	62%	-460	-460	-460
Other Recoveries	0	0	0	0	0	0	0%	0	0	0
Negotiated Specific & Recoveries	0	0	289	289	181	-108	-37%	205	205	206
Gross Expenditures including Negotiated Specific & Recoveries	0	0	4,894	4,894	6,285	1,392	28%	7,776	7,295	8,410
Tax Levy	0	0	4,213	4,213	5,590	1,377	33%	7,076	6,595	7,710
% change								27%	-7%	17%

Natural Heritage and Forestry

		Program Overview									
		\$000's					\$000's				
		2009	2010	2011	2011	2012	Change		2013	2014	2015
		Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
01 3610 36102	Asian Longhorned										
	Total Gross Expenditures			615	615	699	85	13.8%	728	730	732
	Total Revenues			(108)	(108)	(123)	(15)	13.8%	(128)	(128)	(128)
	Net Budget			507	507	577	70	13.8%	600	602	604
01 3610 36103	Street Tree										
	Total Gross Expenditures			1,012	1,012	1,123	111	10.9%	1,746	2,253	3,003
	Total Revenues			(23)	(23)	(23)		0.0%	(23)	(23)	(23)
	Net Budget			989	989	1,100	111		1,723	2,230	2,980
01 3610 36104	York Region Forestry										
	Total Gross Expenditures			3,281	2,411	4,122	1,711	71.0%	4,911	3,821	3,934
	Total Revenues			(550)	(550)	(550)		0.0%	(550)	(550)	(550)
	Net Budget			2,731	1,861	3,572	1,711		4,361	3,271	3,384
01 3610 36107	Invasive Species Management										
	Total Gross Expenditures					373	373		423	523	773
	Total Revenues										
	Net Budget					373	373		423	523	773
	Tax Levy			4,227	3,357	5,621	2,265		7,107	6,626	7,741

Budget Change Explanations 2012

Natural Heritage & Forestry

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		4,894		4,213		0.0
Base						
Natural Heritage & Forestry						
Wage Adjustments		42	0.9	42	1.0	
Allocated Fleet Maintenance		(5)	-0.1	(5)	-0.1	
Allocated Insurance		2	0.0	2	0.0	
York Region Forestry						
Advertising & Publicity - RFP Strategy Implementation		30	0.6	30	0.7	
Negotiated Specific - Property Service		(2)	-0.0	(2)	-0.0	
Asian Longhorned Beetle						
Intra Departmental Allocation - Solid Waste Management		85	1.7	70	1.7	
Base		151	3.1	137	3.2	0.0
Mandatory/Legislated						
Street Tree						
Urbanization/VivaNext Corridor Maintenance (1.0 FTE)						
Salaries & Benefits - Horticultural Specialist		94	1.9	94	2.2	1.0
Payment to Contractors		48	1.0	48	1.1	
Allocated Fleet Maintenance - 1 tonne pickup truck		9	0.2	9	0.2	
Mandatory/Legislated		150	3.1	150	3.6	1.0
Annualization						
Street Tree						
Maintenance costs for additional street trees	2,000 trees	18	0.4	18	0.4	
Annualization		18	0.4	18	0.4	0.0
Total Base Approved		320	6.6	305	7.2	1.0
Growth						
Street Tree						
Street Tree Care Program (2.0 FTE)						
Salaries & Benefits - Street Tree Technicians		176	3.6	176	4.2	2.0
Recovery from Capital		(176)	-3.6	(176)	-4.2	
Allocated Fleet Maintenance - 1 tonne pickup truck		9	0.2	9	0.2	
Total		9	0.2	9	0.2	
York Region Forestry						
Forest Conservation By-law booklet reprint						
Publications & Subscriptions		25	0.5	25	0.6	
Forestry Invasive Species						
Growth of additional operation (1.0 FTE)						
Salaries & Benefits - Program Administrator		115	2.3	115	2.7	1.0
Advertising & Publicity		25	0.5	25	0.6	
Public Relations		25	0.5	25	0.6	
Consultant Fees		25	0.5	25	0.6	
Materials & Supplies - External		25	0.5	25	0.6	
Payment to Contractor - Forestry		125	2.6	125	3.0	
Purchase of Service		25	0.5	25	0.6	
Allocated Fleet Maintenance - 1 tonne pickup truck		9	0.2	9	0.2	
Total		373	7.6	373	8.9	
Total Growth Approved		407	8.3	407	9.7	3.0

Enhancement					
York Region Forestry					
Contribution to Capital	665	13.6	665	15.8	
Total Enhancement Approved	665	13.6	665	15.8	0.0
2012 Departmental Request (including Contribution to Capital)	6,285	28.5	5,590	16.8	4.0

Budget Change Explanations 2013

Natural Heritage & Forestry

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		6,285		5,590		
Base						
Natural Heritage & Forestry						
Wage Adjustments		26	0.4	26	0.5	
York Region Forestry						
Advertising & Publications - RFP Strategy Implementation and Bylaw Booklet reprint		5	0.1	5	0.1	
Asian Longhorned Beetle						
Intra Departmental Allocation - Solid Waste Management		29	0.5	24	0.4	
Base		60	1.0	55	1.0	0.0
Reductions/Efficiencies						0.0
Mandatory/Legislated						
Street Tree						
Payment to Contractors - VivaNext Operational Costs		570	9.1	570	10.2	
Mandatory/Legislated		570	9.1	570	10.2	0.0
Annualization						
Street Tree						
Maintenance costs for additional street trees	2,000 trees	21	0.3	21	0.4	
CMMS software licensing and mobile equipment		20	0.3	20	0.4	
Annualization		41	0.6	41	0.7	0.0
Total Base Change		671	10.7	666	11.9	0.0
Growth						
Forestry Invasive Species						
Growth of additional operation						
Various costs to operate program		50	0.8	50	0.9	
Total Growth Request		50	0.8	50	0.9	0.0
Enhancement						
York Region Forestry						
Contribution to Capital		770	12.3	770	13.8	
Total Enhancement Request		770	12.3	770	13.8	0.0
2013 Departmental Request (including Contribution to Capital)		7,776	23.7	7,075	12.8	0.0

Budget Change Explanations Outlook Years 2014/2015

Natural Heritage & Forestry	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	7,776	7,075	7,295	6,594
Base				
Natural Heritage & Forestry				
Wage Adjustments	33	33	37	37
Street Tree				
VivaNext and Urbanization committed capital budget operating impact	260	260	660	660
Asian Longhorned Beetle				
Intra Departmental Allocation - Solid Waste Management	9	9	2	2
Base	302	302	699	699
Reductions/Efficiencies				
Mandatory/Legislated				
Annualization				
Street Tree				
Maintenance costs for additional street trees	52	52	66	66
Annualization	52	52	66	66
Growth				
Street Tree				
Street Tree Care Program (2.0 FTE Conversion)				
Street tree program capital committed increase	0	0		
Forestry Invasive Species				
Various costs to operate program	100	100	250	250
Growth	100	100	250	250
Enhancements				
York Region Forestry				
Contribution to Capital	(935)	(935)	100	100
Enhancements	(935)	(935)	100	100
Total Annual Incremental Budget Pressures	(481)	(481)	1,115	1,115
Total Annual Budget Request	7,295	6,594	8,410	7,710

Natural Heritage and Forestry

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Street Tree</u>				
Forestry Technician (Capital Recovery of Forestry Technician)	2.0	G-C	176 (176)	176 (176)
Horticultural Specialist	1.0	B-M	94	94
<u>Invasive Speices</u>				
Program Coordinator	1.0	G	115	115
Total Permanent FTEs	4.0		208	208

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>N/A</u>	0.0			
Total Permanent FTEs	0.0			

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Conversion</u>				
<u>Street Tree</u>				
Tree Maintenance Technician	2.0	G	0.0	0.0
Total Permanent FTEs	2.0		0.0	0.0

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- Yes
- No

Departmental Description

Water, Wastewater and Waste Management services are delivered by the Environmental Services Department to over 1 million residents and over 28,000 businesses in York Region. These services are delivered through the following four program areas:

- **Operations, Maintenance & Monitoring** – Responsible for the day-to-day delivery of water and wastewater services through maintaining and operating more than \$2.6 billion worth of built assets owned by the Region.
- **Capital Planning & Delivery** – Responsible for delivery of infrastructure projects through all phases from environmental assessment through construction, both for new and expanded assets and major rehabilitation of existing assets.
- **Environmental Promotion & Protection** – Responsible for delivering long term programs to support the long term Water and Wastewater Master Plans by promoting Region-wide sustainability programs for water conservation, developing promotion and public education programs to engage public to evoke behavior that supports sustainable practices, to manage risks to source drinking water and engage regulatory bodies to advocate collaboration and to lead regulatory reporting activities for the Department.
- **Strategy & Business Planning** – Responsible for developing and implementing the Department's strategic business planning, asset management, financial and budget services as well as managing inter-municipal agreements vital for long term servicing, technology support and administrative services.

Quick Facts

- Environmental Services delivers leading edge Waste Diversion programs that have achieved the highest diversion among large urban municipalities in Ontario for the past three years
- Approximately 85% of York Region's water and wastewater operating budget is fixed costs that do not fluctuate with water and wastewater flows. The majority of fixed costs are attributed to repayment on debt.
- York Region's aggressive water conservation program has achieved significant water savings over the past 12 years. On average, York Region residents consume 316 litres of water per day, 26% lower than consumption in 1999.

Awards

Over the past several years, the Environmental Services Department has received the following awards:

- Federation of Canadian Municipalities 2010 Sustainable Community Award – Waste Category
 - McCleary Court Community Environmental Centre
- Federation of Canadian Municipalities - Sustainable Neighbourhood Retrofit Action Program (SNAP)
 - Pilot project to better control storm water runoff into Lake Wilcox in the Town of Richmond Hill
- Lake Simcoe Region Conservation Authority 2010 Watershed Heroes Awards
 - Water Conservation Award
 - Education Award
- Ontario Public Works Association - Public Works Leader of the Year
 - Brett Bloxam - Director of Operations, Maintenance and Monitoring
- Ontario Chief Drinking Water Inspector's Annual Report, 2008-2009
 - Water Quality Compliance (99.97%)
 - Facility Compliance (100%)
- Toronto Region Conservation Award - Excellence in Environmental Compliance
 - Stephen Marino - Construction Administrator

Mission

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

Vision

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

Mandate

Environmental Services Mandate is to:

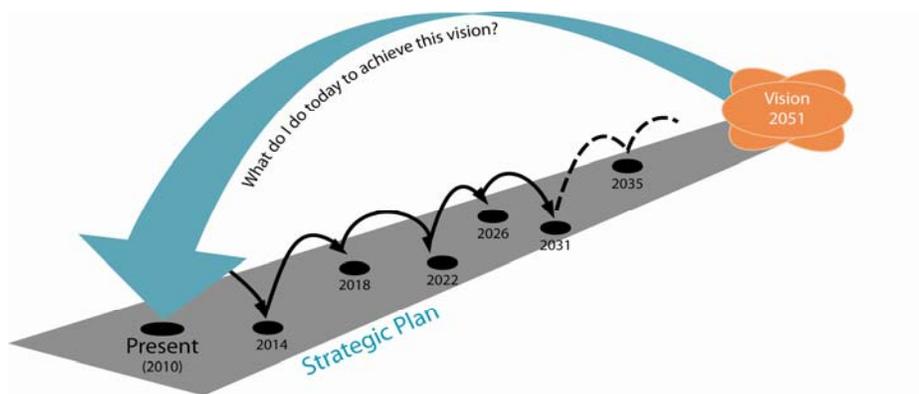
- Operate and maintain water and wastewater assets and waste management facilities and programs in accordance with applicable legislation
- Ensure the health and safety of all staff
- Secure drinking water sources, provide treatment, and bulk distribution to our nine area municipalities
- Provide bulk collection and treatment of wastewater from our nine area municipalities
- Provide high quality, sustainable waste management services to our residents including completion of an Integrated Waste Management Master Plan
- Ensure adequate environmental infrastructure is available to service approved growth through a comprehensive and future focused capital planning and delivery program

- Ensure responsible and proactive asset management practices are in place to extend the life of existing infrastructure and optimize costs
- Negotiate and manage inter-regional water, wastewater, and waste management agreements to meet the long-term servicing needs of the Region
- Collaborate with our Local Municipal partners to enhance program effectiveness and meet provincial requirements for inflow and infiltration and long term water conservation
- Promote and evoke sustainable behaviour through successful events such as the Children’s Water Festival
- Protect drinking water sources and provide sustainable funding sources required under the *Safe Drinking Water Act*
- Enforce the Regional Sewer Use By-law
- Advocacy regarding future environmental regulations such as the *Water Opportunities Act*

Aligning with Vision 2051 and the Strategic Plan

In 2011, York Region initiated development of Vision 2051 and the Strategic Plan. Together, these strategies layout long-term goals and near-term tactics to help shape the future of York Region support services for the communities we serve. Environmental Services used the 2011-2015 Strategic Plan Framework to inform 2012 budget priorities and business plans.

Roadmap to integrating York Region’s Strategic Plan with Vision 2051



1. Begin with the end in mind
2. Move backwards from the vision to the present
3. Move step by step towards the vision

Key Linkages to the 2011 – 2015 Strategic Plan

As part of Environmental Services Business Planning all programs were mapped to the Environmental Services Strategic Plan, 2011 – 2015 Strategic Plan and Vision 2051 key areas. The Strategic Plan identified seven strategic priority areas and the linkages between the 2012 Environmental Services Plan and these priority areas are detailed below.

Continue to deliver and sustain critical infrastructure

The Environmental Services Plan in 2012 and beyond will deliver on this objective by:

- Establishing an increasingly diverse and resilient waste management system by building the Durham-York Energy Centre and Dufferin York SSO facility (subject to funding)
- Exploring innovative approaches for reclaiming water, recovering nutrients, and generating energy from wastewater to ensure sustainability in servicing future growth
- Responsibly delivering quality projects (Southeast Collector, Duffin Creek Expansion, etc.) in a timely fashion with design consistency to accommodate the needs for the growing population in York Region
- Continuing to deliver leading programs to encourage participation in waste diversion programs through development and implementation of an Integrated Waste Management Master Plan

Focus growth along Regional Centres and Corridors

The Environmental Services Plan in 2012 and beyond will deliver on this objective by:

- Building on the source water protection framework under the *Clean Water Act* and helping to ensure that our strategic, long-term water infrastructure decisions and future land uses are informed by a comprehensive understanding of risks and threats
- Ensuring a comprehensive consideration of servicing costs for intensified areas compared with cost of servicing rural areas

Improve social and health supports

While Environmental Services does not have specific deliverables identified in this strategic goal area, the department will participate in opportunities to assist Community and Health Services in the delivery of this key priority

Increase the economic vitality of the Region

The Environmental Services Plan in 2012 and beyond will deliver on this objective by:

- Applying the principles of sustainability in construction, operation, and maintenance of infrastructure by equally considering environmental, social and economic impacts in decision making

Manage the Region's finances prudently

The Environmental Services Plan in 2012 and beyond will deliver on this objective by:

- Proactively managing and maintaining infrastructure to ensure short and long term adequacy and reliability of water, wastewater and waste management services

Making improvements in life-cycle asset management practices, as well as in conservation and efficiency. Continuing to implement robust asset management

- practices to provide guidance on the right investment priorities and ensure funds flow to the assets that need it most.

Make Regional services more user-friendly

The Environmental Services Plan in 2012 and beyond will deliver on this objective by:

- Ensuring water, wastewater and solid waste service levels are clear and achieved by encouraging collaboration, communication and involvement with stakeholders in establishing new and refining existing programs and services
- Delivering water, wastewater and solid waste services in compliance with all regulatory requirements (*Clean Water Act, Environmental Protection Act, Accessibility for Ontarians with Disabilities Act, Occupational Health and Safety Act, Safe Drinking Water Act*, etc.)

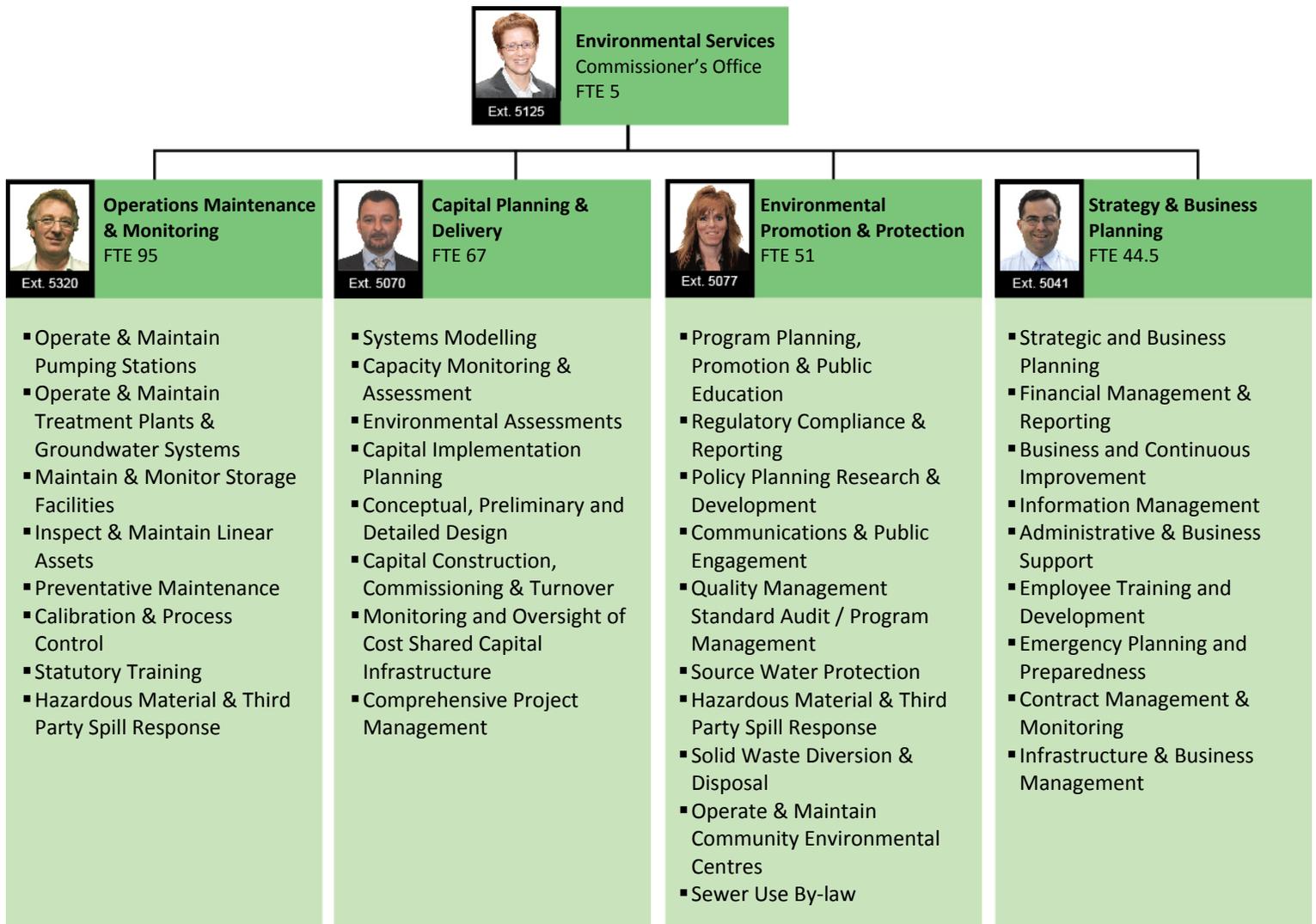
Strengthen organizational capacity

The Environmental Services Plan in 2012 and beyond will deliver on this objective by:

- Attracting, retaining and developing highly qualified staff to effectively deliver water, wastewater and waste management services
- Developing succession plans to sustain the required skills and abilities and resource levels necessary to achieve York Region's strategic priorities
- Proactively managing business processes and technology to drive continuous improvement initiatives in Environmental Services

Staffing Resources

Environmental Services Department Summary 2011 Approved Budget 262.5 (PFT & PPT)



Key Highlights

Planned Initiatives for 2012 and 2013

2012

- Developing the Integrated Waste Management Master Plan in conjunction with the nine local municipalities and stakeholders to guide waste management decisions over the next 25 to 40 years. Final report planned for December 2012.
- Develop the implementation plan, arising from the Master Plan, in collaboration with the local municipalities to ensure integration of services, pending approval of FTE request in 2012
- Strengthen detailed management and review of third-party contractor performance and reliability of Dongara, Orgaworld, WeCare, Niagara Waste, Material Recovery Facility operations and Green Lane pending approval of new Contract Management Engineer requested in 2012 budget
- Renovation of McCleary Court Community Environmental Centre to include weigh scales and Municipal Special and Hazardous Waste collection
- Continue to advance the Durham-York Energy Centre through final design and permitting stages in partnership with Durham Region and Covanta
- Full year of operations at the commissioned Elgin Mills Community Environmental Centre in Richmond Hill to increase accessibility to sustainable waste management options for York Region residents and maximize diversion from landfill
- Renovation of Georgina Transfer Station based on "CEC like" principles to increase accessibility to sustainable waste management options for York Region residents and maximize diversion from landfill
- Evaluation of participation and reduction in residue rates during first year of mandatory compostable bag implementation and determination of additional efforts required to reduce residue
- Incorporation of Elgin Mills Community Environmental Centre into the department's Environmental Management System to comply with applicable legislation and enable continuous improvement
- Continue development of an Asset Management strategy to ensure the Region's assets are proactively maintained to achieve optimal processing efficiency
- Renegotiation of Miller operation contract for York Region Waste Management Centre and transfer station to consider the impact after one year of operation of upgraded facility
- Advocacy with Province on Extended Producer Responsibility, new compost guidelines (Municipal, Special and Household Waste)
- Collaboration with industry and retailers on future innovative waste reduction opportunities

2012 and 2013

- Securing additional reliable short and long-term source separated organics processing capacity to ensure stable organics processing and avoiding any service interruptions resulting in landfill disposal
- Promotional campaigns to increase participation in the Blue Box and Green Bin programs, including continued promotion and education associated with compostable bag campaign to reduce residual waste, improve source separated organics processing efficiency and improve end product compost quality
- Refinement and ongoing monitoring of key performance metrics to enable continuous improvement in waste management services

2013

- Implementation of Integrated Waste Management Master Plan short term recommendations and planning for medium and long term recommendations
- Evaluation of additional waste management processing infrastructure needs, such as Material Recycling Facility focused on processing multi-residential waste
- Increase our understanding on how our solid waste can deal with emerging issues, including the environmental and health impacts of household hazardous waste and packaging and the need to adapt to climate change
- Make improvement in life-cycle asset management practices, as well as conservation and efficiency. Implement robust asset management practices to provide guidance on the right investment priorities and ensure funds flow to the assets that need it most
- Establish an increasingly diverse and resilient waste management system by working cooperatively with Durham Region to build the Durham -York Energy Centre

2012 Base Drivers

- Contracts with consumer price index factoring will increase processing costs by approximately 2%
- Tonnage transfer of 7,000 tonnes from lower cost landfill disposal to higher cost diversion programs puts added pressure on the total costs of waste management
- Population growth of an estimated 2.3% increase processing tonnages

2011 Accomplishments

- Initiated development of the Integrated Waste Management Master Plan through completion of *Phase 1: "Where We Are"* and planning for *Phase 2: "Where We Want To Go"*. Development of comprehensive baseline, including review of GTA, Provincial and Federal policies and programs best practice review.
- Integrated Waste Management Master Plan - Completed 22 public engagement events as well as idea generating workshops and visioning sessions. Established citizen panel comprised of 500 York Region residents and completed first round of telephone surveys to solicit feedback on the integrated Waste Management Master Plan.
- Incorporated majority of solid waste management facilities into the Environmental Management System (ISO 14001).

- Acquired and installed Paradigm Scale Software at all York Region waste management facilities to allow for consistent data collection and comprehensive program reporting.
- Ministry of the Environment approved the Durham/York Environmental Assessment for residual waste management.
- Executed Co-Owners Agreement for Energy from Waste Facility and issued Notice to Proceed to Design-Build-Operate Contractor (Covanta Energy).
- Completed Waste Management Centre upgrades to increase blue box processing capacity from 90,000 tonnes per year to 140,000 tonnes per year. The existing tip floor will accommodate short term growth however, it will require expansion within the next few years to benefit from the full potential of the upgrades.
- Construction of Elgin Mills Community Environmental Centre, opening in Q4 2011.
- Successfully secured additional source separated organics processing capacity from WeCare and Orgaworld to minimize landfilling of organics due to Universal Resource Recovery processing challenges.
- Liaison with Province regarding new compost guidelines for Dufferin/York Source Separated Organics Facility.
- Advocated to the Provincial government, the Association of Municipalities of Ontario, Waste Diversion Ontario and the broader waste management industry on cost recovery for municipal hazardous and special waste.
- Launched mandatory use of certified compostable bags on May 1, 2011.
- Launched re-branding exercise for waste management communication materials and website.
- "Bindicator" tool, a web-based searchable database for waste items, launched.

Key Challenges

The following trends and issues will have an impact on the Department over the 2012 to 2015 timeframe:

Financial Constraints

Economic conditions influence revenues generated from the sale of blue box recyclables by the Region. In 2012, forecasted blue box revenues are expected to offset the program's gross operating budget by over 50%. Stewardship Ontario funding reductions for Municipal Hazardous and Special Waste will increase the budgeted cost per tonne from \$46 per tonne in 2011 to \$377 in 2012.

Regional Growth

Population growth, service levels, waste management program components and economic conditions are key factors driving the Waste Management business plan. The total amount of waste managed by the Region is expected to increase with a population growth of 2.3% in 2012. Consequently, budgeted tonnages are calculated using 2011 forecasted tonnages plus 2.3% growth.

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

Regulatory Issues

Extended Producer Responsibility programs see the brand owner or first importer of a designated product responsible for the end-of-life management of the unused product and packaging. Municipalities in Ontario have been advocating for more Extended Producer Responsibility to drive sustainability as end-of-life costs will be incorporated into products and paid for by the specific consumers of these products rather than being borne by the general taxpayer. The future and scope of Extended Producer Responsibility programs will be decided by the Province in the coming years. Extended Producer Responsibility program uncertainty has been reflected in an increase in Regional budget for the Municipal Hazardous and Special Waste program. York Region staff have actively advocated to the Province on this issue and have worked collectively with other Municipalities through industry groups such as Association of Municipalities of Ontario and the Regional Public Works Commissioners of Ontario. The Blue Box program is scheduled to undergo a review as part of revisions to the *Waste Diversion Act* in 2012.

As the Region embarks on establishing Regionally owned source separated organics processing infrastructure, it is of critical importance to have a better understanding of the future of compost quality and regulatory requirements for the marketing of compost products. Advocacy efforts have been invested with the Ministry of the Environment to determine the impact of the new Compost Guidelines on facility development. Requirements will be reviewed once the Ministry has finalized the draft guidelines. Provincial guidance is not expected until 2012.

Environmental Issues

In 2009, Council adopted the updated Joint Waste Diversion Strategy and a goal of diverting 70% of municipal household waste from landfill by 2016. The Region continues to introduce new programs to achieve this diversion target; however organics processing issues continue to challenge the Region's ability to achieve targeted diversion goals. Council has adopted a goal of moving from landfill waste disposal to technologies that recover energy from waste such as Dongara Pelletization and the Durham/York Energy from Waste facility. These facilities offer more sustainable solutions, however in the short term are more expensive than landfill options.

The Region continues to pursue infrastructure ownership to decrease reliance on external contractors for service delivery and increase due diligence in meeting environmental and regulatory goals and objectives. The Durham/York Energy from Waste facility, with 21% York Region ownership, and the future York/Dufferin Source Separated Organics

processing facility (subject to funding), together with the Waste Management Centre, and the Community Environmental Centres, will be the foundation of a robust Region owned waste management infrastructure system.

Consumer Packaging Trends

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

Service Challenges in 2012 and Beyond

The following service challenges are the major issues facing York Region and its provision of waste management services in the next 5 years.

Processing Capacity for Source Separated Organics

- Source Separated Organics tonnage has increased by approximately 53% in 5 years. Long-term processing solutions for management of organics, including the potential for a Regionally-owned processing facility (subject to funding), are under review and will be finalized in 2012.

Contractual Obligations

- The 2012 operating budget includes provisions for consumer price index increases and fuel escalation

Environmental Issues

- The Elgin Mills Community Environmental Centre in Richmond Hill is expected to increase diversion tonnage by 1,700 tonnes annually by providing enhanced public drop-off services to the public
- Termination of waste exports to Michigan in 2008 and Provincial government mandated waste diversion targets have placed significant pressure on the Region to develop innovative means of managing waste and expanding its diversion programs

Regulatory Issues

- Shifting the burden of managing Blue Box materials off the municipal tax base and on to the producers/stewards is currently being contemplated by the Province and may have significant impacts to service level expectations by the public, depending on the model adopted by the Province
- Funding for Municipal Hazardous and Special Waste collection cost has been revised in the proposed 2012 budget to reflect reduced funding from the Province

- and Stewardship Ontario due to significant changes to the Orange Drop program. Details have not been finalized, but funding is expected to remain for Phase I (9 materials). Municipalities will continue to fund Phase III materials pending negotiations between Ministry of the Environment and Stewardship Ontario. Provincial funding of Phase 2 materials has been removed from the budget. This has had a significant budget impact, increasing cost per tonne from \$46 in 2011 to \$377 in 2012.
- The Region continues to advocate for consistent delivery of service across the Region to provide efficiencies, and improve education and promotion resulting in improved diversion and reduced contamination. Consistent service delivery across the Region will also position York Region and our local municipalities better, should the Province chose to move forward with further Extended Producer Responsibility programs.

Intensification Issues

- Potential future provision of waste management services for multi-residential dwellings is a new endeavour under consideration by York Region and our local municipalities. Continued cooperation between the Regional and Local Planners and Waste Management staff will be critical in delivering consistent service throughout the Region. The Integrated Waste Management Master Plan will fully explore implications resulting from intensification and its impacts on quality of diverted materials while maintaining service delivery.

Strategic Goals 2012 - 2015

Waste Management service delivery has seven core Strategic Goals:

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

Department Objectives for 2012 and 2013

Department objectives
1) Develop and Implement Integrated Waste Management Master Plan including final Community Environmental Centre Strategy
2) Coordination with Durham Region on development of waste management infrastructure (Durham - York Energy Centre)
3) Improved contract management and compliance of external waste management contractors
4) Retrofit and operation of the Georgina Transfer Station

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1a	Integrated Waste Management Master Plan	Completed Plan	2012	Regional Services	✓	✓
1b	Community Environmental Center Strategy	Completed Plan	2012	Critical Infrastructure	✓	
2	Coordination with Durham Region on waste management infrastructure	Durham/ York EFW - construction complete	2015	Critical Infrastructure	✓	✓
3	Improved contract management and compliance with external contractors	Hiring of a new Contract Management Engineer leading to improved compliance	2012	Critical Infrastructure Financial Management	✓	✓
4	Retrofit of Georgina Transfer Station	Completion of Retrofit	2012	Critical Infrastructure	✓	

Legend- Strategic Priority Areas
Critical Infrastructure
Regional Centres and Corridors
Social and Health Supports
Economic Vitality
Financial Management
Regional Services
Organizational Capacity

KPI Highlights

2011 Budget	Tonnes of Solid Waste Managed	349,517
2012 Budget	Tonnes of Solid Waste Managed	362,297
2011 Budget	Disposal Cost per Tonne	\$122
2012 Budget	Disposal Cost per Tonne	\$108
2011 Budget	Diversion Cost per Tonne	\$159
2012 Budget	Diversion Cost per Tonne	\$165

Operating Impact of New Capital

\$000's	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook	2016 Outlook	2017-2021 Outlook
OPERATING COSTS						
Salaries and Benefits	97	0	135	225	0	0
Contract / Program Costs	25	0	0	266	4,100	884
TOTAL GROSS COST	122	0	135	491	4,100	884
Less Revenue	0	0	0	0	0	(264)
TOTAL NET COST (USER RATE)	122	0	135	491	4,100	620

This Net Operating Impact represents costs associated projects that were added to the 10 year capital plan as part of the 2012 budget process. The costs noted above do not include the net operating impact of programs previously included in the 10 year capital program. Additional staffing and funding resources will be required to operate and maintain new facilities that will be coming online in the next 10 years.

Staffing Resources

Permanent FTE's	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Request	2014 Outlook	2015 Outlook
Operations							
Maintenance and Monitoring	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Planning & Delivery	1.0	1.0	1.0	2.0	2.0	2.0	2.0
Environmental Promotion & Protection	14.0	16.0	18.0	20.0	22.0	24.0	28.0
Strategy & Business Planning	7.0	8.0	8.0	8.0	8.0	8.0	8.0
Commissioner's Office	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Permanent FTE's	23.0	26.0	28.0	31.0	33.0	35.0	39.0
Net Change	0.0	0.0	0.0	3.0	2.0	2.0	4.0
Casual (FTE Equivalent)*	4.0	2.0	4.0	4.0	4.0	4.0	4.0

Note: Includes allocation of 6 additional Environmental support staff

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

2012 3 FTE's - Contract Management Engineer
 - Manager, Integrated Waste Programs
 - Design Technologist

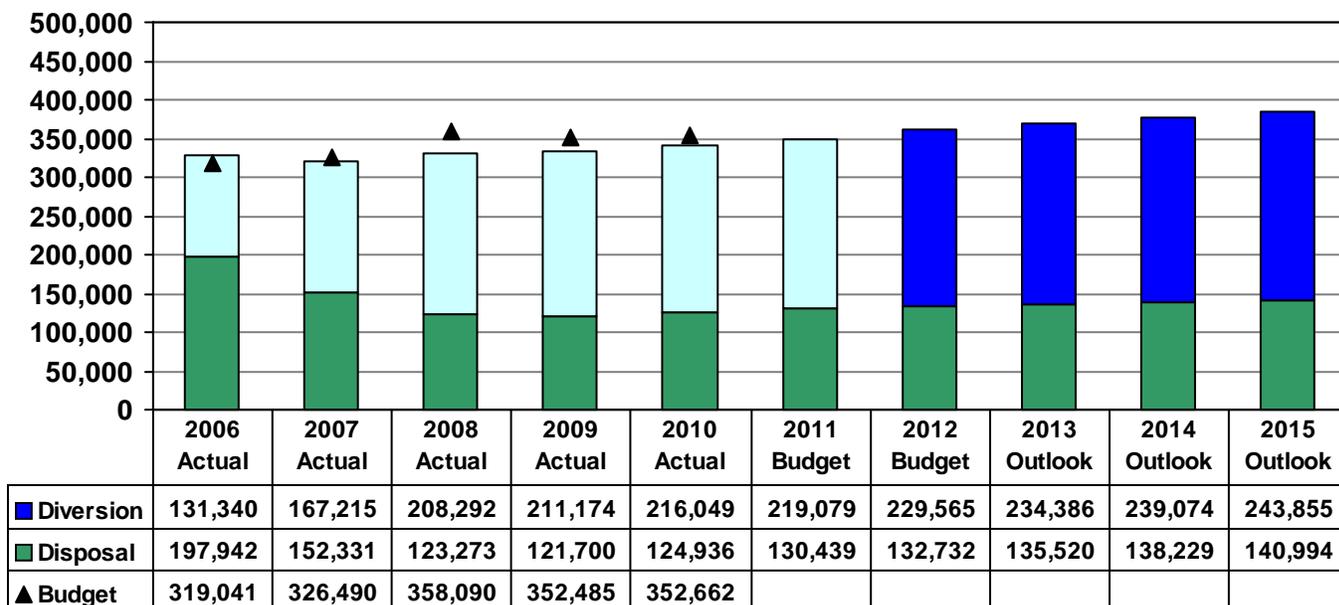
2013 2 FTE's - Statistical Data Coordinator
 - Admin Clerk Secretary

2014 2 FTE's - Waste Management Promotion & Education
 - Program Manager

2015 4 FTE's - Contract Management Engineer
 - Supervisor Processing and External Contracts
 - Process Engineer
 - Waste Coordinator

Service Level

Total Tonnes of Waste Managed



% Change	6.2%	-3.0%	3.8%	0.4%	2.4%	2.5%	3.7%	2.1%	2.0%	2.0%
WDO										
Diversion %	40%	46%	53%	57%	52%	59%	61%	61%	61%	61%

Total	329,282	319,546	331,565	332,874	340,985	349,517	362,297	369,906	377,303	384,849
Δ Diversion	34,216	35,875	41,077	2,882	4,875	3,030	10,486	4,821	4,688	4,781
Δ Disposal	-14,925	-45,611	-29,058	-1,573	3,236	5,503	2,293	2,788	2,709	2,765

What does the graph show?

- The total metric tonnes of solid waste managed annually by the Region
- Diversion equals inbound tonnes of blue box, green bin, yard waste, household hazardous waste, electronics, scrap metal, tires, clean fill, and textiles. Blue box residues are deducted and moved to disposal. No other residuals are deducted as the Region only manages blue box processing
- Disposal equals inbound residual waste plus blue box residue
- The annual percentage change
- York Region publicly reports the Waste Diversion Ontario diversion rate %, which is calculated in accordance with Waste Diversion Ontario approved protocols
- Waste Diversion Ontario diversion rates for 2006 to 2010 have been publicly reported. Rates from 2011 to 2015 are calculated estimates not yet reported to the public.

Explanation of KPI Trend

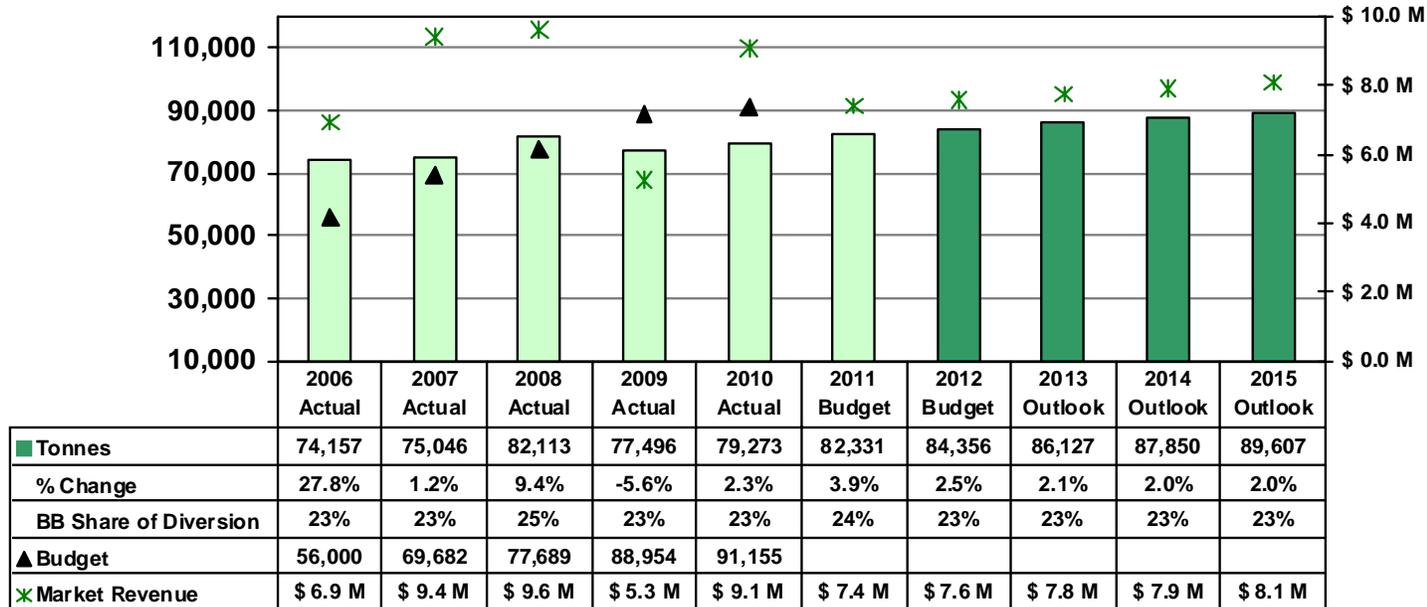
- The total annual quantity of waste produced in the Region is driven by consumer habits, population growth and to a lesser extent, prevailing economic conditions.
- The shift from disposal to diversion is not as high as in previous years (2008 and prior) because all “lower cost” diversion options have now been implemented. The September 2011 scheduled opening of the Elgin Mills Community Environmental Center, is expected to collect an estimated 1,700 new diversion tonnes in 2012.
- 2012 budgeted tonnes are expected to increase with population growth of 2.3% over 2011, 2013 to 2015 will increase by 2.1% and 2.0% based on the projected population growth rate provided by Finance Dept.
- Overall increase in budgeted tonnes is mainly driven by population growth in 2012 and outlook years, with small increases expected in 2012 for the Elgin Mills Community Environmental Centre (1,680 new diversion tonnes), multi-residential households (1,400 tonnes) and ash borer related yard waste (1,500 tonnes).

Comments / Background:

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

Service Level

Total Tonnes of Recyclable Blue Box Material



What does the graph show?

- Total metric tonnes of marketed recyclable blue box material managed by the Region
- Annual percentage change
- Total tonnes of recyclable blue box material diverted from landfill as a percentage of the total tonnes of solid waste managed by the Region
- Blue box market revenue.

Explanation of KPI Trend

- Total tonnes of blue box material managed fluctuate with population growth, economic conditions and changes in public participation as a result of promotion and education efforts
- Tonnage of recyclables declined in 2009 and 2010 from 2008 levels, primarily as a result of lower consumer spending during the economic slow down during this time period as evidenced by lower market revenue in 2009 at \$5.3M. Blue box market revenue dropped from \$126 per tonne in 2007 to \$62 per tonne in 2009 as part of the economic downturn and rebounded to \$107 per tonne in 2010. Outlook years are benchmarked at \$90 per tonne.
- 2012 budgeted tonnages were determined based on expected population growth. However, with a shift to lighter weight packaging materials, no new materials added to the blue box and a maturing program, the annual growth rate is expected to trend down slightly from 2.5% in 2012 and to only 2.0% in 2014.

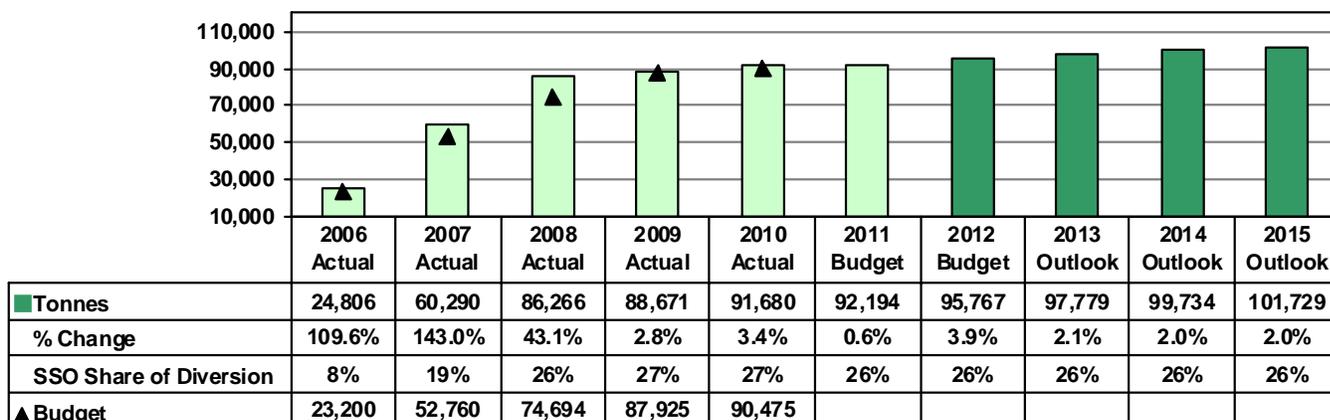
Comments / Background:

- Recycling blue box materials are comprised of 77% fibre, 19% plastics & glass and 4% aluminium and steel.

- Aluminium represents 10% of total revenue.
- With the implementation of the Waste Management Center in East Gwillimbury in July 2005, the Region increased the number of blue box materials removed from the waste stream. These items were plastics no. 3 through 7, empty paint and aerosol cans, polycoat (gable top containers) and aluminium foil.

Service Level

Total Tonnes of Source Separated Organics



Cost Per Tonne	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
	\$163	\$160	\$128	\$131	\$145	\$178	\$187	\$190	\$196	\$202

What does the graph show?

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

Explanation of KPI Trend

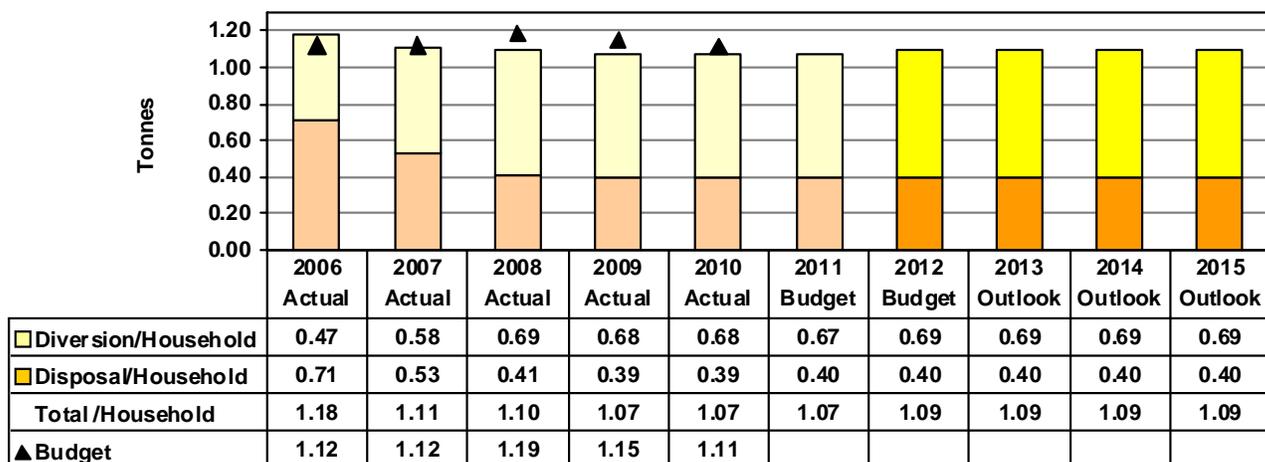
- Total tonnes of source separated organics managed are expected to increase with population growth and promotion & education efforts in the outlook years.
- Tonnage for 2007 increased by 143% over 2006 due to the roll-out of the source separated organics program across the remaining Northern six municipalities in September 2007.
- Tonnages do not fluctuate significantly on a year over year basis as economic conditions have less impact on SSO generation compared to economic impacts on the quantities of blue box recyclables.
- The 0.6% increase from 2011 budget versus 2010 actual may increase once total 2011 numbers are known. The 2011 budget was based on 2010 forecast tonnage which came in higher than expected.

Comments / Background:

- Collection of SSO materials began in 2004 with the introduction of a Markham pilot project, expanded to town-wide collection in 2005.
- Vaughan began SSO collection in November 2006 and Richmond Hill began in April 2007. The remaining six municipalities completed their roll-out in September 2007.
- Implementation of this program is part of the overall waste diversion strategy to reduce waste disposal to landfill.

Community Impact

Tonnes of Solid Waste Per Household



Diversion	131,340	167,215	208,292	211,174	216,049	219,079	229,565	234,386	239,074	243,855
Disposal	197,942	152,331	123,273	121,700	124,936	130,439	132,732	135,520	138,229	140,994
Households	277,986	288,156	303,043	308,852	317,964	325,449	332,934	340,419	347,904	354,862
Δ Diversion	34,216	35,875	41,077	2,882	4,875	3,030	10,486	4,821	4,688	4,781
Δ Disposal	-14,925	-45,611	-29,058	-1,573	3,236	5,503	2,293	2,788	2,709	2,765
Δ Households	4,628	10,170	14,887	5,809	9,112	7,485	7,485	7,485	7,485	6,958

What does the graph show?

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

Explanation of KPI Trend

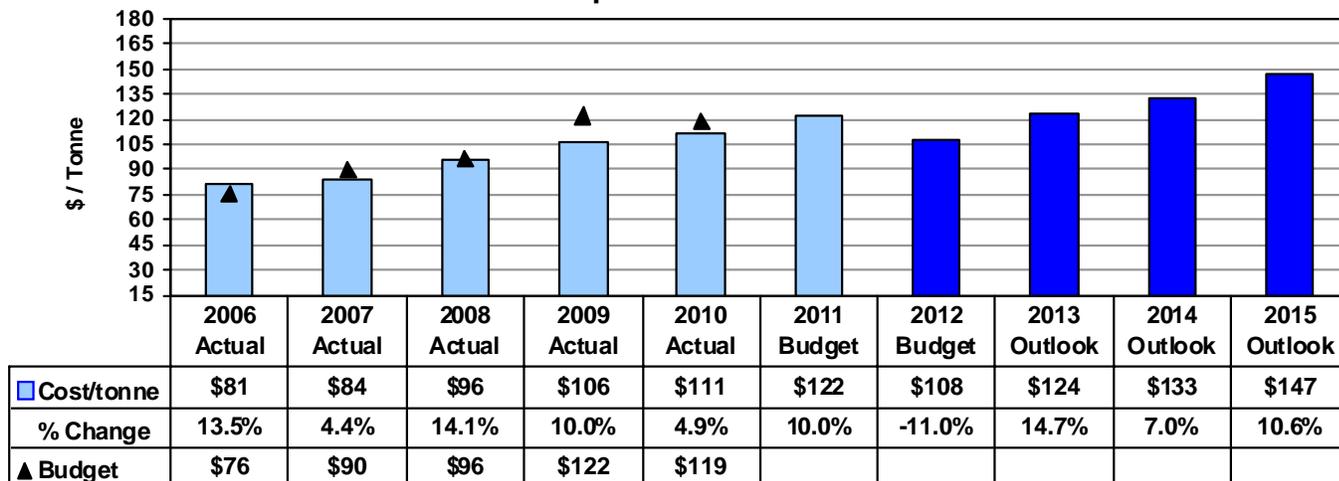
- Total waste generated per household remains fairly constant, with a slight decline beginning in 2007 which is attributed to bi-weekly garbage collection, more effective promotion and education programs and slower economic growth. 2008 and 2009 total solid waste per household tonnage was under budget (2008 by 8% and 2009 by 6%) primarily due to the economic slow down and the resulting impact on consumer spending.
- 2012 per household increase is due to additional tonnes being captured; 1,400 from multi-residential households, 1,500 tonnes from ash borer related yard waste, plus a full year of operations at the Community Environmental Center in Elgin Mills (800 tonnes).

Comments / Background:

- OMBI Provincial average for tonnes diverted per household is 0.43 in 2010. The Region's OMBI average is higher at 0.54 in 2010. (Note: OMBI numbers are reduced by IC&I and residual waste whereas KPI tonnages are pre-processing tonnages).

Efficiency

Disposal Cost Per Tonne



Cost(000's)	\$15,946	\$12,814	\$11,834	\$12,854	\$13,845	\$15,895	\$14,401	\$16,859	\$18,399	\$20,747
Tonnes Disposed	197,942	152,331	123,273	121,700	124,936	130,437	132,732	135,520	138,229	140,994
Δ Cost (000's)	\$903	-\$3,132	-\$981	\$1,020	\$992	\$2,050	-\$1,494	\$2,458	\$1,541	\$2,348
Δ Tonnes	-14,925	-\$45,611	-29,058	-1,573	3,236	5,501	2,295	2,788	2,709	2,765

What does the graph show?

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

Explanation of KPI Trend

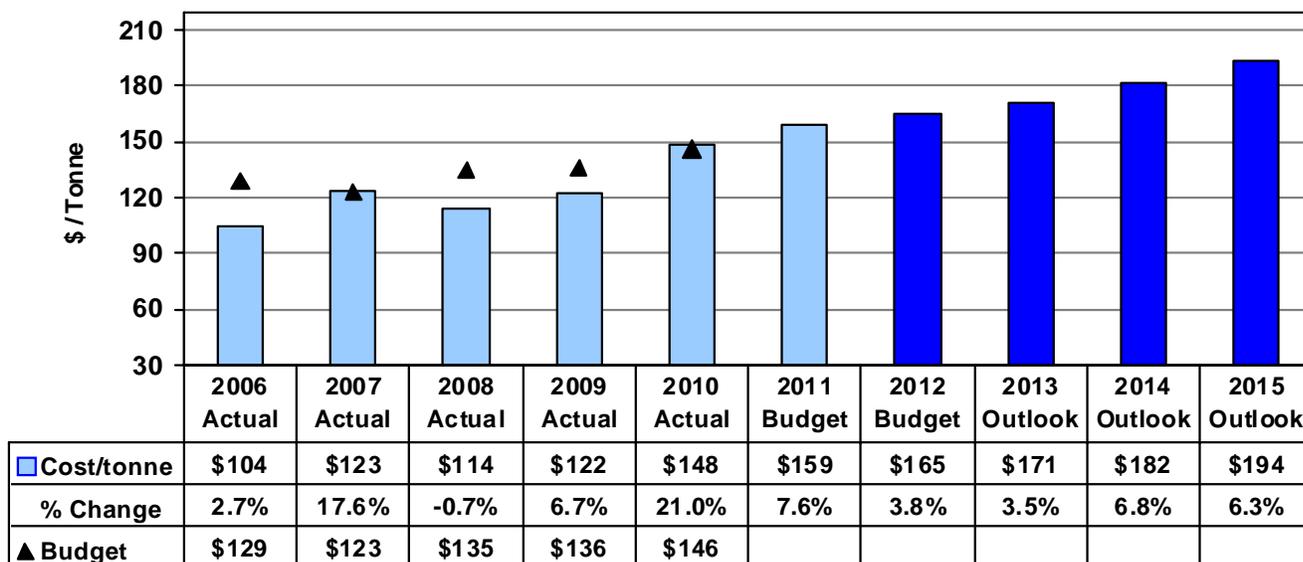
- 2008 and 2009 increases of 14.1% and 10% respectively in disposal costs are due to diversion of waste from lower cost landfill to the higher cost processing at the Dongara Facility, which began operation in late 2008.
- 2009 and 2010 actual disposal costs per tonne were lower than budget due to fewer tonnes sent to Dongara as a result of contractor processing and capacity issues.
- 2012 budget is lower than 2011 budget due to 25,000 fewer tonnes budgeted to Dongara.
- 2013 and 2014 costs increase due to tonnage being shipped to Dongara returning to 100,000 tonnes from 75,000 tonnes in 2012.
- 2015 cost of \$147 per tonne is higher by \$14 per tonne over 2014 due to the start-up of the Energy from Waste facility in late 2014 and directing 30,000 tonnes there in 2015.

Comments / Background:

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

Efficiency

Diversion Cost Per Tonne



Cost (000's)	\$13,714	\$20,541	\$23,802	\$25,749	\$31,885	\$34,807	\$37,848	\$39,991	\$43,549	\$47,208
Tonnes Diverted	131,340	167,215	208,292	211,174	216,049	219,079	229,565	234,386	239,074	243,855
Δ Cost (000's)	\$3,838	\$6,827	\$3,262	\$1,947	\$6,136	\$2,922	\$3,041	\$2,143	\$3,557	\$3,659
Δ Tonnes	34,216	35,875	41,077	2,882	4,875	3,030	10,486	4,821	4,688	4,781

What does the graph show?

- Gross unit costs for diversion of material
- Annual percentage change.

Explanation of KPI Trend

- Commencing in 2004, Source Separated Organics (SSO) was introduced on a pilot basis in the Town of Markham and was expanded in 2006 with the addition of Vaughan. The remaining six municipalities were fully on-line with the SSO program as of 2007.
- Actual costs in 2008 and 2009 were lower than budget due to lower organic costs for tonnes sent directly to landfill or incineration due to contractor processing capacity issues (2008 - 29,900 Unprocessed SSO, 2009 - 19,800 Unprocessed SSO)
- 2010 actual was \$2 per tonne over budget due to fewer diversion tonnes in the denominator. Budgeted 227,700 tonnes, actual was 216,049 tonnes, primarily due to unprocessed organic tonnes removed from diversion and reclassified as residual

waste as a result of the Ministry of the Environment imposed composting facility shut downs.

- Outlook year increases (2013 - 2015) are attributed to increased debenture financing for capital projects such as the Expanded Diversion Capacity and a Community Environmental Centre as well as the Consumer Price Index being forecasted at 2.2% for 2013 and 2.7% for 2014 - 2015.

Comments / Background:

- Public pressure to halt the export of Canadian Municipal waste to Michigan and government mandates proposing higher waste diversion targets place pressure on the Region to develop alternative means of managing its waste and expand its diversion programs.

Environmental Services Department - Waste Management

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
						\$	%			
Expenditures										
Salaries and Benefits	1,707	2,105	2,589	2,589	3,005	416	16.1%	3,250	3,572	4,104
Program Specific Expenses	8,272	8,408	9,452	9,452	8,197	(1,255)	(13.3%)	10,080	10,463	11,634
Professional Contracted Services	26,959	27,740	32,677	32,677	34,684	2,007	6.1%	36,292	38,086	39,866
General Expenses	838	883	1,340	1,340	1,499	159	11.9%	1,615	1,681	1,748
Occupancy Costs	140	211	216	216	266	50	23.3%	272	280	287
Minor Capital	1	4	31	31	41	11	34.6%	42	44	45
Expenditures	37,917	39,350	46,304	46,304	47,693	1,389	3.0%	51,551	54,125	57,682
Financing Costs and Contributions to Reserves										
Financing Costs	2,540	3,328	3,894	3,894	4,016	122	3.1%	4,699	7,212	9,632
Contribution to Reserves	2,326	7,639	6,768	6,768	6,903	135	2.0%	7,055	7,245	7,441
Contribution to Capital	0	0	0	0	0	0		0	0	0
Financing Costs and Contributions to Res	4,866	10,968	10,661	10,661	10,919	258	2.4%	11,753	14,458	17,073
Gross Expenditures	42,783	50,317	56,965	56,965	58,612	1,647	2.9%	63,304	68,582	74,755
Revenues										
Fees and Charges	(5,629)	(10,935)	(9,487)	(9,487)	(9,825)	(338)	3.6%	(10,076)	(10,296)	(10,519)
Contribution from Reserves	(23)	(0)	(80)	(80)	0	80	(100.0%)	0	0	0
Third Party Recoveries	(5,938)	(5,544)	(7,740)	(7,740)	(8,090)	(351)	4.5%	(8,255)	(8,460)	(8,670)
Revenues	(11,590)	(16,479)	(17,306)	(17,306)	(17,915)	(609)	3.5%	(18,332)	(18,756)	(19,190)
Negotiated Specific & Recoveries										
Negotiated Specific	199	203	253	253	330	78	30.9%	339	347	355
Departmental Charges & Recoveries	(251)	(238)	(206)	(206)	(259)	(54)	26.0%	(216)	(227)	(219)
Capital Recoveries	(82)	(105)	0	0	0	0 -		0	0	0
Negotiated Specific & Recoveries	(133)	(140)	47	47	71	24	52.0%	123	120	136
Gross Expenditures including Negotiated Specific & Recoveries	42,650	50,177	57,012	57,012	58,683	1,671	2.9%	63,427	68,702	74,891
Tax Levy	31,060	33,698	39,705	39,705	40,767	1,062	2.7%	45,096	49,947	55,702
								10.6%	10.8%	11.5%

Environmental Services Department - Waste Management

	Solid Waste Management Overview									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Diversion										
Total Gross Expenditures	30,098	36,448	42,068	42,068	45,293	3,225	7.7%	47,577	51,195	54,927
Total Revenues	(9,341)	(15,015)	(15,495)	(15,495)	(16,091)	(596)	3.8%	(16,451)	(16,819)	(17,196)
Tax Levy	20,757	21,433	26,573	26,573	29,202	2,629	9.9%	31,126	34,375	37,731
Disposal										
Total Gross Expenditures	12,552	13,729	14,944	14,944	13,390	(1,554)	(10.4%)	15,850	17,508	19,964
Total Revenues	(2,249)	(1,464)	(1,811)	(1,811)	(1,825)	(13)	0.7%	(1,881)	(1,937)	(1,994)
Tax Levy	10,304	12,265	13,133	13,133	11,565	(1,567)	(11.9%)	13,970	15,571	17,970
Solid Waste Management										
Total Gross Expenditures	42,650	50,177	57,012	57,012	58,683	1,671	2.9%	63,427	68,702	74,891
Total Revenues	(11,590)	(16,479)	(17,306)	(17,306)	(17,916)	(609)	3.5%	(18,332)	(18,756)	(19,190)
Tax Levy	31,060	33,698	39,705	39,705	40,767	1,062	2.7%	45,096	49,947	55,702

Environmental Services Department - Waste Management Diversion

	Financial Summary - Diversion									
	\$000's					\$000's				
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
					\$	%				
Expenditures										
Salaries and Benefits	1,025	1,263	1,553	1,553	1,803	250	16.1%	1,950	2,143	2,462
Program Specific Expenses	916	1,043	1,233	1,233	1,464	230	18.7%	1,515	1,576	1,639
Professional Contracted Services	22,652	23,929	28,233	28,233	30,165	1,932	6.8%	31,471	33,037	34,600
General Expenses	698	643	1,073	1,073	1,209	136	12.6%	1,340	1,375	1,409
Occupancy Costs	87	144	157	157	176	19	12.3%	180	185	190
Minor Capital	0	2	21	21	31	11	50.5%	32	33	34
Expenditures	25,378	27,023	32,270	32,270	34,847	2,578	8.0%	36,487	38,348	40,333
Financing Costs and Contributions to Reserves										
Financing Costs	2,477	3,276	3,772	3,772	3,946	174	4.6%	4,389	5,940	7,435
Contribution to Reserves	2,319	5,604	5,460	5,460	5,569	109	2.0%	5,692	5,846	6,003
Contribution to Capital	0	0	0	0	0	0		0	0	0
Financing Costs and Contributions to Reserves	4,796	8,879	9,232	9,232	9,515	283	3.1%	10,081	11,785	13,439
Gross Expenditures	30,174	35,903	41,502	41,502	44,362	2,861	6.9%	46,568	50,134	53,772
Revenues										
Fees and Charges	(3,947)	(9,365)	(7,708)	(7,708)	(8,005)	(297)	3.9%	(8,200)	(8,364)	(8,530)
Contribution from Reserves	(14)	(0)	(48)	(48)	0	48	(100.0%)	0	0	0
Third Party Recoveries	(5,380)	(5,650)	(7,740)	(7,740)	(8,086)	(347)	4.5%	(8,251)	(8,456)	(8,666)
Revenues	(9,341)	(15,015)	(15,495)	(15,495)	(16,091)	(596)	3.8%	(16,451)	(16,819)	(17,196)
Negotiated Specific & Recoveries										
Negotiated Specific	119	122	152	152	198	47	30.8%	203	208	213
Departmental Charges & Recoveries	(146)	486	415	415	732	318	76.6%	806	853	942
Capital Recoveries	(49)	(63)	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	(76)	545	566	566	931	364	64.4%	1,009	1,061	1,155
Gross Expenditures including Negotiated Specific & Recoveries	30,098	36,448	42,068	42,068	45,293	3,225	7.7%	47,577	51,195	54,927
Tax Levy	20,757	21,433	26,573	26,573	29,202	2,629	9.9%	31,126	34,375	37,731
								6.6%	10.4%	9.8%

Environmental Services Department - Waste Management Disposal

	Financial Summary - Disposal									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
					\$	%				
Expenditures										
Salaries and Benefits	683	842	1,036	1,036	1,202	167	16.1%	1,300	1,429	1,641
Program Specific Expenses	7,356	7,365	8,219	8,219	6,733	(1,485)	(18.1%)	8,565	8,887	9,995
Professional Contracted Services	4,308	3,810	4,444	4,444	4,519	75	1.7%	4,821	5,049	5,266
General Expenses	141	239	267	267	291	24	8.9%	276	306	339
Occupancy Costs	52	67	59	59	90	31	52.4%	92	95	97
Minor Capital	0	2	10	10	10	0	2.0%	10	11	11
Expenditures	12,540	12,326	14,034	14,034	12,846	(1,189)	(8.5%)	15,064	15,777	17,349
Financing Costs and Contributions to Reserves										
Financing Costs	63	53	122	122	70	(51)	(42.3%)	309	1,273	2,197
Contribution to Reserves	7	2,036	1,307	1,307	1,334	26	2.0%	1,363	1,400	1,438
Contribution to Capital	0	0	0	0	0	0		0	0	0
Financing Costs and Contributions to Reserves	70	2,089	1,429	1,429	1,404	(25)	(1.8%)	1,672	2,672	3,634
Gross Expenditures	12,610	14,414	15,463	15,463	14,249	(1,214)	(7.9%)	16,736	18,449	20,983
Revenues										
Fees and Charges	(1,682)	(1,570)	(1,779)	(1,779)	(1,820)	(41)	2.3%	(1,876)	(1,932)	(1,990)
Contribution from Reserves	(9)	0	(32)	(32)	0	32	(100.0%)	0	0	0
Revenues	(2,249)	(1,464)	(1,811)	(1,811)	(1,825)	(13)	0.7%	(1,881)	(1,937)	(1,994)
Negotiated Specific & Recoveries										
Negotiated Specific	80	81	101	101	132	31	30.9%	136	139	142
Departmental Charges & Recoveries	(104)	(724)	(621)	(621)	(992)	(371)	59.8%	(1,022)	(1,080)	(1,161)
Capital Recoveries	(33)	(42)	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	(57)	(685)	(520)	(520)	(860)	(340)	65.5%	(886)	(941)	(1,019)
Gross Expenditures including Negotiated Specific & Recoveries	12,552	13,729	14,944	14,944	13,390	(1,554)	(10.4%)	15,850	17,508	19,964
Tax Levy	10,304	12,265	13,133	13,133	11,565	(1,567)	(11.9%)	13,970	15,571	17,970
								20.8%	11.5%	15.4%

REGION OF YORK
Budget Change Explanations 2012

Environmental Services - Waste Management		2012 (in \$000's)						
Budget Change Explanations (2012/2011)	2011 Base \$000's			Gross		Net		FTE
	Gross	Net	Tonnes	\$000's	%	\$000's	%	Impact
2011 Approved Departmental Budget (Including Contributions to Capital and excluding Interdepl'l)			349,517	\$ 57,011.7		\$ 39,705.3		
Base - Price Pressure								
Diversion								
Salary	2,588.8	2,588.8		89.9	0.2%	89.9	0.2%	
Fuel Surcharge	163.8	163.8		6.0	0.0%	6.0	0.0%	
Source Separated Organics	13,829.3	13,829.3	1,453	749.5	1.3%	749.5	1.9%	
Household Hazardous Waste	785.9	7.5	381	1,109.4	1.9%	976.5	2.5%	
Yard Waste	1,884.4	1,869.4	2,547	195.7	0.3%	195.7	0.5%	
CEC McCleary Ct, Vaughan	764.2	623.6	426	21.1	0.0%	(8.7)	(0.0%)	
CEC Elgin Mills, Richmond Hill - 9 months (2011)	589.3	484.2	730	140.3	0.2%	94.8	0.2%	
Blue Box	11,668.9	11,668.9	(79)	(303.6)	(0.5%)	(303.6)	(0.8%)	
Georgina Transfer Station diversion	183.1	183.1	(27)	4.1	0.0%	4.1	0.0%	
Waste Diversion Ontario - Third Party Payments	3,499.1			70.0	0.1%	0.0	0.0%	
Multi Residential / Parks and Recreation	150.0	150.0		(18.0)	(0.0%)	(18.0)	(0.0%)	
Waste Reduction Advocacy	239.8	239.8		4.4	0.0%	4.4	0.0%	
Administration - diversion	732.3	652.3		9.0	0.0%	62.6	0.2%	
Disposal								
Waste Disposal	12,623.9	10,844.6	(602)	(1,590.0)	(2.8%)	(1,635.3)	(4.1%)	
Fuel Surcharge	58.1	58.1		7.7	0.0%	7.7	0.0%	
Administration - disposal	319.6	319.6		7.6	0.0%	34.0	0.1%	
Base - Price Pressure	50,080.5	36,273.2	354,440	503.1	0.9%	259.5	0.7%	0.0
Mandatory / Legislated								
CEC's Additional revenue from electronics					0.0%	(97.9)	-0.2%	
Mandatory / Legislated				-	0.0%	(97.9)	(0.2%)	0.0
Annualization								
Diversion								
CEC Elgin Mills, Richmond Hill - 3 months				47.2	0.1%	32.0	0.1%	
Financing costs	181.6	181.6		(142.4)	(0.2%)	(142.4)	(0.4%)	
Annualization				(95.2)	(0.2%)	(110.4)	(0.3%)	-
Total Base Change	50,262.1	36,454.8	354,440	407.9	0.7%	51.2	0.1%	0.0
Growth								
Diversion								
Source Separated Organics - tonnage growth from population increase			2,120	333.3	0.6%	333.3	0.8%	
Yard Waste - tonnage growth from population increase			737	45.4	0.1%	45.4	0.1%	
Net Blue box - tonnage growth from population increase			2,104	153.1	0.3%	(29.2)	(0.1%)	
1 FTE Design Technologist				94.5	0.2%	94.5	0.2%	1.0
1 FTE Contract Management Engineer				96.8	0.2%	96.8	0.2%	1.0
1 FTE Manager, Integrated Waste Programs				135.2	0.2%	135.2	0.3%	1.0
Additional Operating Costs for FTE's				15.0	0.0%	15.0	0.0%	
Disposal								
Waste Disposal - tonnage growth from population increase			2,896	254.8	0.4%	254.8	0.6%	
Total Growth			7,857	1,128.1	2.0%	945.8	2.4%	3.0
Enhancements								
Disposal								
Waste Diversion Ontario - Contribution to Solid Waste Reserve	3,499.1	-		70.0	0.1%	0.0	0.0%	
Contribution to Solid Waste Reserve (42001)	3,250.5	3,250.5		65.0	0.1%	65.0	0.2%	
Total Enhancements	6,749.6	3,250.5	-	135.0	0.2%	65.0	0.2%	0.0
2012 Departmental Approved (Including Contributions to Capital and excluding Interdepl'l)				58,682.6	2.9%	40,767.4	2.7%	3.0

REGION OF YORK
Budget Change Explanations 2013

Environmental Services - Waste Management

2013 in(\$000's)

Budget Change Explanations (2013/2012)	2012 Base \$000's		Gross		Net		FTE	
	Gross	Net	Tonnes	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (Including Contributions to Capital and excluding Interdepl'l)			362,297	\$ 58,682.6		\$ 40,767.4		
Base - Price Pressure								
Diversion								
Salary	3,005.2	3,005.2		65.8	0.1%	65.8	0.2%	
Fuel Surcharge	169.8	169.8		3.6	0.0%	3.6	0.0%	
Source Separated Organics	14,912.1	14,912.1	(0)	385.4	0.7%	385.4	0.9%	
Household Hazardous Waste	1,895.1	1,895.1	74	78.3	0.1%	78.2	0.2%	
Household Hazardous Waste - MSHW recovery of costs		(911.3)			0.0%	(6.3)	(0.0%)	
Yard Waste	2,125.5	2,110.5	(0)	36.6	0.1%	36.6	0.1%	
CEC Vaughan	785.4	565.0		6.1	0.0%	(26.7)	(0.1%)	
CEC Richmond Hill	754.9	541.1		15.6	0.6%	11.2	0.0%	
Blue Box	11,518.5	11,518.5	(197)	375.5	0.0%	375.5	0.9%	
Blue Box - market revenue		(7,592.0)			0.0%	(0.0)	(0.0%)	
Georgina Transfer Station diversion	187.2	187.2	(27)	8.0	0.1%	8.0	0.0%	
Waste Diversion Ontario - Third Party Payments	3,569.1	-		78.5	0.1%	0.0	0.0%	
Multi Res. / Parks and Rec.	132.0	132.0		2.2	0.1%	2.2	0.0%	
Waste Reduction Advocacy	244.2	244.2		43.1	0.1%	43.1	0.1%	
Administration - diversion	674.4	674.4		55.4	0.0%	55.4	0.1%	
Fleet Allocation	76.9	76.9		1.7	0.0%	1.7	0.0%	
Disposal								
Waste Disposal - program related costs	11,309.6	9,485.1	85	1,903.9	(0.0%)	1,847.9	4.5%	
Fuel Surcharge	65.8	65.8		(8.2)	0.0%	(8.2)	(0.0%)	
Administration - disposal	332.2	332.2		27.3	0.0%	27.3	0.1%	
Base - Price Pressure	51,757.9	37,411.8	362,353	3,079	5.2%	2,901	7.1%	-
Annualization								
Diversion								
Principal and Interest on capital projects	39.2	39.2		595.5	1.0%	595.5	1.5%	
Annualization				595.5	1.0%	595.5	1.5%	-
Total Base Change	51,797.1	37,451.0	362,353	3,674.3	6.3%	3,496.0	8.6%	-
Growth								
Diversion								
Source Separated Organics - tonnage growth from population increase			2,011	324.3	0.6%	324.3	0.8%	
Yard Waste - tonnage growth from population increase			870	54.7	0.1%	54.7	0.1%	
Blue box - tonnage growth from population increase			1,968	146.4	0.2%	(13.0)	(0.0%)	
Statistical Data Coordinator / Admin Clerk Secretary				178.6	0.3%	178.6	0.4%	2.0
Disposal								
Waste disposal - tonnage growth from population increase			2,703	214.6	0.4%	214.6	0.5%	
Total Growth Request			7,552	918.6	1.6%	759.2	1.9%	2.0
Enhancements								
Disposal								
Waste Diversion Ontario - Contribution to Solid Waste Reserve	3,569.1	-		78.5	0.1%	0.0	0.0%	
Contribution to Solid Waste Reserve (42001)	3,315.5	3,315.5		72.9	0.0%	72.9	0.2%	
Total Enhancements request	6,884.6	3,315.5	-	151.4	0.3%	72.9	0.2%	0.0
2013 Departmental Request (Including Contributions to Capital and excluding Interdepl'l)				63,427.0	8.1%	45,095.5	10.6%	2.0

Budget Change Explanations Outlook Years 2014/2015

Environmental Services - Waste Management

	Outlook Years			
	(in \$000's-Incremental values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (Including Contributions to Capital and excluding Interdept'l)	63,427	45,096	68,702	49,947
Base				
Diversion				
Salary	88	88	96	96
Fuel Surcharge	4	4	4	4
Source Separated Organics	776	776	814	814
Household Hazardous Waste	89	89	93	93
Household Hazardous Waste - MSHW recovery of costs		(6)		(6)
Yard Waste	104	104	109	109
Blue Box	607	607	556	556
Blue Box - market revenue		(155)		(158)
Community Environmental Center - Vaughan	19	14	20	14
Community Environmental Center - Richmond Hill	19	15	19	15
Waste Diversion Ontario	99	0	101	0
Multi Res. Parks & Rec.	3	0	3	0
Principal and Interest on capital projects	2,404	2,404	2,307	2,307
Other	56	56	58	58
Disposal				
Waste Disposal	558	505	1,350	1,296
Fuel Surcharge	25	25	26	26
Base	4,851	4,525	5,557	5,225
Growth 6 FTE's	234	234	435	435
Growth	234	234	435	435
Enhancements				
Contribution to Capital Increase/Reserve				
Waste Diversion Ontario	99	0	101	0
Contribution to Solid Waste Reserve (42001)	92	92	94	94
Enhancements	190	92	195	94
Total Annual Incremental Budget Pressures	5,275	4,851	6,188	5,755
Current Year Departmental Request (excluding Interdept'l)	68,702	49,947	74,891	55,702



Waste Management

Department: Environmental Services
 Business Unit: Waste Management

2012 Approved New Staff Summary

Category/Description	# of FTE's	Type of FTE's (B/G/E/C)	Gross (\$000's)	Net (\$ 000's)	Cost Savings Generated by FTE'S (\$000's)	Revenue Generated by FTE'S (\$000's)
<u>Diversion</u>						
Design Technologist	1.0	G	\$ 94.5	\$ 94.5	\$ 0.0	
Manager, Integrated Waste Programs	1.0	G	\$ 135.2	\$ 135.2	\$ 0.0	
Contract Management Engineer	1.0	G	\$ 96.8	\$ 96.8	\$ 0.0	
Total Permanent FTEs	3.0		\$ 326.5	\$ 326.5	\$ 0.0	

2013 Proposed New Staff Summary

Category/Description	# of FTE's	Type of FTE's (B/G/E/C)	Gross (\$000's)	Net (\$ 000's)	Cost Savings Generated by FTE'S (\$000's)	Revenue Generated by FTE'S (\$000's)
<u>Diversion</u>						
Statistical Data Coordinator	1.0	G	\$ 98.9	\$ 98.9	\$ 0.0	
Admin Clerk Secretary	1.0	G	\$ 79.7	\$ 79.7	\$ 0.0	
Total Permanent FTEs	2.0		\$ 178.6	\$ 178.6	\$ 0.0	

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE's	Type of FTE's (B/G/E/C)	Gross (\$000's)	Net (\$ 000's)	Cost Savings Generated by FTE'S (\$000's)	Revenue Generated by FTE'S (\$000's)
<u>Diversion</u>						
Project Coordinator, SW Promotion & Education	1.0	G	\$ 99.1	\$ 99.1	\$ 0.0	
Program Manager, Infrastructure and Implementation	1.0	G	\$ 135.2	\$ 135.2	\$ 0.0	
Contract Management Engineer	1.0	G	\$ 99.1	\$ 99.1	\$ 0.0	
Supervisor, Processing and External Contracts	1.0	G	\$ 111.5	\$ 111.5	\$ 0.0	
Process Engineer	1.0	G	\$ 125.7	\$ 125.7	\$ 0.0	
Waste Coordinator	1.0	G	\$ 99.1	\$ 99.1	\$ 0.0	
Total Permanent FTEs	6.0		\$ 669.7	\$ 669.7	\$ 0.0	

Type of FTE's Legend:

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

Space Needs accommodations:

Space needs accommodations have been considered for the above requested positions

Key Highlights

Planned Initiatives for 2012 and 2013

- Develop an Asset Management Framework for Duffin Creek Water Pollution Control Plant Stage 3 to better manage capital rehabilitation and replacement processes and timelines
- Implement a reporting strategy across all Hubs to improve performance measurement of key indicators to manage risk
- Enhance inventory and purchasing practices to control costs and increase efficiency
- Create account codes for activity-based budgeting and link to Maximo to better monitor preventative and reactive maintenance activities completed on assets
- Evaluate efficiencies of work practices as part of continuous improvement process
- Develop and implement process to validate quality of maintenance work performed to ensure reliability of water and wastewater assets
- Implement priority tasks identified in the long-term water strategy including the development of detailed implementation plans for all programs and tactics; development of detailed monitoring programs utilizing water consumption data obtained from local municipalities; implement steps to increase uptake in sustainable development programs with the development community; implement multi-stakeholder advisory committee, and complete municipal water audit and implement leakage reduction program with local municipalities
- Explore innovative approaches for reclaiming water, recovering nutrients, and generating energy from wastewater to ensure sustainability in servicing future growth. This will be assessed through ongoing capital planning work including the Upper York Sewage Solutions project.
- Increase our understanding on how our water and wastewater systems can deal with emerging issues, including the environmental and health impacts of chemicals in urban wastewater and the need to adapt to climate change
- Roll out new sewer use by-law program based on industry best practices and feedback from our municipal partnerships to protect our linear assets and achieve greater cost recovery for treatment of industrial discharges and hauled waste
- Build on the source water protection framework under the *Clean Water Act, 2006*, and help ensure that our strategic, long-term infrastructure decisions and future land uses are informed by a comprehensive understanding of risks and threats
- Operationalize source water protection policies once approved by the Province through Risk Management Official prescribed under Part IV of the *Clean Water Act*, negotiating risk management plans, issuing permits, orders and notices to protect quality and quantity of municipal drinking water
- Develop a risk management program to meet Section 47 of the *Clean Water Act* to protect drinking water source waters through mandatory and voluntary actions which control land use activities that may threaten the quality or quantity of drinking water

- Advancement of Integrated Management Systems including the integration of the Geospatial Information System (GIS) and Maximo as an integrated Asset Management System to proactively manage the lifecycle of infrastructure including maintenance and capital needs
- Develop enhanced audit program for wastewater facilities to ensure compliance, manage risk and identify areas for continuous improvement
- Deliver Energy Management Programs including hydro cost savings initiatives and Greenhouse Gas (GHG) emission reductions to reduce operating costs and improve air quality in York Region
- Enhance partnerships and share information with Conservation Authorities to protect assets near streams and riverbanks to reduce the risk of infrastructure failure and to protect the environment
- Develop detailed health and safety audit program to manage risk, continue to protect employees at work and ensure compliance
- Develop outreach, promotion and education programs to drive consumer behaviour towards departmental objectives including long term water conservation strategy, source water protection, asset management and inflow and infiltration reduction
- Continue to develop and implement innovative approaches to public engagement and community partnerships
- Driving enhanced partnerships with Peel, Toronto and Durham regarding long-term water and wastewater delivery including shared operational strategies such as the Joint Optimization Study and Toronto Operations Optimization project
- Completing and updating annual capacity analysis

2012 Base Drivers

- Annualization of debt cost increases of 14% for water and 8% for wastewater due to debenture financing required to deliver the capital program
- Rate increases of 10% for Peel water and 7.3% for Toronto water purchases
- Annualization of \$2.9M to operate Duffin Creek Stage 3 Solids expansion
- Peel wastewater treatment cost increase of 12.2%
- Current salary contract increase of 3%

2011 Accomplishments

- All licensed operators received 100% of regulatory training requirements
- Developed a 5-year plan for Maximo resulting in specific projects identified to be resourced and implemented by the Maximo Steering Committee such as the development of a system to link Maximo and GIS information and enable users to access and input data across both systems as well as implementing new naming conventions for linear asset chambers and creating recurring work orders to inspect these assets.
- Implemented an enhanced chamber inspection program as part of Inflow and Infiltration Reduction Program

- Scored 99.85% on Ministry of Environment inspections for water facilities
- Development of the Energy Management Program focused on analyzing water and wastewater facilities and establishing process deficiencies related to energy use program components including studying renewable energy sources, purchasing green energy and selling diesel engine produced energy to the grid
- All nine Drinking Water Works Permits and Municipal Drinking Water Licenses received, including full scope accreditation
- Long-Term water conservation strategy establishing a 40-year vision and targets for water conservation and efficiency, building on the success of the Water for Tomorrow program completed and approved by Province
- Council approval of a 10% water and wastewater rate increase to ensure a more sustainable financial position for managing our growing and aging infrastructure base
- Inflow and Infiltration Reduction Strategy completed and approved by Province
- Actively participated as Committee members of the Credit Valley, Toronto and Region, and Central Lake Ontario Source Protection Committee, and the South Georgian Bay Lake Simcoe Source Protection Committee in developing policies and risk management programs for source water protection
- Developed new industries identification program for Sewer Use By-law to ensure accurate knowledge of industrial contributions to the Region's sanitary infrastructure and facilitate future full cost recovery for treatment of surchargeable parameters
- Completed consultation with local municipalities and industries on changes to the Sewer Use By-Law and the new Hauled Waste Receiving Policy, to achieve consensus and buy-in and facilitate successful implementation of both programs
- Enacted the updated Sewer Use By-Law and Hauled Waste Receiving Policy to implement a proactive Environmental Monitoring and Enforcement Program that mitigates risks, protects infrastructure, and supports full-cost recovery (expected November 2011)
- Developed new fee and rate structure for industrial discharges, hauled wastewater, and information requests, to support full cost recovery for treatment of discharges to Regional sanitary systems
- Developed process metrics for annual monitoring and reporting of water consumption data in accordance with Long Term Water Conservation Strategy and approval requirements
- Increased presence and level of engagement at events related to environmental services with a focus on driving reductions in water use through changes in consumer behavior and use of social marketing (Splash Festival, five day Children's Water Festival attended by 4,900 grade 4 students, Rain Barrel sales events, 16 water efficient garden design seminars attended by over 800 residents, tap'd in mobile water trailer present at 18 events and attendance at 25 various community events)
- Continued participation and collaboration with Source Protection Committees including Conservation Authorities and local municipalities for the development of Source Protection Plans
- Key engagement with provincial authorities to clarify and advocate municipal responsibilities as outlined in the *Water Opportunities and Water Conservation Act*

Key Challenges

Financial Constraints

Over 50% of the gross operating costs are directed to financing new / expanded capital infrastructure. Growth in capital requirements has caused the Region to incur debt to pay for the capital costs. The cost of debt repayment for water and wastewater infrastructure resides in the operating budget. Debt servicing costs for the capital program to service approved growth will continue to significantly impact operating costs over the next 10 to 15 years. This results in increased rate pressures as operating costs continue to be funded through reserves.

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

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

Regional Growth

Growth pressures continue to impact operations as over 50% of gross operating costs are driven by financing infrastructure capital. Delays in infrastructure projects also restrict transmission capacity in certain areas resulting in system operating risks. This is particularly acute on the water system through the summer months when outdoor watering is at its peak and on the wastewater system during the fall and spring when excess wet weather flows impact sewer system capacity.

Regulatory Demands

Addressing increased demands from emerging legislation and new regulatory requirements including the *Lake Simcoe Protection Act*, *Water Opportunities and Water Conservation Act*, *Clean Water Act*, *Safe Drinking Water Act*, Source Water Protection and Intra-Basin Transfer will continue over the next five year horizon. Further pressure results from work to meet comprehensive conditions of approval on major infrastructure. Changes to the *Occupational Health and Safety Act* (OHSA) are also increasing staffing requirements and other resource demands, as well as the need to improve worker safety and protect the public. These business drivers will impact staff levels to address these requirements.

Proactive Risk Management

As a proactive measure to mitigate risks associated with industrial discharges to the Region's sanitary collection and treatment systems, the Sewer Use By-law is being amended, to include enhanced enforcement powers and more stringent requirements for industrial dischargers. These activities will place additional pressure on resources in the form of data management (software), staffing, and equipment. To meet these needs, rates and other service fees have either been increased or implemented to match true program costs and ensure improved cost recovery to help support program improvements.

Service Challenges

Service challenges for the 2012 budget year include:

- Increased costs for hydro, chemicals and sludge management
- Retaining and attracting staff in an extremely competitive market
- Increased costs and resource requirements for minor capital (rehabilitation and replacement) and repairs due to aging infrastructure, compliance requirements, maintenance inspections, replacement parts, and health and safety equipment
- Development of a risk management program to meet the *Clean Water Act* without commitment from the Province to fund municipal responsibilities as defined under the *Act*
- Compliance with legislative and regulatory requirements including the *Occupational Health and Safety Act*, *Safe Drinking Water Act*, *Clean Water Act* and proposed Lake Simcoe Protection Plan, the Drinking Water Quality Management Standard, Public Sector Accounting Board rules, and continue to implement recommendations detailed in the Long-Term Water Conservation Strategy, conditions of approval on Intra-Basin Transfer conditions and Inflow and Infiltration Reduction Plan
- Increased scope of ISO 14001 Program for new facilities and implementation of an in-house Compliance Audit Program resulting in increased resource requirements
- Increasing demand for partnership opportunities and presence at community events throughout the Region results in increased resource requirements
- Increased costs and resource requirements to monitor and enforce sewer use by-law

Strategic Goals 2012 – 2015

Water & Wastewater service delivery has seven core Strategic Goals:

- To deliver water and wastewater services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure in compliance with all regulatory requirements
- To apply the principles of sustainability in the creation/acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making
- To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region

- To attract, retain and develop highly qualified staff to effectively deliver water and wastewater services and proactively plan for their succession
- To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of water and wastewater services
- To proactively manage the application of business support practice, process, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement
- To ensure that water and wastewater service levels are understood and achieved by encouraging collaboration, communication and involvement with stakeholders

Department objectives
1) Provide clean and safe drinking water to over one million residents
2) Support population and employment growth
3 Proactively manage over \$2.6B worth of built assets
4) Return high quality effluent to the environment
5) Minimize risk through accreditation to Drinking Water Quality Management Standards (DWQMS) and compliance with Acts and Regulations

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1	Roll out new Sewer use by-law program	Benchmark industry best practices and positive feedback from municipalities	2012	Regional Services	✓	✓
2	Build on source water protection framework under the Clean Water Act, 2006	Better understanding of risks and threats to make informed strategic and long term water infrastructure decisions	2012	Regional Centres and Corridors	✓	✓
3	Enhance inventory and purchasing practices along with implementation of activity based budgeting	Control costs and increase efficiency	2012	Financial Management	✓	✓
4	Development of an Asset Management Framework for Duffin Creek Water Pollution Control Plant Stage 3	Effectively manage capital rehabilitation and replacement processes and timelines	2012	Critical Infrastructure	✓	✓
5	Deliver Energy Management Programs including hydro cost savings initiatives and Greenhouse Gas (GHG) emission reductions	Reduction in operating costs and improvement of air quality in York Region	2012	Financial Management and Regional Services	✓	
6	Develop Integrated Management Systems including the integration of the Geospatial Information System (GIS) and Maximo as an integrated Asset Management System	Effectively manage the lifecycle of infrastructure including maintenance and any capital investments.	2012	Economic Vitality		
7	Develop enhanced audit program for wastewater facilities	Better compliance, risk management and areas for continuous improvement identified	2013	Organizational Capacity		

8	Develop outreach and education programs to drive consumer behaviour towards departmental objectives including long term water conservation strategy, source water protection, asset management, inflow and infiltration reduction	Increased participation by residents in our programs resulting achievement of our objectives	2012	Social and Health Supports		✓
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Legend- Strategic Priority Areas
Critical Infrastructure
Regional Centres and Corridors
Social and Health Supports
Economic Vitality
Financial Management
Regional Services
Organizational Capacity

KPI Highlights

The KPI highlights focus on measures for water and wastewater service delivery:

Water Supply

2011 Budget	Volume of Water Distributed M ³	126,487,000
2012 Budget	Volume of Water Distributed M ³	128,384,000
		+1.5%
2011 Budget	Cost per ML of Water Treated	\$505
2012 Budget	Cost per ML of Water Treated	\$550
		+9.0%

The primary driver of the cost per megalitre increase is purchased water price increases from Toronto and Peel. York Region purchases over 80% of the water that is distributed to the local municipalities.

Wastewater Treatment

2011 Budget	Volume of Wastewater Treated M ³	124,261,000
2012 Budget	Volume of Wastewater Treated M ³	126,124,000
		+1.5%
2011 Budget	Cost per ML of Wastewater Treated	\$472
2012 Budget	Cost per ML of Wastewater Treated	\$507
		+7.5%

The primary driver of the cost per megalitre increase is operating cost increases at Duffin Creek due to commissioning of the Stage 3 Solids expansion. Approximately 90% of the sewage collected from the local municipalities is treated at Duffin Creek.

Operating Impact of Capital

\$000's	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook	2016 Outlook	2017-2021 Outlook
OPERATING COSTS						
Salaries and Benefits	0	0	10	192	0	131
Contribution to Replacement Reserve	0	262	101	1,798	237	8,754
Other: Chemical & Hydro	0	26	25	112	50	226
TOTAL GROSS COST	0	288	136	2,102	287	9,111

This Net Operating Impact represents the anticipated amount of user rate that the Region will have to provide in the operating budget as a result of completing the capital projects outlined in the 10 Year Capital Plan for years 2012 to 2021. Additional staffing and funding resources will be required to operate and maintain the new facilities and kilometres of watermains and sewers that will be coming online in the next 10 years.

The majority of capital projects proposed in this budget will impact the operating budget starting in 2013. The following projects are main drivers of the net operating impact of capital:

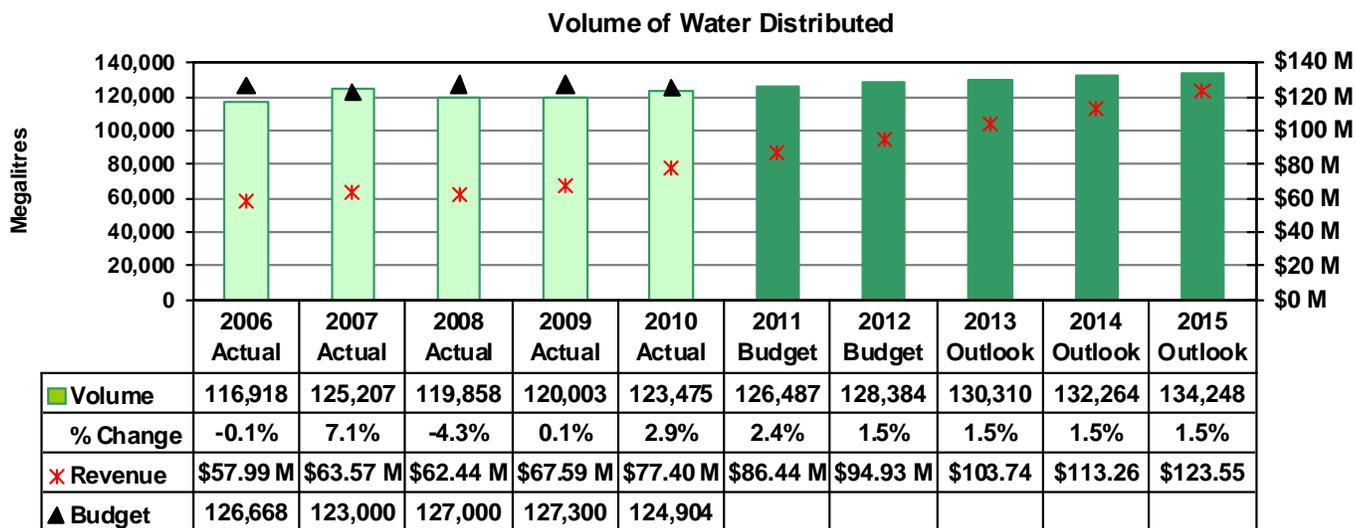
- Implementation of the Toronto and Peel Water Supply cost shared capital
- Expansion of the York Water System and expansion of the satellite communities such as Georgina, Ballantrae and Nobleton
- Expansion of the York Durham Sewage System
- Expansion of the communal sewage systems in Keswick and Kleinburg
- Increased need for asset rehabilitation and replacement

Staffing Resources

Permanent FTE's	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Operations							
Maintenance and Monitoring	88	88	95	100	105	111	116
Capital Planning & Delivery	49	63	66	70	75	79	84
Environmental Promotion & Protection	25	30	33	35	37	40	49
Strategy & Business Planning	37	38	36.5	41	46	51	55
Commissioner's Office	3	3	4	4	4	4	4
Total Permanent FTE's	202	222	234.5	250	267	285	308
Net Change	20	20	13	15.5	17	18	23
Casual (FTE Equivalent)*	3.0	3.0	7.0	7.0	7.0	7.0	7.0

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

Service Level - Water



What does the graph show?

- Total annual volume of water distributed for wholesale to the York Region local municipalities.
- Total revenue generated from water sales to the nine York Region local municipalities.

Explanation of KPI Trend

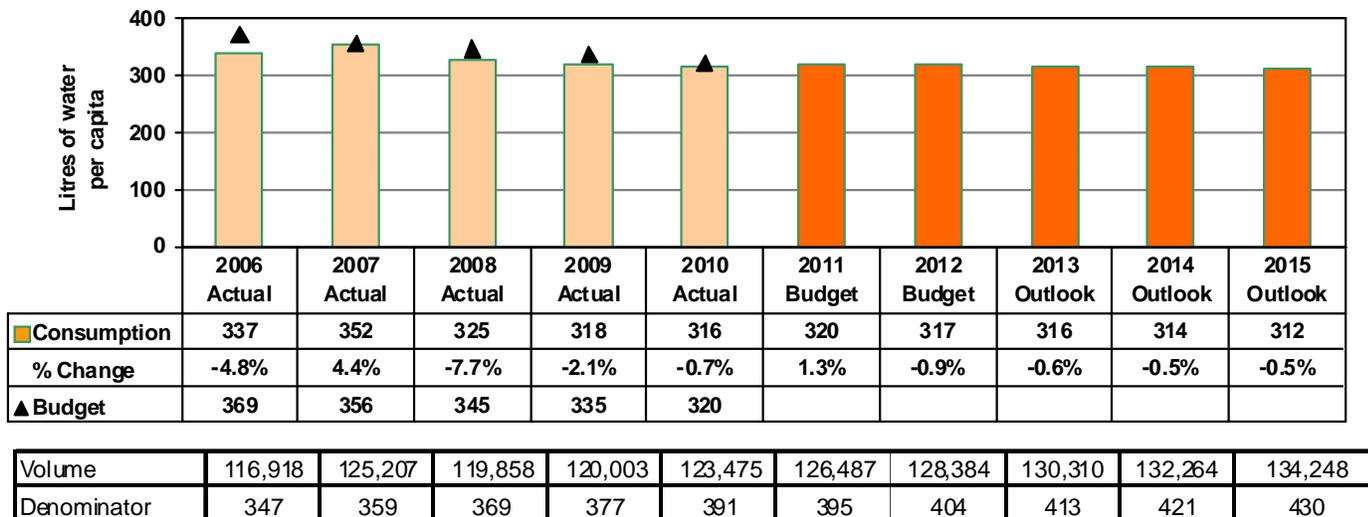
- Water consumption is primarily affected by residential water use practices, weather, conservation, industrial and commercial use, as well as population growth.
- 2007 had a hotter/drier summer than the historic average resulting in higher than average annual demands.
- 2006, 2008, 2009 and 2010 were cooler/wetter summers compared to the historic average resulting in lower than average annual water demands.
- There is an underlying increasing trend in annual water volume which is correlated with population growth forecasted to grow by 2% every year.
- Flows are budgeted to increase annually by 1.5% from 2012 to 2015; the yearly water rate increase approved by council for this same time period is 7.7%; total water revenue is budgeted to increase by 9% each of these years due to these increased flows and increased rates.

Comments / Background:

- Water purchased from the City of Toronto represents 64% of the total water distributed in 2010 and is dispersed to 5 of the 9 local municipalities in York Region.
- Water purchased from Peel Region represents 21% of the total water distributed in 2010 and is dispersed to 5 of the 9 local municipalities in York Region.
- Groundwater supplies account for 12% of water volume distributed and Lake Simcoe accounts for the remaining 3%.

Community Impact - Water

Average Daily Water Consumption per Capita



What does the graph show?

- Average daily volume of water consumed on a per person basis.
- Flows are captured by meters at York facilities.
- To convert megalitres to litres, the total York Region population is multiplied by 365 days in one year and then divided by 1,000,000

Explanation of KPI Trend

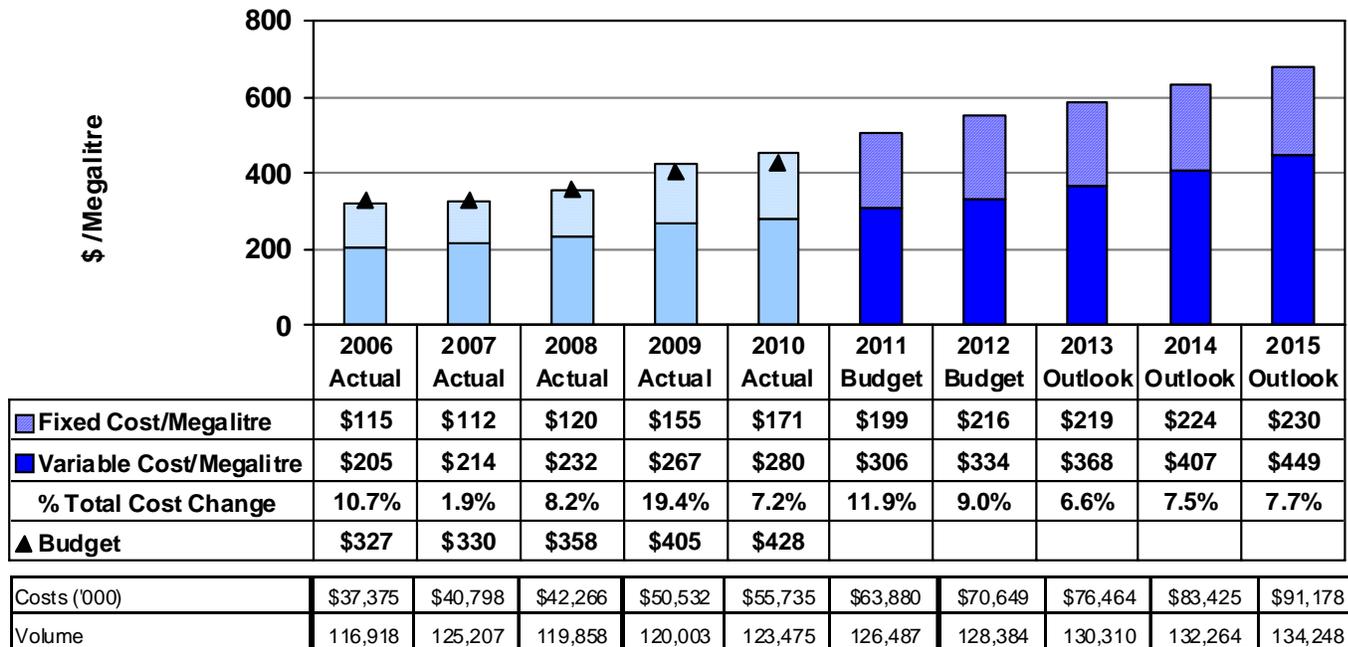
- Water consumption is primarily affected by residential water use practices, conservation, industrial and commercial use, population growth and is highly dependant on weather conditions. 2006, 2008, 2009 and 2010 experienced higher than anticipated wet weather conditions, resulting in lower than average annual demands. 2007 experienced hotter/dryer conditions than anticipated, resulting in higher than average annual demands.
- Water Consumption per Capita has declined by 20% from 2001 to 2010 as a result of York's successful Water for Tomorrow program.
- Per capita water consumption is expected to decrease in future years (approximately 1% decrease every year from 2011 to 2015) as a result of continued efforts in conservation and public education through work completed under the Water for Tomorrow Program and the Long Term Water Conservation Strategy.

Comments / Background:

- The Planning Department has estimated that the population at the end of 2010 was 1,062,000 (2011 - 1,082,650; 2012 - 1,108,000; 2013 - 1,131,100; 2014 - 1,154,100; 2015 - 1,177,100).

Efficiency - Water

Cost per Megalitre of Water - Treated and Distributed



What does the graph show?

- Total operating cost (excluding financing costs) for the treatment and distribution per million litres of drinking water, for wholesale to the Region's Local municipalities.
- Water flows are captured by meters at York facilities.

Explanation of KPI Trend

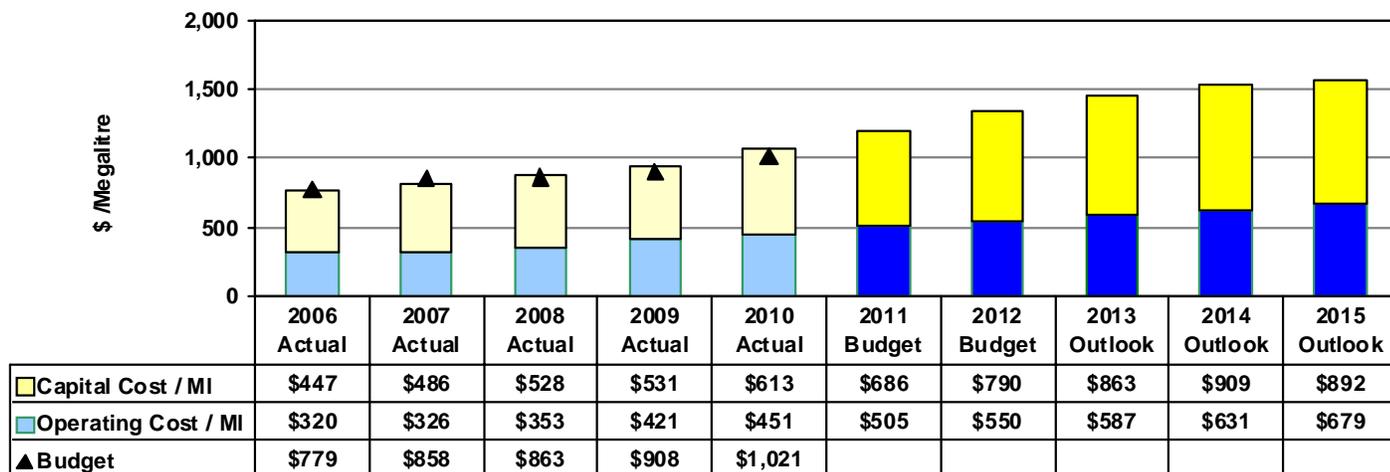
- The increasing cost trend is related to upward cost pressures in labour, energy and chemical costs and increasing operational requirements resulting from significant regulatory changes over the past 5 years.
- The cost of purchased water from Toronto and Peel has been steadily increasing each year with increases of 6.45% and 9.8% respectively in 2011.
- Variable costs represent 61% of total costs as they include costs to purchase water from Toronto and Peel whereas fixed costs include salaries and benefits.

Comments / Background:

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

Efficiency - Water

Total Gross Expenditures per Megalitre of Water - Treated and Distributed



Total Cost	\$766	\$811	\$881	\$953	\$1,064	\$1,191	\$1,340	\$1,449	\$1,540	\$1,571
% Change	9.6%	5.9%	8.6%	8.1%	11.7%	11.9%	12.5%	8.2%	6.2%	2.0%

Capital ('000)	\$52,242	\$60,791	\$63,302	\$63,773	\$75,683	\$86,732	\$101,361	\$112,419	\$120,266	\$119,742
Operating ('000)	\$37,410	\$40,798	\$42,266	\$50,532	\$55,735	\$63,880	\$70,649	\$76,464	\$83,425	\$91,178
Total Cost	\$89,652	\$101,589	\$105,568	\$114,305	\$131,418	\$150,612	\$172,009	\$188,882	\$203,691	\$210,920
Volume	116,918	125,207	119,858	120,003	123,475	126,487	128,384	130,310	132,264	134,248

What does the graph show?

- The total gross expenditures for the treatment and distribution per million litres of drinking water for wholesale to the Region's local municipalities.
- Water flows are captured by meters at York facilities.

Explanation of KPI Trend

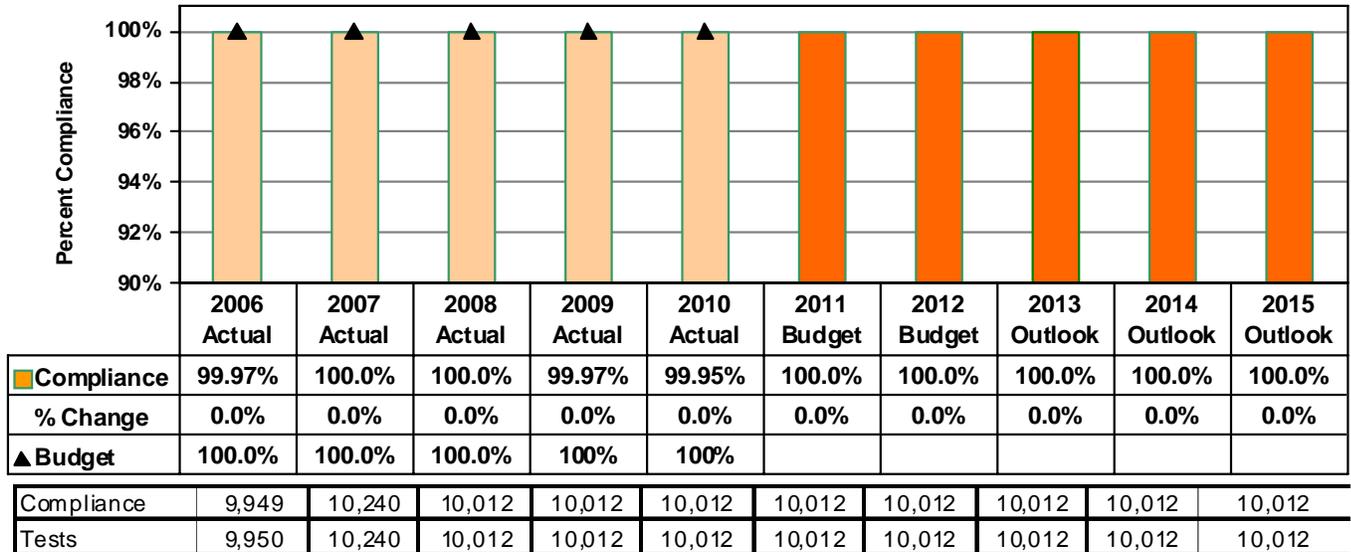
- On average, operational costs have increased by 11% annually from 2006 to 2010; this cost includes purchased water from Toronto and Peel and York Water System operational costs.
- Capital cost increase trend (10% average increase from 2006 to 2010) is indicative of significant regional growth pressures and need to build increased treatment and distribution capacity in the short term to service approved growth. Also, capital costs are high as York Region does not have direct access to Lake Ontario. Cost shared water capital with Toronto and Peel are included in our capital costs.
- The total combined actual capital and operating costs have been higher than budget from 2008 to 2010 by 4% on average. The forecasted annual increase for 2011 and outer years is budgeted at an average of 8%.

Comments / Background:

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

Community Impact

Compliance with Drinking Water Standards



What does the graph show?

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

Explanation of KPI Trend

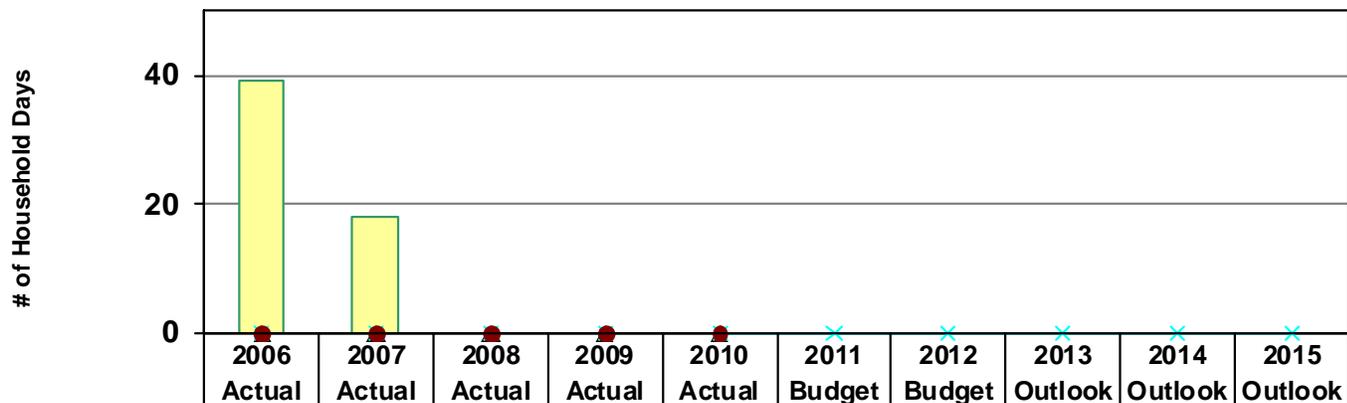
- York Region consistently achieved high standards of drinking water quality and is striving to achieve 100% compliance.
- All initial non-compliance samples reported above, were re-sampled and returned as 100% in compliance. The Ministry of Environment counts all tests despite lab errors.

Comments / Background:

- York Water System and the rural water systems are registered to ISO 9001:2000 standard (Quality Management System).

Customer Service

Number of Household Days with Water Restrictions & Boil Water Advisory



 Water Restrictions	39	18	0	0	0	0	0	0	0	0
% Change	-30.4%	-54.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
 Budget	0	0	0	0	0					
 Boil Water Advisory	0	0	0	0	0	0	0	0	0	0
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
 Budget	0	0	0	0	0					

What does the graph show?

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

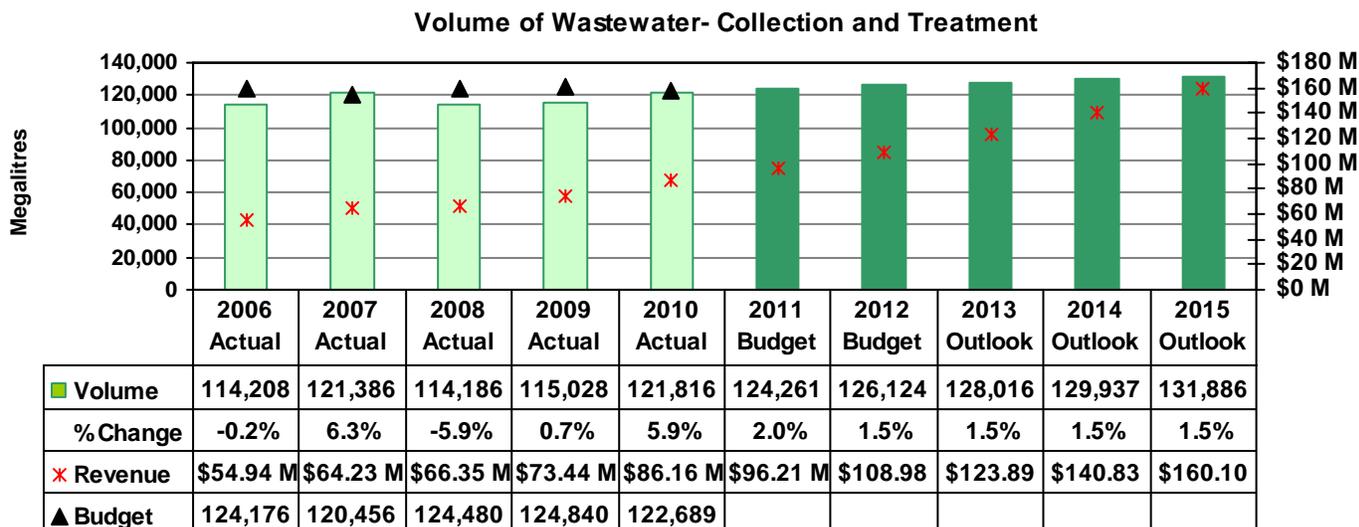
Explanation of KPI Trend

- The 2006 water restriction was in place over a 39 day period due to a hot dry summer and performance issues with wells in Kleinburg and King City.
- 2007 was a hot dry summer and the water restriction was in place for 18 days. An improvement over the prior year was as a result of immediate resident compliance with the ban and no unusual performance issues at any wells.
- There were no water restrictions in 2008, 2009 and 2010.
- No boil water advisories have been issued for any year from 2006 through 2010.

Comments / Background:

- York Region makes recommendations to the individual local municipalities regarding implementing water restrictions and enforcing their water restriction by-laws.
- Issuing boil water advisories is the responsibility of the Regional Public Health Department.

Service Level - Wastewater



What does the graph show?

- Volume of York Region wastewater collected and treated for safe return to the environment.
- Total revenue generated from wastewater charges to the York Region area municipalities.

Explanation of KPI Trend

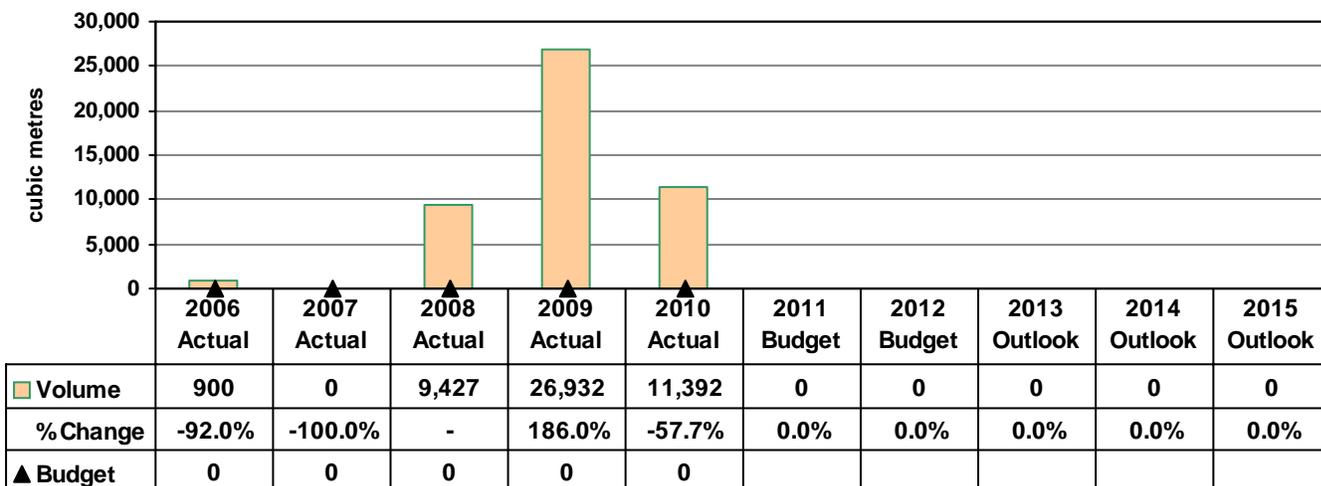
- The volume of wastewater collected is correlated with water consumption.
- Conservation measures initiated through the Water for Tomorrow program (low flow showerheads, water saving toilet flappers) have successfully reduced the rate of increase of annual wastewater flow volumes below the rate of increase of the population growth in York Region. The 2012 proposed budget includes a 1.5% increase in the wastewater flow volumes versus an anticipated population growth of 2.3%.
- A steady increase in annual volumes of wastewater collected is consistent with current and projected population growth in York Region.
- Flows are budgeted to grow by 1.5% from 2012 to 2015; the wastewater rate increase approved by council for this same time period is 12%; revenue is budgeted to increase by 14% each year due to increased flows and increased rates.

Comments / Background:

- Approximately 85% of the total wastewater generated in York Region is treated at the Duffin Creek Water Pollution Control Plant (WPCP) of the York-Durham Sewage System. The Duffin Creek facility is jointly owned by York and Durham Regions. York Region funds about 80% of the operating costs of this shared use treatment facility.
- Wastewater treated by the Peel Sewage System accounts for 10% of the wastewater flows for York Region.
- The remaining 5% of wastewater generated in the Region is treated at smaller sewage treatment facilities in York Region.

Community Impact

Volume of Untreated Sewage Released into the Environment



Sewage Discharge Samples Exceeding Limits										
Exceeding Limit	3	1	0	0	1	0				
Samples	358	334	360	360	360	360	360	360	360	360

What does the graph show?

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

Explanation of KPI Trend

- In May 2006 one minor spill occurred into the Holland River. The spill resulted from equipment failure.
- In April, 2008 one spill occurred at the Newmarket Sewage Pumping Station due to flooding and high flow conditions.
- In February 2009 one spill occurred at the Newmarket Sewage Pumping Station due to rapid spring thaw and heavy rain. In September 2009 a blockage at the Kleinburg Pumping Station resulted in a spill.
- In 2010, the main spill incurred was due to vandalism at Holland Landing lagoons and unauthorized discharge. The other spills were due to minor mechanical failure at Sutton Lagoon, Georgina Sewage Pumping Station, Kleinburg WPCP, forcemain chamber near Leslie PS, forcemain at Bogart Creek SPS. All spills were immediately contained and repaired with limited quantity spilled to the environment.
- Wastewater samples which exceeded regulatory limits were a result of instrument and lab errors. Effluent quality was maintained. The Ministry of Environment counts all tests despite lab errors.
- Implementation of the ISO 14001 Environmental Management System in 2001 resulted in improved sampling procedures that reduced laboratory testing errors.
- Commissioning of the new Sutton and Mount Albert wastewater treatment plants in early 2005 introduced an increase in the sampling frequency. Also, many of the

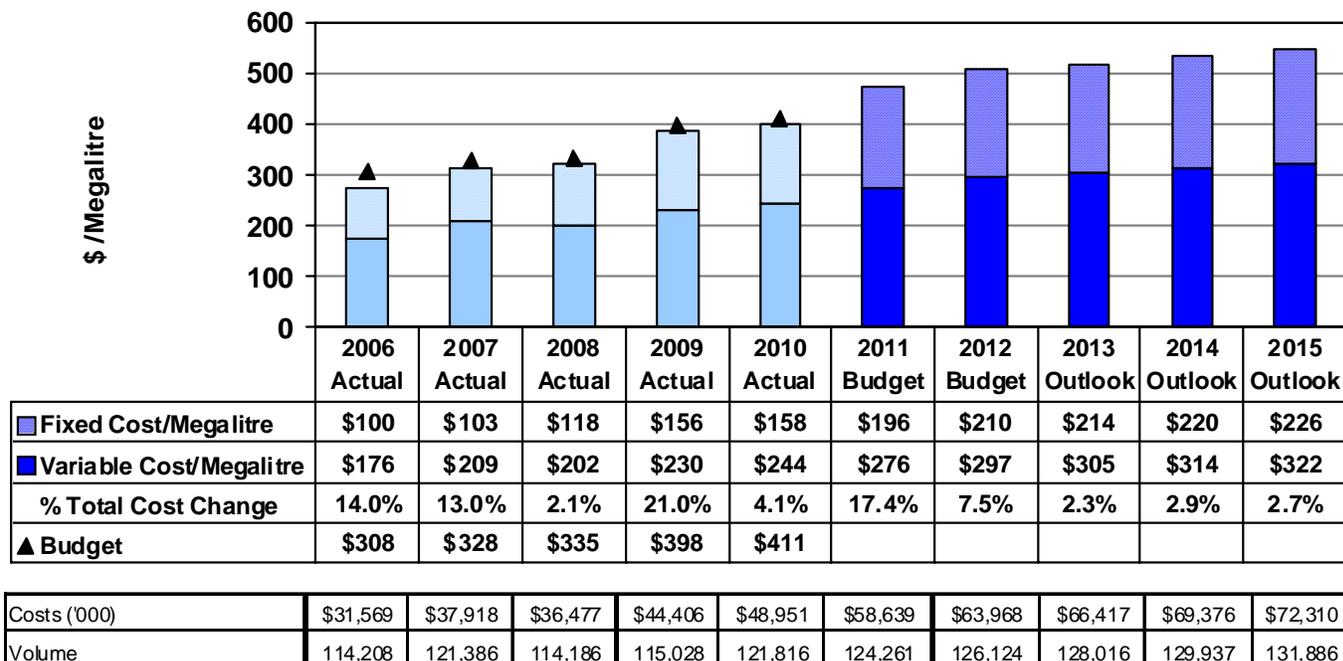
wastewater treatment facilities have undergone certificate of approval renewal, increasing the sampling frequency to meet new, more stringent effluent limits and requirements.

Comments / Background:

- Measures have been taken to minimize system wastewater spills. Equalization tanks were built in Newmarket and Aurora which extend the service capacity of the pumping stations by buffering wet weather peak flows to the pumping station, providing additional capacity and aid in minimizing downstream capacity risks. The Peel Diversion also alleviates constraints through diversion of flows into the South Peel System for treatment.
- Wastewater Treatment and Collection is registered under ISO 14001. York Region is consistently aiming to achieve high standards in effluent quality of wastewater and is currently striving to achieve 100% compliance. Regulations under the *Ontario Water Resources Act* were met.

Efficiency - Wastewater

Cost per Megalitre of Wastewater - Collection and Treatment



What does the graph show?

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

Explanation of KPI Trend

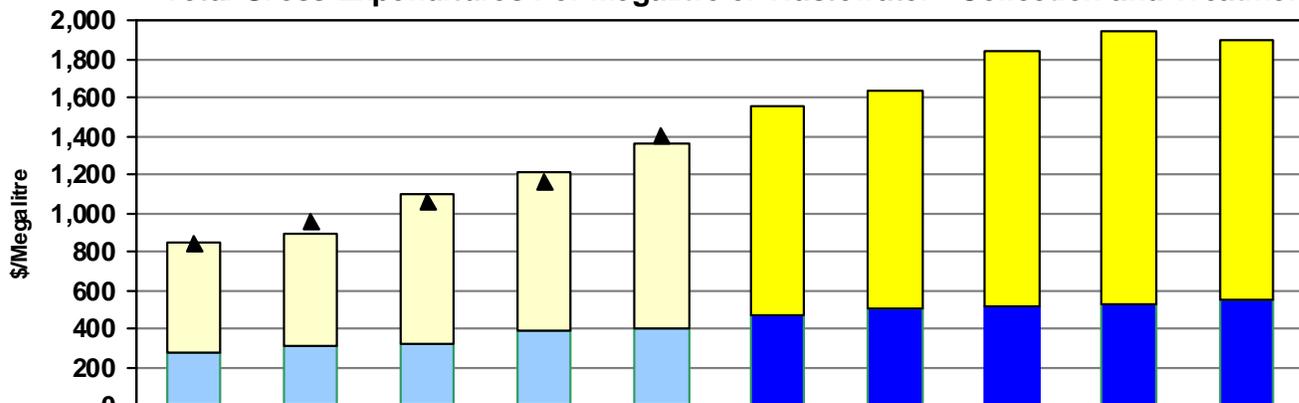
- 2006 costs increased due to higher operational costs at the York Durham system.
- 2007 costs increased due to higher operational costs at the York Durham system and the first full year of operations of the Peel WPCP.
- 2008 costs increased due to higher operational costs (hydro, lab fees, chemical costs) at the York Durham system.
- 2009 costs increased due to higher operational costs at the York Durham system and Duffin Creek Plant.
- 2010 total costs increased on average by 11% from 2006 due to commissioning of Duffin Creek Stage 3 Solids Expansion, higher operational costs at the York Durham system, Peel WPCP, Keswick WPCP and the first year of operations of the Nobleton WPCP.

Comments / Background:

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

Efficiency - Wastewater

Total Gross Expenditures Per Megalitre of Wastewater - Collection and Treatment



	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook
Capital Cost/MI	\$574	\$582	\$781	\$828	\$959	\$1,091	\$1,133	\$1,329	\$1,417	\$1,352
Operating Cost/MI	\$276	\$312	\$319	\$386	\$402	\$472	\$507	\$519	\$534	\$548
Budget	\$846	\$954	\$1,065	\$1,165	\$1,404					

Total Cost	\$850	\$895	\$1,100	\$1,214	\$1,361	\$1,563	\$1,640	\$1,848	\$1,951	\$1,900
% Change	30.3%	5.3%	23.0%	10.4%	12.1%	14.8%	4.9%	12.7%	5.6%	-2.6%

Capital ('000)	\$65,510	\$70,682	\$89,146	\$95,289	\$116,888	\$135,595	\$142,871	\$170,131	\$184,130	\$178,302
Operating ('000)	\$31,569	\$37,918	\$36,477	\$44,406	\$48,951	\$58,639	\$63,968	\$66,417	\$69,376	\$72,310
Total Cost	\$97,079	\$108,600	\$125,623	\$139,695	\$165,819	\$194,234	\$206,839	\$236,548	\$253,506	\$250,612
Volume	114,208	121,386	114,186	115,028	121,816	124,261	126,124	128,016	129,937	131,886

What does the graph show?

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

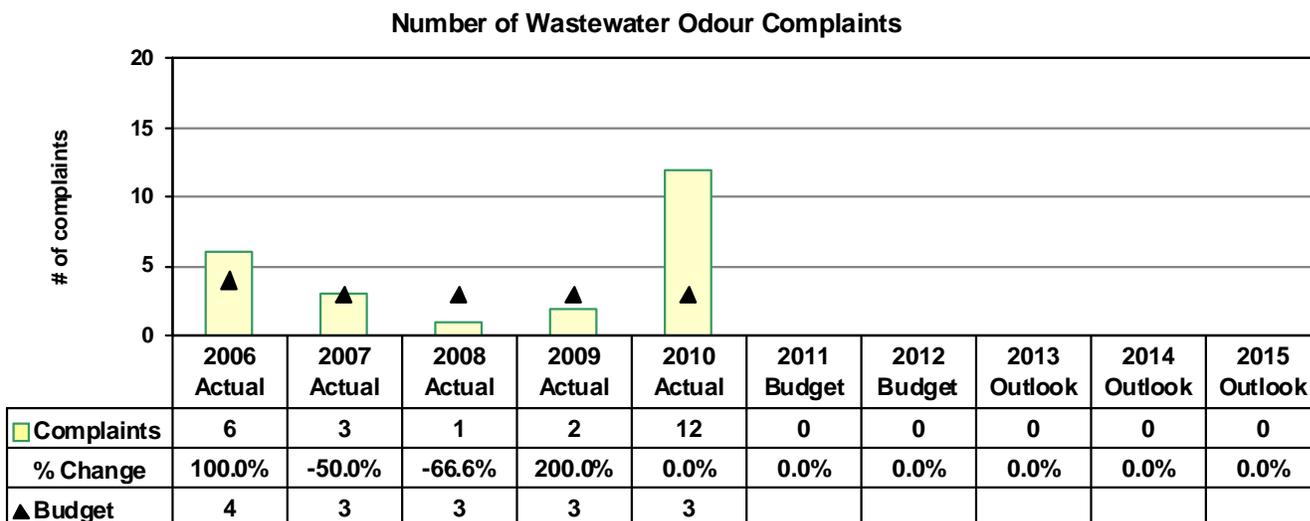
Explanation of KPI Trend

- On average, operational costs have increased annually by 12% from 2006 to 2010. These costs include Duffin Creek operations, Peel Wastewater Treatment and the York Durham System.
- Capital cost increase trend (21% average annual increase from 2006 to 2010) is indicative of significant regional growth pressures and need for building increased treatment and distribution capacity in the short term to service approved growth.
- Total combined capital and operating costs have been higher than budget in 2008 and 2009 by 4% average while 2010's costs were 97% of budget. The forecasted increase for 2011 and outer years is budgeted at an average of 7%.

Comments / Background:

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

Customer Service



What does the graph show?

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

Explanation of KPI Trend

- Odour complaints were received in 2006 relating to the Bayview and Steeles area in the Town of Markham. Solutions were implemented to mitigate the odour issues, including increased frequency in carbon replacement at the odour control facility, sealing of maintenance access holes and continuous monitoring of hydrogen sulphide.
- Odour complaints were received regarding the Keswick Sewage Pump Station No. 4 shortly after it was commissioned in 2006.
- The 2008 complaint was a result of a maintenance access hole collapse at the Aurora Pumping Station. The access hole has since been repaired.
- The 2009 complaints pertained to the Holland Landing Lagoons and a chamber at Major Mackenzie Drive and Leslie Street.
- 12 odour complaints were received in 2010 from various residents around the Region. Solutions were implemented to mitigate the odour issues, including installation of odour control units and sealing of maintenance access holes. All the complaints were investigated by operational staff and resolved with a satisfactory response to the residents involved in the complaint.

Comments / Background:

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

Environmental Services - Water & Wastewater

Financial Summary										
	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	18,025	21,114	23,237	25,819	29,236	3,417	13%	31,577	34,390	37,904
Program Specific Expenses	58,424	64,246	65,734	73,037	80,367	7,329	10%	86,955	94,574	102,754
Professional Contracted Services	285	750	1,389	1,543	1,674	132	9%	1,533	1,575	1,617
General Expenses	2,932	3,237	4,194	4,660	5,727	1,067	23%	5,193	5,471	5,652
Occupancy Costs	8,424	8,687	9,567	10,630	11,165	535	5%	11,573	12,001	12,445
Minor Capital	1,190	1,066	2,171	2,412	2,079	(333)	(14%)	1,917	1,983	2,051
Expenditures	89,280	99,100	106,290	118,100	130,248	12,148	10%	138,749	149,993	162,423
Financing Costs and Contributions to Reserves										
Financing Costs	128,135	147,309	160,780	178,644	197,113	18,469	10%	228,811	253,683	261,251
Contribution to Reserves	22,917	21,685	20,535	22,817	23,427	610	3%	23,998	38,015	74,123
Contribution to Capital	8,724	24,381	19,481	21,645	24,470	2,825	13%	30,520	26,868	12,303
Financing Costs and Contributions to Reserves	159,776	193,374	200,795	223,106	245,010	21,905	10%	283,329	318,566	347,677
Gross Expenditures	249,056	292,474	307,086	341,206	375,258	34,052	10%	422,077	468,560	510,101
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	(141,028)	(163,563)	(164,390)	(182,656)	(203,904)	(21,248)	12%	(227,628)	(254,096)	(283,649)
Fees and Charges	(1,134)	(1,249)	(1,387)	(1,540)	(1,540)	0	0%	(1,560)	(1,602)	(1,646)
Development Charges	(89,843)	(99,352)	(126,407)	(140,452)	(158,412)	(17,961)	13%	(189,485)	(214,869)	(225,050)
Contribution from Reserves	(21,996)	(33,057)	(18,178)	(20,198)	(14,992)	5,206	(26%)	(6,757)	0	0
Third Party Recoveries	0	0	0	0	0	0		0	0	0
Revenues	(254,000)	(297,220)	(310,362)	(344,846)	(378,848)	(34,003)	10%	(425,430)	(470,567)	(510,344)
Negotiated Specific & Recoveries										
Negotiated Specific	3,635	3,749	3,691	4,101	4,508	407	10%	4,607	4,732	4,860
Departmental Charges & Recoveries	1,117	1,168	173	192	63	(129)	(67%)	98	(1,092)	(2,638)
Capital Recoveries	(4,034)	(5,067)	(5,118)	(5,686)	(6,272)	(586)	10%	(6,680)	(7,105)	(7,599)
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	719	(150)	(1,254)	(1,393)	(1,701)	(308)	22%	(1,975)	(3,465)	(5,377)
Gross Expenditures including Negotiated Specific & Recoveries	249,775	292,324	305,832	339,813	373,557	33,745	10%	420,102	465,095	504,724
Prior to Allocations and Recoveries	(4,225)	(4,896)	(4,530)	(5,033)	(5,291)	(258)	5%	(5,328)	(5,472)	(5,620)
% Change					5.1%			0.7%	2.7%	2.7%
Allocations and Recoveries	4,224	4,896	4,530	5,033	5,291	258	5%	5,328	5,472	5,620
Net	0	0	0	0	0	0		0	0	0

Environmental Services - Water & Wastewater

	Water & Wastewater Overview									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Water										
Gross Expenditures including Negotiated Specific & Recoveries	112,180	128,937	148,099	148,099	169,370	21,271	14%	187,906	208,487	220,307
Total Revenues	(114,250)	(131,337)	(150,565)	(150,565)	(171,962)	(21,397)	14%	(190,516)	(211,168)	(223,060)
Prior to Allocations	(2,070)	(2,399)	(2,466)	(2,466)	(2,593)	(126)	5%	(2,610)	(2,681)	(2,754)
Wastewater										
Gross Expenditures including Negotiated Specific & Recoveries	137,595	163,387	191,714	191,714	204,188	12,474	7%	233,877	256,608	284,417
Total Revenues	(139,750)	(165,883)	(194,280)	(194,280)	(206,886)	(12,606)	6%	(236,595)	(259,399)	(287,283)
Prior to Allocations	(2,155)	(2,497)	(2,566)	(2,566)	(2,698)	(132)	5%	(2,717)	(2,791)	(2,866)
Water & Wastewater										
Water	(2,070)	(2,399)	(2,466)	(2,466)	(2,593)	(126)	5%	(2,610)	(2,681)	(2,754)
Wastewater	(2,155)	(2,497)	(2,566)	(2,566)	(2,698)	(132)	5%	(2,717)	(2,791)	(2,866)
Prior to Allocations	(4,225)	(4,896)	(5,033)	(5,033)	(5,291)	(258)	5%	(5,328)	(5,472)	(5,620)

Environmental Services - Water

	Financial Summary									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	Change %	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	9,298	10,741	11,950	13,278	14,974	1,696	13%	16,133	17,534	19,280
Program Specific Expenses	31,988	34,558	34,853	38,726	42,904	4,178	11%	47,968	53,788	60,301
Professional Contracted Services	144	369	710	788	842	53	7%	740	760	781
General Expenses	1,413	1,531	2,027	2,253	2,800	547	24%	2,538	2,674	2,762
Occupancy Costs	4,182	4,532	4,705	5,227	5,581	353	7%	5,747	5,946	6,153
Minor Capital	736	600	1,256	1,395	1,360	(35)	(2%)	1,214	1,257	1,302
Expenditures	47,760	52,329	55,501	61,668	68,461	6,793	11%	74,340	81,960	90,578
Financing Costs and Contributions to Reserves										
Financing Costs	51,991	57,324	66,357	73,730	83,893	10,164	14%	96,421	106,765	106,316
Contribution to Reserves	9,901	6,863	6,518	7,242	7,589	347	5%	9,639	15,698	20,583
Contribution to Capital	2,231	11,878	5,528	6,142	10,260	4,118	67%	8,422	5,721	5,436
Financing Costs and Contributions to Reserves	64,123	76,064	78,403	87,114	101,742	14,628	17%	114,481	128,184	132,334
Gross Expenditures	111,883	128,393	133,903	148,782	170,203	21,421	14%	188,821	210,144	222,913
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	(67,587)	(77,400)	(77,799)	(86,444)	(94,927)	(8,484)	10%	(103,741)	(113,264)	(123,551)
Fees and Charges	(488)	(571)	(450)	(500)	(500)	0	0%	(509)	(523)	(537)
Development Charges	(41,102)	(41,079)	(56,781)	(63,090)	(73,266)	(10,176)	16%	(86,266)	(97,381)	(98,972)
Contribution from Reserves	(5,074)	(12,287)	(478)	(532)	(3,269)	(2,737)	515%	0	0	0
Third Party Recoveries	0	0	0	0	0	0		0	0	0
Revenues	(114,250)	(131,337)	(135,509)	(150,565)	(171,962)	(21,397)	14%	(190,516)	(211,168)	(223,060)
Negotiated Specific & Recoveries										
Negotiated Specific	1,725	1,837	1,809	2,010	2,209	199	10%	2,258	2,319	2,381
Departmental Charges & Recoveries	548	1,190	85	94	31	(63)	(67%)	101	(494)	(1,264)
Capital Recoveries	(1,976)	(2,483)	(2,508)	(2,786)	(3,073)	(287)	10%	(3,273)	(3,481)	(3,723)
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	297	544	(614)	(683)	(834)	(151)	22%	(915)	(1,656)	(2,606)
Gross Expenditures including Negotiated Specific & Recoveries	112,180	128,937	133,289	148,099	169,370	21,271	14%	187,906	208,487	220,307
Prior to Allocations and Recoveries	(2,070)	(2,399)	(2,220)	(2,466)	(2,593)	(126)	5%	(2,610)	(2,681)	(2,754)
% Change								0.7%	2.7%	2.7%
Allocations and Recoveries	2,070	2,399	2,220	2,466	2,593	127	5%	2,611	2,682	2,754
Net	0	0	0	0	0	0	0	0	0	0

Environmental Services - Wastewater

	Financial Summary									
	\$'000's				\$'000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$ %		2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	8,728	10,373	11,286	12,540	14,261	1,721	14%	15,444	16,856	18,625
Program Specific Expenses	26,436	29,688	30,880	34,311	37,462	3,151	9%	38,987	40,786	42,453
Professional Contracted Services	140	382	679	754	833	79	10%	793	814	836
General Expenses	1,520	1,706	2,166	2,407	2,927	520	22%	2,655	2,797	2,890
Occupancy Costs	4,242	4,155	4,862	5,403	5,584	182	3%	5,826	6,055	6,292
Minor Capital	454	466	915	1,017	719	(298)	(29%)	704	726	749
Expenditures	41,520	46,771	50,790	56,432	61,787	5,355	9%	64,409	68,034	71,845
Financing Costs and Contributions to Reserves										
Financing Costs	76,144	89,985	94,423	104,914	113,220	8,305	8%	132,390	146,918	154,936
Contribution to Reserves	13,015	14,822	14,017	15,575	15,838	264	2%	16,040	22,318	53,540
Contribution to Capital	6,493	12,503	13,953	15,503	14,210	(1,293)	(8%)	22,098	21,147	6,867
Financing Costs and Contributions to Reser	95,653	117,310	122,393	135,992	143,268	7,276	5%	170,528	190,383	215,343
Gross Expenditures	137,173	164,081	173,183	192,424	205,055	12,631	7%	234,937	258,416	287,188
Revenues										
Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	(73,441)	(86,163)	(86,591)	(96,212)	(108,976)	(12,764)	13%	(123,887)	(140,831)	(160,098)
Fees and Charges	(646)	(678)	(937)	(1,040)	(1,040)	0	0%	(1,051)	(1,079)	(1,108)
Development Charges	(48,741)	(58,273)	(69,626)	(77,362)	(85,146)	(7,785)	10%	(103,220)	(117,488)	(126,077)
Contribution from Reserves	(16,922)	(20,770)	(17,700)	(19,667)	(11,724)	7,943	(40%)	(8,438)	0	0
Third Party Recoveries	0	0	0	0	0	0		0	0	0
Revenues	(139,750)	(165,883)	(174,853)	(194,280)	(206,886)	(12,606)	6%	(236,595)	(259,399)	(287,283)
Negotiated Specific & Recoveries										
Negotiated Specific	1,910	1,912	1,882	2,092	2,299	208	10%	2,350	2,413	2,478
Departmental Charges & Recoveries	570	(22)	88	98	32	(66)	(67%)	(3)	(598)	(1,374)
Capital Recoveries	(2,057)	(2,584)	(2,610)	(2,900)	(3,199)	(299)	10%	(3,407)	(3,624)	(3,875)
Other Recoveries	0	0	0	0	0	0		0	0	0
Negotiated Specific & Recoveries	422	(694)	(639)	(710)	(867)	(157)	22%	(1,060)	(1,808)	(2,771)
Gross Expenditures including Negotiated Specific & Recoveries	137,595	163,387	172,544	191,714	204,188	12,474	7%	233,877	256,608	284,417
Prior to Allocations and Recoveries	(2,155)	(2,497)	(2,310)	(2,566)	(2,698)	(132)	5%	(2,717)	(2,791)	(2,866)
% Change								0.7%	2.7%	2.7%
Allocations and Recoveries	2,154	2,497	2,310	2,567	2,698	132	5%	2,717	2,791	2,866
Net	0	0	0	0	0	0	0	0	0	0

**REGION OF YORK
Budget Change Explanations 2012**

Environmental Services - Water and Wastewater

2012(in \$000's)

Budget Change Explanations (2012/2011)	Gross	
	\$000's	%
2011 Approved Departmental Budget (Excluding Contribution to Capital & Interdepart'l Allocations)	\$ 318,167.6	
Base - Price Pressure		
New Staff		
0.5 FTE Web Project Coordinator - for design, development, implementation and maintenance of the Department's Intranet and websites.	52.0	0.0%
	52.0	0.0%
Water		
Staff Costs - Salaries & Benefits	549.9	0.2%
OMERS Rate Increase	20.5	0.0%
Peel Water Purchases (increase from 31.90 cents/m3 to 35.1 cents/m3)	958.7	0.3%
Toronto Water Purchases (increase from 31.7 cents/m3 to 34.0 cents/m3)	1,797.1	0.6%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	95.6	0.0%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	786.0	0.2%
General Expenses - Supplies, Materials, Training, Equipment Leases	190.1	0.1%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	385.1	0.1%
Contribution to Reserves	241.1	0.1%
Water Base Increase	5,024.0	1.6%
Wastewater		
Staff Costs - Salaries & Benefits	532.8	0.2%
OMERS Rate Increase	16.5	0.0%
Peel Ww Treatment (increase from \$36.39/m3 to \$40.81/m3)	646.8	0.2%
Wastewater Treatment - Treatment Chemicals, Sludge Removal, Lab Fees, R&M sewer mains	271.4	0.1%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	680.4	0.2%
General Expenses - Supplies, Materials, Training, Equipment Leases	112.2	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	384.7	0.1%
Contribution to Reserves	263.8	0.1%
Wastewater Base Increase	2,932.9	0.9%
Capital Delivery		
Staff Costs - Salaries & Benefits	323.2	0.1%
Other - Operating costs	488.1	0.2%
Capital Recovery	(324.5)	(0.1%)
Capital Delivery Base Increase	486.8	0.2%
Total Base Increase	8,495.7	2.7%
Reductions / Efficiencies		
Water		
Other - Program Reductions & Efficiencies	(675.8)	(0.2%)
Water Program Cost Reduction	(675.8)	(0.2%)
Wastewater		
Wastewater Treatment - Sludge Removal, Treatment, Lab Fees	(498.3)	(0.2%)
Other - Program Reductions & Efficiencies	(1,333.6)	(0.4%)
Wastewater Program Cost Reduction	(1,831.9)	(0.6%)
Total Reductions / Efficiencies	(2,507.7)	(0.8%)

Total Reductions / Efficiencies	(2,507.7)	(0.8%)
Mandatory / Legislated		
New Staff		
1 FTE Senior By-Law Enforcement Officer - to execute the new by-law that Region will be updating in 2011 and will be granted enhanced enforcement powers.	97.9	0.0%
Water		
Other Costs, Intradepartmental Allocations	57.4	0.0%
Wastewater		
Other Costs, Intradepartmental Allocations	59.9	0.0%
Total Mandatory / Legislated	215.2	0.1%
Annualization		
Water		
Financing Charges	10,175.9	3.2%
Contribution to Reserves	0.0	0.0%
Wastewater		
Financing Charges	8,305.4	2.6%
Other	55.4	0.0%
Intra-department charges		
Operating Impact of Approved Capital		
Duffin Creek - Stage 3 Solids Expansion	2,875.7	0.9%
Total Annualization	21,412.4	6.7%
Total Base Change	27,615.6	8.68%
Growth		
Capital - New Staff		
1 FTE Project Manager - administer capital cost shared work agreements with the Peel Region for delivery of growth related water and wastewater infrastructure.	135.2	0.0%
1 FTE Program Manager Financial Management PMO - to oversee the development and implementation of consistent project financial plans, use of cost scheduling tools across Capital Planning and Delivery to ensure better and more consistent project management including financial reports.	122.7	0.0%
1 FTE Technologist III - to support Capital Planning in assessing and monitoring the performance of the water system to provide support to Operations and capital projects as well as to maintain and upgrade the Transmission Operations Optimizer	108.2	0.0%
1 FTE Modeling Engineer - to collect, maintain, organize and analyze flow data from sewage flow meters to support the Inflow and Infiltration Reduction program.	122.9	0.0%
Other - Operating costs related to capital	164.8	0.1%
Recovery from Capital	(261.5)	(0.1%)
	392.3	
New Staff		
1 FTE Community Outreach Specialist - will help to ensure successful implementation of strategic initiatives by utilizing innovative and professional marketing and media techniques. Innovative approaches to public engagement are needed to build public confidence in the services ENV provides. The addition of this position will realize financial efficiencies by eliminating reliance on costly external resources and will maintain high quality standards expected from York Region and	88.8	0.0%
1 FTE Business Support Coordinator - required to support the department's technical support requests, changes and returns relating mobile devices, asset inventory tracking and workflow change requests.	69.3	0.0%
1 FTE Program Manager / Supervisor and 1 FTE Financial Analyst - required to work in collaboration with all branches and with Corporate Finance Department to assist with various accounting and program initiatives. Also, support regulated financial reporting for PSAB 3150 and Safe Drinking Water Act.	219.5	0.1%

1 FTE Asset Maintenance Specialist - required to specialize in the implementation of third generation asset maintenance strategies and York Region's Asset Management framework across the portfolio (including Duffin Creek and SWM)	96.8	0.0%
1 FTE Electrician - required to increase proactive approach to maintenance practices, meet changing health and safety regulations and manage increased asset base due to growth capital infrastructure.	87.6	0.0%
1 FTE Instrumentation Technician - required to ensure the preventative maintenance and yearly calibrations are conducted once every year to reduce risk of equipment failure and ensure regulatory compliance.	108.2	0.0%
1 FTE Materials Management Coordinator - to ensure competitive pricing of goods and service, inventory control and compliance with York Region Purchasing by-Law, Authorization for Payment of Goods and Services Policy and PSAB-3150 reporting.	107.0	0.0%
1 FTE Process Optimization Engineer - to manage and support increased operating and compliance complexity of water and wastewater facilities, to comply with stringent regulations such as the Lake Simcoe Act and the Ontario Safe Drinking Water Act, and to develop and implement best in class maintenance and asset	158.5	0.0%
1 FTE Program Manager Asset Inspections & Operations Maintenance & Monitoring (OMM) support - to ensure the sustainability and viability of York Region's Asset Inspections Programs and OMM Support, which enables York Region to meet and maintain level of service and regulatory requirements.	158.5	0.0%
	1,486.5	0.5%
Water		
Toronto & Peel Purchased Water	1,173.3	0.4%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	9.8	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	80.9	0.0%
Other Expenses	173.1	0.1%
Contribution to Reserves	105.5	0.0%
Sub-total Water Growth Increase	1,542.6	0.5%
Wastewater		
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	84.2	0.0%
Other Expenses	190.6	0.1%
Sub-total Wastewater Growth Increase	274.8	0.1%
Other Growth		
Total Growth Request	3,303.9	1.0%
Total Base, Growth and Enhancements	30,919.5	9.7%
2012 Total Business Plan with Base, Growth and Enhancements	349,087.1	9.7%
Interdepartmental Allocations - 2011	5,032.9	
2012 Interdepartmental Allocations Increase (Decrease)	258.1	
2011 Contribution to Capital - Water (non-growth)	6,142.0	
2012 Contribution to Capital Increase/(Decrease)	4,118.0	
2011 Contribution to Capital - Wastewater (non-growth)	15,503.0	
2012 Contribution to Capital Increase/(Decrease)	(1,293.0)	
2012 Business Plan Total	378,848.1	

REGION OF YORK
2013 Budget Change explanations

Environmental Services - Water and Wastewater

2013(in \$000's)

Budget Change Explanations (2013/2012)	Gross (\$000's)	%
2012 Approved Departmental Budget (Excluding Contribution to Capital & Interdepart'l Allocations)	\$ 349,087.1	
Base - Price Pressure		
Water		
Staff Costs - Salaries & Benefits	210.5	0.1%
Peel Water Purchases (increase from 35.1 cents/m3 to 38.6 cents/m3)	1,089.0	0.3%
Toronto Water Purchases (increase from 34.0 cents/m3 to 37.4 cents/m3)	2,747.1	0.8%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	136.2	0.0%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	258.1	0.1%
General Expenses - Supplies, Materials, Training, Equipment Leases	90.6	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	(170.5)	(0.0%)
Contribution to Reserves	257.8	0.1%
Other- Intradepartmental Allocations, Negotiated Specifics	109.5	0.0%
Water Base Increase	4,728.2	1.4%
Wastewater		
Staff Costs - Salaries & Benefits	196.7	0.1%
Duffin Creek	587.3	0.2%
Peel Ww Treatment (increase from \$40.81/m3 to \$44.89/m3)	565.9	0.2%
Wastewater Treatment - Treatment Chemicals, Sludge Removal, Lab Fees, R&M sewer mains	53.3	0.0%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	234.6	0.1%
General Expenses - Supplies, Materials, Training, Equipment Leases	84.5	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	42.9	0.0%
Contribution to Reserves	202.0	0.1%
Other - Intradepartmental Allocations, Negotiated Specifics	8.4	0.0%
Wastewater Base Increase	1,975.6	0.6%
Capital Delivery		
Staff Costs - Salaries & Benefits	193.5	0.1%
Other	242.4	0.1%
Capital Recovery	(174.3)	(0.0%)
Capital Delivery Base Increase	261.5	0.1%
Total Base Increase	6,965.3	2.0%
Reductions / Efficiencies		
Water		
Other - Program Reductions & Efficiencies	(657.0)	(0.2%)
Water Program Cost Reduction	(657.0)	(0.2%)

Annualization		
Water		
Financing Charges	12,527.3	3.6%
Wastewater		
Financing Charges	19,170.2	5.5%
Total Annualization	31,697.5	9.1%
Total Base Change	37,311.5	10.7%
Growth		
Capital - New Staff		
1 FTE Engineer	125.6	0.0%
2 FTE Design Technologist - Level 2	210.6	0.1%
1 FTE Construction Coordinator	105.3	0.0%
1 FTE Project Engineer	138.2	0.0%
Other - Operating costs related to capital	3.9	0.0%
Recovery from Capital	(233.4)	(0.1%)
	<u>350.2</u>	
New Staff		
1 FTE Records and Electronic Info. Technician	65.4	0.0%
1 FTE Local Systems Support Officer	97.2	0.0%
1 FTE Administrative Clerk Secretary	68.4	0.0%
1 FTE Supervisor Business Support	109.5	0.0%
1 FTE Business Support Analyst	70.8	0.0%
1 FTE Water & Wastewater Operator I - IV	96.4	0.0%
1 FTE SCADA Support Systems Specialist	89.8	0.0%
1 FTE Locates OMM	84.8	0.0%
2 FTE Supervisor OMM	276.4	0.1%
1 FTE Program Communications Supervisor	109.5	0.0%
1 FTE By-Law Enforcement Officer	92.8	0.0%
Water		
Toronto & Peel Purchased Water	977.1	0.3%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	34.9	0.0%
Occupancy Costs, Repair and Maintenance, Hydro, Insurance	82.2	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	15.2	0.0%
Other General Expenses	4.2	0.0%
Contribution to Reserves	110.9	0.0%
Water Growth Increase	1,224.5	0.4%
Wastewater		
Peel Wastewater Treatment	327.7	0.1%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	29.3	0.0%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	83.3	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	3.2	0.0%
Other General Expenses	4.4	0.0%
Wastewater Growth Increase	447.9	0.1%
Total Growth Request	3,183.6	0.9%
Total Base, Growth and Enhancements	40,495.1	11.60%
2013 Total Business Plan with Base, Growth and Enhancements	389,582.2	11.6%
Interdepartmental Allocations - 2012	5,291.0	
2013 Interdepartmental Allocations Increase (Decrease)	37.1	
2012 Contribution to Capital - Water	10,260.0	
2013 Contribution to Capital Increase/(Decrease)	(1,838.0)	
2012 Contribution to Capital - Wastewater	14,210.0	
2013 Contribution to Capital Increase/(Decrease)	7,888.0	
2013 Contribution to Reserve - Water - Operating Surplus	0.0	
2013 Business Plan Total	425,430.3	

Water and Wastewater

2014 & 2015 Budget Change Explanations Outlook Years

Environmental Services Water & Wastewater	2014 & 2015 Base Outlook Years (in \$000's)	
	2014 Gross	2015 Gross
Prior Year's Departmental Budget (excluding Contribution to Capital & Interdepartmental)	389,582	438,227
1. Base		
Water		
Salary & Benefit Increases	527	572
Peel Water Purchase	1,226	1,891
Toronto Water Purchase	3,091	3,502
Water Treatment	181	(349)
Occupancy Costs & R&M Costs	199	206
Minor Capital	43	45
Contribution to Reserves	195	210
Other (General Expenses, Internal Charges, Negotiated Specifics, Professional/Contracted Services)	<u>5,985</u>	<u>16,540</u>
	11,448	22,617
Wastewater		
Salary & Benefit Increases	502	546
Peel Wastewater Treatment	656	736
Duffin Creek	737	757
Wastewater Treatment	188	108
Occupancy Costs & R&M Costs	228	238
Minor Capital	22	23
Contribution to Reserves	400	380
Other (General Expenses, Internal Charges, Negotiated Specifics, Professional/Contracted Services)	<u>6,230</u>	<u>17,215</u>
	8,962	20,002
Base	<u>20,411</u>	<u>42,619</u>
Reductions/Efficiencies		
	Water	0
	Wastewater:	0
Reductions/Efficiencies	<u>0</u>	<u>0</u>
Mandatory/Legislated		
Water		
Salary & Benefits	0	0
Wastewater		
Salary & Benefits	0	0
Mandatory/Legislated	<u>0</u>	<u>0</u>
Annualization		
Water		
Financing Costs	10,344	(449)
Operating Impact of Approved Capital - Water		
Wastewater		
Financing Costs	14,528	8,018
Operating Impact of Approved Capital - Wastewater		
Annualization	<u>24,872</u>	<u>7,569</u>
Total Base	<u>45,282.8</u>	<u>50,187.3</u>

Growth		
Water		
Salary & Benefits	874	1,174
Toronto Water Purchase	1,012	956
Peel Water Purchase	310	512
Contribution to Reserve	16	21
Wastewater		
Salary & Benefits	910	1,222
Peel Wastewater Treatment	219	68
Contribution to Reserve	22	54
Total Growth	3,362	4,007
Enhancement		
	0	0
Total Enhancement	0	0
	438,227	492,421
Interdepartmental Allocations	5,472	5,620
Previous Year's Contribution to Capital - Water	8,422	5,721
Contribution to Capital Increase/(Decrease)	(2,701)	(285)
Previous Year's Contribution to Capital - Wastewater	22,098	21,147
Contribution to Capital Increase/(Decrease)	(951)	(14,280)
	26,868	12,303
Business Plan Total	465,095	504,724
Business Plan Total	465,095	504,724

*Department: Environmental Services
Water & Wastewater*

2012 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)
<u>Capital Planning and Delivery</u>			
Program Manager - PMO - Capital Project Delivery	1.0	C	122.7
Project Manager - Cost Shared Capital	1.0	C	135.2
Technologist - Level III	1.0	C	108.2
Modeling Engineer	1.0	C	122.9
<u>Strategy and Business Planning</u>			
Program Manager, Finance	1.0	G	122.7
Financial Analyst	1.0	G	96.8
Asset Management Specialist	1.0	G	96.8
Business Support Coordinator	1.0	G	69.3
Web Administrator	0.5	B	52.0
<u>Operations and Maintenance</u>			
Operations Electrician	1.0	G	87.6
Instrumentation Technician	1.0	G	108.2
Materials Management Coordinator	1.0	G	107.0
Process Optimization Engineer, W&Ww - OMM Support	1.0	G	158.5
Program Manager, Asset Inspections and OMM Support	1.0	G	158.5
<u>Environmental Promotion and Protection</u>			
Community Outreach Specialist	1.0	G	88.8
Senior ByLaw Enforcement Officer	1.0	M	97.9
Total W&WW New Staff Summary	15.5		1,733.1
<u>Commissioner's Office</u>			
<u>Negotiated Specifics</u>			
HR Recruiter	1.0	B	82.2
Records Information Analyst	0.5	B	40.8
Total Commissioners and Negotiated Specifics New Staff Summary	1.5		123.0
Total Environmental Services New Staff Summary	17.0		1,856.1

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)
		(B/G/E/C)	(\$ 000's)
<u>Capital Planning and Delivery</u>			
Engineer	1.0	C	125.6
Design Technologist - Level II	2.0	C	210.6
Construction Coordinator	1.0	C	105.3
Project Engineer	1.0	C	138.2
<u>Strategy and Business Planning</u>			
Records and Electronic Info. Technician	1.0	G	65.4
Local Systems Support Officer	1.0	G	97.2
Administrative Clerk Secretary	1.0	G	68.4
Supervisor, Business Support	1.0	G	109.5
Business Support Analyst	1.0	G	70.8
<u>Operations and Maintenance</u>			
Water & Wastewater Operator I - IV	1.0	G	96.4
SCADA Support Systems Specialist	1.0	G	89.8
Locates	1.0	G	84.8
Supervisor	2.0	G	276.4
<u>Environmental Promotion and Protection</u>			
Program Communications Supervisor	1.0	G	109.5
By-Law Enforcement Officer	1.0	G	92.8
Total W&WW New Staff Summary	17.0		1,740.7
Total Commissioners and Negotiated Specifics New Staff Summary	0.0		0.0
Total Environmental Services New Staff Summary	17.0		1,740.7

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)
		(B/G/E/C)	(\$ 000's)
<u>Capital Planning and Delivery</u>			
Design Technologist	2.0	C	216.3
Construction Coordinator	1.0	C	108.1
Technologist III	1.0	C	113.6
<u>Strategy and Business Planning</u>			
Accounting Clerk Intermediate	1.0	G	72.7
Records & Electronic Document Mgt Support Coordinator	1.0	G	67.2
Document Policies & Procedures Specialist	1.0	G	67.2
Senior Financial Advisor	1.0	G	121.0
Asset Maintenance Specialist	1.0	G	101.6
<u>Operations and Maintenance</u>			
Instrumentation Technician	1.0	G	113.6
Water & Wastewater Operator I - IV	2.0	G	198.0
Inventory Control Technician - Store Keeper	1.0	G	87.1
Asset Inspectors	1.0	G	92.2
PCS Technologist	1.0	G	108.1
<u>Environmental Promotion and Protection</u>			
Community Outreach Coordinator	1.0	G	113.6
Compliance Technologist	1.0	G	108.1
Risk Management By-Law Enforcement	1.0	G	95.3
Total W&WW New Staff Summary	18.0		1,783.7
Total Environmental Services New Staff Summary	18.0		1,783.7

2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)
	(B/G/E/C) (\$ 000's)		
<u>Capital Planning and Delivery</u>			
Design Production Coordinator	2.0	C	222.0
Construction Coordinator	1.0	C	111.0
Design Technologists	2.0	C	222.1
<u>Strategy and Business Planning</u>			
Accounting Clerk Intermediate	1.0	G	74.7
Administrative Clerk Secretary	1.0	G	72.1
Financial Analyst	1.0	G	104.3
Business Support Analyst	1.0	G	116.1
<u>Operations and Maintenance</u>			
Instrumentation Technician	1.0	G	116.7
Water & Wastewater Operator I - IV	2.0	G	203.3
Process Optimization Engineer / Reliability Engineer	1.0	G	170.9
OMM Technical / strategic support / special projects	1.0	G	89.4
<u>Environmental Promotion and Protection</u>			
Admin Clerk	1.0	G	72.1
Marketing Coordinator	1.0	G	95.8
Supervisor Community Outreach	1.0	G	115.5
Funding and Partnership Coordinator	1.0	G	115.3
By-Law Enforcement Officer	1.0	G	97.9
Compliance Technologist	1.0	G	111.0
Policy Coordinator	1.0	G	116.7
Admin Secretary	1.0	G	72.1
Risk Management Inspector	1.0	G	97.9
Total W&WW New Staff Summary	23.0		2,396.9
Total Environmental Services New Staff Summary			23.0
			2,396.9

2012 Budget - Water Rate Summary

	2011 RESTATED BUDGET			2012 BUDGET					2011/2012 INC/(DEC)		
	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	% Change	% Share of Total	Flow (m ³ 000's)	Budget (\$ 000's)	% Rate Impact
EXPENDITURES											
Operations											
York Operations	18,082.0	25,269.3	19.68	16,563.3	27,678.3	21.56	9.5%	28.2%	(1,518.7)	2,409.0	2.75
Recoveries - Operations		(547.0)	(0.43)		(547.0)	(0.43)	0.0%	-0.6%	0.0	0.00	0.00
	18,082.0	24,722.3	19.3	16,563.3	27,131.3	21.1	9.7%	27.6%		2,409.0	2.7
Purchased Water											
Toronto - 34.0 cents/m3 (2012) (31.7 cents/m3 in 2011)	78,475.0	24,884.4	19.38	80,795.7	27,470.5	21.40	10.4%	28.0%	2,320.7	2,586.1	2.95
Peel - 35.1 cents/m3 (2012) (31.9 cents/m3 in 2011)	29,930.0	9,546.7	7.44	31,025.0	10,889.7	8.48	14.1%	11.1%	1,095.0	1,343.0	1.53
	108,405.0	34,431.1	26.8	111,820.7	38,360.2	29.9	11.4%	39.1%	3,415.7	3,929.1	4.5
Total Operating Expenditures		59,153.4			65,491.5		10.7%	66.7%		6,338.1	
Capital - Related											
Financing Charges - Gross		73,729.7	57.43		83,893.4	65.35	13.8%	85.4%		10,163.7	11.58
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(63,089.9)	(49.14)		(73,265.9)	(57.07)	16.1%	-74.6%		(10,176.0)	(11.60)
Capital Planning and Delivery		4,179.3	3.26		4,610.1	3.59	10.3%	4.7%			
Contribution to Capital Replacement Reserve		6,860.6	5.34		7,207.2	5.61	5.1%	7.3%		346.6	0.40
Contribution to Capital Construction (Non-growth)		6,142.0	4.78		10,260.0	7.99	67.0%	10.4%		4,118.0	4.69
Total Capital Related Expenditures		27,821.7			32,704.8		17.6%	33.3%		4,452.3	
TOTAL EXPENDITURES	126,487.0	86,975.1	67.7	128,384.0	98,196.2	76.5	12.9%	100.0%	1,897.0	10,790.4	12.3
REVENUES											
Water Rate Revenues											
Aurora	6,030.0	4,118.8	68.34	6,120.5	4,523.5	73.94	9.8%	4.8%	90.4	404.7	8.19
East Gwillimbury	1,408.7	963.1	68.34	1,429.8	1,057.5	73.94	9.8%	1.1%	21.1	94.4	8.19
Georgina	3,508.7	2,396.3	68.34	3,561.3	2,631.9	73.94	9.8%	2.8%	52.6	235.6	8.19
King	1,089.6	744.3	68.34	1,105.9	817.5	73.94	9.8%	0.9%	16.3	73.2	8.19
Markham	37,350.0	25,523.3	68.34	37,910.3	28,028.7	73.94	9.8%	29.5%	560.3	2,505.4	8.19
Newmarket	9,455.0	6,455.3	68.34	9,596.8	7,090.3	73.94	9.8%	7.5%	141.8	635.0	8.19
Richmond Hill	21,030.0	14,369.5	68.34	21,345.5	15,780.4	73.94	9.8%	16.6%	315.5	1,410.9	8.19
Vaughan	43,582.5	29,799.4	68.34	44,236.2	32,720.6	73.94	9.8%	34.5%	653.7	2,921.2	8.19
Whitchurch - Stouffville	3,032.2	2,073.6	68.34	3,077.7	2,276.8	73.94	9.8%	2.4%	45.5	203.2	8.19
TOTAL REVENUES	126,487.0	86,443.6	68.3	128,384.0	94,927.2	73.9	9.8%	100.0%	1,897.0	8,484.0	8.2
Contribution (to)/from Reserve - (Surplus) / Shortfall		531.5	(0.6)		3,269.0	2.5		3.4%		2,306.4	4.1

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

2012 Budget - Wastewater Rate Summary

	2011 RESTATED BUDGET			2012 BUDGET				2011/2012 INC/(DEC)			
	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	% Change	% Share of Total	Flow (m ³ 000's)	Amount (\$ 000's)	% Rate Impact
EXPENDITURES											
Operations											
York Operations	4,754.6	24,205.3	19.48	4,869.4	25,780.9	20.44	6.5%	21.4%	114.8	1,575.6	1.24
Recoveries - Operations		(992.9)	(0.80)		(992.9)	(0.79)	0.0%	-0.8%		0.0	0.02
Duffin Creek Operations	104,873.2	24,759.0	19.92	107,385.1	27,728.80	21.99	12.0%	23.0%	2,511.9	2,969.8	2.66
Peel Wastewater Treatment	14,632.7	5,324.8	4.29	13,870.0	5,660.30	4.49	6.3%	4.7%	(762.7)	335.5	0.26
Total Operating Expenditures		53,296.2			58,177.1		9.2%	48.2%		4,880.9	
Capital - Related											
Financing Charges - Gross		104,914.2	84.43		113,219.6	89.77	7.9%	93.8%		8,305.4	6.89
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(77,361.8)	(62.26)		(85,146.3)	(67.51)	10.1%	-70.5%		(7,784.5)	(6.78)
Capital Planning and Delivery		4,349.9	3.50		4,798.3	3.80	10.3%	4.0%			
Contribution to Capital Replacement Reserve		15,177.3	12.21		15,441.1	12.24	1.7%	12.8%		263.8	0.04
Contribution to Capital Construction (Non - Growth)		15,503.0	12.48		14,210.0	11.27	-8.3%	11.8%		(1,293.0)	(1.56)
Total Capital Related Expenditures		62,582.6			62,522.7		-0.1%	51.8%		(508.3)	
TOTAL EXPENDITURES	124,260.5	115,878.8	93.3	126,124.5	120,699.8	95.7	4.2%	100.0%	1,864.0	4,372.6	2.8
REVENUES											
Wastewater Rate Revenues											
Aurora	6,030.0	4,666.4	77.43	6,120.5	5,285.0	86.40	13.3%	4.8%	90.4	618.6	11.59
East Gwillimbury	659.8	510.9	77.43	669.7	578.7	86.40	13.3%	0.5%	9.9	67.8	11.59
Georgina	3,508.7	2,714.9	77.43	3,561.3	3,074.7	86.40	13.3%	2.8%	52.6	359.8	11.59
King	248.6	192.2	77.43	252.3	217.6	86.40	13.2%	0.2%	3.7	25.4	11.59
Markham	37,350.0	28,917.3	77.43	37,910.3	32,753.2	86.40	13.3%	30.1%	560.2	3,835.9	11.59
Newmarket	9,455.0	7,313.7	77.43	9,596.8	8,282.5	86.40	13.2%	7.6%	141.8	968.8	11.59
Richmond Hill	21,030.0	16,280.3	77.43	21,345.5	18,439.5	86.40	13.3%	16.9%	315.5	2,159.2	11.59
Vaughan	43,357.5	33,587.0	77.43	44,007.9	38,046.2	86.40	13.3%	34.9%	650.4	4,459.2	11.59
Whitchurch - Stouffville	2,621.0	2,029.6	77.43	2,660.3	2,298.9	86.40	13.3%	2.1%	39.3	269.3	11.59
TOTAL REVENUES	124,261.0	96,212.3	77.4	126,124.0	108,976.3	86.4	13.3%	100.0%	1,864.0	12,764.0	11.6
Contribution (to)/from Reserve - (Surplus) / Shortfall		19,666.5	15.8		11,723.5	9.3	-40.4%	10.8%		(8,391.4)	(8.8)

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

Department Description

Community and Health Services provides a range of health, housing and social services that touch the lives of residents everyday and at every stage of life.

Community and Health Services operates under provincial and federal legislation and regulations – these set out the policy directions and objectives which guide programs and services, and define roles and responsibilities. While the department funds and manages Regional discretionary programs which address community-specific needs, a significant portion of the department’s funding comes from federal and provincial subsidies.

Community and Health Services is part of a broader range of human services providers in York Region. In some service sectors, the department is one of many service providers funded from other levels of government to provide direct services to residents such as long-term care, community support services for seniors, and some family and children’s services.

In other cases the department acts as a service system manager for provincially-mandated and cost-shared programs. In these situations, the department takes the lead in planning, managing and evaluating a network of human services to meet the needs of residents and communities. These include:

- Ontario Works
- Child care subsidies
- Social and affordable housing
- Homelessness prevention

Community and Health Services also provides public health programs legislated under the *Health Protection and Promotion Act* and operates York Region’s Emergency Medical Services (EMS).

Community and Health Services is the largest department in the Region with approximately 1,500 employees who work in various locations including service and operational centres, EMS stations and Housing York Inc. housing sites. The department is organized into six branches.

Housing and Long Term Care:

- Administers approximately 6,000 social housing units that are owned and managed by community housing providers and Housing York Inc.; manages region-wide wait list for subsidized housing and rent supplement programs; and acts as developer and funder of affordable housing programs.
- Operates two long-term care facilities; supportive housing services; and provides a variety of day and outreach programs for seniors and adults with disabilities.

Social Services:

- Plans, administers and delivers region-wide services for people in need including child care fee assistance and early intervention services for children with special needs; administers wage subsidy in licensed child care programs and a wide range of family strengthening programs; manages homelessness prevention programs; and manages funding and program relationships with emergency shelter operators and domiciliary operators.
- Provides services under *Ontario Works Act*, other applicable legislation, and Council approved municipal programs, including financial assistance, employment assistance, emergency shelters, and homemakers and nurses services.

Strategic Service Integration and Policy:

- Provides services to Community and Health Services through: program communications; strategic policy analysis and data services; community investment funding strategies; and coordination of a number of human services planning initiatives including the York Region Local Immigration Partnership Initiative, Regional Human Services Planning Board and Regional and departmental accessibility planning and compliance coordination.

Emergency Medical Services:

- Delivers emergency pre-hospital care and non-emergency medical response to patients, including patient assessment, life saving treatment and monitoring, and safe and timely transport to appropriate facility for continuing medical care.

Public Health:

- Delivers a broad range of services and programs designed to prevent disease, protect the health and safety of York Region residents and promote healthy lifestyles as outlined in the 2008 Ontario Public Health Standards.

Business Operations & Quality Support:

- Provides financial planning and reporting, business process design, staff learning and development and family support programs.

Strategic Alignment

Investing in our Communities: A Multi-Year Plan for the Community and Health Services Department (MYP) guides investments and sets priorities for human services needs in York Region over the next five years.

The MYP is in alignment with the York Region Strategic Plan, *From Vision to Results: 2011 to 2015*, which provides a collaborative and integrated approach to meet service delivery obligations. The Strategic Plan is built on the longer-range vision for the Region and a framework of “four pillars of excellence”: Sustainable Environment, Healthy Communities, Vibrant Economy and Good Government.

Goals

The MYP identifies six goals.

1. Contribute to Regional economic vitality by helping low income residents with access to basic needs, and with finding and keeping jobs.

Highlights of achievements in 2011

- Successfully introduced vocational testing, life skills programming and job-related skills training to prepare clients with multiple barriers to participate in the workforce. 487 participants received training and employment supports.
- The Child Care Fee Subsidy was expanded to support low income families who require child care to enable them to remain in, or develop the skills to participate in education or employment activities. When this initiative is fully implemented an estimated 80 additional low income families will be supported.
- Over 280 children have received treatment through the renamed “Healthy Smiles Ontario” program. The program promotes oral health and provides access to regular dental care for children under 18 years of age who are not covered by insurance and demonstrate income under \$20,000.
- Additional funding to assist the Region’s emergency shelters was approved to increase outreach and manage what is intended to be a streamlined approach to contracts and increased accountability. In addition, the emergency shelter system is being reviewed to determine what a “made in York Region” shelter model would look like and what services and supports could be included.
- A pilot transit fare subsidy program was developed to help eligible Ontario Works and Ontario Disability Support Program clients address the cost of transportation associated with securing and keeping jobs. The pilot program was approved by Regional Council in October 2011.

Highlights of 2012/2013 Objectives

- Promote innovative solutions and creative workforce development strategies to support improved program planning and labour market participation.
- Provide newcomers and internationally trained individuals with innovative employment supports.
- Participate in Provincial Commission on Social Assistance Review and province-wide social assistance technology reform.
- Monitor and respond to provincial direction related to service system changes, specifically the transition of child care licensing and Child and Family Centre Development.
- Improve access to public transit for low income residents.

2. Support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.

Highlights of achievements in 2011

- Development is underway on three new Housing York Inc. buildings (total 263 units) and seven new non-profit housing communities (total 303 units). As of September 2011, 153 of these units

were completed and occupied. Regional rent supplement funding has been made available to 74 of these units.

- In 2011, the Non-Profit Building Repair programs provided \$2.5 million through subsidy advances and secured loans to enable six housing providers, who together serve more than 500 households, to complete essential building repairs.
- In June 2011, Regional Council approved expansion of the Homelessness Prevention Program (HPP) criteria to enable residents to access the program more than once in a lifetime. By the end of August 2011, 125 households (292 individuals) had received assistance through the HPP to remain in their current housing. So far, three households have benefitted from the expanded criteria.
- The enhanced Social Housing Innovation Fund enables housing providers to implement retrofits. In all, thirteen housing providers who together serve 1,153 households will receive funding to replace playgrounds and/or implement energy or accessibility upgrades.

Highlights of 2012/2013 Objectives

- Deliver effective housing programs and services to meet changing needs of low income residents including singles, families with children, seniors and persons with disabilities requiring accessible units.
 - Develop Affordable Housing Strategy identifying range of housing issues from homelessness to home ownership.
 - Maximize opportunity presented by Canada-Ontario Affordable Housing Program 2011 - 2014.
 - Develop a modern and resilient long-term care organization structure to meet the future community needs.
3. Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.

Highlights of achievements in 2011

- *The Health-Oriented Development Checklist for Healthy Communities in York Region* was developed to provide input on policies and land use planning proposals.
- York Region EMS is developing a 10-year master plan outlining capital and resource needs to achieve and maintain targeted response times.
- Work is underway by York Region EMS to develop an expanded paramedic program including initiatives and partnerships to serve a growing and aging population in new ways to reduce non-acute patient transports to emergency departments. The expanded scope may include providing broader treatments at home and providing referrals to community resources.
- The Adult Day Centre operations and programs are being reviewed to streamline intake processes and improve efficiencies through shared resources and programming. In 2011, close to 90 residents benefitted from these programs.
- A web-based Food Inspection Disclosure system was funded as part of the Region's public health enhancements. The website allows York Region residents quick access to food inspection reports on more than 11,000 food establishments; reducing exposure to unhealthy eating environments and increasing protection from disease.

Highlights of 2012/2013 Objectives

- Address social determinants of health/health inequities in program planning.
 - Explore options to deliver provincially-mandated public health requirements to expanding population base.
 - Develop surge capacity in infectious disease prevention and control.
 - Improve immunization access and coverage.
 - Pursue opportunities to address growth pressures and the optimal use of paramedic resources.
4. Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential.

Highlights of achievements in 2011

- Separate service system processes, called pathways, have been developed to enhance staff efficiency and consistency of client service for children who are born prematurely and those with Down syndrome. 250 families with children born prematurely and 25 with children with Down syndrome were served by these approaches.
- Provided subsidy and increased access to recreation programs for 102 children to help families with child care needs in July and August 2011.

Highlights of 2012/2013 Objectives

- Strengthen staff management skills in dealing with increasingly complex and diverse client needs.
 - Support the transition and transformation of the early learning and child care sector during Year 3 and Year 4 implementation of Full Day Kindergarten.
 - Enhance community development initiatives to keep pace with community needs.
 - Develop communications strategies to improve access to all department programs and services.
5. Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community.

Highlights of achievements in 2011

- A "made in York Region" *Immigration Settlement Strategy* was approved by Regional Council in September 2011.
- A partnership with the Central Community Care Access Centre was developed to better support the needs of domiciliary hostel residents and help their transition to long-term care as needed. A protocol is now in place to triage domiciliary hostel and homeless clients as urgent.
- Corporate coordination of the implementation of the *Ontarians with Disabilities Act* and *Accessibility for Ontarians with Disabilities Act* improved access to York Region's programs, services and facilities.
- A review of the Region's existing community funding programs is underway to examine how these programs can more directly support the broader strategic direction of the department and Region.

- As part of the 2011 Regional budget, \$619,000 was added to the Community Development and Investment Fund Strategy to invest in community programs and services for low income residents in York Region.

Highlights of 2012/2013 Objectives

- Develop actions to advance the community results identified in the *York Region Immigration Settlement Strategy* and the *Making Ends Meet* initiative.
 - Coordinate the Region's Accessibility Plan under the *Ontarians with Disabilities Act, 2001* and the Region's response to the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005*.
 - Enhance access to socio-economic and related data and research to support service planning.
 - Develop communications strategies to improve access to Community and Health Services programs and services.
6. Deliver a more integrated human service system that supports effective community planning and quality services.

Highlights of achievements in 2011

- The Human Services Planning Board of York Region identified the *Making Ends Meet in York Region* initiative as its first priority area of focus.
- A customer satisfaction survey was distributed to Ontario Works clients to gather feedback and identify areas for potential service enhancements. An action plan will be developed for implementation in 2011/12.
- Department-wide strategies to improve access to information and services are being developed, including enhancing the department's web pages, exploring ongoing print and media opportunities and fostering new partnerships with stakeholders such as the Region's five Welcome Centres.

Highlights of 2012/2013 Objectives

- Build internal and community partnerships to foster a collaborative approach to service delivery.
- Collaborate with appropriate agencies to develop a senior's strategy for geographical York Region.
- Support healthy, sustainable communities through collaboration with planners and other stakeholders.

Base Drivers

The drivers affecting the department base budget for the next two years include:

- Population growth.
- Changing demographics: aging population, increasing diversity, more non-traditional families.
- Growing gap between household income and the high cost of living in York Region.
- Coordinated support required to help people with increasingly complex human service needs.
- Increased community expectation for "one-stop" access to information and services.
- Increasing pressures of regulatory requirements and growth faced by Public Health, EMS and Long Term Care.

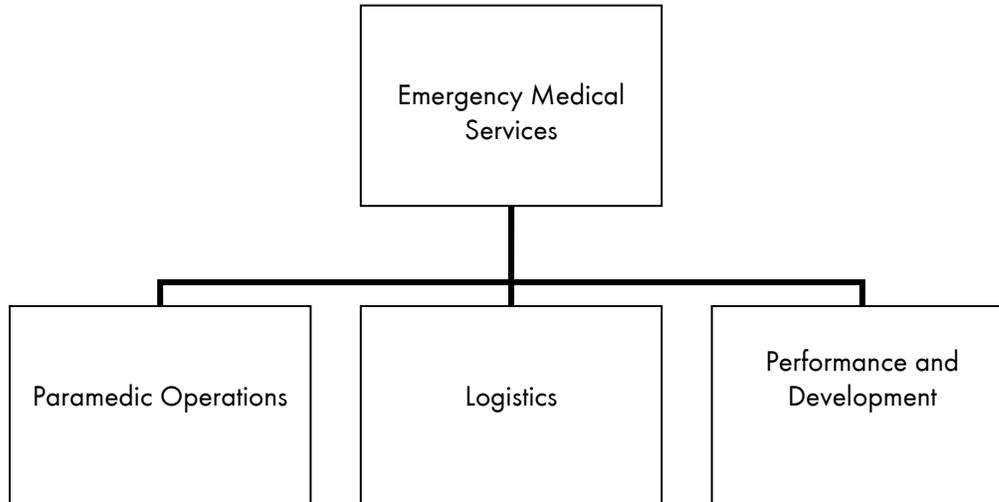
- Upcoming changes in provincial policy direction will require Community and Health Services to transition into new or expanded roles.

Staffing Resources

	2009 Budget	2010 Budget (R)	2011 Budget (R)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	1350.7	1345.2	1436.4	1469.7	1517.3	1547.2	1575.3
Part-Time FTE's (PPT)	185.8	185.8	146.6	146.7	146.7	146.7	146.7
Total Permanent FTE's	1536.5	1532.0	1583.0	1617.5	1664.0	1693.9	1722.0
Net Change		-5.5	52.0	34.5	45.6	29.9	28.1
Casual (FTE Equivalent)*	113.8	129.8	158.1	169.3	173.4	177.2	182

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

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Mission/Vision

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

Mandate

York Region EMS delivers:

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

Key Highlights

Planned Initiatives for 2012 and 2013

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

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

Base Drivers

Regional growth

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

Key Challenges

The following trends and issues will have an impact on the Branch over the 2012 to 2015 timeframe.

Hospital off-load delays

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

Ambulance dispatch

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

Future directions

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

Service Challenges

Provincial funding

- Each year the Ministry of Health and Long Term Care (MOHLTC) determines the Provincial Funding allocation based on the prior year's budgeted and actual eligible costs.
- As a result, it is impossible to reach a true 50/50 funding formula on the current budget as the prior year cap does not take into consideration actual annual service level or cost increases. Based on this information, it is anticipated that York Region will receive approximately 45% funding in 2011 and 45% in 2012.
- The 2012 budget includes the provincial funding that was announced for 2011 after the budget was approved plus an estimate of additional funding that is anticipated based on previous trends.

Operating Impact of Capital

(\$'000)	2012	2013	2014	2015	2016	2017-2021	Total
	Approved	Request	Outlook	Outlook	Outlook	Outlook	
Operating Costs							
Salary & benefit	1,456	1,485	1,515	1,545	1,576	8,366	15,943
Debt Repayment	114	99	859	565	200	543	2,380
Other	439	19	216	19	159	318	1,170
Cost Savings	-	-	-	-	-	-	-
Revenue							
DC on debt	(114)	(91)	(445)	(205)	(200)	(395)	(1,449)
Other revenues	-	-	-	-	-	-	-
Total Gross Cost	1,895	1,512	2,145	1,925	1,735	8,832	18,044

FTE Requirement	14	14	14	14	14	70	140
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Note: The above chart summarizes the incremental operating budget impacts that can be expected as a result of the EMS Capital Budget and Business Plan

Staffing Resources - EMS

	2009	2010	2011	2012	2013	2014	2015
Permanent FTE's	Budget	Budget (R)	Budget (R)	Approved	Outlook	Outlook	Outlook
Full-Time FTE's (PFT)	340.4	340.1	354.6	370.9	392.3	408.8	425.1
Part-Time FTE's (PPT)	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Permanent FTE's	341.4	341.1	355.6	371.9	393.3	409.8	426.1
Net Change*		-0.3	14.5	16.3	20.4	16.5	16.3
Casual (FTE Equivalent)**	36.6	37.6	54.1	53.8	58.7	63.5	68.3

* Includes FTE's allocated from Business Operations and Quality Assurance support program areas.

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

Strategic Goals 2012 - 2015

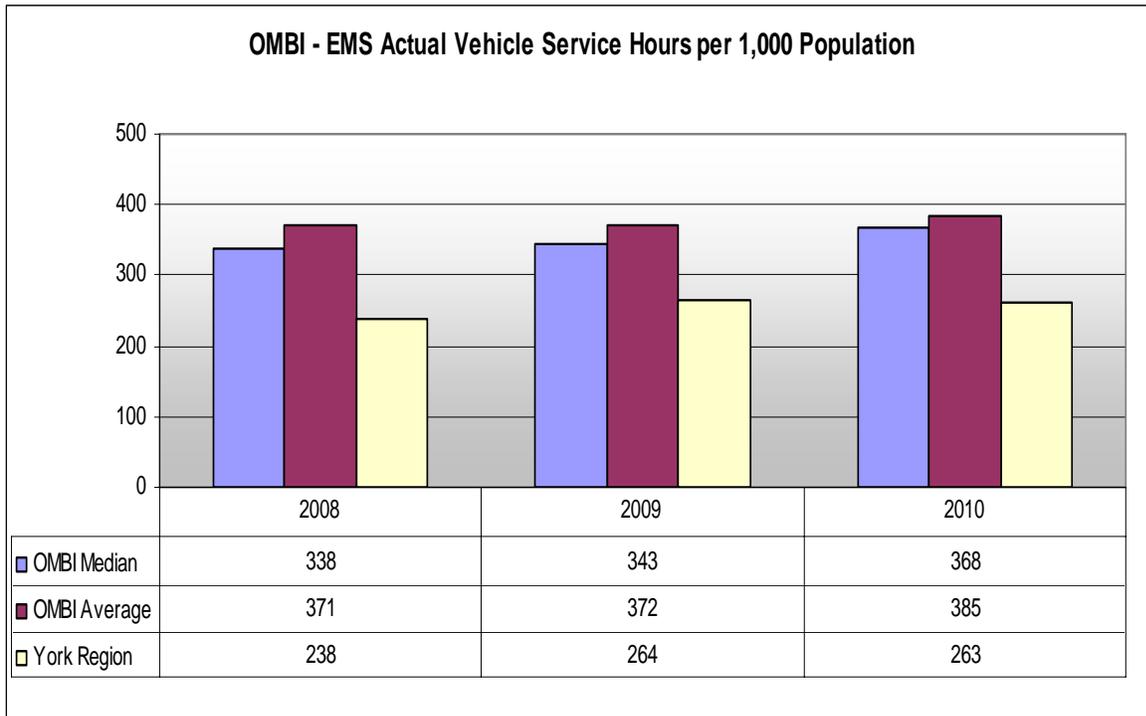
- Present for approval a 10-year master plan for EMS to support expanding the scope of paramedic community care.
- Present Response Time Plan for approval and implementation
- Implement strategies for targeted efficiency improvements to Ambulance dispatch processes.
- Increase the level of resources to address issues related to population growth, increasing call-volumes and health care system pressures.
- Lobby the Ministry of Health and Long-Term Care (MOHLTC) for appropriate funding.
- Improve response to large-scale incidents upgrading emergency support vehicles.

Department Objectives for 2012 and 2013

1)	Develop and submit to Council a response time plan to fulfill legislative requirements.
2)	Assess options for improved response times within existing regulatory and dispatch constraints.
3)	Pursue opportunities to address growth pressures and the optimal use of paramedic resources by expanding the scope of community paramedic care and alternative models to mitigate offload delay.

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1.	Present performance options to achieve various response time targets Region-wide	Region-wide response time target approved	2012	Social and Health Supports	✓	
2.	Add additional paramedic services hours to address Regional growth	Maintain service levels matched to call demand	2012 - 2013	Social and Health Supports	✓	✓
3.	Develop implementation plan for broader scope of paramedic practice	A broader paramedic scope of practice will permit future transport avoidance to hospital of low acuity patients, reducing demand on health services	2013	Social and Health Supports	✓	

Service Level



What does the graph show?

- The graph shows the net amount of service hours per population available in the region compared to the Ontario Municipal Benchmarking Initiative (OMBI) median and average service hours.

Explanation of KPI Trend

This trend illustrates the amount of service hours available to the community. The higher the service hours available to provide service, the more likely response times will be lower and vice versa.

Emergency Medical Services

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
						\$	%			
Expenditures										
Salaries and Benefits	34,479	37,400	39,697	39,697	43,453	3,755	9.5%	46,960	50,514	54,166
Program Specific Expenses	1,239	1,536	1,685	1,643	2,195	552	33.6%	2,211	2,227	2,243
Professional Contracted Services	78	52	207	307	182	(125)	-40.7%	182	182	182
General Expenses	2,932	2,822	3,510	3,160	3,156	(4)	-0.1%	3,192	3,229	3,267
Occupancy Costs	416	77	142	142	142		0.0%	142	142	142
Minor Capital	699	706	290	290	290		0.0%	290	290	290
Expenditures	39,843	42,593	45,532	45,240	49,418	4,178	9.2%	52,977	56,585	60,290
Financing Costs and Reserves										
Financing Costs	1,528	1,589	1,584	1,584	1,657	73	4.6%	1,896	2,540	2,663
Contribution to Reserves										
Contribution to Capital	1,588	2,709	3,088	3,088	3,254	166	5.4%	3,314	2,943	2,688
Financing Costs and Reserves	3,116	4,298	4,672	4,672	4,911	239	5.1%	5,210	5,483	5,351
Gross Expenditures	42,959	46,891	50,204	49,912	54,329	4,417	8.9%	58,187	62,067	65,641
Revenues										
Grant Subsidies	(21,544)	(24,320)	(25,251)	(24,444)	(26,813)	(2,369)	9.7%	(28,413)	(30,013)	(31,613)
User Fees										
Fees and Charges	(227)	(118)	(60)	(60)	(60)		0.0%	(60)	(60)	(60)
Development Charges	(150)	(141)	(153)	(153)	(302)	(149)	97.4%	(425)	(816)	(966)
Contribution from Reserves	(301)	(3)	(100)	(125)		125	-100.0%			
Third Party Recoveries										
Revenues	(22,222)	(24,583)	(25,564)	(24,782)	(27,175)	(2,393)	9.7%	(28,898)	(30,889)	(32,639)
Negotiated Specific & Recoveries										
Negotiated Specific	830	1,038	1,238	1,238	1,675	436	35.2%	1,824	1,835	1,860
Departmental Charges & Recoveries	1,004	1,056	903	903	933	30	3.3%	976	1,035	1,071
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	1,834	2,093	2,141	2,141	2,607	466	21.8%	2,800	2,870	2,931
Gross Expenditures including Negotiated Specific & Recoveries	44,794	48,985	52,345	52,053	56,937	4,884	9.4%	60,988	64,937	68,572
Tax Levy	22,571	24,401	26,781	27,270	29,761	2,491	9.1%	32,089	34,048	35,933
% Change								7.8%	6.1%	5.5%

Budget Change Explanations 2012

Emergency Medical Services		2012 (in \$000's)				FTE	
		Gross		Net			
Budget Change Explanations (2012/2011)		Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget			52,053	100.0	27,270	100.0	0.0
Base							
Salary and Benefit Increases			1,563	3.0	1,563	5.7	
2012 Inflationary increase for health related exp, fleet maintenance (excluding fuel, uniforms)			74	0.1	74	0.3	
Fuel cost increase			93	0.2	93	0.3	
Casual labour budget increase due to changes in workforce dynamics			590	1.1	590	2.2	
Bales Headquarter annualized operating cost, security costs			338	0.6	338	1.2	
Share of program support services			29	0.1	29	0.1	
Base			2,686	5.2	2,686	9.9	0.0
Reductions/Efficiencies							
Reduction for 2011 one time costs (MYP- expanded paramedics community care)			(125)	(0.2)			
Savings in insurance costs			(165)	(0.3)	(165)	(0.6)	
Share of program support services			(13)	(0.0)	(13)	(0.0)	
Reductions/Efficiencies			(303)	(0.6)	(178)	(0.7)	0.0
Mandatory/Legislated							
Increased provincial land ambulance funding provided in 2011					(765)	(2.8)	
Dedicated Nursing program increase 100% Provincially funded			504	1.0			
Anticipated 2012 land ambulance provincial funding increase					(1,100)	(4.0)	
Mandatory/Legislated			504	1.0	(1,865)	(6.8)	0.0
Annualization							
Change in debt financing costs, projects completed in 2011			115	0.2	115	0.4	
Contribution from DC Reserve to fund debt					(149)	(0.5)	
Annualization			115	0.2	(34)	(0.1)	0.0
Total Base Change			3,003	5.8	610	2.2	0.0
Growth							
Staffing for 2 new ambulances			985	1.9	985	3.6	10.0
Logistics technician			123	0.2	123	0.5	2.0
Share of Program Support Services			13	0.0	13	0.0	
Total Growth			1,121	2.2	1,121	4.1	12.0
Enhancement							
Staffing for 4 Rapid Response Units			394	0.7	394	1.4	4.0
Temporary staff for EMS service delivery review			100	0.2	100	0.4	
Negotiated Specific Return to Work Coordinator (HR Services)			100	0.2	100	0.4	
Increase in contribution to current year capital program			166	0.3	166	0.6	
Total Enhancement			760	1.5	760	2.8	4.0
2012 Departmental Budget (including Contribution to Capital)			56,937	9.4	29,761	9.1	16.0

Budget Change Explanations 2013

Emergency Medical Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)		Gross		Net		FTE
		Units	\$000's	%	\$000's	%
2012 Approved Departmental Budget (Capital)			56,937		29,761	
Base						
Salary and Benefit Increases			958	1.7	958	3.2
Fuel cost Increase			15	0.0	15	0.1
2% inflationary impact for health related exp, fleet maintenance excluding fuel, uniform.			37	0.1	37	0.1
Inflationary impacts - Occupancy costs			49	0.1	49	0.2
Insurance cost increases			69	0.1	69	0.2
Share of program support services			18	0.0	18	0.1
Base			1,146	2.0	1,146	3.9
Mandatory/Legislated						
Anticipated land ambulance provincial funding increase					(1,600)	(5.4)
Mandatory/Legislated					(1,600)	(5.4)
Annualization						
Change in debt financing			170	0.3	170	0.6
Contribution from DC Reserve for debt repayment					(123)	(0.4)
Casual labour budget increase due to changes in workforce dynamics			500	0.9	500	1.7
Annualization			670	1.2	547	1.8
Total Base Change			1,816	3.2	93	0.3
Growth						
Staffing for two peak load shifts			1,485	2.6	1,485	5.0
Logistics Technicians			126	0.2	126	0.4
Total Growth Request		0.0	1,611	2.8	1,611	5.4
Enhancement						
Share of program support services			26	0.0	26	0.1
Increase in contribution to current capital program			60	0.1	60	0.2
Multi-Year Plan Initiatives						
3.5 a) Staff to address growth and optimize paramedic resources			441	0.8	441	1.5
Total Enhancement Request		0.0	526	0.9	526	1.8
2013 Departmental Request (including Contribution to Capital)			60,890	106.9	31,992	107.5
					20.0	

Budget Change Explanations Outlook Years 2014/2015

Emergency Medical Services

	Outlook Years (in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	60,890	31,992	64,842	33,953
Base				
Program				
Salary and Benefit Increases	1,271	1,271	1,367	1,367
Fuel cost Increase	16	16	16	16
2% growth in outlook years for health related exp, fleet maintenance excluding fuel, uniform.	37	37	38	38
Inflationary impacts - Occupancy costs	11	11	25	25
Insurance cost increases	11	11	10	10
Share of program support services	24	24	25	25
Base	1,370	1,370	1,481	1,481
Mandatory/Legislated				
Program				
Anticipated provincial funding increase		(1,600)		(1,600)
Mandatory/Legislated		(1,600)		(1,600)
Annualization				
Program				
Debt Principle and Interest repayment associated with completion of Capital projects	633	633	112	112
Contribution from DC to fund portion of debt		(391)		(150)
Casual labour budget increase due to changes in workforce dynamics	500	500	500	500
Annualization	1,133	742	612	462
Growth				
Program				
Staffing for new ambulance, Operations Supervisor & Lead ACP -2014	1,786	1,786		
Staffing for new ambulance & Operations Supervisor -2015			1,713	1,713
Scheduling clerk-2015			75	75
Growth	1,786	1,786	1,788	1,788
Enhancements				
Share of Program support services	34	34	12	12
Change in contribution to current capital program	(371)	(371)	(255)	(255)
Enhancements	(337)	(337)	(243)	(243)
Total Annual Incremental Budget Pressures	3,952	1,961	3,638	1,888
Total Annual Budget Request	64,842	33,953	68,480	35,841

EMS

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)
Primary Care Paramedics (PCP) for two peak load shifts	10.0	G	985	985
Primary Care Paramedics for 4 additional Rapid Response	4.0	E	394	394
Logistics technicians	2.0	G	123	123
Share of program support	0.3			
Total Permanent FTEs		16.3	1,503	1,503

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)
Primary Care Paramedics (PCP)	7.0	G	705	705
Advanced Care Paramedics (ACP)	7.0	G	780	780
Logistics technician	2.0	G	126	126
Manager, Education & Training	1.0	E	138	138
Research Analyst	1.0	E	84	84
Policy & Project Development Specialist	1.0	E	104	104
Epidemiologist	1.0	E	114	114
Share of program support	0.4			
Total Permanent FTEs		20.4	2,051	2,051

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)
<u>Platoon (2014)</u>				
Primary Care Paramedics	7.0	G	724	724
Advanced Care Paramedics	7.0	G	801	801
Operations Supervisor	1.0	G	143	143
Lead Advanced Care Paramedics	1.0	G	118	118
Share of program support	0.5			
<u>Platoons (2015)</u>				
Primary Care Paramedics	7.0	G	744	744
Advanced Care Paramedics	7.0	G	822	822
Operations Supervisor	1.0	G	147	147
Scheduler	1.0	G	75	75
Share of program support	0.3			
Total Permanent FTEs		32.8	3,574	3,574

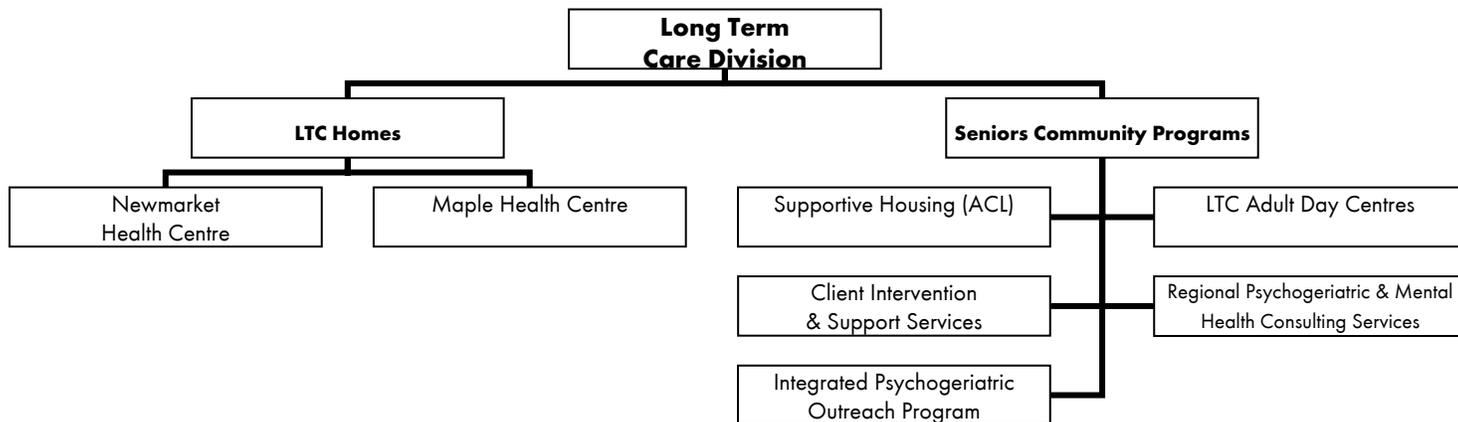
*** Type of FTE's Legend:**

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No



Mission/Vision

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

Mandate

The Long Term Care and Seniors Division is responsible for:

▪ Long Term Care Homes Programs

Operation of two Long Term Care (LTC) Homes:

- Facility based care for people with complex health needs who are unable to remain at home or in a supportive living environment, and may also require convalescent/rehab or respite care.

▪ Seniors Community Programs

Supportive Housing - Alternative Community Living Programs:

- Provides 24/7 support services and essential homemaking in partnership with social housing providers, for frail and/or cognitively challenged older persons or adults with disabilities.

Adult Day Programs:

- Provides day programs for clients in achieving and maintaining their maximum level of functioning; to prevent premature, inappropriate institutionalization.

Client Intervention and Assistance Services:

- Provides Intervention and Assistance Services through social workers to vulnerable and at-risk seniors and their caregivers living in the community.

Regional Psychogeriatric and Mental Health Consulting Services:

- Provides expertise in behavioural management to front line staff in long term care and community support agencies in York Region, in dealing with clients with severe/difficult psychiatric and mental health disorders.

Integrated Psychogeriatric Outreach Program:

- Through local agencies, provides community supports to older adults with mental health issues in the community.

Base Drivers

- Aging population and population growth are drivers for the demand for services.
- Inflationary pressures for salaries and benefits, raw food costs, health supplies etc.
- Contractual agreements with inflationary increases.
- Compliance requirements of the new LTC Homes Act and regulations relating to policies and operational procedures, reporting, enhanced staff qualifications and training.
- Organizational structuring and staffing alignment for enhancement of resident care and compliance with LTC Homes Act.
- Adequacy of provincial funding levels; improving resident care documentation leading to maximize funding, utilizing enhanced IT initiatives.

Key Challenges

The following trends and issues will have an impact on the Branch over the 2012 to 2015 timeframe.

Regional growth/service capacity

- Growth and demographic changes will create pressure to increase Regional services for seniors. Development of a Seniors Strategy will incorporate an assessment of future needs.

Customer demand

- Population growth and aging will continue to increase demand for long term care and seniors services. Between 2001 and 2010 York Region experienced a 40% growth in the number of seniors. Between 2002 and 2021 York Region will experience an increase of 188% in the number of seniors age 65+ and 217% in the number of seniors age 75+. The prevalence of severe to moderate dementia requiring some level of health service intervention/support are projected to increase by over 300% by 2021.
- Existing programs are revised as necessary to meet the needs of our residents. Future programming will need to be innovative and flexible to meet growing service demands.

Environmental issues

- The level and complexity of care our clients require continues to increase as the province increases focus on aging at home strategies. In order to meet this identified need, additional funding and staffing resources are required.

Financial constraints

- The current provincial funding models fail to recognize and allocate sufficient dollars to fund adequate levels of staffing and legitimate non-controllable price differentials related to the delivery of care and services.

Legislative pressures

- Additional resources are required to meet the compliance requirements of the new LTC Homes Act. There has been only minor enhancement of funding from the province to support the additional requirements. This has the potential to negatively impact resources available for direct care/hours of service for residents and puts pressure on municipal tax levy support.

Contractual obligations

- There is an increased accountability burden placed on both Long Term Care and Seniors Community Programs due to the significantly increased reporting requirements by both the CLHIN and the province.

Service Challenges

Trends and issues impacting the budget for 2012 and 2013:

- Assessment for improved funding:
All LTC Homes have transitioned to a new Resident Assessment Instrument Minimum Data Set (RAI-MDS) resident classification system. For most LTC providers this has resulted in a lower Case Mix Index (CMI) for most Homes, resulting in a decrease in Provincial funding of approximately \$165,000 in 2011. A contracted specialist resource is budgeted to audit the RAI_MDS system and train managers and registered staff to improve resident care documentation to ensure that computerized documentation practices are capturing client care needs, higher acuity levels and maximizing MOHLTC funding.
- Restructuring and training:
Impact of the new LTC Homes Act and regulations requires organizational restructuring and staffing alignment in order to provide consistency in staffing assignments and a staffing mix that is consistent with residents' assessed care and safety needs. Additional training is required for all staff, as well as increased investment in process review and system support.

Operating Impact of Capital

(' \$000s)	2012 Budget	2013 Request	2014 Outlook	2015 Outlook	2016 Outlook	2017-2021 Outlook	Total
Operating Costs							
Salaries & Benefits						11,049	11,049
Debt Repayment						2,812	2,812
Other						1,863	1,863
Cost Savings							
Revenue							
DC on Debt						(832)	(832)
Other Revenues						(8,540)	(8,540)
Total Net Cost	0	0	0	0	0	6,352	6,352
FTE Requirement						147	147

Note: The above chart identifies the incremental annual operating costs associated with the Long Term Care Capital Plan.

Staffing Resources

	2009 Budget	2010 Budget (R)	2011 Budget (R)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	160.8	161.4	202.5	208.4	208.9	209.7	210.1
Part-Time FTE's (PPT)	143.3	143.3	109.1	106.7	106.7	106.7	106.7
Total Permanent FTE's	304.1	304.7	311.6	315.1	315.6	316.4	316.8
Net Change*		0.6	6.9	3.5	0.5	0.8	0.4
Casual (FTE Equivalent)**	53.9	57.2	57.8	62.5	62.5	62.5	62.5

* Includes FTE's allocated from Business Operations and Quality Assurance support program areas.

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

Strategic Goals 2012 – 2015

- Development of a modern resilient organizational structure and culture that is supported by staff recruitment, training and leading practices to enhance the quality service to our residents and clients.
- Implement initiatives relating to the safety and security of our residents and clients.
- Continue with Information technology innovation and improvements to enhance resident care documentation and compliance to increase funding opportunities.

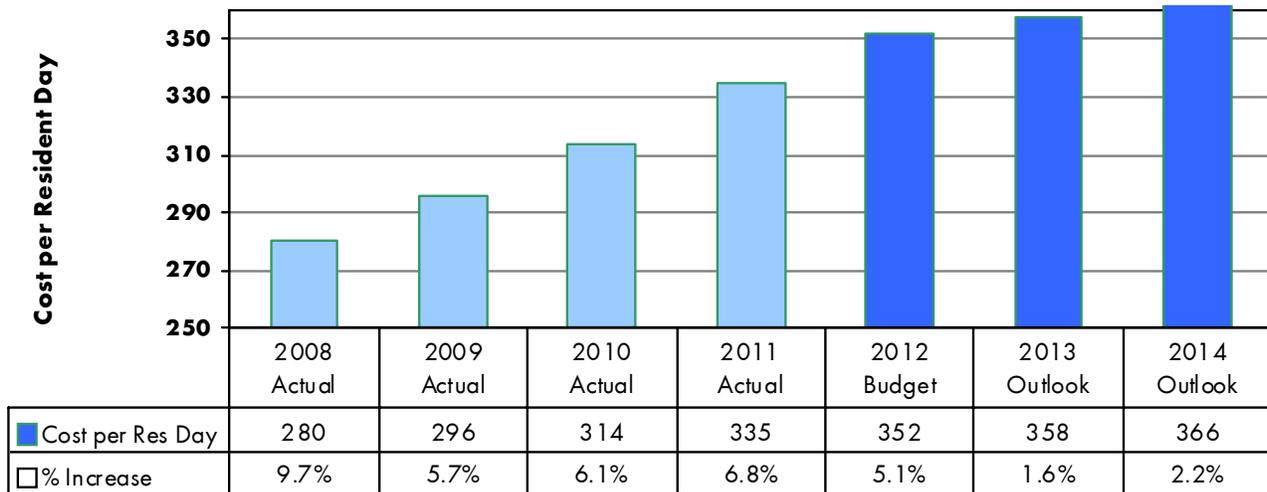
Department Objectives for 2012 and 2013

1) To develop a modern and resilient LTC organization structure, including a staff recruitment and training strategy to be able to meet the future challenges of the sector.
2) To promote a continuous quality improvement culture and participate in provincial quality improvement initiatives.
3) To implement IT initiatives to create efficiencies in resident documentation and compliance.
4) To review and evaluate current programs and services delivered by Long Term Care, including a security review of the Homes.
5) To participate in development of a Seniors Strategy for geographical York Region, partnering with appropriate agencies.

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1	-Establish recruitment and training strategy for all LTC staff	Compliance with training requirements outlined in the Act / Regulations	2012 - 2013	Organizational Capacity		✓
2	-Continuous Quality Improvement framework - Implement provincial compliance risk indicators and Resident Quality Inspection (RQI) process and protocols.	-CQI Framework for LTC and Seniors Community Programs -Participation in Provincial quality improvement and reporting initiatives	2012 - 2013	Social and Health Supports		
3	- Implementation of IT initiatives relating to staff scheduling efficiencies and resident charting improvements - Implementation of provincial Management Information System (MIS) reporting standards	- Established IT implementation and reporting plan	2012- 2013	Financial Management		✓
4	- Program review of operational program areas	-Compliance with Long Term Care Homes Act 2007 and Ontario Regulations 79/10. - Convalescent Care Program (CCP) review	2012 - 2013	Social and Health Supports		✓
5	- Participate in activities related to development of Seniors Strategy	Seniors Strategy	2012 - 2013	Social and Health Supports		✓

KPIs

Gross Operating Cost per Resident Day



	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Outlook	2014 Outlook
Total Cost	23,802,980	25,058,300	26,592,833	28,395,281	29,852,466	30,320,834	30,974,214
Bed Days	84,912	84,680	84,680	84,680	84,912	84,680	84,680

Source: Based on 232 beds and actual costs in operating statements (BVAs)

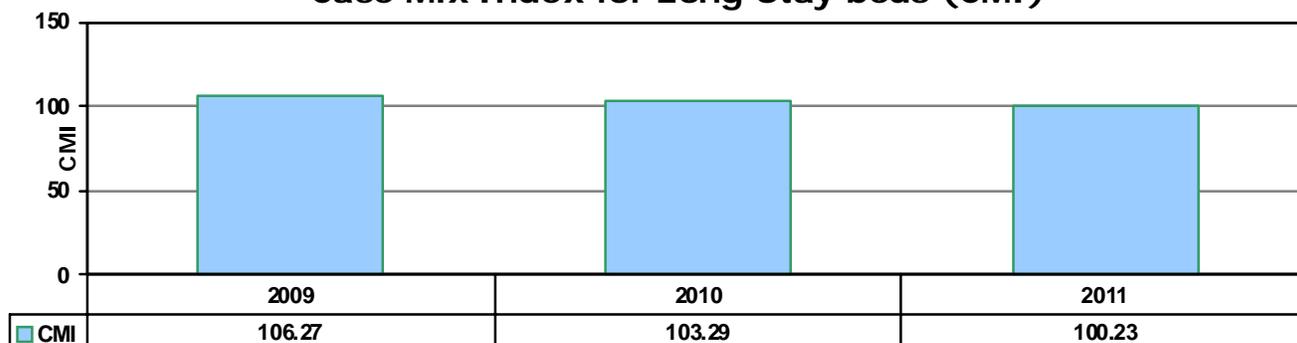
What does the graph show?

- This graph shows the total operating costs for Long Term Care Homes for York Region.
- Bed Days are the total number of resident days provided.
- Financing charges and contributions to reserves are excluded.
- York Region operates 34 convalescent care beds which have a higher per diem operating cost than traditional long term care beds.

Explanation of KPI Trend

- 2011 increase of 6.8% is primarily related to salaries and benefits, program specific expenses (food and health supplies) and occupancy costs including building repairs and maintenance.

Case Mix Index for Long Stay beds (CMI)



Source: Based on MOHLTC RAI MDS. CMI average for Newmarket Health Centre and Maple Health Centre

What does the graph show?

- Resident acuity rates for Long Term Care Homes for York Region (CMI)

Explanation of KPI Trend

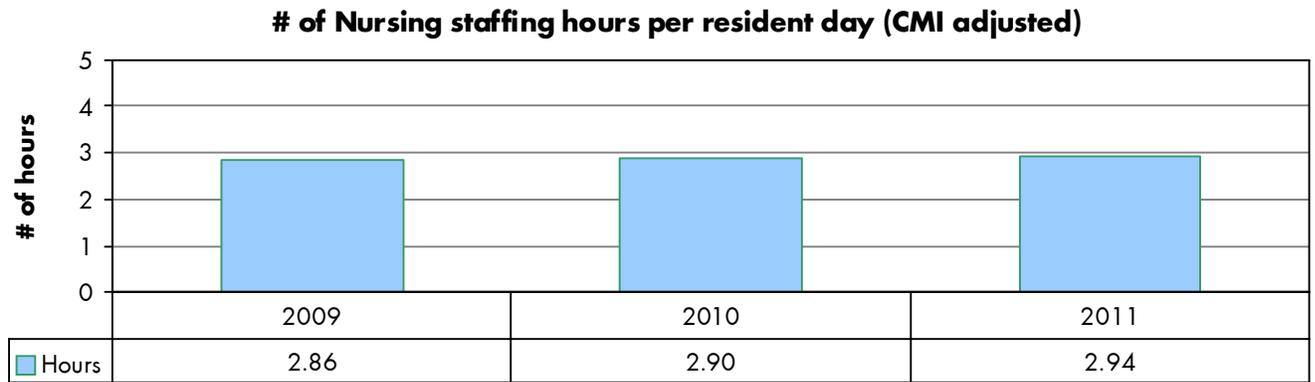
- Resident acuity levels were traditionally reported via Case Mix Index (CMI). Each resident was assessed based on their needs and given a score that outlines their level of care.
- All scores were then compiled to come up with a CMI score for the Homes. This final score determined the level of Provincial funding.
- All LTC Homes in Ontario have transitioned to a new Resident Assessment Instrument Minimum Data Set (RAI-MDS) resident classification system over the last 2 years. This has resulted in a lower CMI average for most Homes.

Comments / Background:

- A CMI score of 100 is considered to be an average acuity standard that all residents are measured against. CMI scores less or more than 100 will result in a corresponding reduction or increase in Provincial funding.
- York Region operates 34 convalescent care beds that do not get a CMI calculation, and are maintained at 100 CMI.
- For 2010 the average CMI's for other municipalities is noted below.

Municipality	Case Mix Index	Municipality	Case Mix Index
Durham	99.48	Sudbury	95.53
Halton	100.70	Thunder Bay	97.36
Hamilton	101.29	Toronto	103.40
London	83.56	Waterloo	96.57
Niagara	101.94	Windsor	92.88
Ottawa	93.61	York Region	103.29
Average CMI		98.72	

Source: OMBI 2010 Data Warehouse



Source: Based on Nursing staffing hours for Newmarket Health Centre and Maple Health Centre (CMI adjusted)

What does the graph show?

- Number of Nursing Staffed hours per resident day, CMI adjusted to reflect each Home’s acuity levels.

Explanation of KPI Trend

- Increase in Personal Support Worker (PSW) hours.
- York Region operates 34 convalescent care beds that require a higher level of nursing staffing hours.

Comments / Background:

- Staff provide nursing and personal care directly to the residents to meet the nursing and personal care requirements assessed in a plan of care.
- For 2010 the comparison of the number of nursing staffed hours for other municipalities is noted below.

Municipality	# of staff hours (CMI adjusted)	Municipality	# of staff hours (CMI adjusted)
Durham	3.00	Sudbury	2.39
Halton	2.94	Thunder Bay	3.13
Hamilton	2.93	Toronto	2.80
London	3.02	Waterloo	2.91
Niagara	2.45	Windsor	3.12
Ottawa	2.87	York Region	2.90
Average # of Nursing staffing hours (CMI adjusted)		2.87	

Source: OMBI 2010 Data Warehouse

Long Term Care

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	23,236	24,882	26,416	25,967	27,564	1,597	6.2%	28,178	28,937	29,715
Program Specific Expenses	2,343	2,621	2,750	2,850	3,005	155	5.4%	3,032	3,060	3,089
Professional Contracted Services	1,298	921	776	1,181	1,253	73	6.2%	1,067	1,052	1,077
General Expenses	810	1,111	1,310	1,310	1,375	65	5.0%	1,375	1,375	1,375
Occupancy Costs	1,254	1,314	1,331	1,331	1,254	(77)	-5.8%	1,204	1,204	1,204
Minor Capital	210	191	288	377	372	(5)	-1.3%	372	372	372
Expenditures	29,151	31,040	32,870	33,015	34,823	1,808	5.5%	35,228	36,000	36,832
Financing Costs and Reserves										
Financing Costs	2,072	2,098	1,951	1,951	878	(1,073)	-55.0%	723	359	363
Contribution to Reserves	190	190	190	190	190		0.0%	190	190	190
Contribution to Capital										
Financing Costs and Reserves	2,262	2,288	2,141	2,141	1,068	(1,073)	-50.1%	913	549	553
Gross Expenditures	31,412	33,328	35,011	35,156	35,891	735	2.1%	36,141	36,549	37,385
Revenues										
Grant Subsidies	(16,234)	(17,211)	(16,936)	(17,563)	(18,014)	(450)	2.6%	(18,415)	(18,833)	(19,271)
User Fees	(380)	(165)								
Fees and Charges	(5,104)	(5,300)	(5,291)	(5,291)	(5,345)	(55)	1.0%	(5,347)	(5,350)	(5,263)
Development Charges										
Contribution from Reserves	(141)	(376)	(424)	(629)	(518)	111	-17.7%	(307)	(92)	(92)
Third Party Recoveries										
Revenues	(21,860)	(23,052)	(22,651)	(23,483)	(23,877)	(394)	1.7%	(24,069)	(24,275)	(24,626)
Negotiated Specific & Recoveries										
Negotiated Specific		41								
Departmental Charges & Recoveries	1,047	1,322	1,471	1,471	1,517	46	3.1%	1,582	1,653	1,704
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	1,047	1,364	1,471	1,471	1,517	46	3.1%	1,582	1,653	1,704
Gross Expenditures including										
Negotiated Specific & Recoveries	32,459	34,692	36,482	36,627	37,408	781	2.1%	37,723	38,202	39,089
Tax Levy	10,599	11,640	13,831	13,144	13,531	387	2.9%	13,654	13,927	14,463
% Change								0.9%	2.0%	3.8%

Budget Change Explanations 2012

Long Term Care		2012 (in \$000's)				FTE	
		Gross		Net			Impact
Budget Change Explanations (2012/2011)		Units	\$000's	%	\$000's	%	
2011 Restated Departmental Budget			36,627		13,144		0.0
Base							
Salary and Benefit increases			1,264	3.5	1,262	9.6	
Inflationary impact for Program Costs (food, health supplies, etc)			121	0.3	121	0.9	
Budget Adjustments (revenues overstated, Nursing Grad Program, IT costs)			22	0.1	173	1.3	
Technical Services provided by Housing Services			87	0.2	87	0.7	
Share of Program Support Services			39	0.1	39	0.3	
Base			1,533	4.2	1,682	12.8	0.0
Reductions/Efficiencies							
Eliminate one time costs for integration initiatives			(30)	(0.1)			
Hydro and administrative Savings			(146)	(0.4)	(120)	(0.9)	
Community Partner Rental & Resident Revenue increases					(74)	(0.6)	
Share of Program Support Services			(11)		(11)		
Reductions/Efficiencies			(186)	(0.5)	(205)	(1.6)	0.0
Mandatory/Legislated							
Additional training & RAI project requirement			253	0.7	253	1.9	
Master Schedule implementation			140	0.4	140	1.1	2.0
Nursing Clerk - Maple Health Centre			67	0.2	67	0.5	1.0
Provincial Funding and Per Diem Increase					(464)	(3.5)	
Mandatory/Legislated			461	1.3	(4)	(0.0)	3.0
Annualization							
Reduction in Debt Payment			(1,098)	(3.0)	(1,098)	(8.4)	
Annualization			(1,098)	(3.0)	(1,098)	(8.4)	0.0
Total Base Change			710	1.9	375	2.9	3.0
Growth							
Share of Program Support Services			11	0.0	11	0.1	
Total Growth			11	0.0	11	0.1	0.0
Enhancement							
Multi-Year Plan Initiatives							
3.3 Seniors Strategy			60	0.2			
Total Enhancement			60	0.2			0.0
2012 Departmental Budget (including Contribution to Capital)			37,408	2.1	13,531	2.9	3.0

Budget Change Explanations 2013

Long Term Care		2013 (in \$000's)				
Budget Change Explanations (2013/2012)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		37,408		13,531		
Base						
Salary and Benefit increases		601	1.6	601	4.4	
Inflationary pressures - Insurance, Technical Services		16	0.0	16	0.1	
Share of Program Support Services		30	0.1	31	0.2	
Base		647		648	4.8	0.0
Reductions/Efficiencies						
Eliminate one-time costs for IT Improvements - ICE call out		(80)				
Community Partner Rent Increases				(2)	(0.0)	
Eliminate one time costs for Seniors Strategy (MYP)		(130)	(0.3)			
Reductions/Efficiencies		(210)	(0.6)	(2)	(0.0)	0.0
Mandatory/Legislated						
Provincial Funding and Community Partner Rent Revenue increases				(403)	(3.0)	
Mandatory/Legislated				(403)	(3.0)	0.0
Annualization						
Reduction in Debt Payment		(157)	(0.4)	(156)	(1.2)	
Annualization		(157)	(0.4)	(156)	(1.2)	0.0
Total Base Change		280	0.7	88	0.6	0.0
Growth						
Share of Program Support Services		35	0.1	35	0.3	
Total Growth Request		35	0.1	35	0.3	0.0
2013 Departmental Request (including Contribution to Capital)		37,723	0.8	13,654	0.9	0.0

Budget Change Explanations Outlook Years 2014/2015

Long Term Care	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	37,723	13,654	38,202	13,927
Base				
Salary and Benefit Increases	757	757	778	778
Program Cost Increases	50	50	52	52
Insurance cost increase	5	5	5	5
Inflationary Impact Technical Services provided by Housing	2	2	3	3
Share of Program Support Services	40	40	40	40
Public Health capital improvement contributions completed				89
Base	854	854	878	967
Reductions/Efficiencies				
Community Partner Rent Increases		(2)		(2)
Eliminate one time costs for RAI Project	(40)	(40)		
Reductions/Efficiencies	(40)	(42)		(2)
Mandatory/Legislated				
Provincial Funding and Rent Revenue increases		(419)		(438)
Mandatory/Legislated		(419)		(438)
Annualization				
Reduction in Debt Payment	(368)	(153)	(1)	(1)
Annualization	(368)	(153)	(1)	(1)
Enhancements				
Share of Program Support Services	33	33	10	10
Enhancements	33	33	10	10
Total Annual Incremental Budget Pressures	479	273	887	536
Total Annual Budget Request	38,202	13,927	39,089	14,463

Long Term Care

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Scheduling Clerk	2.0	M	140	140
Nursing Clerk - Admin Clerk Secretary	1.0	M	67	67
Share of program support	0.5			
Total Permanent FTEs		3.5	207	207

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support	0.5			
Total Permanent FTEs		0.5		

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support - 2014	0.8			
Share of program support - 2015	0.4			
Total Permanent FTEs		1.2		

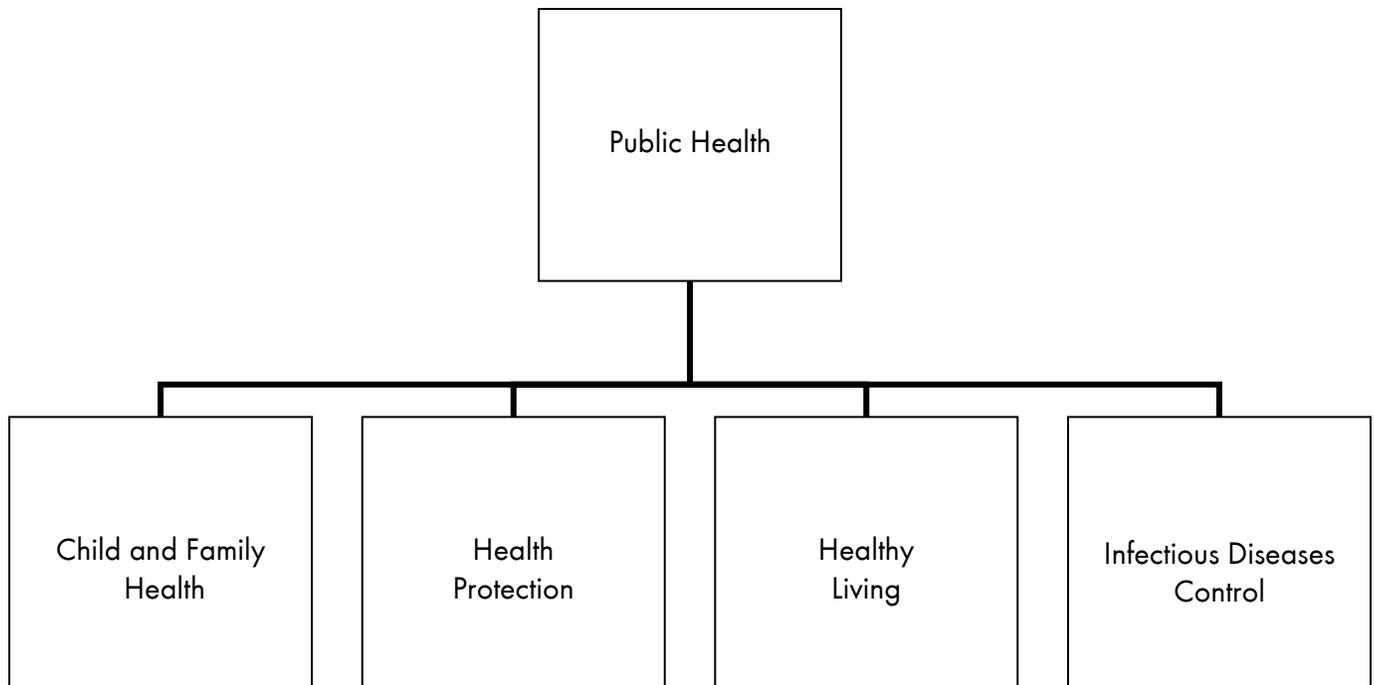
*** Type of FTE's Legend:**

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No



Mission/Vision

Public Health strives to keep the people of York Region healthy through health promotion, health protection and disease prevention activities.

Mandate

The Ontario Public Health Standards, published by the Minister of Health and Long-Term Care pursuant to Section 7 of the *Health Protection and Promotion Act*, mandate public health unit activities. Public Health Branch programs and services provided under this mandate span a wide range of health promotion and protection areas. For example:

Infectious disease control programs include:

- Management of reportable disease cases and infectious disease outbreaks
- School- and community-based immunization clinics
- School and daycare immunization review
- Vaccine distribution and monitoring of vaccine handling and storage
- Chronic and infectious disease surveillance
- Sexual health clinic services
- Harm reduction program

Child and family health programs include:

- One-to-one screening and assessment for Healthy Babies, Healthy Children program
- Home visiting services for families with children (prenatal to six years of age)
- Breastfeeding program clinic services
- Baby-Friendly Initiative accreditation process

- Screening and assessment for the Children in Need of Treatment Program and preventive oral health services
- Follow up of children in Children in Need of Treatment Program
- Preventive oral services (for 0-17 year-olds)
- Healthy Smiles Ontario eligibility review and enrolment
- Prenatal and parenting education sessions
- Capacity building and awareness activities related to child and family health topics

Health protection programs include:

- Food premise and special event inspections
- Food premise inspection disclosure
- Food recall response
- Provision of formal food handler training course
- Personal services setting inspections
- Public recreational water facilities inspections
- Bathing beach monitoring/sampling
- Response to adverse water quality results (private and public systems)
- Small drinking water systems inspections
- Zoonotic disease control and investigations
- Tobacco vendor inspections and enforcement of the *Smoke-Free Ontario Act*
- Child care centre and long-term care home inspections
- Infection prevention and control consultations
- Outbreak response
- Health hazard prevention and management investigations/inspections

Healthy living programs include:

- Comprehensive Healthy Schools programming
- Workplace wellness programs
- Coordination of Food for Learning
- Prenatal, infant, and preschool nutrition programming
- Nutrition in elementary and secondary schools
- Eat Smart! workplace cafeteria and school cafeteria program
- Public awareness and the capacity building activities related to injury prevention
- Promotion of cancer screening and prevention initiatives
- Capacity building for tobacco cessation
- Smoke-Free Ontario strategy programs
- Substance misuse prevention initiatives
- Health Connection public health telephone information line
- Health emergency planning
- Epidemiology and research services
- Support for healthy public policy
- Support for creation of supportive environments in recreational settings and built environment
- Capacity building and awareness activities related to healthy living topics

Base Drivers

- Population growth
- Socio-demographic changes in target population receiving mandated public health services
- Infectious and chronic disease trends
- Changes in technology and associated costs

Key Challenges

- **Population growth**
The rapid rate of population growth that York Region has experienced over the past several years is expected to continue.
- **Increasing low-income population**
York Region's growing low-income population is vulnerable to a number of factors that could negatively impact their health.
- **Growing number of newcomers**
Ongoing and rapid growth in immigrant population requires tailoring of initiatives to ensure public health services reach across cultural and ethnic groups.
- **New provincial requirements**
The Province has introduced new terms and conditions governing funding of public health initiatives, along with related expectations for public health programming. Additionally, York Region Public Health is continuing to phase in resources necessary to meet requirements of the Ontario Public Health Standards launched in 2008.
- **Infectious disease trends**
In line with trends in other jurisdictions, cases of sexually-transmitted infections are growing in number and complexity, requiring specialized case management expertise.
- **Infectious disease expertise**
An internal audit has revealed that there is insufficient surge capacity to deal with unexpected infectious disease emergencies, and that infectious disease expertise needs strengthening.
- **Chronic disease trends**
Also in line with trends elsewhere, rates of cardiovascular disease and Type 2 diabetes are increasing in York Region.
- **Access to and transparency of services**
New technology has dramatically changed the public's service and reporting expectations over the past several years.

Service Challenges

Population growth

All areas of public health programming will face service challenges related to ongoing population growth, including but not limited to the following:

- Rising birth rate (from 9,424 births in 2003 to 11,135 births in 2009) could impact reach or result in greater wait times for child and family health programs aimed at increasing prenatal health, parenting skills, and rates of exclusive breastfeeding.
- Increasing school-age population and number of schools (from 294 elementary schools in the 2006/07 school year to 327 in 2010/11) will impact service levels of programs that promote and support child health through work in schools, such as healthy schools programming, dental screening, and school immunization program.
- The number of both reportable diseases and outbreaks is expected to grow in York Region over the next few years, by 4.1% a year and 2% per year respectively. This could negatively impact staff response time in case management and outbreak management activities necessary to limit the spread of infectious diseases in the community.

- **Increasing low-income population**

Low income is a social determinant of health associated with health inequities related to housing, air quality, environmental exposures, infectious diseases, perinatal health, and oral health, among others. Between 2000 and 2005, the low-income population in York Region increased by 55%, while the total population change in the Region was only 22%. As of 2005, the proportion of York Region residents living in low-income households was 12.7%. Addressing low income and other social determinants of health will require a comprehensive, collaborative approach. Failure to do so will negatively impact health status measures across public health program areas.

- **Growing number of newcomers**

In 2006, over 40 per cent of the Region's residents were born outside of Canada, and it is projected that by 2031 immigrants will comprise more than half of the Region's population. Immigrants face unique health challenges, including linguistic and cultural barriers to services. Targeted support and interventions for newcomers are required in order to ensure public health service levels are maintained for all of York Region's communities.

- **New provincial requirements**

The next components of the provincial performance management framework to be implemented are Public Health Accountability Agreements, which outline performance expectations for health units. An initial set of 14 performance indicators were developed by the Province in consultation with health unit representatives. While some indicators reflect the core business of public health, others signal a new direction in government priorities and will require a realignment of local efforts.

Following the release of the Ontario Public Health Standards in 2008, the Public Health Branch realigned several program areas to meet new requirements, and identified key areas where additional staffing resources were required. With the economic downturn, the phasing in of these additional resources has been extended over a longer period of time.

- **Infectious disease trends**
Sexually-transmitted infections such as Chlamydia and gonorrhoea are increasing. This trend could negatively affect the Public Health Branch's ability to implement timely and effective case/contact management in order to prevent secondary transmission.
- **Infectious disease expertise**
Insufficient surge capacity to deal with unexpected infectious disease emergencies not only increases the risk to the public as a result of the emergency itself, but also compromises public health capacity to respond to less urgent infectious diseases in the community.
- **Chronic disease trends**
Public Health is mandated to work with the public and community partners to increase community awareness and to inform program planning and policy development related to chronic disease prevention. Recent trends that show increasing rates of cardiovascular disease and Type 2 diabetes in York Region require further collaborative relationships with internal and external partners.
- **Access to and transparency of services**
Changes in technology and associated public preferences/expectations have particular repercussions for public health, which is accountable to the public and mandated to provide activities that interface with the community in all its program areas.

Staffing Resources

	2009 Budget	2010 Budget (R)	2011 Budget (R)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	418.9	415.1	431.5	439.0	448.6	455.3	464.8
Part-Time FTE's (PPT)	27.0	27.0	21.0	21.0	21.0	21.0	21.0
Total Permanent FTE's	445.9	442.1	452.5	460.0	469.6	476.3	485.8
Net Change*		-3.8	10.4	7.5	9.6	6.7	9.5
Casual (FTE Equivalent)**	6.4	10.9	13.4	19.5	19.5	19.5	19.5

* Includes FTE's allocated from Business Operations and Quality Assurance support program areas.

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

Strategic Goals 2012 – 2015

- To work towards reducing health inequities in populations most negatively impacted by social determinants of health.
- To ensure compliance with provincial requirements, especially in light of new Accountability Agreements and pressures brought on by population growth.
- To strengthen infectious disease resources.
- To work with community partners to support healthy communities/environments.
- To increase health unit transparency and access to services.

Department Objectives for 2012 and 2013

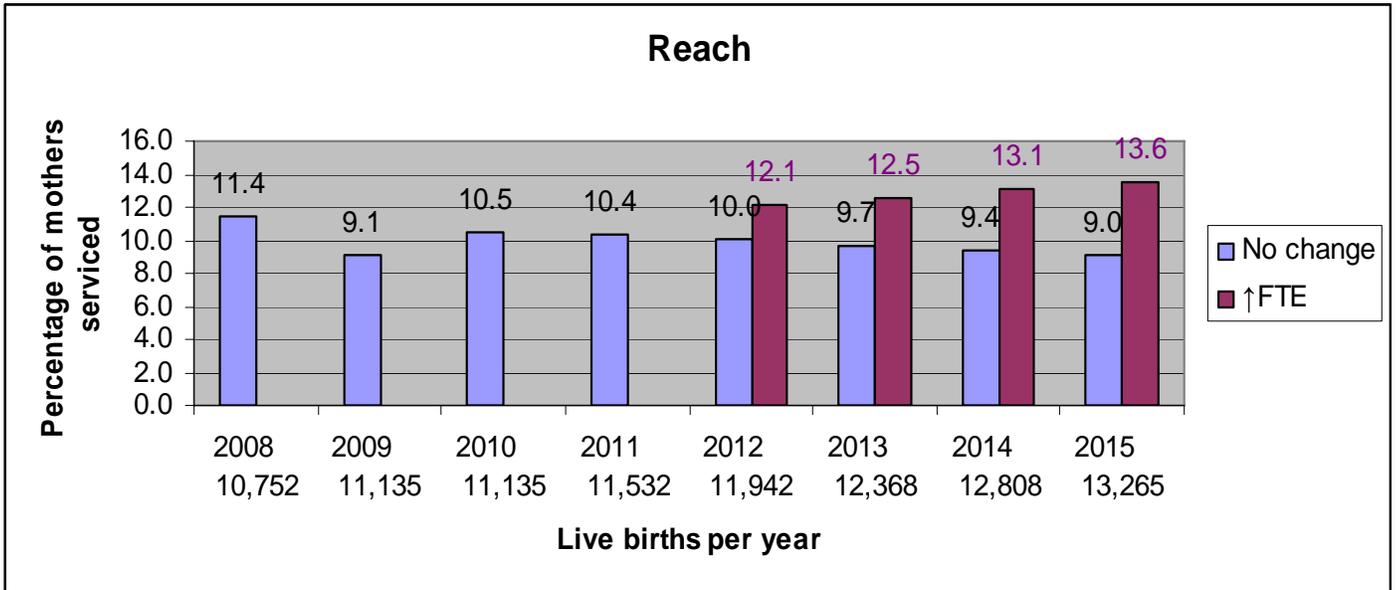
1) Address social determinants of health/health inequities in program planning and delivery where appropriate, especially in relation to child health.
2) Review and reorient programs to address new provincial priorities identified in Accountability Agreements.
3) Explore options to deliver provincially-mandated requirements to expanding population base.
4) Develop surge capacity in infectious disease prevention and control.
5) Improve immunization access and coverage.
6) Enhance expertise, accountability and efficiencies in infectious disease prevention and control programs.
7) Support healthy, sustainable communities through collaboration with planners and other stakeholders, and input on policies and proposals.
8) Develop strategies to improve access to public health information, services, and inspection results.

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1a	Development of health equity framework to review existing Healthy Living programs and develop new programs	Healthy Living programs tailored to reduce health inequalities.	2012-2013	Social and Health Supports		
1b	Collaboration with community partners to promote early identification of families at-risk	Earlier links to appropriate programs and supports.	2012-2013	Social and Health Supports		
1c	York Region Dental Program Project and communications plan	Increase in numbers of children accessing dental services, including CINOT, Healthy Smiles Ontario and preventive treatment. Increased number of youth screened in 2012 and 2013.	2012-2013	Social and Health Supports		✓
2a	Achieve Baby Friendly Initiative (BFI) designation	Best practice infant feeding services in place through policy, education and training, partnerships and collaboration.	2012-2015	Social and Health Supports	✓	✓
2b	Implementation of surveillance plan	Health indicators identified in Accountability Agreements tracked.	2012-2013	Social and Health Supports		
2c	Review of Healthy Living programs	Programs reoriented to address Accountability Agreement requirements.	2012	Social and Health Supports		
3a	Ongoing capacity building through Public Health Nurse consultation to Healthy Schools program schools and support to School Board administration	Increase in the number of schools that sustain or progress to the next stage of Healthy Schools implementation.	2012	Social and Health Supports	✓	✓
3b	Expansion of parenting programs	Increased reach of parents/caregivers with knowledge and skills of positive parenting practices. Reduced postpartum mood disorder and postnatal depression scale scores of mothers attending Transition to Parenting.	2012	Social and Health Supports		
3c	Work with area municipalities that license home-based personal services settings	Home-based personal services settings in compliance with provincial Infection Prevention and Control Best Practices for Personal Services Settings document.	2012-2014	Social and Health Supports		✓

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
4a	Development of immunization competency protocols and training opportunities	Immunization program surge capacity for delivery of emergency immunization services. Implementation of recommendations from H1N1 report.	2012	Social and Health Supports Organizational Capacity		✓
4b	Development of surge capacity plan	Surge capacity to ensure response for all types of infectious disease emergencies.	2012-2013	Social and Health Supports Organizational Capacity		✓
5a	Immunization review pilot project for all grade one students and private schools	Up-to-date information on immunization coverage. Enforcement of suspension process.	2012	Social and Health Supports	✓	✓
5b	Establishment of immunization program liaison with schools and development of educational resources for parents	Support for enforcement of suspension process. Increased awareness of the suspension process.	2012	Social and Health Supports		✓
5c	Expansion of community and school immunization clinics	Increased availability of immunization to all residents, especially new immigrants and students in schools with less than 20 eligible students.	2012	Social and Health Supports		✓
5d	Support for introduction of new immunization information system (Panorama)	Necessary resources in place to transfer data and train staff.	2012	Social and Health Supports		✓
6a	Training of staff and managers to increase skill in case/contact management and outbreak investigations	Reduction in delays in case and contact follow-up. Practice in line with provincial Best Practices Guideline.	2012-2013	Social and Health Supports Organizational Capacity		✓
6b	Development and implementation of infectious disease control CQI indicators and activities (e.g. chart reviews)	Increase in accountability and decrease in delays responding to communicable diseases. Sexual health program evaluated and service delivery standardized through policies, procedures, and other tools.	2012-2013	Social and Health Supports		✓
6c	Needs assessment of existing sexual health clinic services	Gaps in service identified and planning process with community partners initiated. Improved comprehensive service delivery model implemented.	2012-2013	Social and Health Supports Organizational Capacity		✓

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
6d	Needs assessment and literature review on sexuality needs of seniors	Health promotion strategies to address sexuality needs of seniors incorporated into health promotion initiatives.	2012	Social and Health Supports		
7a	Building Healthy Communities – Social Marketing Campaign (initiative 3.1b from CHS Multi-Year Plan)	Increased awareness of health impacts of the built environment (e.g. access to transit, physical activity, air quality and climate change).	2012-2013	Social and Health Supports		
7b	Built environment surveillance and policy development	Healthy public policy related to land use planning and the built environment.	2012-2015	Social and Health Supports		
7c	Work with community partners (e.g. municipalities, school boards et al) and develop other collaborative relationships to develop policies	An increase in the number of policies developed that support active transportation and healthy eating. Internal and external partners identified and working groups established to support creation of healthier environments.	2012-2014 ongoing	Social and Health Supports		✓
8a	Yorksafes web-based Inspection Disclosure system	Increased access to inspection results.	2011-2013	Social and Health Supports		✓
8b	Exploration of e-Service options and inspection reports	Greater access to services. Increased transparency.	2012-2014	Social and Health Supports		
8c	On-call Public Health Inspector response system	Health Protection surge capacity and skills to respond to emergencies and environmental incidents.	2012-2013	Social and Health Supports Organizational Capacity		
8d	Electronic Emergency Notification System	Rapid notification of key stakeholders related to urgent public health issues.	2012-2013	Social and Health Supports		
8e	Needs assessment and environmental scan/literature review on use of social media in health promotion	Health Promotion social media campaign plan. Better reach of target population, especially youth.	2012 2013	Social and Health Supports		
8f	Electronic management system for public health branch clinic-based sexual health services	Improved client and staff scheduling, inventory management, tracking and reporting capabilities.	2012-2013	Social and Health Supports		

Breastfeeding program reach

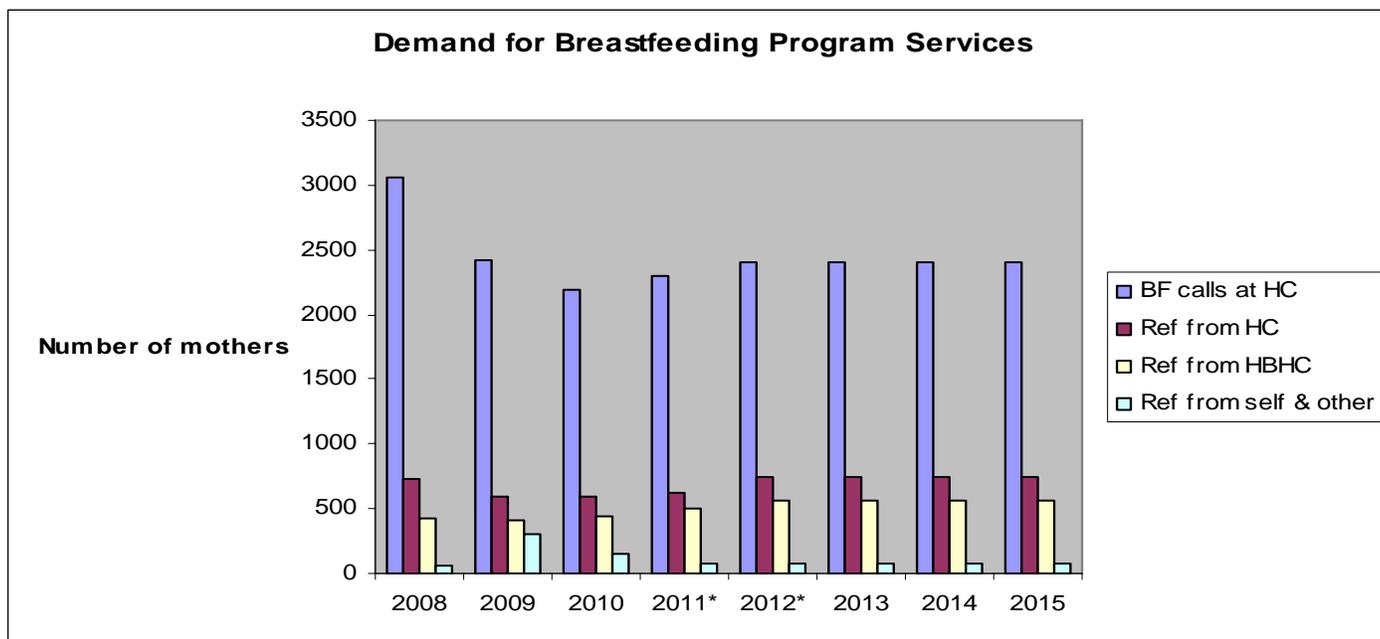


What does the table show?

- Reach refers to the proportion of new mothers serviced by the breastfeeding program per year.

Explanation of KPI Trend

- In 2009 the reach decreased from 11.4% to 9.1% due to the realignment of staff to address divisional program needs.
- Reach was increased to 10.5% in 2010 through changes made to breastfeeding clinic processes.
- For the current year, reach is anticipated to slightly decrease due to the projected increase in live births.
- With one additional FTE, reach will increase by 2% in 2012 and increase by 0.5% increments each subsequent year.



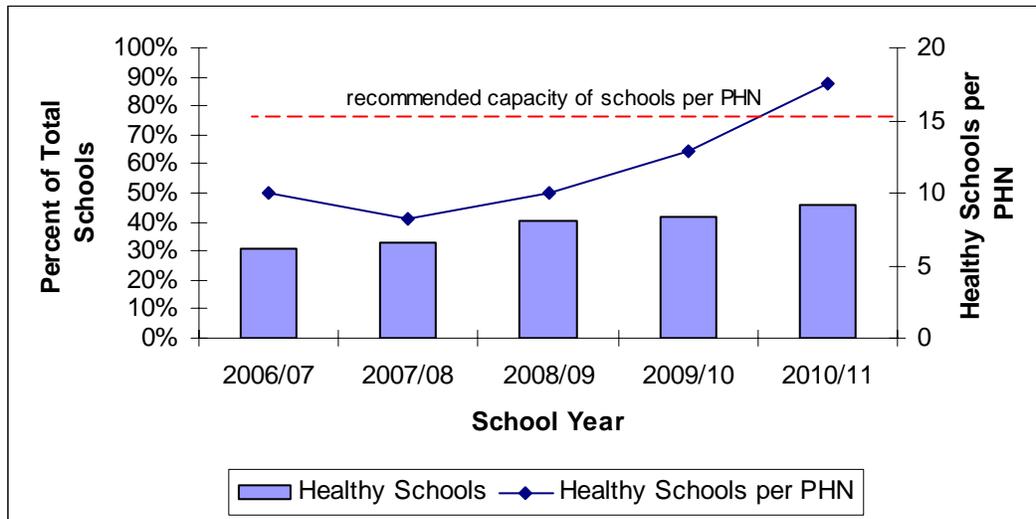
What does the table show?

- The total demand for Breastfeeding Program Services remains high. The average number of breastfeeding related calls to Health Connection for the years 2008 to 2010 was 2551.

Explanation of KPI Trend

- Current breastfeeding clinic capacity is 32 visits/week (BF Program data). This capacity cannot accommodate the number of client phone calls received by Health Connection.
- Health Connection nurses are aware of the service delivery constraints and therefore provide telephone counseling to support mothers with breastfeeding issues. Only those mothers requiring specialized one-on-one breastfeeding support are referred to the Breastfeeding Program.
- The Breastfeeding Program also responds to those clients who self-refer or are referred by the Healthy Babies, Healthy Children program. The average number of referrals from those two sources between 2008 and 2010 was 594.
- An increase of 1 FTE (dedicated 50% of time to clinic) would result in 8 more clients seen per week. The increase to 40 visits per week would increase clinic capacity by 25%. This represents 416 more mothers receiving breastfeeding support services in one year.
- Estimates for 2012 - 2015 are based on breastfeeding-related calls and referrals remaining the same. However the birthrate trend indicates that these numbers may be higher.

Reach of the Healthy Schools program



What does the table show?

- This table shows the proportion of York Region elementary schools participating in Public Health’s Healthy Schools Program, in comparison to the total number of York Region elementary schools.
Schools are considered “participating” when they have agreed to receive guidance from a Public Health Nurse to work through the following four steps of the program:
 - 1) Establish a Healthy School Committee.
 - 2) Identify health/wellness strengths and needs within the school community.
 - 3) Develop and carry out a Healthy Schools Action Plan based on the four Foundations for a Healthy School: high quality instruction and programs, healthy physical environment, supportive social environment, and strengthened community partnerships.
 - 4) Evaluate and celebrate accomplishments; plan for next year.

Explanation of KPI Trend

- With support from Public Health, York Region District School Board developed and adopted a Healthy Schools and Workplaces policy in January 2008. As a policy implementation strategy, schools have been brought together for joint training, sharing and planning at three annual Healthy Schools Networks.
- From 2007/8 to 2008/9, the above milestones contributed to a 7.9% increase in schools seeking Public Health support through the York Region Healthy Schools Program. Demand has continued to increase as more schools have attended the Networks and become aware of their policy (a 22% total increase for York Region District School Board alone from 2008/9 to 2010/11).
- The York Catholic District School Board adopted a Healthy Schools Policy in June 2011. Based on the current participation rates and above trends following York Region District School Board policy adoption and implementation, demand for Public Health support via the Healthy Schools Program is anticipated to increase further by a projected 10-12% over 2011-13.

Wait list for the Healthy Schools program

2010/11 Wait List	Projected 2011-13 Wait List
- As at Oct 2010: 25	YCDSB = 21 new schools
- Added throughout the 2010/11 = 14	YRDSB = 25 new schools
- Remaining at June 2011 = 0	

What does the table show?

- This table shows the number of new schools in 2010/11 who requested Healthy Schools Program support (39 in total throughout the school year), as well as a projected wait list for 2011-13.
- The entire 2010/11 wait list was either accommodated or reduced by school year-end in June 2011 with existing FTE complement. This was because:
 - Program realignments were made to enhance maximum service delivery capacity
 - To increase timeliness of response, PHNs took on additional schools (up to 19/FTE), although this does not allow for optimal service delivery
 - Some new schools requesting service and/or some existing Healthy Schools encountered challenges that prevented them from participating in our program

Explanation of KPI Trend

- Projected wait list is based on: existing FTE complement, current participation rates and past trends arising from Healthy Schools policy adoption and implementation:
- Of 87 York Catholic District School Board schools, 62 have not yet received PHN consultation services. This school board has just instituted a Healthy Schools Policy in June 2011, so demand for PHN services is anticipated to increase. Using York Region District School Board as a comparator, there is a potential for up to a 52% participation rate.
- As of Sept 30, 2011, PHN assignments are at or close to their capacity of 15 schools/FTE.
- Actual wait list as at Oct 11, 2011 = 20 schools from York Region District School Board.
- Even considering that some schools' ability to participate may change and thus reduce the wait list, at least 1.0 additional FTE to service 15 additional schools is required.

Comments/Background

- To address the increasing demand and resulting service capacity issue:
 - Existing elementary PHNs have taken an increasing number of schools (8 schools/FTE in 2007/8, 10 in 2008/9, 13 in 2009/10, 19 in 2010/11); however, PHN feedback and outcome/trends analysis have indicated a maximum capacity of 15 schools/FTE.
 - A formal evaluation of the Healthy Schools Program was conducted in 2010 to identify most valuable services/resources as per schools' feedback; all possible economies in program planning and support were implemented to maximize time for service delivery.
 - The current staffing complement was realigned over 2010/11, to focus maximum possible PHN time on school service delivery only.
 - Wait list schools would be offered access to our web-based resources. However, without Public Health guidance, evaluation data have shown that potential for long-term impact of their plans and the schools' capacity to create a sustainable Healthy School environment is significantly less than those receiving Public Health services.

Proportion of York Region schools in which the *Immunization of School Pupils Act* is enforced

	2008	2009	2010
Public Schools	28%	0%	27%
Separate Schools	23%	0%	23%
Private Schools	0%	0%	0%

What does the table show?

- This graph shows the percentage of schools in York Region where the *Immunization of School Pupils Act* was enforced from 2008-2010.
- There are 198 public schools, 106 separate schools and 125 private schools in York Region.

Explanation:

- Approximately 250,000 students are enrolled in schools across York Region.
- The *Immunization of School Pupils Act* requires that all pupils be immunized unless they have been legally exempted. Students not in compliance with requirements could be suspended from school.
- Due to resource constraints, the Public Health Branch reviews immunization records only in public and separate schools. Among these schools, the *Immunization of School Pupils Act* is enforced in all high schools and approx. 10% of elementary schools with the lowest coverage rates each year.

Comments:

- Unlike public and separate schools, immunization records in most private schools are in paper format. Immunization review would require manual inputting of thousands of students records each year and there are currently no resources to do this.
- With additional staff, the target is to enforce the *Immunization of School Pupils Act* in all public, separate and private schools over the next five years.

Average response time to low-profile reportable diseases

	2009	2010
Average time between receipt of laboratory result and start of low-profile reportable disease investigation	8.9 days	9.3 days

What does the table show?

*In 2009 and 2010 it took, on average, 9 days from date of notification to start date of investigation - 2 days to input the data and 7 days to begin the investigation.

Explanation:

- Over 120 outbreaks are managed each year by public health, and on average each outbreak lasts 18 days.
- Small outbreaks require one investigator to manage whereas large outbreaks require 2 or more investigators.
- When many outbreaks are occurring simultaneously, resources are stretched to the limit and response to other (low profile) reportable diseases is delayed.

Comments:

- The longer it takes to conduct an investigation, the greater the risk that appropriate actions are not taken in a timely manner to curb disease spread.
- An internal audit has shown that there is currently insufficient surge capacity to respond to both urgent diseases and other communicable diseases in a timely manner.
- Adequate public health response is required to reduce infectious disease risk to the community.

Average response time to sexually transmitted infections

	2009	2010
Average time from receipt of laboratory report and start of Chlamydia investigation	31 days	26.5 days

What does the graph show?

The KPI shows that, on average, it took a month from date of notification to start date of investigation – about 3 weeks to input the data, and 9 days to begin the investigation.

Explanation:

- Current provincial guidelines specify that public health should initiate contact with a case or health care provider within 2 business days of receipt of a laboratory result.
- As part of the provincial Public Health Accountability Agreement, this indicator will be reported annually to the province.

Comments:

- In line with trends in other jurisdictions, cases of sexually-transmitted infections are growing in number and complexity, requiring specialized case management expertise.
- Delays in response could result in delayed treatment of cases and contacts resulting in continued disease spread.
- In 2011, two temporary Administrative Clerk-Intermediates were hired to assist with data input. This support needs to be continued along with increased professional resources in order to ensure program is in compliance with best practices.

Public Health Branch

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
						\$	%			
Expenditures										
Salaries and Benefits	37,589	38,669	41,445	41,634	44,229	2,595	6.2%	46,072	47,934	50,241
Program Specific Expenses	1,844	1,695	1,924	3,197	2,621	(576)	-18.0%	2,621	2,621	2,621
Professional Contracted Services	829	657	956	1,135	998	(137)	-12.0%	983	984	985
General Expenses	3,932	3,286	3,819	3,752	3,767	15	0.4%	3,764	3,782	3,782
Occupancy Costs	1,777	991	1,035	1,291	1,132	(159)	-12.3%	1,180	1,322	1,234
Minor Capital	103	143	296	296	296		0.1%	296	296	296
Expenditures	46,074	45,440	49,475	51,305	53,044	1,739	3.4%	54,916	56,938	59,159
Financing Costs and Reserves										
Financing Costs	172	180	231	231	239	8	3.5%	232	237	243
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	172	180	231	231	239	8	3.5%	232	237	243
Gross Expenditures	46,246	45,620	49,706	51,535	53,282	1,747	3.4%	55,148	57,176	59,402
Revenues										
Grant Subsidies	(40,847)	(41,833)	(43,926)	(41,386)	(42,882)	(1,496)	3.6%	(44,139)	(45,514)	(47,030)
User Fees		430								
Fees and Charges	(743)	(630)	(556)	(556)	(526)	31	-5.5%	(526)	(526)	(526)
Development Charges										
Contribution from Reserves	(538)	(66)								
Third Party Recoveries										
Revenues	(42,127)	(42,098)	(44,482)	(41,943)	(43,408)	(1,465)	3.5%	(44,665)	(46,039)	(47,556)
Negotiated Specific & Recoveries										
Negotiated Specific	225	231	246	246	629	383	155.5%	632	635	635
Departmental Charges & Recoveries	1,861	1,928	1,336	1,336	1,417	81	6.0%	1,487	1,586	1,667
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	2,086	2,159	1,582	1,582	2,046	464	29.3%	2,119	2,222	2,302
Gross Expenditures including Negotiated Specific & Recoveries	48,332	47,779	51,288	53,118	55,328	2,210	4.2%	57,267	59,397	61,704
Tax Levy	6,205	5,681	6,806	11,175	11,920	745	6.7%	12,602	13,358	14,148
% Change								5.7%	6.0%	5.9%

Budget Change Explanations 2012

Public Health Branch

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		53,118		11,175		
Base						
Salary and Benefit Increases		1,397	2.6	505	4.5	
Casual Admin Support for Infectious Disease Control program		320	0.6	80	0.7	
Loss of revenue from plumbing licenses				40	0.4	
Negotiated Specific Agreement Increases		6	0.0	2	0.0	
Share of Program Support Services		65	0.1	65	0.6	
Base		1,788	3.4	692	6.2	0.0
Reductions/Efficiencies						
Bed Bug program ends March 31, 2012		(136)	-0.3			
CINOT Expansion program clawback due to lack of expenditures and program uptake		(612)	-1.2	(153)	-1.4	
Share of Program Support Services		(18)	-0.0	(18)	-0.2	
Reductions/Efficiencies		(766)	(1.4)	(171)	(1.5)	0.0
Mandatory/Legislated						
Mandatory Program Staffing Requirements		591	1.1	148	1.3	6.0
Mandatory/Legislated		591	1.1	148	1.3	6.0
Annualization						
Food to Fork program (Committee Report #1, June 23, 2011)		208	0.4			
Infection Prevention Control Week (Committee Report #1, June 23, 2011)		8	0.0			
Enhanced Safe Water program (Committee Report #1, June 23, 2011)		60	0.1			
Rental costs for Cane Parkway		236	0.4	59	0.5	
Chief Nursing Officer Initiative (Committee Report, Fall 2011)		146	0.3	7	0.1	1.0
Cost Share on Small Drinking Water Program (effective Jan 1, 2012)				60	0.5	
Increased funding for 100% funded programs				(25)	-0.2	
Reduction in funding for Smoke Free Ontario program		(94)	-0.2	(59)	-0.5	
Annualization		563	1.1	42	0.4	1.0
Total Base Change		2,177	4.1	711	6.4	7.0
Growth						
Share of Program Support Services		18	0.0	18	0.2	
Total Growth		18	0.0	18	0.2	0.0
Enhancement						
Multi-Year Plan Initiatives						
Share of Program Support Services		16	0.0	16	0.1	
Total Enhancement		16	0.0	16	0.1	0.0
2012 Departmental Budget (including Contribution to Capital)		55,328	4.2	11,920	6.7	

Budget Change Explanations 2013

Public Health Branch

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		55,328		11,920		
Base						
Salary and Benefit Increases		967	1.7	360	3.0	
Negotiated Specific Agreement Increases		3	0.0	1	0.0	
Share of Program Support Services		28	0.1	28	0.2	
Base		998	1.8	389	3.3	0.0
Reductions/Efficiencies						
Bed Bug program ends March 31, 2012		(102)	-0.2			
Administrative Efficiencies		(10)	-0.0	(3)	-0.0	
Reductions/Efficiencies		(112)	(0.2)	(3)	(0.0)	0.0
Mandatory/Legislated						
Mandatory Program Staffing Requirements		791	1.4	198	1.7	8.0
Mandatory/Legislated		791	1.4	198	1.7	8.0
Annualization						
Rental Costs for relocation of expanded space in Vaughan		47	0.1	12	0.1	
Annualization		47	0.1	12	0.1	0.0
Total Base Change		1,724	3.1	596	5.0	8.0
Enhancement						
Dot Net Software for Health Protection		36	0.1	9	0.1	
Share of Program Support Services		58	0.1	58	0.5	
Multi-Year Plan Initiatives						
Public health impacts of built environment		138	0.2	35	0.3	1.0
Share of Program Support Services		(16)	-0.0	(16)	-0.1	
Total Enhancement Request		216	0.4	86	0.7	1.0
2013 Departmental Request (including Contribution to Capital)		57,268	3.5	12,602	5.7	

Budget Change Explanations Outlook Years 2014/2015

Public Health Branch

	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	57,268	12,602	59,398	13,359
Base				
Salary and Benefit Increases	1,244	461	1,293	477
Negotiated Specific Agreement Increases	11	3	6	1
Share of Program Support Services	37	37	39	39
Base	1,292	500	1,339	518
Reductions/Efficiencies				
Eliminate contribution to LTC Branch related to cost of Capital Improvement Financing			(87)	(22)
Reductions/Efficiencies			(87)	(22)
Mandatory/Legislated				
Mandatory Program Staffing Requirements	617	154	1,013	253
Mandatory/Legislated	617	154	1,013	253
Annualization				
Rental Costs for relocation of expanded space in Vaughan	140	35		
Annualization	140	35		
Enhancements				
Hardware/software refresh for Health Protection tablets	18	5		
Share of Program Support Services	63	63	41	41
Enhancements	81	67	41	41
Total Annual Incremental Budget Pressures	2,130	757	2,305	791
Total Annual Budget Request	59,398	13,359	61,704	14,149

Public Health Branch

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Public Health Nurses	6.0	B-M	591	148
Manager, Chief Nursing Officer	1.0	B-A	146	37
Share of program support	0.5			
Total Permanent FTEs		7.5	737	184

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Public Health Nurses	6.0	B-M	604	151
Registered Dental Hygienist	0.5	B-M	53	13
Certified Dental Assistant	0.5	B-M	37	9
Health Educator	1.0	B-M	100	25
Public Health Inspector	1.0	B-M	98	24
Share of program support	0.6			
Total Permanent FTEs		9.6	892	223

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Public Health Nurses - 2014	5.0	B-M	517	129
Public Health Inspector - 2014	1.0	B-M	101	25
Share of program support - 2014	0.7			
Public Health Nurses - 2015	6.0	B-M	637	159
Public Health Nutritionist - 2015	1.0	B-M	115	29
Manager - 2015	1.0	B-M	158	39
Public Health Inspector - 2015	1.0	B-M	103	26
Share of program support - 2015	0.5			
Total Permanent FTEs		16.2	1,631	408

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

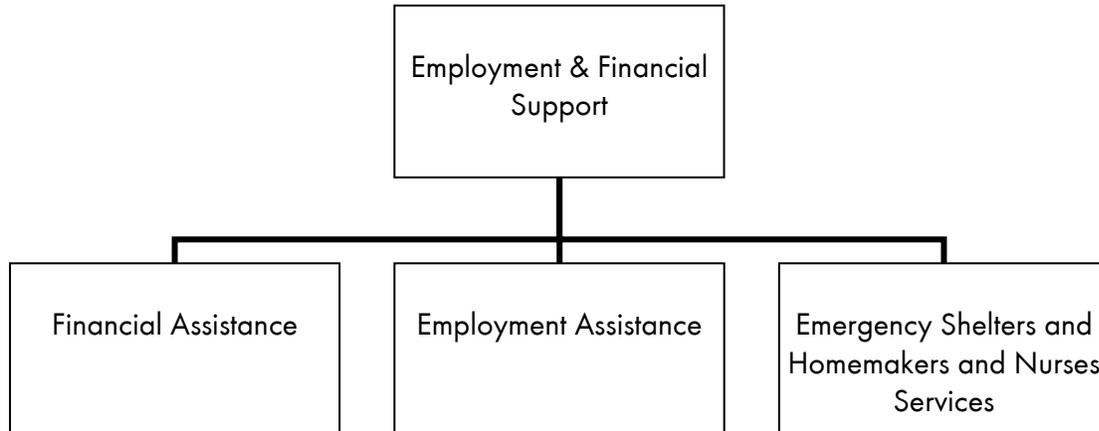
B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
 No

INTENTIONAL BLANK



Mission/Vision

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

Mandate

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

Financial Assistance

- Food and shelter
- Drug, dental care and other supports
- Community referrals

Employment Assistance

- Pre-employment and job search supports
- Career exploration and skill assessments
- Training and job placement
- Assistance with employment expenses

Emergency Shelters and Homemakers and Nurses Services (HNS)

- Emergency Shelter and Homemaking and Nursing services for the homeless and temporarily ill

Base Drivers

- Population growth and economic conditions continue to be the main drivers of the Ontario Works caseload and are projected to exert modest pressure on the caseload in 2012 and 2013.
- Provincially mandated increases to OW allowances impact base program costs
- Cost shared increases to provincially established per diems impact base costs for domiciliary hostels and emergency shelters.
- Cost shared rate increases for agencies that provide homemaking and nursing services.

Rates and per diems:

The Community and Health Services Department has incorporated rate and per diem increases into its 2012 budget request.

- Emergency Shelter \$43.50 per diem and \$4.40 daily PNA
- Homemakers and Nurses Services schedule of rates based on service type

Key Challenges

Regional Growth and Economic Factors

- Population growth and an increasing low income population will continue to have a direct influence on the Ontario Works caseload and the demand for financial assistance and employment supports.
- National and local economic conditions impact the number of residents requiring Ontario Works but are not expected to cause significant caseload growth in the coming years.
- A growing number of participants are presenting with increasingly complex and multiple barriers to employment.

Increasing Diversity

- Demographic changes including increasing numbers of new Canadians promote the need for new, more sophisticated and responsive programs and services.

Mandated Program Changes

- Provincially mandated policy changes require ongoing service delivery adjustment, staff training, and program communication.
- Federal and provincial income security reform is expected to continue to have a strong influence on social assistance delivery and cost sharing over the next several years.
- Capped provincial and limited municipal flexibility in employment funding continues to restrict the ability to support clients to move to jobs.

Availability of Affordable Housing and Child Care

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

Service Challenges

Caseload Growth

- Influenced mostly by population growth and economic conditions, the caseload is expected to experience modest growth in 2012 and will be closely monitored over the coming years.

Conclusion of Enhanced Employment Services

- The conclusion of the province's two-year Enhanced Employment Services initiative is expected to impact the ability of multi-barriered Ontario Works participants to secure employment.

Administrative and Program Funding

- Though recently announced changes to OW funding provide additional support for costs, provincially capped Ontario Works administrative and employment assistance allocations will continue to represent a challenge in supporting participants to employment
- Increased demand for emergency shelter and homemaking supports presents challenges in supporting the complex needs of vulnerable, diverse individuals
- The uploading of Ontario Works program costs will have a positive impact on future Regional net tax levy as the province gradually assumes responsibility for the full cost of program expenses over the next several years

Operating Impact of Capital

(' \$000s)	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook	2016 Outlook	2017- 2021 Outlook	Total
Operating Costs							
Salaries & Benefits		117.1					117.1
Debt Repayment							
Other		1574.4					1574.4
Revenue							
Other Revenues		(521.8)					(521.8)
Total Net Cost		1169.7					1169.7
FTE Requirement		1.5					1.5

Note: The above operating impacts relate to the operation of Belinda's Place Shelter included in the Housing Services Capital Business Plan and Budget.

Staffing Resources

	2009 Budget	2010 Budget (R)	2011 Budget (R)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	175.0	175.1	174.6	178.7	186.4	188.8	189.7
Part-Time FTE's (PPT)	3.0	3.0	3.0	4.0	4.0	4.0	4.0
Total Permanent FTE's	178.0	178.1	177.6	182.7	190.4	192.8	193.7
Net Change*		0.1	-0.5	5.1	7.7	2.4	0.9
Casual (FTE Equivalent)**	5.1	10.9	17.0	17.1	17.1	17.1	17.1

* Includes FTE's allocated from Business Operations and Quality Assurance support program areas.

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

Strategic Goals 2012 - 2015

- Monitor and respond to a slowly recovering economy and changing job market, closely tracking demographic and labour market trends and their impact on the Ontario Works caseload.
- Promote a culture of innovation that enhances continuous quality improvement and the sustainability of programs and services.
- Explore new service delivery options tailored to the unique needs of new Canadians and foreign trained professionals.
- Implement strategies that support transition out of shelters, assist homeless individuals and promote the sustainability of emergency shelter services.
- Continue to monitor and help to inform the provincial social assistance technology change and the Provincial Social Assistance Review. Review and implement internal and external changes that support active transition to economic self-sufficiency and community inclusion.
- Continue to work with community partners to provide innovative and cost effective services that meet the changing and growing needs of Ontario Work participants.
- Support the implementation of York Region and departmental initiatives such as Vision 2051, Strategic Plan, Multi Year Plan, Human Services Planning Board's Making Ends Meet, and Local Immigration Partnership as practicable through initiatives that meet the goals and directions of these initiatives.

Department Objectives for 2012 and 2013

1) Promote innovative solutions and creative workforce development strategies to support improved program planning and labour market participation.
2) Build unique and creative internal and community partnerships to foster a collaborative approach to service delivery.
3) Provide newcomers and internationally trained individuals with innovative employment supports that strengthen the outcomes of the Local Immigration Partnership
4) Monitor and actively participate in discussions relating to the Provincial Commission on Social Assistance Review and province-wide social assistance technology reform.
5) Support staff training and professional development to strengthen case management skills in dealing with increasingly complex and diverse client need.
6) Investigate contemporary service delivery approaches to support the development of a local homelessness service model in York Region.
7) Actively utilize consumer input to guide program planning and service delivery.

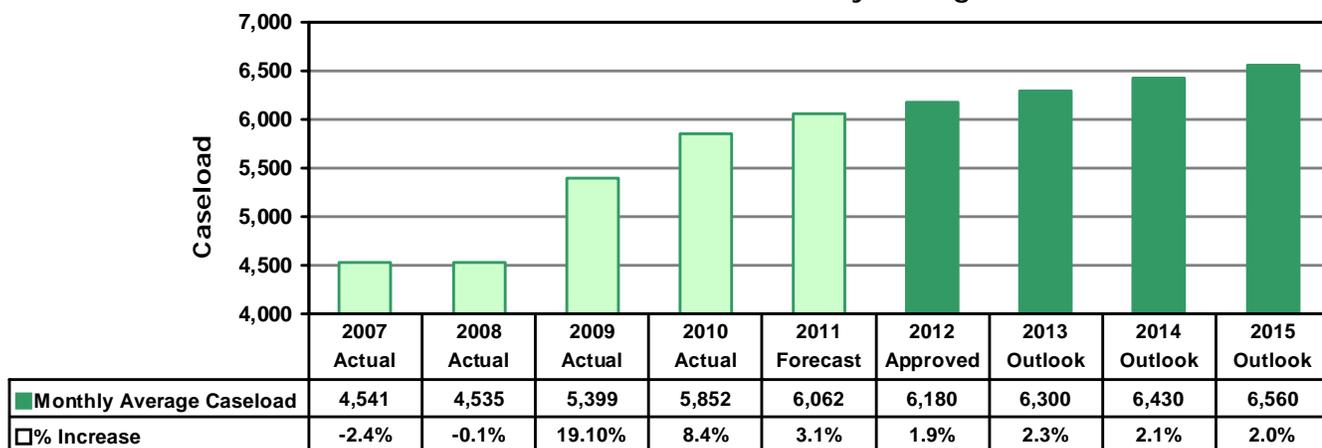
Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1a	Continue to provide intensive one-on-one employment case management for multi-barriered OW participants.	Improved labour market attachment for vulnerable clients.	2012	Social and Health Supports and Economic Vitality	✓	✓
b	Provide job specific skills training and industry knowledge to promote increased participant access to the emerging green economy.	Enhanced sustainable job opportunities	2012	Economic Vitality	✓	
c	Utilize the Region's Community Development Investment Fund to target the pre-employment needs of OW participants	Enhanced pre-employment and job-specific skills development to promote job readiness and increased labour market participation	2012	Economic Vitality	✓	✓
d	Collaborate in the design and implementation of a proposed transit subsidy pilot program for low income residents.	Improved employment opportunities	2012-2013	Social and Health Supports and Economic Vitality		
2a	Explore innovative partnerships in social enterprise and collaborate in the implementation of a local self-employment model	Enhanced labour market participation through self-employment skills development	2012-2013	Social and Health Supports Economic Vitality	✓	✓
b	Continue to partner with planning and Economic Development Services in the development of program specific geo-spatial mapping.	Enhanced program planning and case management functionality	2012	Economic Vitality Organizational Capacity		
c	Utilize family strengthening programs to increase	Enable fuller client participation in skill	2012	Social and Health Supports and Economic		

	participant access to parenting supports and recreation.	development and pre-employment training programs		Vitality		
3a	Collaborate in piloting a social assistance presence at the five federally funded Welcome Centres	Enhance participant access to Welcome Centre settlement services.	2012	Social and Health Supports and Economic Vitality		
b	Provide and explore targeted employment assistance for newcomers and internationally trained professionals including career exploration, referral, peer and pre-employment supports, accreditation and language-specific programming.	Enhanced skill development and labour market participation for newcomers	2012-2013	Social and Health Supports and Economic Vitality	✓	
4a	Work closely with the ministry in planning for the province-wide implementation of a new social assistance technology	Improved program planning, efficiency, and customer service	2012-2013	Organizational Capacity		
b	Participate in discussions to inform the outcomes of the Provincial Commission on Social Assistance Review	Improved service delivery	2012	Organizational Capacity		
5a	Collaborate with the community to provide specialized training for staff assisting clients with complex mental health issues	Enhanced awareness of mental health issues and increased sensitivity to the needs of vulnerable clients	2012	Organizational Capacity		
6a	Act on approved recommendations initiated through a consultant lead review of the Region's homelessness and emergency shelter service delivery model.	Improved service to homeless York Region residents	2012-2013	Organizational Capacity		
b	Provide service system management to support approved new shelter development	Expanded service delivery	2012-2013	Organizational Capacity		

7a	Continue to act on the feedback of the local OW Consumer Reference Group and expand into other offices.	Enhanced program planning and customer service.	2012	Organizational Capacity		
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Service Level

Financial Assistance - Monthly Average Caseload



Source: Provincial statistical reports

What does the graph show?

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

Explanation of KPI Trend

- Caseload increases have historically been attributable to population growth in the Region and an increase in harder to serve clients with multiple barriers, combined with overall economic and job market conditions.
- The years 2007 and 2008, in contrast to later years, reflect a period of economic stability.
- Significant caseload growth in 2009 and 2010 can be largely attributed to the impact of the economic recession.
- Projected caseload growth in 2011 reflects a period of gradual economic recovery
- Caseload for 2012 and the outlook years is expected to stabilize during a period of projected economic improvement and continued population growth.
- The caseload will be closely monitored given emerging concerns about the stability of economic conditions and overall employment recovery.

Comments / Background:

For 2011, the social assistance monthly caseload averaged 6,032 cases (as at September 2011). These cases were comprised of 10,643 individual beneficiaries representing 1.01% of the population. Beneficiaries as a percentage of population remained between 0.82% and 0.94% prior to the recent economic recession.

Employment and Financial Support

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	11,256	11,812	12,608	13,368	14,359	991	7.4%	15,154	15,659	16,085
Program Specific Expenses	52,429	57,252	59,942	61,498	64,722	3,225	5.2%	67,982	69,818	71,687
Professional Contracted Services	69	68	323	323	198	(126)	-38.9%	198	198	198
General Expenses	875	856	1,013	1,013	1,039	26	2.6%	1,039	1,039	1,039
Occupancy Costs	18	13	28	28	24	(4)	-14.3%	24	24	24
Minor Capital	77	25	63	110	65	(45)	-40.9%	65	65	65
Expenditures	64,725	70,026	73,976	76,340	80,407	4,067	5.3%	84,462	86,802	89,098
Financing Costs and Reserves										
Financing Costs	45	43	(4)	(4)	42	46	1266.7%	45	46	47
Contribution to Reserves	47									
Contribution to Capital										
Financing Costs and Reserves	92	43	(4)	(4)	42	46	1266.7%	45	46	47
Gross Expenditures	64,817	70,069	73,972	76,337	80,449	4,113	5.4%	84,507	86,849	89,145
Revenues										
Grant Subsidies	(47,170)	(56,055)	(57,219)	(54,697)	(60,609)	(5,912)	10.8%	(64,204)	(67,444)	(70,730)
User Fees										
Fees and Charges		(4)								
Development Charges										
Contribution from Reserves	(387)	(1)		(2,978)	(4,938)	(1,960)	65.8%	(2,223)	(871)	
Third Party Recoveries										
Revenues	(47,557)	(56,060)	(57,219)	(57,675)	(65,547)	(7,872)	13.6%	(66,427)	(68,315)	(70,730)
Negotiated Specific & Recoveries										
Negotiated Specific	626	660	720	720	750	30	4.1%	758	762	767
Departmental Charges & Recoveries	2,895	2,839	2,493	2,602	2,840	238	9.2%	2,950	3,153	3,328
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	3,521	3,499	3,213	3,322	3,590	268	8.1%	3,708	3,915	4,095
Gross Expenditures including Negotiated Specific & Recoveries	68,338	73,568	77,185	79,658	84,039	4,381	5.5%	88,215	90,764	93,240
Tax Levy	20,781	17,508	19,966	21,983	18,492	(3,491)	-15.9%	21,788	22,449	22,510
% Change								17.8%	3.0%	0.3%

Budget Change Explanations 2012

Employment and Financial Support		2012 (in \$000's)					
		Gross		Net		FTE	
Budget Change Explanations (2012/2011)		Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget			79,658		21,983		0.0
Base							
Negotiated Salary and Benefit Rate Increase			564	0.7	564	2.6	
Convert temporary Social Assistance Coordinators to permanent							3.0
Convert temporary Operations Support Clerks to permanent							1.0
Insurance cost increases			32	0.0	32	0.1	
Negotiated Specifics			30	0.0	30	0.1	
Share of program support services			183	0.2	183	0.8	
Base			808	1.0	808	3.7	4.0
Reductions/Efficiencies							
Reduction of Enhanced Employment Services to match funding			(1)	-0.0			
Share of program support services			(9)	-0.0	(9)	-0.0	
Reductions/Efficiencies			(11)	(0.0)	(9)	(0.0)	0.0
Mandatory/Legislated							
1% rate increase for basic & shelter allowances, emergency shelter per diems & PNA			529	0.7	212	1.0	
Caseload growth (monthly average 6,180 vs 6,000) including 3 temporary staffing support			1,762	2.2	421	1.9	
Social Assistance Reserve funding to offset tax levy impact of caseload growth & rate increases					(633)	-2.9	
Provincial funding upload (from 81.2% in 2011 to 82.8% in 2012)					(882)	-4.0	
Increased provincial funding for administrative costs					(3,757)	-17.1	
Mandatory/Legislated			2,291	2.9	(4,640)	-21.1	0.0
Annualization							
Increased Employment related expenses due to on-going higher caseload			44	0.1	44	0.2	
Adult dental program cost less than anticipated based on current actual spending			(474)		(89)	-0.4	
Annualization			(431)	-0.5	(46)	-0.2	0.0
Total Base Change			2,657	3.3	(3,887)	(17.7)	4.0
Growth							
Share of program support services			10	0.0	10	0.0	
Total Growth			10	0.0	10	0.0	0.0
Enhancement							
Multi-Year Plan Initiatives							
1.3) Transit subsidy pilot for Ontario Works clients, funded by reserve, includes 1 TFT			1,327	1.7			
2.4 b) Increase bridge funding for emergency shelter programs in anticipation of recommendations from consultant's report			250	0.3	250	1.1	
2.3 e) Temporary Outreach Worker for Emergency Shelter Programs			81	0.1	81	0.4	
Share of program support services			56	0.1	56	0.3	
Total Enhancement			1,714	2.2	387	1.8	0.0
2012 Departmental Budget (including Contribution to Capital)			84,039	5.5	18,492	-15.9	

Budget Change Explanations 2013

Employment and Financial Support		2013 (in \$000's)				
Budget Change Explanations (2013/2012)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		84,039		18,492		
Base						
Negotiated Salary and Benefit Rate Increase		318	0.4	318	1.7	
Convert temporary Outreach Worker to permanent						1.0
Corporate Insurance Allocation		3	0.0	3	0.0	
Negotiated Specifics		8	0.0	8	0.0	
Share of program support services		56	0.1	56	0.3	
Base		386	0.5	386	2.1	1.0
Reductions/Efficiencies						
Reductions/Efficiencies						0.0
Mandatory/Legislated						
1% rate increase for basic & shelter allowances, emergency shelter per diems & PNA		562	0.7	106	0.6	
Caseload growth (monthly average 6,300 vs 6,180)		1,123	1.3	204	1.1	
Eliminate reserve funding for caseload growth as provincial upload escalates				1,392	7.5	
Provincial funding upload (from 82.8% in 2012 to 85.8% in 2013)				(1,702)	-9.2	
Mandatory/Legislated		1,685	2.0	0.0		0.0
Annualization						
Operating Impact of approved capital						
Women's Shelter operating costs - project# 67918		1,694	2.0	1,172	6.3	1.5
Annualization		1,694	2.0	1,172	6.3	1.5
Total Base Change		3,765	4.5	1,558	8.4	2.5
Growth						
Total Growth Request						0.0
Enhancement						
Shelter Worker and Outreach Worker for Emergency Shelter Programs		175	0.2	175	0.9	2.0
Share of program support services		109	0.1	109	0.6	
Multi-Year Plan Initiatives						
2.3 e) Outreach Worker required to maintain agency stability and reduce recidivism		91	0.1	91	0.5	1.0
1.1 a) Employment Specialist required to service caseload growth		91	0.1	91	0.5	1.0
1.3) Eliminate reserve funding for Transit subsidy pilot				1,327	7.2	
Share of program support services		(56)	-0.1	(56)	-0.3	
Total Enhancement Request		410	0.5	1,738	9.4	4.0
2013 Departmental Request (including Contribution to Capital)		88,215	5.0	21,788	17.8	

Budget Change Explanations Outlook Years 2014/2015

Employment and Financial Support

	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	88,215	21,788	90,764	22,449
Base				
Negotiated Salary and Benefit Rate Increase	412	412	425	425
New Women's shelter bridge funding and stabilization increases	28	28	28	28
Corporate Insurance Allocation	1	1	1	1
Negotiated Specifics	4	4	5	5
Share of program support services	73	73	79	79
Base	518	518	538	538
Mandatory/Legislated				
1% rate increase for basic & shelter allowances, emergency shelter per diems & PNA	580	94	602	82
Caseload growth (6,430 in 2014 and 6,560 in 2015)	1,228	187	1,239	155
Eliminate reserve funding for caseload growth as provincial upload escalates		1,355		874
Provincial funding upload (from 85.8% in 2013 to 88.6% in 2014 to 91.4% in 2015)		(1,636)		(1,685)
Mandatory/Legislated	1,808		1,841	(574)
Enhancements				
Share of program support services	129	129	96	96
Multi-Year Plan Initiatives				
5.2 a) Expand Integrated Social Worker Initiative (1 FTE)	93	13		
Enhancements	223	142	96	96
Total Annual Incremental Budget Pressures	2,549	661	2,476	61
Total Annual Budget Request	90,764	22,449	93,240	22,510



Employment & Financial Support

Employment and Financial Support

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
SA Case Coordinator (Convert temporary to permanent)	3.0	B-M		
Operations Support Clerk (Convert temporary to permanent)	1.0	B		
Share of program support	1.1			
Total Permanent FTEs		5.1		

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Outreach Worker	2.0	E	182	182
Shelter Worker	1.0	E	84	84
Employment Specialist	1.0	E	91	91
Outreach Worker (Convert temporary to permanent)	1.0	B		
SA Case Coordinator for Women's Shelter	1.0	B-A	84	84
Operations Support Clerk for Women's Shelter	0.5	B-A	33	33
Share of program support	1.2			
Total Permanent FTEs		7.7	474	474

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Social Worker (2014)	1.0	E	93	13
Share of program support - 2014	1.4			
Share of program support - 2015	0.9			
Total Permanent FTEs		3.3	93	13

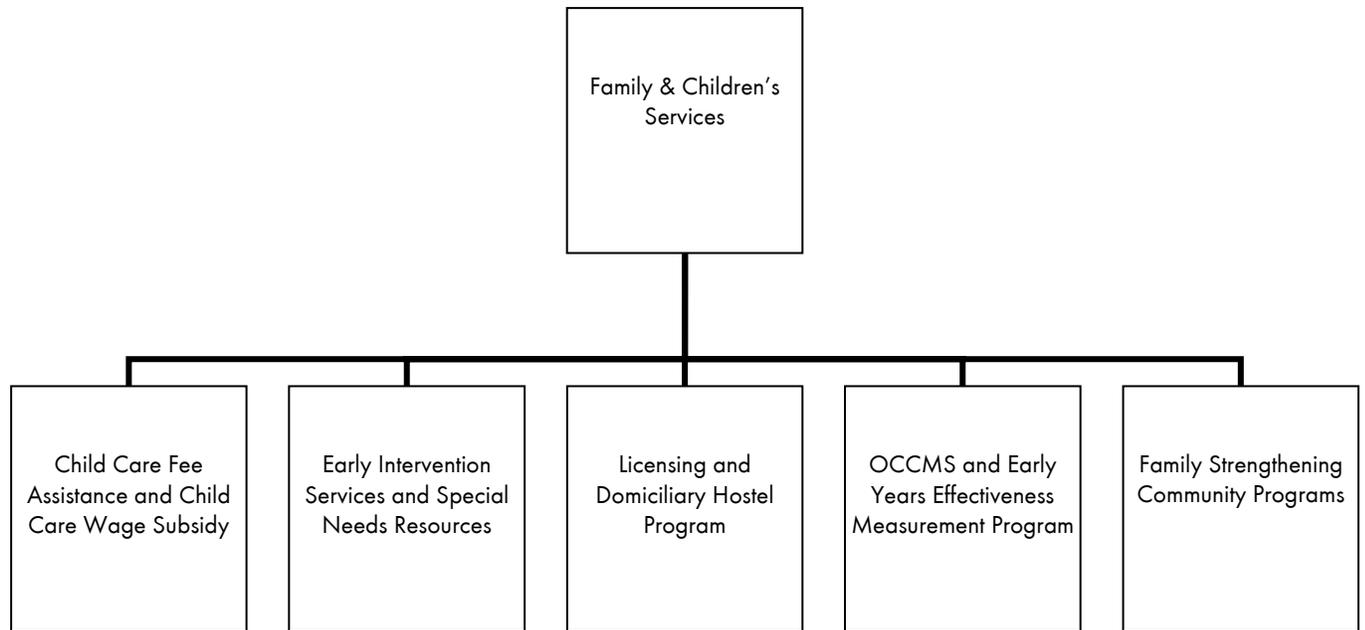
***Type of FTE's Legend:**

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No



Mission/Vision

Outstanding Customer Service, Community Partnerships, a leader in Integrated Services.

Mandate

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

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

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

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

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

- Summer camps and year round recreation
- AOK Early Child Development and Parenting Programs including Early Learning and Child Care Hubs
- Family and Children's Services Community Development and Investment Fund projects e.g. After School programs in social housing communities

- Oversee and support the delivery of Domiciliary Hostel programs: License, monitor and administer funding for per diem, clothing allowance and Quality of Life to the Domiciliary Hostel program to support vulnerable individuals in York Region
- Manage development, upgrades and province-wide training related to the Ontario Child Care Management System.
- Support early years community through data measurement and program effectiveness evaluation.

Base Drivers

- Continued funding for fee subsidy, wage subsidy and special needs resourcing (children aged 3.8 – 6 years of age) will help maintain service levels.
- Ongoing 100% Regional funding for fee subsidy and special needs resourcing will help address service needs and pressures
- Provincial funding for Infant Development limits the level of service and creates service needs and pressures
- Annually approved 100% Community Development and Investment Funds for Family Strengthening Programs
- Transition Funding, although time limited, assists in supporting the transition in the child care system for the early learning community

Rates and per diems:

The Community and Health Services Department has incorporated rate and per diem increases into its 2012 budget request.

- | | |
|----------------------------------|---|
| ▪ Domiciliary hostel allowance | \$48.23 per diem and \$129 monthly PNA |
| ▪ Child Care Fee Assistance rate | schedule of rates based on service type |

Key Challenges

Population Growth

- The child population aged 0 – 14 increased by 14.3% since the last census period according to the 2006 Census. Child population growth in York Region is the highest in Ontario and as a result, child care service pressures and waitlists for child care and family strengthening programs are expected to continue, as population growth continues.
- Low income families in York Region have increased by 55%, since the last census period according to the 2006 Census. This increase in low income families is expected to continue creating service pressures in fee subsidy, family strengthening, early intervention.
- Due to province wide emphasis on early diagnosis and intervention of services, the demand for Early Intervention Services has outpaced population growth. Referral to Early Intervention Services increased 73% for the census period, from 2001 to 2006.
- The waitlist for Child Care Fee Assistance has increased 73% since 2007.

Transition of Child Care Services to Education

- Budget segregation of funding to support Early Intervention Services has resulted in the loss of service system manager flexibility to manage service delivery in the community for infant development (children aged 0 – 3.8) and special needs resourcing (children aged 3.8 – 6 years of age)
- Provincial funding for Transition Operating (fee subsidy) and Minor Capital to support the transition of child care is expected to end in 2014; this will result in a loss of approximately 88 subsidized spaces as well as the loss of support to licensed child care operators to serve younger children aged 0 – 3.8, which would limit access to quality licensed child care for families.

Increasing Diversity

- Families and their needs are more complex. Changing demographics, including increasing numbers of new Canadians promote the need for new and responsive programs and services
- Changing demographics have resulted in more families with complex needs that require additional support with service access and ongoing case management by staff

Mandated Programs

- Provincial funding for Ontario Works and LEAP child care fee subsidy is insufficient and creates service pressures for this highly vulnerable client group.

Service System and Program Changes

- Implementation of Full Day Kindergarten initiative is beginning to show impact on child care centres and ongoing financial viability – 4 licensed child care centres, that had been experiencing financial viability issues previous to the implementation of FDK have closed in 2011 as a result of additional pressures related to declining enrollment; this trend is expected to continue in future implementation phases
- Migration of provincial responsibility for child care licensing from MCYS to EDU is anticipated and additionally, creation of a new quality assurance unit in EDU, may impact the service system manager role by increasing responsibilities of the CMSM/DSSAB in the area of licensing and quality assurance of child care programs, including 3rd party operators in extended day programs.
- Provincial government has increased mental health funding by 80% and addictions by 48%. The Homelessness and Health Social Determinants of Health report completed by York Region Alliance to End Homelessness in 2010 identified mental health (62%) as the highest percentage health characteristic reported to front line workers with addictions second at 59%. This trend mirrors the characteristics of clients living in Domiciliary Hostels. With the increased complexity of cases comes increased case management and referral on a day-to-day basis.

Service Challenges

Caseload/Waitlist Growth

- There currently is a waitlist of approximately 5100 children for child care fee assistance (as of June 2011) and a monthly average waitlist of over 115 children for early intervention services
- The average caseload for Early Intervention Services has increased approximately 5% per year since 2009.
- The average caseload size for Child Care Services exceeds the internally established standard for average caseload size by 7.5%; currently, there is no provincial required caseload standard.
- Current infrastructure of office space, interview rooms, clinical services rooms impacts increased service delivery for clients; increased funding results in increased caseload size which requires increased infrastructure to support intake, ongoing case management and regular service delivery for all clients
- There are currently 5 operators on a waitlist list for funded Domiciliary Hostel beds (16).
- An operator has approached York Region for funded Domiciliary Hostel beds in a home in Vaughan area for a total of 40 beds. Currently there is no domiciliary hostel in the south end of the Region.

Provincial Funding/System Changes

- Current provincial funding allocations continue to be confirmed annually, creating impacts for future planning of service delivery to meet growing community demands
- Provincial initiatives create impact and workload demands on service provision as support of these initiatives do not provide administrative funding to support additional resources
- Currently, the province has not increased the Domiciliary Hostel funding for subsidized beds. In past years, finding permanent housing for a homeless individual diagnosed with mental health could be housed within the Domiciliary Hostel program within the day. However, presently this is becoming a challenge as the occupancy rate is at 95% and increasing every year

Administrative Pressures

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

Managing Service System Changes

- The Branch will continue to closely monitor and evaluate the impact of the implementation of additional recommendations associated with the Pascal Report on Early Learning under EDU and the implementation of Child and Family Centres under

MCYS, that may arise and be related to service delivery, service system responsibilities, provincial policy change and associated funding.

Access to Recreation/Community Programs

- Continue to monitor the outcomes and effectiveness of the Family Strengthening programs supporting the Multi Year Plan, Local Immigration Partnership and Making Ends Meet

Staffing Resources

	2009 Budget	2010 Budget (R)	2011 Budget (R)	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	123.2	122.8	121.6	123.6	124.2	124.9	125.3
Part-Time FTE's (PPT)	11.5	11.5	12.5	13.0	13.0	13.0	13.0
Total Permanent FTE's	134.7	134.3	134.1	136.6	137.2	137.9	138.3
Net Change*		-0.4	-0.2	2.5	0.6	0.7	0.4
Casual (FTE Equivalent)**	2.0	2.3	2.9	3.0	3.0	3.0	3.0

* Includes FTE's allocated from Business Operations and Quality Assurance support program areas.

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

Strategic Goals 2012 - 2015

- Continue to integrate initiatives that contribute to the objectives of the Regional Strategic Plan via the Human Services Planning Board, Local Immigration Partnership and Multi Year-Plan initiatives.
- Continue to support Family Strengthening Programs to assist children and youth including those with special needs.
- Evaluate and respond to the pilot program approved through the MYP - Recreation for sole support parents receiving OW.
- Continue to monitor and respond to provincially directed changes that emerge in Early Learning and Child Development service delivery and overall service system management related to the implementation of the Pascal Report including the ongoing implementation of Full Day Kindergarten and Extended Day Programs, potential changes for child care licensing and quality assurance, community engagement and potential implementation of Child and Family Centres and future potential contract management changes

- Utilize Telework as a work alternative for the EIS Division to improve operational efficiency and sustainability.
- Continue to work closely with, and take a leadership role in, the early years community to promote the use of information gained through the Early Development Instrument and other data sets to enhance services for children.
- Implement the 2012 EDI process in all four school boards, complete analysis of 2012 results and provide comparison data to previous 3 cycles of EDI completed in 2003, 2006 and 2009.

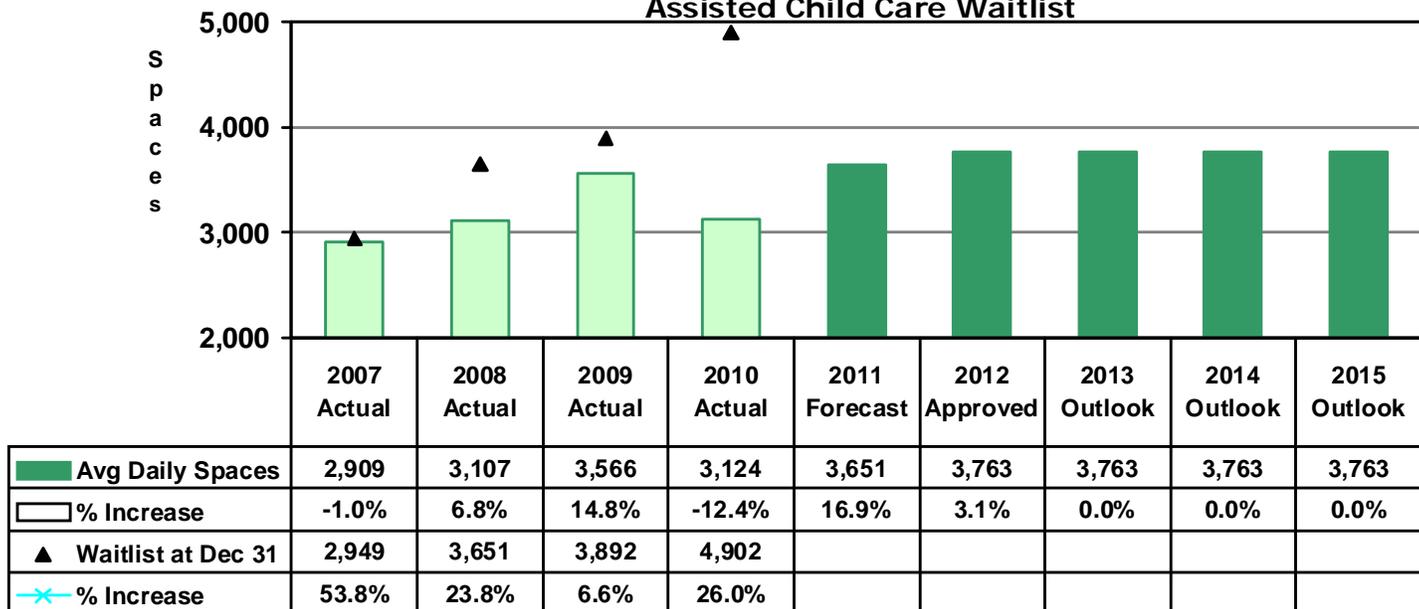
Department Objectives for 2012 and 2013

Department objectives	
1) Support staff training and professional development to strengthen case management skills in dealing with increasingly complex and diverse client need.	
2) Evaluate the pilot - Recreation for sole support OW parents, maintain service provision to this vulnerable population and explore options for future service provision.	
3) Implement 2012 EDI and provide relevant data analysis to community stakeholders	
4) Support the transition and transformation of the early learning and child care sector during Year 3 and Year 4 implementation of Full Day Kindergarten	
5) Monitor and respond to provincial direction related to service system changes specifically; a) transition of Child Care Licensing from MCYS to EDU and b) Child and Family Centre Development	

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1a	Implement professional development for case management.	Increase staff capacity to support and case manage complex needs for residents in shelters and domiciliary hostels, including mental health and addictions.	2012	Organizational Capacity		
2a	Evaluate and maintain recreation for OW sole support parents; investigate expansion opportunities to OW 2 parent families	Maintain service to sole support OW applicants; determine impact of potential expansion of program	2012 - 13	Social and Health Supports Economic Vitality	✓	
3a	Implement 2012 EDI process with all 4 school boards, Offord Centre and complete data analysis.	Provide data on the readiness to learn of SK children in York Region in 2012 and compare to data over previous 3 EDI cycles	2012 - 13	Economic Vitality Organizational Capacity		✓

3b	Create community presentation and data materials and re-design Region EDI website using data from 2003 - 2012	Increase knowledge and access to EDI data for community stakeholders to support planning of community programs to meet local needs	2013	Economic Vitality Social and Health Supports Organizational Capacity		
4a	Work collaboratively with school boards, EDU and early years community on implementation of Year 3 and 4 FDK and extended day programs in York Region.	Support child care operators as 3 rd party operators of extended day programs and as full day child care programs to maintain access for families to quality licensed child care programs and access to fee subsidy if needed	2012-13	Economic Vitality Social and Health Supports Organizational Capacity	✓	
5	Enhance child care fee subsidy levels to support families with access to quality licensed child care	Increase the number of fee subsidy spaces by 115 through MYP funding to support transitions to employment for low and moderate income families	2012	Economic Vitality Social and Health Supports Regional Services	✓	✓

Avg. Daily Fee Assisted Child Care Spaces Provided and Children on Fee Assisted Child Care Waitlist



Source: Ontario Child Care Management System

What does the graph show?

- The average daily fee assisted child care spaces funded by York Region and the waitlists as at December 31st of each year-end.

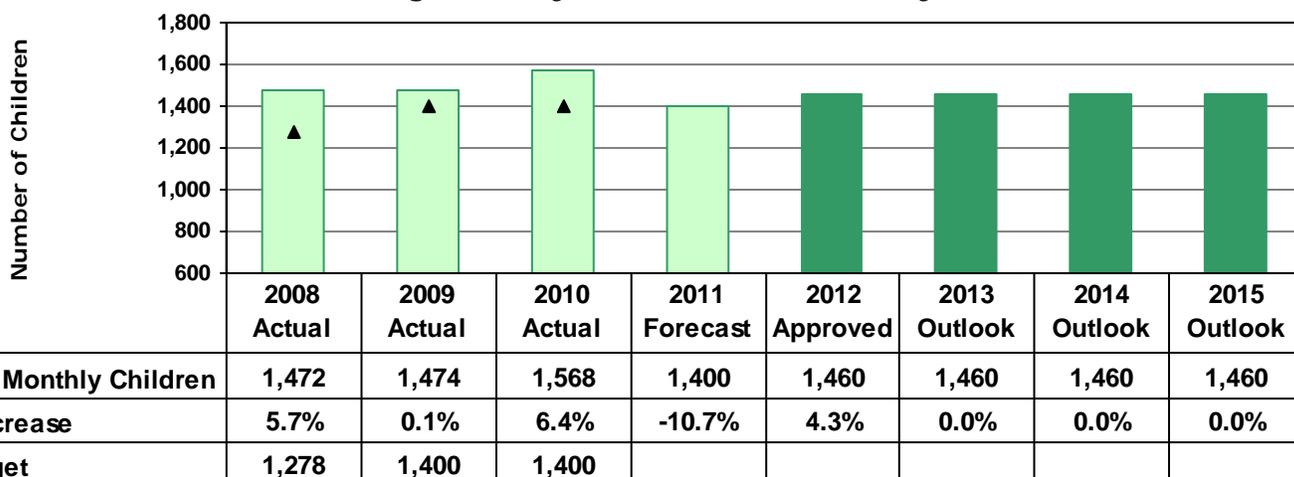
Explanation of KPI Trend

- Upward trend in daily spaces for 2007 to 2009 due to additional 100% Provincial funding; increase in 2009 was also due to over expenditure in FCS budget as a result of increased service demands and reduced number of clients exiting service.
- Downward trend in daily spaces for 2010 due to planned reduction in service levels to match Provincial budget in response to anticipated decrease in 100% Provincial funding related to Best Start, effective April 2010.
- Upward trend in daily spaces is projected for 2011 due to re-instatement of 100% Provincial funding, provision of new 100% Provincial funding and 100% Municipal funding (Multi-Year Plan).
- Upward trend in waitlist growth from 2007 to 2010 due to increased population growth and increase in low income families. The 2011 waitlist at December 31, 2011 is 5180, although slowing due to increase in service levels.

Comments / Background:

Lack of stability in Provincial funding, age mix of children served and changes in level of parent revenue requires service levels to be monitored and adjusted in-year, within the approved budget. Current funding levels are insufficient to meet community need; waitlist growth is outpacing service level growth and this trend is projected to continue through 2011 and into the outlook years. Waitlist growth from 2007 to 2010 is 66.2%. Service level growth from 2007 to 2010 is 7.4%.

Avg. Monthly Children Served - Early Intervention



Source: EIS Database

What does the graph show?

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

Explanation of KPI Trend

- Upward trend in service levels is reflective of the implementation of ELCC and Best Start program initiatives, combined with increased demand and program efficiencies.
- 2012 Outlook and onwards includes caseload increase due to 100% Provincial funding of 2.0 FTE Early Interventionists.

Comments / Background:

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

KPI results are calculated on average monthly number of children served. In 2011, the total cumulative number of children served was 2,327.

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

Family and Children's Services

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	9,569	9,842	10,514	10,914	11,356	442	4.0%	11,602	11,912	12,229
Program Specific Expenses	45,295	41,687	46,033	47,031	48,519	1,488	3.2%	49,088	49,669	50,261
Professional Contracted Services	714	288	855	855	827	(28)	-3.3%	827	827	828
General Expenses	830	858	889	889	923	34	3.8%	923	923	923
Occupancy Costs	5	10	260	450	450		0.0%	450	450	450
Minor Capital	17	72	66	66	72	6	9.2%	60	60	60
Expenditures	56,430	52,757	58,616	60,204	62,145	1,941	3.2%	62,949	63,840	64,750
Financing Costs and Reserves										
Financing Costs	91	19	14	14	36	21	146.5%	37	37	38
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	91	19	14	14	36	21	146.5%	37	37	38
Gross Expenditures	56,521	52,776	58,630	60,218	62,181	1,962	3.3%	62,986	63,877	64,789
Revenues										
Grant Subsidies	(45,647)	(46,078)	(46,582)	(46,750)	(47,294)	(544)	1.2%	(47,299)	(47,305)	(47,310)
User Fees	18	7								
Fees and Charges	(4)	(6)	(5)	(5)	(5)		0.0%	(5)	(5)	(5)
Development Charges										
Contribution from Reserves	(229)	(4)	(15)	(15)	(18)	(3)	20.0%	(6)	(6)	(6)
Third Party Recoveries	(930)	(933)	(1,228)	(1,228)	(935)	293	-23.9%	(952)	(973)	(995)
Revenues	(46,792)	(47,015)	(47,829)	(47,997)	(48,251)	(254)	0.5%	(48,262)	(48,288)	(48,316)
Negotiated Specific & Recoveries										
Negotiated Specific	644	623	688	688	719	31	4.5%	727	732	736
Departmental Charges & Recoveries	1,455	1,443	1,329	1,329	1,421	92	6.9%	1,480	1,585	1,658
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	2,099	2,066	2,018	2,018	2,140	122	6.1%	2,207	2,317	2,394
Gross Expenditures including Negotiated Specific & Recoveries	58,620	54,842	60,648	62,236	64,321	2,085	3.3%	65,193	66,194	67,183
Tax Levy	11,828	7,827	12,819	14,239	16,069	1,831	12.9%	16,931	17,906	18,867
% Change								5.4%	5.8%	5.4%

Budget Change Explanations 2012

Family and Children's Services		2012 (in \$000's)				FTE
		Gross		Net		
Budget Change Explanations (2012/2011)		\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		62,236		14,239		0.0
Base						
Negotiated Salary and Benefit Rate Increase		442	0.7	406	2.9	
2% Operator rate increase - Fee subsidy		539	0.9	539	3.8	
General Administrative Increases		35	0.1	35	0.2	
Negotiated Specifics		31	0.0	31	0.2	
Corporate Insurance Allocation		21	0.0	21	0.1	
Share of Program Support Services		76	0.1	76	0.5	
Base		1,144	1.8	1,108	7.8	0.0
Reductions/Efficiencies						
Children's Treatment Network Program Reductions to Contract Funding Levels		(321)	-0.5			
Share of Program Support Services		(11)	-0.0	(11)	-0.1	
Reductions/Efficiencies		(332)	(0.5)	(11)	(0.1)	0.0
Mandatory/Legislated						
1% rate increase for Domiciliary hostel per diem & PNA		34	0.1	7	0.0	
Mandatory/Legislated		34	0.1	7	0.0	0.0
Annualization						
Childcare Extended day Funding (Council Sep 2011)		126	0.2			
Childcare Stabilization Funding (Council Sep 2011)		381	0.6			
Annualization		507	0.8			0.0
Total Base Change		1,352	2.2	1,104	7.8	0.0
Growth						
Children's Services Representative - 100% Provincially Funded						2.0
Minor Capital for new FTE funded by Reserve		6				
Share of Program Support Services		11		11		
Total Growth		17	0.0	11	0.1	2.0
Enhancement						
Multi-Year Plan Initiatives						
1.6 Review and enhance levels of Child Care subsidy to support transitions to employment (100 Spaces in 2012)		700	1.1	700	4.9	
Share of Program Support Services		15	0.0	15	0.1	
Total Enhancement		715	1.1	715	5.0	0.0
2012 Departmental Budget (including Contribution to Capital)		64,321	3.4	16,069	12.9	

Budget Change Explanations 2013

Family and Children's Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		64,321		16,069		
Base						
Negotiated Salary and Benefit Rate Increase		247	0.4	224	1.4	
2% Operator rate increase - Fee subsidy		570	0.9	570	3.5	
Negotiated Specific		8	0.0	8	0.1	
Corporate Insurance Allocation		1	0.0	1	0.0	
Share of Program Support Services		27	0.0	27	0.2	
Base		853	1.3	831	5.2	0.0
Reductions/Efficiencies						
Reduce minor capital for one time furniture costs		(12)	-0.0			
Reductions/Efficiencies		(12)	(0.0)			0.0
Total Base Change		841	1.3	831	5.2	0.0
Enhancement						
Share of Program Support Services		46	0.1	46	0.3	
Multi-Year Plan Initiatives						
Share of Program Support Services		(15)	-0.0	(15)	-0.1	
Total Enhancement Request		31	0.0	31	0.2	0.0
2013 Departmental Request (including Contribution to Capital)		65,193	1.4	16,931	5.4	0.0

Budget Change Explanations Outlook Years 2014/2015

Family and Children's Services	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	65,193	16,931	66,194	17,906
Base				
Negotiated Salary and Benefit Rate Increase	309	283	318	290
2% Operator rate increase - Fee subsidy	581	581	592	592
Negotiated Specific	5	5	5	5
Corporate Insurance Allocation	1	1	1	1
Share of Program Support Services	36	36	39	39
Base	932	905	955	927
Enhancements				
Share of Program Support Services	69	69	34	34
Enhancements	69	69	34	34
Total Annual Incremental Budget Pressures	1,001	974	989	961
Total Annual Budget Request	66,194	17,906	67,183	18,867

Family and Children's Services

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Children Services Representative*	2.0	G		
Share of program support	0.5			

* Funded with existing provincial dollars

Total Permanent FTEs 2.5

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support	0.6			

Total Permanent FTEs 0.6

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support - 2014	0.7			
Share of program support - 2015	0.4			

Total Permanent FTEs 1.1

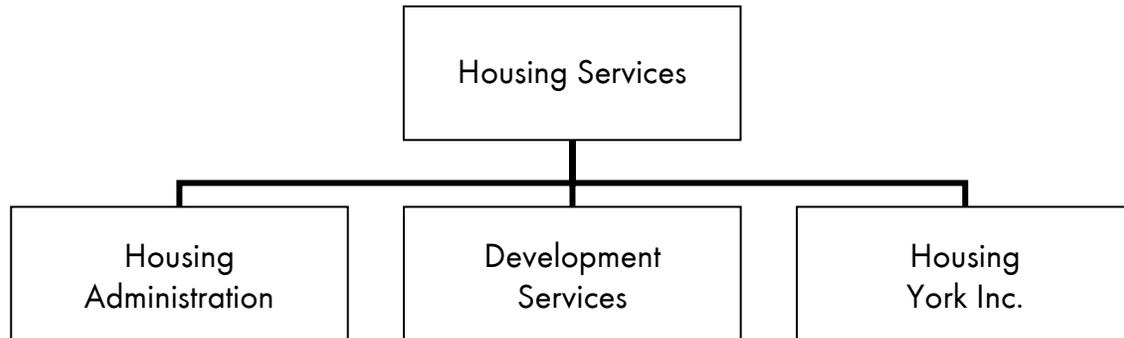
***Type of FTE's Legend:**

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No



Mission/Vision

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

Mandate

The mandate of Housing Services is to:

Administer social housing and affordable housing programs in York Region under the terms of the Social Housing Reform Act, 2000, the Housing Services Act, 2011, and the Canada Ontario Affordable Housing Program

- Fund and administer approximately 6,000 social housing units, owned and managed by community housing providers and Housing York Inc.
- Manage a York Region wide waiting list/access system for subsidized housing of over 8000 applicant households.
- Manage York Region's municipal non-profit housing corporation Housing York portfolio of over 2200 units, in 33 communities across 9 local municipalities.
- Provide financial assistance to over 600 households through Rent Supplement and Rent Assistance programs in partnership with private sector and not-for-profit landlords.
- Advise and support housing providers on preventative maintenance, analysis of building issues and long term asset management.
- Provide educational tools and training to support housing provider staff and boards in managing housing communities.

Develop new housing initiatives

- Lead the creation of affordable housing in York Region by raising community awareness, supporting housing and delivering new initiatives.
- Act as Developer and Funder for new affordable housing facilities in York Region.

Base Drivers

- Population growth, economic uncertainty, escalating housing costs and an increasing need for affordable housing.
- Gaps in federal and provincial funding make it challenging for York Region to deliver affordable housing units.
- An aging housing stock, contractor and material cost increases, and potential financing cost increases will have an impact on development, retrofit and repair projects.

Key Challenges

Funding Environment

- The Social Housing Wait List continues to increase rapidly with the number of households on the wait list increasing by over 50% from an average of 5,500 in 2008, to over 8,000 in recent months.
- Gaps in federal and provincial funding, for new construction and rent-geared-to-income subsidy continue to make it challenging for York Region to deliver affordable housing units.
- The Region will continue to press the federal and provincial governments for long term flexible funding mechanisms to meet the growing cost of operating and maintaining existing housing stock.

Legislative Environment

- The new *Housing Services Act* which is effective January 2012 will change the Region's approach in how it meets the affordable housing needs of the community over the next ten years. The new governing legislation will allow the Region more flexibility in the delivery of housing services, however, it may not bring any additional funds in the short term.
- Requirements to respond to legislative changes in relation to building systems, such as Asbestos Management, Elevator standards, AODA standards, Fire Code changes, Pesticide bans, OBC requirements for sprinklers, increasing municipal sustainability requirements (e.g. mandatory LEED certification) etc. require ongoing monitoring and impact analysis for the social housing portfolio.

Service Challenges

Population and Economic Factors

- Increasing poverty associated with urbanization in the Region and fluctuating economic conditions continue to have a direct influence on the demand for affordable rental housing projects.
- The Region's changing demographics increase the pressures for broader more holistic human services to come together in a more collaborative approach to planning and housing services.

Strategic Goals 2012 - 2015

- Promote and strengthen a culture of innovation that enhances continuous quality development and supports the sustainability of housing programs and services.
- Develop a comprehensive housing strategy to address the housing needs in our community and to respond to the Province’s Housing Policy Statement.
- Adapt housing programs and services for better integration of support and services to meet the changing needs of York Region residents including singles, families with children, seniors and persons with disabilities requiring accessible units.
- Continue housing development under Investing in Ontario and Canada Affordable Housing Framework 2011-2014.
- Incorporate sustainability features in new buildings according to the principles of the Leadership in Energy and Environmental Design (LEED®).
- Identify opportunities to intensify existing social housing sites in York Region.

Department Objectives for 2012 and 2013

Department objectives
1) Deliver effective housing programs and service to meet the changing needs of low income York Region residents including singles, families with children, seniors and persons with disabilities requiring accessible units which also meet the requirements of the Housing Services Act.
2) Implement the Multi-Year Plan recommendation to develop an Affordable Housing Strategy indentifying a range of housing issues from homelessness to home ownership, optimizing potential provincial policy development and funding. Ensure linkages to the work of Human Services Planning Board, Local Integration Partnerships and the Region’s Strategic Plan.
3) Maximize the opportunity presented by Canada-Ontario Affordable Housing Program 2011- 2014.

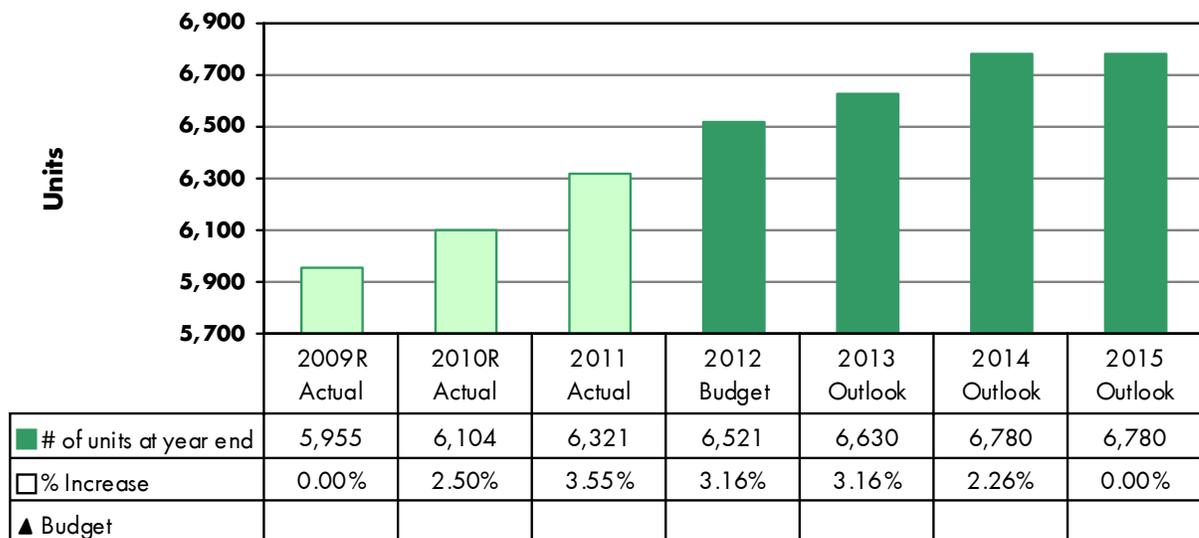
Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1 a	Respond to change required by the new <i>Housing Services Act</i> and its regulations.	Housing Strategy to meet requirements set out in the new <i>Housing Services Act</i> which includes stakeholder consultation.	2012	Social and Health Supports		✓
b	Respond to change required by the new <i>Housing Services Act</i> and its regulations.	Implement Housing Strategy.	2013	Social and Health Supports		
c	Implement housing provider Asset Planner.	Housing provider asset planning software.	2012	Financial Management		✓
2a	Develop an Affordable Housing Strategy indentifying a range of housing issues.	Housing Needs Strategy.	2012	Social and Health Supports		✓
b	Develop a Housing York Inc. Strategy.	Housing York Inc. strategy.	2012	Social and Health Supports		✓
3a	Complete 39 unit expansion to a seniors building in King and upgrade existing units for energy efficiency and accessibility.	Reduced building operating costs, increased tenant comfort and reduction of the Centralized Waiting List.	2012	Social and Health Supports	✓	
b	Complete the construction of Mackenzie Green a mixed family nine-storey building with 140 units located in Richmond Hill.	Increase affordable housing portfolio to accommodate 140 households of low to moderate household income and reduce the Centralized Waiting List to be owned and operated by Housing York Inc. Housing York Inc. portfolio to increase by 140 units.	2012	Social and Health Supports	✓	
c	Respond to an urgent need for accommodation for homeless single women by collaborating with Community Partners to construct a shelter with 28 shelter beds and 9 transitional units.	Completion of shelter facility adding 28 shelter beds and 9 transitional units.	2013	Social and Health Supports		

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
d	Develop an agreement and commence construction of a multi-residential building in Keswick.	Construction of approximately 100 units in Keswick started.	2012	Social and Health Supports		
e	Identify a site for youth housing and services in Richmond Hill and commence Municipal approvals.	Secure site and Municipal approval complete.	2013	Social and Health Supports		
f	Support Reena Foundation by funding construction of 60 AHP units.	Completion of Reena Supportive Housing in Vaughan.	2012	Social and Health Supports		
g	Investigate the possibility of intensifying existing social housing sites in Woodbridge and Markham.	Complete feasibility studies for the two identified sites.	2013	Social and Health Supports		

KPIs

Service Level: Actual Number of Units

Total Number of units in the Social and Affordable Housing Portfolio



Source: Actual Number of Social Housing units transferred from the Province under various programs and new units built under the Affordable Housing Program (AHP) as at year end.

What does the graph show?

- The graph reflects the actual number of Social Housing and Affordable Housing Program (AHP) units at year end of each fiscal year.

Explanation of KPI Trend

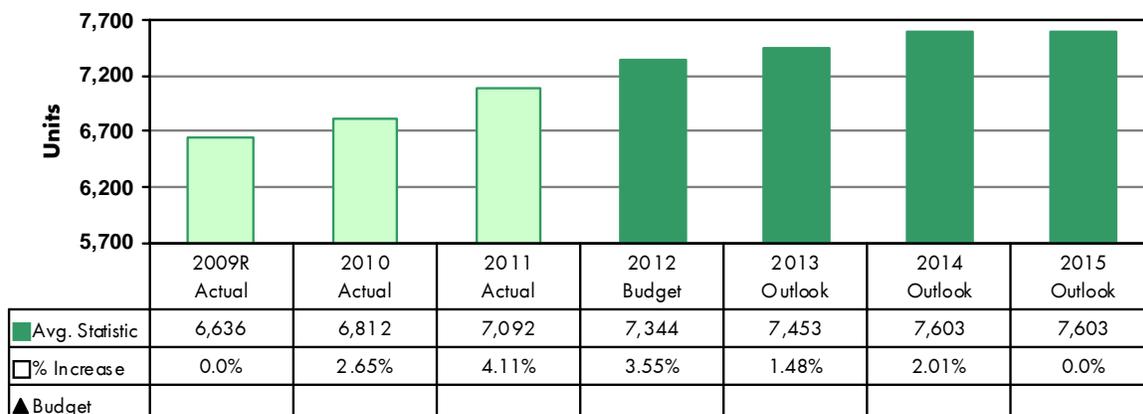
- 2012 budgeted unit increases represent 200 new AHP units under construction and scheduled to open in 2012 (i.e. Mackenzie Green and Reena).

Comments / Background:

- Social Housing and AHP units provide affordable housing options to people whose income, age, social or health needs prevent them from attaining adequate housing in the private rental market. These units form the basic majority of units that are used to deliver housing assistance programs.

Service Level: Program Funded Number of Units

Total Number of Units funded and or administered (e.g. Social Housing Units, AHP Units, Rent Supplement, Rent Assistance)



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

What does the graph show?

- The graph reflects the total number of Social Housing program units, Affordable Housing Program (AHP) units, Regional Rent Assistance program units, Rent Supplement units. Units reflect program units that we fund under various contracts, not physical units, consistent with OMBI methodology. Some physical units participate in more than one program.

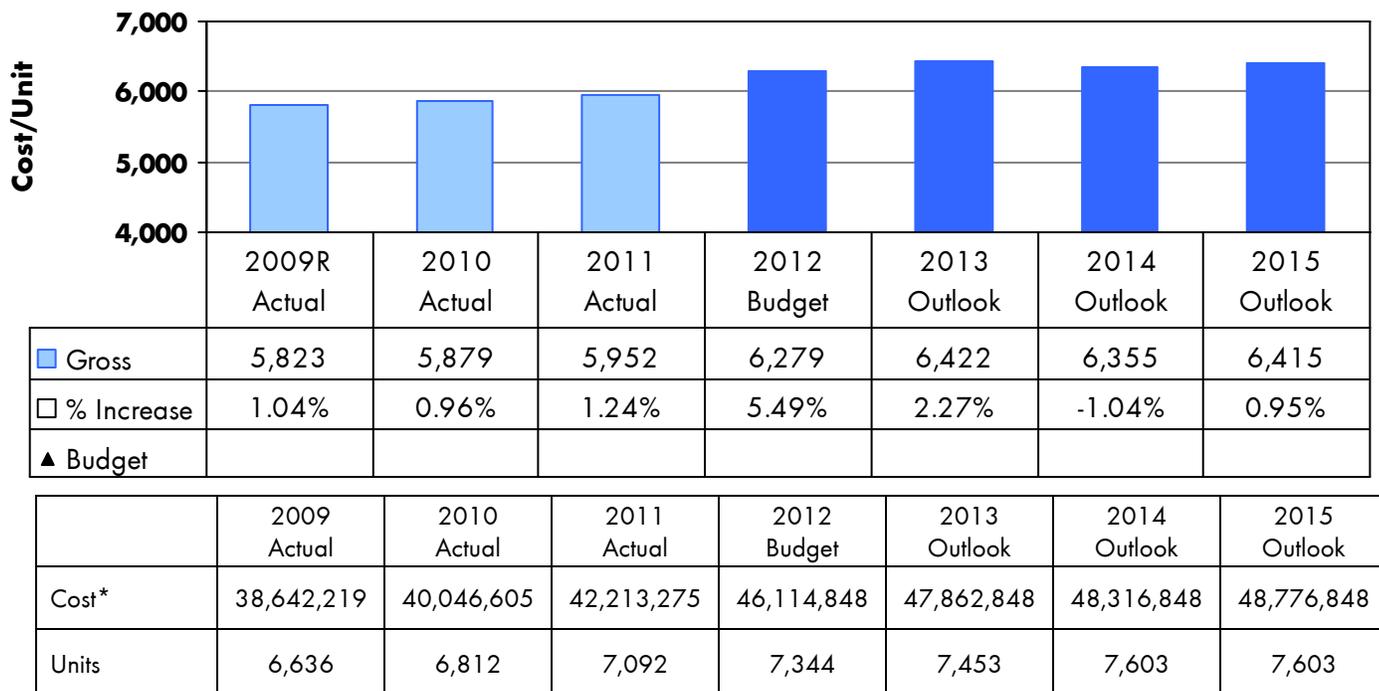
Explanation of KPI Trend

- 2012-2010 budgeted unit increases represent 417 new AHP units under construction and included in the Social Housing and Affordable Housing Program (AHP) portfolio. In addition, 146 short term and permanent new rent assistance units are proposed.
- In 2010, 149 new units were offset by 52 Mt Albert units which left the Non-Profit Housing Program.
- 2009 includes a Council approved \$1 million Regional Rent Assistance Program which will increase the affordability of 130 new units.

Comments / Background:

- Subsidized housing provides geared-to-income rental assistance to people whose income, age, social or health needs prevent them from attaining adequate housing in the private rental market.
- Although OMBI methodology of unit counting is applied, OMBI metrics reported differ from this KPI reported for internal management purposes only.

Efficiency Annual Gross Subsidy Cost / Program Funded Units (subsidized units)



Source: Number of Social Housing Units as reported in OMBI, AHP units and Regional Rent Assistance. Subsidy costs Service Manager Annual Information Return (SMAIR) and Regional Rent Assistance costs.

What does the graph show?

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

Explanation of KPI Trend

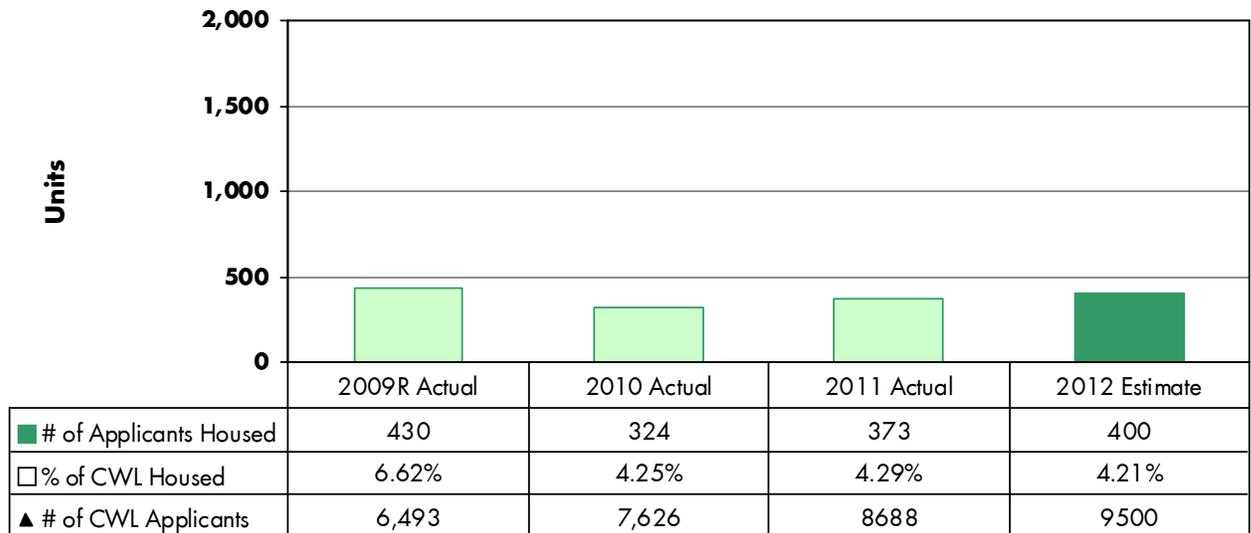
- Higher subsidy levels are budgeted in outlook years as mortgage rates, property taxes and tenant RGI subsidies are anticipated to increase and the impact of the mandated SHRA funding formula implemented in 2006 is felt.
- 2012 budget program per unit cost increase of 5.49% includes a 3.55% increase in units (252 units) from 2011 and complete implementation of the 100% Regional Rent Assistance Program.

Comments / Background:

- Funding provided for the housing provider capital repair expenditures are included in costs and may fluctuate significantly from year to year.
- This report is used for internal management purposes only and is not consistent with the OMBI definition of a similar measure.

Community Impact

Social Housing Waiting List Placed Annually



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

What does the graph show?

- The graph reflects the total number of households housed from the centralized waiting list in a given year, over the total number of active households on the centralized waiting list at that year end.

Explanation of KPI Trend

- 2011-2012 proposed unit increases represented by new AHP units and the implementation of Rent Assistance Program in those communities contributes to increased housed percentages.
- 2009-2010 includes a Council approved \$1 million Regional Rent Assistance Program which will increase the affordability of 130 new units.

Comments / Background:

- Wait list numbers for the six years leading up the recession of fall 2008, were stable. Following 2008, numbers have steadily increased at an averaged rate of approximately 15% per year and are anticipated to keep growing.

Housing

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	6,890	7,630	8,294	8,544	8,984	440	5.1%	9,629	9,906	10,177
Program Specific Expenses	43,747	55,685	49,432	56,549	48,288	(8,261)	-14.6%	48,705	49,159	49,619
Professional Contracted Services	228	104	1,074	1,364	1,084	(280)	-20.5%	1,490	856	857
General Expenses	366	393	506	506	521	15	2.9%	531	526	525
Occupancy Costs	4	10	813	813	74	(739)	-90.9%	75	76	78
Minor Capital	80	89	11	11	11		0.0%	39	17	11
Expenditures	51,314	63,912	60,129	67,787	58,962	(8,825)	-13.0%	60,470	60,539	61,267
Financing Costs and Reserves										
Financing Costs	2,437	2,374	1,056	1,336	1,601	265	19.9%	2,047	2,047	2,143
Contribution to Reserves	9,478	7,040	3,800	3,800	4,800	1,000	26.3%	5,800	6,800	7,800
Contribution to Capital										
Financing Costs and Reserves	11,915	9,414	4,856	5,136	6,401	1,265	24.6%	7,847	8,847	9,943
Gross Expenditures	63,229	73,326	64,985	72,922	65,362	(7,560)	-10.4%	68,317	69,386	71,210
Revenues										
Grant Subsidies	(15,676)	(26,505)	(20,854)	(23,068)	(13,671)	9,397	-40.7%	(12,640)	(12,640)	(12,640)
User Fees	(136)	(12)								
Fees and Charges	(4,430)	(5,066)	(5,456)	(5,806)	(6,570)	(764)	13.2%	(7,360)	(7,572)	(7,820)
Development Charges										
Contribution from Reserves	(5,359)	(4,005)	(3,495)	(4,055)	(3,420)	635	-15.7%	(4,830)	(4,050)	(4,050)
Third Party Recoveries										
Revenues	(25,601)	(35,587)	(29,806)	(32,930)	(23,661)	9,268	-28.1%	(24,830)	(24,262)	(24,510)
Negotiated Specific & Recoveries										
Negotiated Specific	106	169	206	206	219	12	6.0%	221	224	226
Departmental Charges & Recoveries	1,368	1,403	1,188	1,188	1,268	81	6.8%	1,316	1,413	1,475
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	1,475	1,571	1,394	1,394	1,487	93	6.7%	1,537	1,636	1,701
Gross Expenditures including Negotiated Specific & Recoveries	64,703	74,898	66,379	74,316	66,849	(7,467)	-10.0%	69,854	71,022	72,912
Tax Levy	39,102	39,310	36,573	41,386	43,187	1,801	4.4%	45,024	46,760	48,402
% Change								4.3%	3.9%	3.5%

Budget Change Explanations 2012

Housing		2012 (in \$000's)					
		Gross		Net		FTE	
Budget Change Explanations (2012/2011)		Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget			74,316		41,386		0.0
Base							
Salary and Benefit Increases			295	0.4	159	0.4	
Rent Supplement Program inflationary pressures 3%			132	0.2	132	0.3	
Reassign resources /Loss of SHRRP funding			(68)	(0.1)	157	0.4	-1.0
Technical Services recovery from Long Term Care			(87)	(0.1)	(87)	(0.2)	
Budget Adjustment HYI Rent Adjustment			28	0.0			
Asset Management Strategy Software - license fees			41	0.1	41	0.1	
Community support program review (1TFT)			80	0.1	80	0.2	
Property and Fleet related costs - inflationary increases			11	0.0	11	0.0	
Share of Program Support Services			73	0.1	73	0.2	
Base			504	0.7	566	1.4	-1.0
Reductions/Efficiencies							
AHP Original projects completed - East Markham			(1,248)	(1.7)			
AHP extension projects completed			(266)	(0.4)			
SHRRP program completed			(7,988)	(10.7)			
Eliminate one time costs - Building condition assessments			(140)	(0.2)			
Renewable Energy Initiative - 1 year initiative			(755)	(1.0)			
Insurance cost savings			(18)	(0.0)	(18)	(0.0)	
Share of Program Support Services			(9)	(0.0)	(9)	(0.0)	
Reductions/Efficiencies			(10,425)	(14.0)	(27)	(0.1)	0.0
Mandatory/Legislated							
Public Housing Program Subsidy payment to HYI			200	0.3	200	0.5	
Non Profit Housing Capital Repair Expenditures funded from reserve			200	0.3			
Mandatory/Legislated			400	0.5	200	0.5	0.0
Annualization							
Changes in debt financing - repaid by Housing York Inc Revenues			308	0.4			
AHP Wave 1 housing affordability payments to third party			683	0.9			
Annualization			991	1.3			0.0
Total Base Change			(8,529)	(11.5)	739	1.8	-1.0
Growth							
Share of Program Support			9	0.0	9	0.0	
Total Growth			9	0.0	9	0.0	0.0
Enhancement							
Increase contribution to Non Profit Housing Capital Repair Reserve			1,000	1.3	1,000	2.4	
Implement database to administer Housing programs			40	0.1	40	0.1	
Multi-Year Plan Initiatives							
Share of Program Support			13	0.0	13	0.0	
Total Enhancement			1,053	1.4	1,053	2.5	0.0
2012 Departmental Budget (including Contribution to Capital)			66,849	(10.0)	43,187	4.4	-1.0

Budget Change Explanations 2013

Housing

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		66,849		43,187		
Base						
Salary and Benefit Increases		199	0.3	27	0.1	
Rent Supplement Program inflationary pressures 3%		132	0.2	132	0.3	
Technical Services recovery from Long Term Care		(13)	(0.0)	(13)	(0.0)	
Reduction for 2012 Community support program review		(80)	(0.1)	(80)	(0.2)	
Negotiated Specific Agreement inflationary Increases		3	0.0	2	0.0	
Share of Program Support Services		25	0.0	25	0.1	
Base		266	0.4	93	0.2	0.0
Reductions/Efficiencies						
AHP Original projects completed - East Markham		(1,510)	(2.3)			
Reductions/Efficiencies		(1,510)	(2.3)			0.0
Mandatory/Legislated						
Public Housing Program Subsidy payment to HYI		66	0.1	66	0.2	
Non Profit Housing Capital Repair Expenditures		1,300	1.9			
Mandatory/Legislated		1,366	2.0	66	0.2	0.0
Annualization						
Building Superintendent II - Housing York Inc project		88	0.1			1.0
Tenant Services Coordinator - Housing York Inc project		81	0.1			1.0
Changes in debt financing - repaid by Housing York Inc Revenues		446	0.7			
AHP Wave 1 housing affordability payments to third party		179	0.3			
Annualization		795	1.2			2.0
Total Base Change		917	1.4	159	0.4	2.0
Growth						
Applicant Services Representative		81	0.1	81	0.2	1.0
Total Growth Request		81	0.1	81	0.2	1.0
Enhancement						
Increase contribution to Non Profit Housing Capital Repair Reserve		1,000	1.5	1,000	2.3	
Architectural Project Coordinator - Technical Services		112	0.2	112	0.3	1.0
Manager Community Support Programs		138	0.2	138	0.3	1.0
Eliminate one time cost database for Housing		(40)	(0.1)	(40)	(0.1)	
Share of Program Support Services		25	0.0	25	0.1	
Multi-Year Plan Initiatives						
2.3 b) Regional Rent Supplement Program		362	0.5	362	0.8	1.0
2.3 c) Housing Affordability Options program delayed 1 year		500	0.7			
2.1 a) Housing Strategy program delayed 1 year		(90)	(0.1)			
Total Enhancement Request		2,007	3.0	1,597	3.7	3.0
2013 Departmental Request (including Contribution to Capital)		69,854	4.5	45,024	4.3	6.0

Budget Change Explanations Outlook Years 2014/2015

Housing	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	69,854	45,024	71,022	46,760
Base				
Salary and Benefit Increases	264	122	277	126
Rent Supplement Program inflationary pressures 3%	136	136	140	140
Technical Services recovery from Long Term Care	(2)	(2)	(3)	(3)
Asset Management Strategy Software - license fees	1	1	1	1
Negotiated Specific Agreement Increases	4	3	3	1
Share of Program Support Services	32	32	35	35
Base	436	293	453	300
Reductions/Efficiencies				
Eliminate one time furniture costs	(9)	(9)		
Reductions/Efficiencies	(9)	(9)		
Mandatory/Legislated				
Public Housing Subsidy	68	68	70	70
Mandatory/Legislated	68	68	70	70
Annualization				
Building Superintendent II - Housing York Inc project	76			
Tenant Services Coordinator - Housing York Inc project	(7)			
Changes in debt financing - repaid by Housing York Inc Revenues			95	
Annualization	69		95	
Growth				
Applicant Services Representative-Housing Access	76	76	(7)	(7)
Growth	76	76	(7)	(7)
Enhancements				
Non Profit Housing Capital Repair Contribution to Reserves	1,000	1,000	1,000	1,000
Share of Program Support Services	64	64	29	29
Multi-Year Plan Initiatives				
2.3 b) Regional Rent Supplement Program	244	244	250	250
2.3 c) Housing Affordability Options program delayed 1 yec	(750)			
2.1 a) Housing Strategy program delayed 1 year	(30)			
Enhancements	528	1,308	1,279	1,279
Total Annual Incremental Budget Pressures	1,168	1,736	1,890	1,642
Total Annual Budget Request	71,022	46,760	72,912	48,402

Housing

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Accounting Clerk (transfer from Housing to BOQA)	(1.0)	B	(68.0)	(68.0)
Share of program support	0.4			
Total Permanent FTEs			(0.6)	(68.0)
			(68.0)	(68.0)

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Applicant Service Representative (Housing Access program)	1.0	G	74	74
Architectural Project Coordinator (Technical Services program)	1.0	E	112	112
Program Coordinator Rent Supplement (MYP new AHP 67675)	1.0	E	104	104
Building Superintendent II (Housing York Inc - Capital Program)	1.0	A	88	0
Tenant Services Coordinator (Housing York Inc.- capital program)	1.0	A	81	0
Manager Community Support Programs	1.0	E	138	138
Share of program support	0.5			
Total Permanent FTEs			6.5	597
			428	428

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Applicant Services Representative (Housing Access)	1.0	G	76	76
Building SuperIntendent II - (Housing York Inc.-Capital program)	1.0	A	83	0
Share of program support - 2014	0.6			
Share of program support - 2015	0.4			
Total Permanent FTEs			3.0	318
			152	152

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

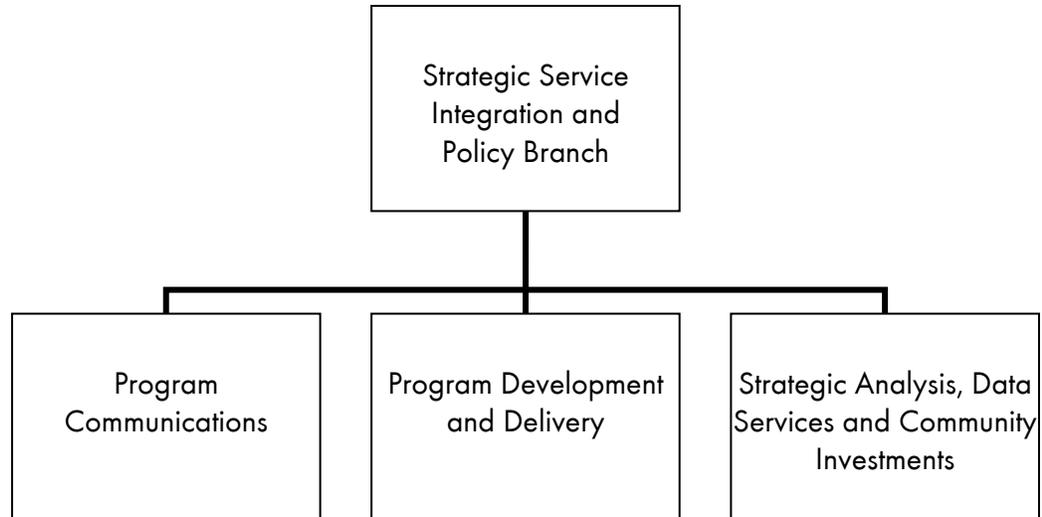
- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

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Mission/Vision

The Strategic Service Integration and Policy Branch provides strategic policy analysis, program development and delivery support, program communications and community investment services to better respond to the diverse and expanding human service needs of York Region residents.

Mandate

To provide services to the Community and Health Services Department and the Corporation through the following three functional areas:

- Program Communications
 - Community and Health Program Communications
- Program Development and Delivery
 - York Region Local Immigration Partnership initiative
 - Regional Human Services Collaboration
 - Regional and Departmental Accessibility Planning and Compliance Coordination
 - Emergency Social Services and Business Continuity Planning
 - Community and Health Program Operations Support
- Strategic Analysis, Data Services and Community Investments
 - The Community and Health Services Multi-Year Plan, Departmental and Regional Strategic Policy and Program Supports
 - Support and analysis on external policy developments
 - The York Region Community Social Data Strategy (CSDS)
 - The Community Development and Investment Fund (CDIF)
 - The New Agency Development Fund (NADF)
 - Federal, Provincial and Regional Homelessness Prevention Programs

Base Drivers

The drivers affecting the branch base budget for the next two years include:

- Population growth and diversity continues to place pressure on the demand and the need for improved access to program information and services.
- A significant and growing number of families and individuals in York Region are struggling to make ends meet due primarily to the growing low and moderate income households and the high cost of living in York Region.
- Housing affordability is a persistent issue in York Region with low income families and individuals. In 2006, 71 per cent of low income family homeowners (or, 14,375 families) and 56 per cent (or, 3,395 families) of low income family tenants spent 50 per cent or more of their gross income on housing.
- The Region experienced a 55 per cent increase in the low income population between 2001 and 2006. In 2006, approximately 321,000 residents were living in low and moderate income households².
- In 2006, immigrants comprised 43 per cent of York Region's population with approximately 46,000 recent newcomers residing in York Region. By 2031, 55 per cent of York Region's population will be immigrants.
- Highly educated newcomers often do not have a job and income that matches their skills and education. In 2006, 60 per cent of newcomers to York Region with a university degree were working in jobs requiring less than a university degree.
- Language barriers impact all aspects of integration for newcomers. In 2006, 14 per cent of newcomers in York Region did not know English or French, the highest in the Greater Toronto Area. Additional services, supports and opportunities are needed to help newcomers.
- Use of emergency shelters, food banks and other social services has increased, placing additional pressures on human service agencies. Funding cuts have also impacted the capacity for human service agencies to keep pace with the needs of low and moderate income residents requiring additional supports.
- Changing provincial and federal policy directions, legislative/regulatory requirements and the reduction or elimination of provincial and federal funding has further exacerbated the human services funding gap that exists in York Region requiring innovative and strategic local solutions.

Key Challenges

Trends and issues that will impact the branch budget over the 2012 to 2015 timeframe include:

- Multiple Service Pressures from Growth and Changing Demographics
 - Changing population demographics such as the rapid growth in all age groups, non-traditional families (e.g. lone-parent families), low and moderate income population and the immigrant population promote the need for new, responsive and integrated programs and services.

² Low income is based on the Low Income Cut-off Before Taxes (LICO-BT) (0-\$35,000 based on a family of four) and moderate income is based on double LICO-BT (0 - \$70,000 based on a family of four).

- The number of proposals received for annual CDIF funding continues to increase as demand for services for low and moderate income residents continues to rise. Council has expressed concern that approximately one third of all eligible programs for much needed community services are turned away each year.
- Due to the changing demographics and housing affordability issues in York Region, an increasing number of households seek assistance through homelessness programs such as Rent Bank, Emergency Energy Fund and Homelessness Prevention Program.
- Sustained and Adequate Federal and Provincial Funding
 - Federal funding for the Local Immigration Partnership initiative may be reduced which will limit implementation of initiatives under the Immigrant Settlement Strategy.
- Implementation of New Legislation with Current Funding Allocation
 - In 2011, the Integrated Accessibility Standards regulation was passed prescribing accessibility requirements in the areas of Employment, Information and Communications and Transportation. With no additional funding for implementation of this regulation, which involves all areas of the corporation, there will be increased financial and resource pressures to the Department and the Region. The Accessible Built Environment Standard may also become law in 2012/13 impacting the Region's new construction and extensive renovation projects.
- Elimination of Long-Form Census
 - The 2011 Census data available to the Department and community agencies may be of a significantly lower quality based on the federal government's decision to eliminate the long-form Census and replace this with a voluntary National Household Survey. Census data is essential for the planning, monitoring and delivery of a wide range of York Region services, programs and policies and plays a key part in funding decisions. Much more costly supplementary surveys and research may be needed to provide credible support of community planning.

Service Challenges

Trends and issues that will impact the branch budget for 2012 and 2013 include:

- With the effects of the downturn in the economy and the growth and changing demographics in York Region, there is an increased need for human services for the aging, low and moderate income and immigrant populations and persons with disabilities in the Region.
- Local community agencies are facing an increased demand for services from residents, however, their ability to respond to these needs is compromised.
- The demand for CDIF funding has continued to increase. For 2011, one year CDIF funding requests totalled over \$6.0 million in funding whereas only \$3.5 million in funding was available to the community. In all, 58 eligible proposals were submitted to the Region and based on the CDIF funding available, 32 projects were approved for funding.

- An enhancement to the CDIF one year funding stream in 2012 will increase the stability of community based agencies and will mean that much needed supports are available to York Region residents.
- An enhancement to NADF in 2013 will build capacity of new agencies that are uniquely equipped to meet the increasing growth and diversity of York Region communities.

Staffing Resources

	2009	2010	2011	2012	2013	2014	2015
Permanent FTE's	Budget	Budget (R)	Budget (R)	Approved	Outlook	Outlook	Outlook
Full-Time FTE's (PFT)	28.8	28.5	47.7	47.9	48.2	48.4	48.6
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	28.8	28.5	47.7	47.9	48.2	48.4	48.6
Net Change*		-0.3	19.2	0.2	0.3	0.2	0.2
Casual (FTE Equivalent)**	2.2	3.0	4.5	3.2	3.2	3.2	3.2

* Includes FTE's allocated from Business Operations and Quality Assurance support program areas.

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

Strategic Goals 2012 – 2015

- Establish an integrated approach to the planning, development and delivery of services in the Community and Health Services department using the department's Multi-Year Plan as a basic framework.
- Support the collaborative planning efforts of the Human Services Planning Board of York Region and the Community Partnership Council for the Local Immigration Partnership initiative.
- Provide Corporate leadership to implement strategic directions for diversity and social inclusion for all ethno-cultural groups within the Region.
- Enhance community development funds and make strategic investments to keep pace with service needs and increase the opportunities for low income residents to remain, or become, contributing members of the Region's economy and communities.
- Provide Corporate coordination, in collaboration with lead Departments, to meet the requirements of both the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) and the *Ontarians with Disabilities Act, 2001* (ODA).
- Continue to address human service needs within the community through timely and responsive policy and program support and development of information and analysis on the changing socio-economic and demographic characteristics in York Region.

- Continue to lead the development of strategic communications for the Department's programs and services incorporating features and activities that increase access to the information through innovative approaches and media.

Branch Objectives for 2012 and 2013

1) To develop and establish processes that support the planning, development and delivery of the department's Multi-Year Plan initiatives and reporting on implementation of the goals and actions.
2) To support the Multi-Year Plan initiative to improve access to public transit for low income residents.
3) To enhance community development initiatives to keep pace with community needs.
4) To develop actions to contribute to advancing the community results identified in the York Region Immigration Settlement Strategy (LIP) and the Human Services Planning Board's <i>Making Ends Meets</i> initiative.
5) To coordinate the Region's Accessibility Plan under the <i>Ontarians with Disabilities Act, 2001</i> (ODA) and the Region's response to the requirements of the <i>Accessibility for Ontarians with Disabilities Act, 2005</i> (AODA)
6) To develop department-wide communication strategies to improve access to all the Department's program and services.
7) To enhance access to socio-economic and related data and research to support service planning within the department and broader community.

Branch Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1a	Develop an accountability framework for implementing, monitoring and reporting on the department's Multi-Year Plan (MYP), including goal indicators and program performance measures	Guidelines and reporting templates that allow program areas and branches to consistently track and report on MYP initiatives	2012	Social and Health Supports Regional Services		
b	Establish program development processes that are consistent with the guiding principles and goals of the MYP	All future departmental program development and business cases will refer to MYP guiding principles and programs will fit within MYP goals	2012-2013	Social and Health Supports Regional Services		

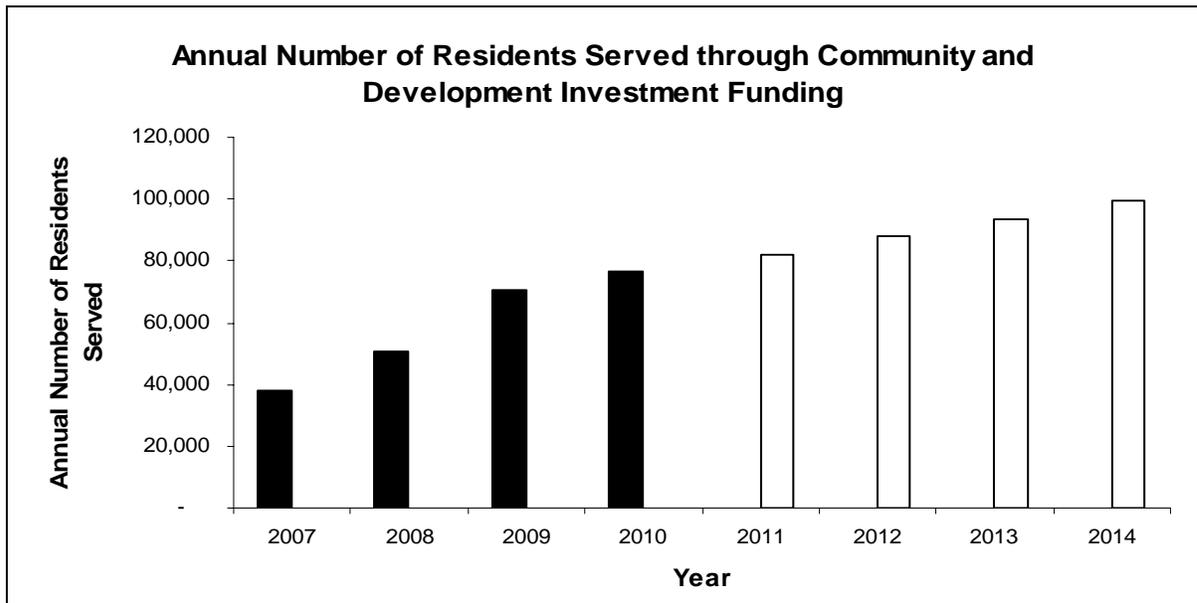
Branch Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
2a	Support development and implementation of a pilot transit subsidy program for low income residents	Enhanced employment opportunities and social inclusion for low income residents	2012	Economic Vitality Social and Health Supports Regional Services		✓ [†]
3a	Increase one year funding stream for CDIF to respond to service pressures on agencies to serve the needs of an increasing and changing population	Assist additional community agencies to support low income residents	2012	Economic Vitality Social and Health Supports	✓	✓
b	Implement the recommendations of the Community Funding Review into the calls for proposals for 2013 funding and investigate the creation of the fund for human service collaborations	Initiate strategic investments to identify and address the changing needs of low and moderate income residents and newcomers	2013	Economic Vitality Social and Health Supports	✓	✓ [‡]
c	Enhance investment in homelessness prevention programs to assist the growing low and moderate income population	Support additional community services to low and moderate income residents and stabilize agency service delivery	2013	Economic Vitality Social and Health Supports		✓ [‡]
4a	Implement the York Region Immigration Strategy developed with the Community Partnership Council (CPC), build regional capacity for newcomer integration and provide timely and credible information through the York Region Immigration Portal	Initiate early successes such as: – Establishing a Municipal Diversity Reference Group – Secure funding for Internationally Educated Professional Conference Develop collective action plan with CPC and identify outcome	2012 - 2013	Economic Vitality Social and Health Supports Regional Services		✓ [§]

[†] Business case for this initiative is included in the Social Services 2012 Business Plan.

[‡] Additional funding may be requested in 2013.

[§] Seeking sources of funding from other levels of government.

Branch Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
		measures Enhance access to information for new and prospective immigrants to York Region and supporting organizations				
b	HSPB-YR will develop a Making Ends Meet Collective Community Action Plan based on Human Services Planning Board member organization commitments to action	Develop 4 to 5 Regional actions to contribute to <i>Making Ends Meet</i> Engage the broader community and mobilize action	2012-2013	Economic Vitality Social and Health Supports Regional Services		
5a	Coordinate the development, implementation and monitoring of the Corporate and Departmental 2011/2012 Accessibility Plan under the ODA	Implement the accessibility initiatives as outlined in the Corporate and Departmental Accessibility Plans	2012	Social and Health Supports Regional Services		
b	Coordinate the development and implementation of corporate policies, procedures and tools to meet the requirements of the Integrated Accessibility Standards Regulation (IASR) under the AODA	Achieve compliance with the requirements of the IASR	2012-2013	Social and Health Supports Regional Services		
6a	Develop new strategic communication approaches to departmental programs and services	Improve knowledge of and access to departmental programs and services	2012	Social and Health Supports Regional Services		
7a	Coordinate the work of the Community Social Data Strategy (CSDS) Consortium to develop research on York Region socio-economic and demographic information	Enhance awareness and improve community access to Census data Identify broader sources of data to assist with service planning	2012-2013	Economic Vitality Social and Health Supports Regional Services		



	2007	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Budget	Approved	Outlook	Outlook
# of residents served	37,946	50,621	70,527	76,286	82,045	87,804	93,563	99,322

What does this graph show?

The total number of York Region residents served through community agencies receiving funding through the Community Development and Investment Fund.

Explanation of KPI Trend

- The upward trend in the number of residents served is due to an increasing demand for services for residents from community agencies as a result of an increase in the low and moderate income population in York Region.
- The Region experienced a 55% increase in the low income population between 2001 and 2006.
- With a potential expansion of funding, it is projected there will be an opportunity to support more community services to low and moderate income residents and stabilize agency service delivery.
- Enhancing community development and investment initiatives to keep pace with service needs advances Goal 1 of the Community & Health Services Multi-Year Plan.

Comments/Background

- The projected increase in residents served is contingent upon receiving additional funding.

Strategic Service Integration & Policy

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget		Approved	\$			
Expenditures										
Salaries and Benefits	1,270	1,949	4,504	4,887	4,984	97	2.0%	5,094	5,231	5,372
Program Specific Expenses	7,012	6,977	6,857	7,695	7,915	220	2.9%	8,515	8,890	8,890
Professional Contracted Services	65	324	312	677	357	(320)	-47.3%	587	717	717
General Expenses	44	200	462	462	458	(5)	-1.0%	458	458	458
Occupancy Costs			13	13		(13)	-100.0%			
Minor Capital		7	33	33	21	(12)	-36.3%	21	21	21
Expenditures	8,391	9,458	12,182	13,768	13,735	(33)	-0.2%	14,675	15,317	15,458
Financing Costs and Reserves										
Financing Costs	(33)	36	2	2	1	(1)	-44.4%	2	2	2
Contribution to Reserves		34								
Contribution to Capital										
Financing Costs and Reserves	(33)	71	2	2	1	(1)	-44.4%	2	2	2
Gross Expenditures	8,358	9,528	12,183	13,769	13,736	(34)	-0.2%	14,676	15,319	15,460
Revenues										
Grant Subsidies	(2,092)	(2,217)	(1,616)	(2,419)	(1,820)	598	-24.7%	(1,820)	(1,820)	(1,820)
User Fees		(14)								
Fees and Charges	(1)	(2)	(7)	(7)	(7)		0.0%	(7)	(7)	(7)
Development Charges										
Contribution from Reserves	(15)	(2)	(30)	(30)		30	-100.0%			
Third Party Recoveries										
Revenues	(2,107)	(2,235)	(1,653)	(2,456)	(1,827)	628	-25.6%	(1,827)	(1,827)	(1,827)
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries	767	874	606	606	631	24	4.0%	656	699	720
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	767	874	606	606	631	24	4.0%	656	699	720
Gross Expenditures including Negotiated Specific & Recoveries	9,125	10,402	12,790	14,376	14,367	(9)	-0.1%	15,332	16,018	16,180
Tax Levy	7,018	8,168	11,137	11,920	12,539	619	5.2%	13,505	14,190	14,353
% Change								7.7%	5.1%	1.1%

Budget Change Explanations 2012

Strategic Service Integration & Policy		2012 (in \$000's)				FTE	
		Gross		Net			
Budget Change Explanations (2012/2011)		Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget			14,376		11,920		
Base							
Salary and Benefit Increases			226	1.6	226	1.9	
Expansion of Program Manager's role to include other areas due to funding changes					135	1.1	
Share of program support services			24	0.2	24	0.2	
Base			250	1.7	385	3.2	0.0
Reductions/Efficiencies							
Local Immigration Partnership program reductions to contract funding levels			(459)	-3.2	(15)	-0.1	
Reduction to MYP 5.3 Review of community funding			(50)	-0.3			
Share of program support services			(5)	-0.0	(5)	-0.0	
Reductions/Efficiencies			(513)	(3.6)	(20)	(0.2)	0.0
Total Base Change			(264)	(1.8)	365	3.1	0.0
Growth							
Share of program support services			5	0.0	5	0.0	
Total Growth			5	0.0	5	0.0	0.0
Enhancement							
Multi-Year Plan Initiatives							
1.1 a) Enhance CDIF annual & renewable funding			250	1.7	250	2.1	
Total Enhancement			250	1.7	250	2.1	0.0
2012 Departmental Budget (including Contribution to Capital)			14,367	-0.1	12,540	5.2	

Budget Change Explanations 2013

Strategic Service Integration & Policy

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		14,367		12,540		
Base						
Salary and Benefit Increases		110	0.8	110	0.9	
Share of program support services		12	0.1	12	0.1	
Base		122	0.8	122	1.0	0.0
Total Base Change		122	0.8	122	1.0	0.0
Growth						
Total Growth Request						0.0
Enhancement						
Share of program support services		14	0.1	14	0.1	
Multi-Year Plan Initiatives						
1.1 a) Enhance CDIF annual & renewable funding		250	1.7	250	2.0	
2.3 a) Expand Homelessness Prevention Program		100	0.7	100	0.8	
5.3 Establish Human Services Collaboration Fund		50	0.3	50	0.4	
1.1 c) Expand New Agency development fund		200	1.4	200	1.6	
6.2 a) Community access to census data		130	0.9	130	1.0	
6.2 b) Maximize public awareness		100	0.7	100	0.8	
Total Enhancement Request		844	5.9	844	6.7	0.0
2013 Departmental Request (including Contribution to Capital)		15,332	6.7	13,505	7.7	

Budget Change Explanations Outlook Years 2014/2015

Strategic Service Integration & Policy	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	15,332	13,505	16,018	14,191
Base				
Salary and Benefit Increases	138	138	141	141
Share of program support services	16	16	17	17
Base	153	153	158	158
Enhancements				
Share of program support services	27	27	4	4
Multi-Year Plan Initiatives				
6.2 b) Monitor and report on poverty	100	100		
2.3 a) Expand Homelessness Prevention Program	100	100		
1.1 c) Expand New Agency development fund	175	175		
6.2 a) Community access to census data	130	130		
Enhancements	532	532	4	4
Total Annual Incremental Budget Pressures	685	685	162	162
Total Annual Budget Request	16,018	14,191	16,180	14,353

Strategic Service Integration & Policy

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support	0.2			

Total Permanent FTEs 0.2

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support	0.3			

Total Permanent FTEs 0.3

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support - 2014	0.2			
Share of program support - 2015	0.2			

Total Permanent FTEs 0.4

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

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Business Operations & Quality Assurance

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	9,384	9,833	8,351	8,351	8,991	640	7.7%	9,465	10,139	10,638
Program Specific Expenses										
Professional Contracted Services	224	188	260	260	226	(34)	-13.1%	176	176	176
General Expenses	577	720	593	593	583	(10)	-1.7%	583	583	583
Occupancy Costs	76	70	38	38	36	(2)	-4.0%	36	36	36
Minor Capital	134	60	180	180	171	(9)	-4.7%	171	171	171
Expenditures	10,395	10,871	9,421	9,421	10,007	586	6.2%	10,430	11,105	11,604
Financing Costs and Reserves										
Financing Costs	1	6	10	10	14	4	46.3%	13	13	13
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	1	6	10	10	14	4	46.3%	13	13	13
Gross Expenditures	10,396	10,876	9,430	9,430	10,021	590	6.3%	10,443	11,118	11,617
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves										
Third Party Recoveries										
Revenues										
Negotiated Specific & Recoveries										
Negotiated Specific	1	5	5	5	5		0.0%	5	5	5
Departmental Charges & Recoveries	(10,397)	(10,880)	(9,435)	(9,435)	(10,026)	(590)	6.3%	(10,448)	(11,123)	(11,622)
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(10,396)	(10,875)	(9,430)	(9,430)	(10,021)	(590)	6.3%	(10,443)	(11,118)	(11,617)
Gross Expenditures including										
Negotiated Specific & Recoveries	(1)	1								
Tax Levy	(1)	1								
% Change										

Budget Change Explanations 2012

Business Operations & Quality Assurance

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		9,435		9,435		
Base						
Salary and Benefit Increases		389	4.1	389	4.1	
Increased costs for casual requirements		100	1.1	100	1.1	
Conversion of temporary and part-time resources to permanent full time						1.5
Transfer accounting clerk from Housing program						1.0
Base		489	5.2	489	5.2	2.5
Reductions/Efficiencies						
Reallocation of consultant line for space & accommodation coordinator		(75)	-0.8	(75)	-0.8	
Reductions/Efficiencies		(75)	(0.8)	(75)	(0.8)	0.0
Total Base Change		414	4.4	414	4.4	2.5
Growth						
Space and Accommodation Coordinator		77	0.8	77	0.8	1.0
Total Growth		77	0.8	77	0.8	1.0
Enhancement						
Multi-Year Plan Initiatives						
6.1 a) Call Management Review		100	1.1	100	1.1	
Total Enhancement		100	1.1	100	1.1	0.0
2012 Departmental Budget (including Contribution to Capital)		10,026	6.3	10,026	6.3	

Budget Change Explanations 2013

Business Operations & Quality Assurance

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		10,026		10,026		
Base						
Salary and Benefit Increases		196	2.0	196	2.0	
Base		196	2.0	196	2.0	0.0
Total Base Change		196	2.0	196	2.0	0.0
Growth						
Total Growth Request						0.0
Enhancement						
Accommodation Clerk		68	0.7	68	0.7	1.0
Contact Centre Representatives		148	1.5	148	1.5	2.0
Senior Financial Analyst		109	1.1	109	1.1	1.0
Multi-Year Plan Initiatives						
6.1 a) Call Management Review		(100)	-1.0	(100)	-1.0	
Total Enhancement Request		226	2.3	226	2.3	4.0
2013 Departmental Request (including Contribution to Capital)		10,448	4.2	10,448	4.2	

Budget Change Explanations Outlook Years 2014/2015

Business Operations & Quality Assurance	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	10,448	10,448	11,123	11,123
Base				
Salary and Benefit Increases	256	256	274	274
Base	256	256	274	274
Enhancements				
Contact Centre Representatives (2 FTE's)	152	152	156	156
Records Information Clerk (1 FTE)	67	67	69	69
Local Systems Support Officers (2 FTE's)	200	200		
Enhancements	419	419	225	225
Total Annual Incremental Budget Pressures	675	675	499	499
Total Annual Budget Request	11,123	11,123	11,622	11,622

Business Operations & Quality Assurance

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Business Operations & Quality Assurance</u>				
Space & Accommodation Coordinator	1.0	G	77	77
Local Systems Support Officer	1.0	B	95	
Accounting Clerk - Intermediate	1.5	B	31	
Total Permanent FTEs		3.5	203	77

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Business Operations & Quality Assurance</u>				
Accommodation Clerk	1.0	E	68	68
Contact Centre Representative	2.0	E	148	148
Senior Financial Analyst	1.0	E	109	109
Total Permanent FTEs		4.0	326	326

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Business Operations & Quality Assurance</u>				
Records Information Clerk - 2014	1.0	E	67	67
Contact Centre Representative - 2014	2.0	E	152	152
Local Systems Support Officer - 2014	2.0	E	200	200
Records Information Clerk - 2015	1.0	E	69	69
Contact Centre Representative - 2015	2.0	E	156	156
Total Permanent FTEs		8.0	644	644

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

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

Space Needs Accommodations:

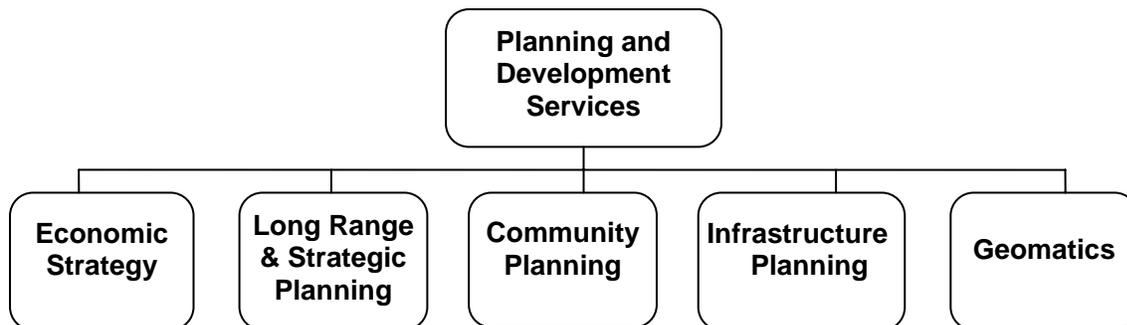
Space needs accommodations have been considered for the above requested positions

Yes
No

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Departmental Description

The Planning and Development Services department is committed to the evolution of sustainable communities, economic vitality and the protection of natural environment for rapidly growing and diverse communities within York Region. This is achieved through a collaborative and innovative approach to growth management policies, integrating economic development strategies and coordination of infrastructure delivery and geospatial information technology.



Mission/Vision

To facilitate the evolution of healthy communities, a sustainable natural environment and economic vitality by implementing responsive growth management practices, including cost-effective quality geospatial information.

Mandate

Economic Strategy

Facilitates the creation and retention of jobs to meet job creation targets and maintain a healthy and sustainable live/work balance through business-enabling programs, innovation network development and economic research.

Long Range & Strategic Planning

Responsible for growth management and the Regional Official Plan; identify emerging regional issues and provide leadership in the preparation of strategic initiatives, research, data collection and preparation of policy documents.

Community Planning

Responsible for policy development and delivery of Centres and Corridors Program; infrastructure integration linked to capital delivery and sustainable development incentive programs; and, local planning liaison and approvals.

Infrastructure Planning

Link infrastructure planning with strategic land use planning and effectively manage and monitor growth within the Region in the areas of transportation, water and wastewater and infrastructure supply and demand management.

Geomatics

To deliver the geographic advantage by providing mapping and data analysis services, supporting first responders and emergency management, achieving efficiencies from partnerships, and operating a geospatial information infrastructure to support the corporation's programs.

Base Drivers

- Population growth
- Intensification and city building
- Financing costs
- Environmental stewardship and climate change
- Increased demand for services as a result of growth in all Regional programs and the power/preference to communicate with maps
- Resource limitations to deliver joint projects with partner organizations
- Keeping staff technology skills current

Key Challenges

Agriculture

Protection of agricultural lands to ensure a sustainable local food supply is vital for the Region. Promoting a healthy farm economy and value supply chain is a key component in agricultural viability and economic sustainability.

Environment

Balancing environmental issues including water quality, green space, forest cover, air quality with growth is important to York Region residents. Thus, environmental issues are a key component for inclusion and implementation in the York Region Official Plan, the Sustainability Strategy, and other Regional initiatives.

Economy

York Region's diversified economy demonstrates resilience and growth in this challenging and competitive global environment. Developing innovative products and processes and accessing a talented labour pool is critical to continued business competitiveness and success. Meeting the employment growth targets under the Growth Plan and the York Region Official Plan will require significant efforts in the areas of business growth and new investment attraction of high-value, innovative companies and jobs.

Fiscal Responsibility

Fiscal and economic implications associated with the cost of growth and the aging resident population will need to be continuously assessed to determine whether the Region can afford future capital and operating expenditures.

Geomatics

Addressing competing demands with finite resources to deliver corporate mapping services, operate the geospatial information infrastructure, and undertake continuous improvement or transformational business initiatives.

Growth Management

The continuing pace of growth and the additional demand on existing services present distinct challenges for future service delivery, from managing congestion to ensuring quality of community life.

Information Management

The rate of growth and the requirements for management, sustainable development and planning activities continue to place an increasing demand on the acquisition, maintenance and analysis of quality information, creation of models, forecasts and alternative scenarios.

Infrastructure

A strategic approach is needed to deliver infrastructure associated with the demands of rapid growth. Meeting the immediate infrastructure demand for roads, transit, water and wastewater and co-ordinating these needs with land use is becoming more challenging. Anticipating human service infrastructure requirements is also becoming more critical.

Intensification

Intensification targets established in the new Growth Plan and the Regional Official Plan focus along the Region's Centres and Corridors and transit stations present transit investment opportunities and continuation of city building initiatives that ensure quality urban design, compatible with existing neighbourhoods.

Quality of Place: New Communities

Well designed communities that are pedestrian focused; provide affordable housing; transit accessible; provide closer live-work proximity; preserve the natural environment and heritage and promote culture will be the forefront of new development.

Sustainability

Ensuring that the Region's policies and decisions regarding growth, infrastructure and human services are sustainable is critical. Sustainability requires smarter decisions that better integrate the environment, the economy and our communities. Adaption strategies for climate change are essential to create resilient communities.

Staffing Resources

Permanent FTE's	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Full-Time FTE's (PFT)	84.0	85.0	89.0	90.0	95.0	97.0	99.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	84.0	85.0	89.0	90.0	95.0	97.0	99.0
Net Change*		1.0	4.0	1.0	5.0	2.0	2.0
Casual (FTE Equivalent) **	5.6	5.6	5.6	7.3	7.3	7.3	7.3

Strategic Goals 2012 – 2015

Economic Strategy

- Undertake a review and update of the Economic Development Strategy
- Develop the 'Invest in York' integrated investment attraction/export development program
- Promote business innovation and growth through the development of Industry Clusters and a network of Innovation Hubs
- Promote new business formation and growth through start-up and growth services for small businesses and entrepreneurs
- Continue to survey the Region's businesses, undertake analysis of the Region's economy, and disseminate the results internally and externally

Long Range Strategic Planning

- Provide Corporate leadership on Sustainability
- Prepare Vision 2051
- Regional Official Plan (ROP) implementation
- Defend the ROP at the Ontario Municipal Board (OMB)
- Develop and implement strategies for Growth Management to 2031
- Develop the Region's Climate Change Strategy in consultation with partners
- Examine the feasibility of a Region wide Natural Heritage Trails Strategy
- Co-ordinate input to the Provincial 2015 review of the Greenbelt and Oak Ridges Moraine Plan applying a triple-bottom line approach
- Monitor population, employment and housing intensification to ensure that the Region meets future requirements

Community Planning

- Promote and implement the Region's City Building policies and initiatives with a primary focus on a strong urban system of Centres and Corridors
- Implementation of the Regional Official Plan (ROP)
- Approval of Local Plans and regional co-ordination of related Ontario Municipal Board (OMB) hearings
- Develop an integrated infrastructure/planning framework for servicing capacity assignment
- Support to Rapid Transit on the implementation of Rapid Transit initiatives, including subways and mobility hubs
- Develop, promote and implement sustainable development programs in partnership with local municipalities and Environmental Services

Infrastructure Planning

- Create effective and efficient in-house infrastructure (transportation, water & wastewater) modelling teams to support infrastructure planning and delivery
- Update Transportation, Water & Wastewater, and Pedestrian & Cycling Master Plans
- Develop an Integrated Waste Management Master Plan with Environmental Services
- Develop a York Region Transportation Demand Management Program and Implementation Strategy
- Coordinate implementation of Phase 1 of the Pedestrian & Cycling Master Plan with Transportation Services and RapidCo
- Coordinate the implementation of the Transportation Master Plan with RapidCo and Transportation Services
- Coordinate the implementation of the Water & Wastewater Master Plan with Environmental Services
- Implement the Lake-to-Lake Cycling route

Geomatics

- Deliver analytic services to support sound decision-making
- Drive continuous improvement by showcasing the value of location
- Support first responder and regional emergency management programs
- Build capacity by providing: training, resources, expertise, and support services
- Deliver and promote self-service mapping tools and utilities which are focused, easy to use, responsive, and provide the results needed
- Assist regional operations in leveraging location to streamline work and drive efficiencies
- Foster strong partnerships and agency relations to deliver on mutual priorities and reduce duplication
- Operate a robust geospatial information infrastructure

Department Objectives for 2012 and 2013

Economic Strategy
1) Undertake a review and update of the Economic Development Strategy to create a new Economic Action Plan, exploring strategic initiatives and funding opportunities that will help build York Region's economy
2) Through the Action Plan process, identify and develop opportunities around a regional network of 'innovation hubs'
3) Promote the development and marketing of the Region's innovative clusters including life sciences, information and communications technology, clean-tech, precision manufacturing, agri-business and cultural industries through research and business outreach activities
4) Deliver direct-to-business services that facilitate the retention and/or attraction of jobs, including: <ul style="list-style-type: none"> o Business consultations and workshops supporting export development o Business connections between local and international companies through targeted business missions o Business consultations and workshops for entrepreneurs and youth through the Small Business Enterprise Centre
5) Support the development of venturLAB, York Region's Research Innovation Centre under the Ontario Network of Excellence Program
6) Continue development of the high-impact "Invest in York" marketing tools, including website, collateral materials, with media support
7) Align the provincial Central Counties (RTO6) Tourism Program with regional business development activities

Long Range & Strategic Planning
1) Complete Vision 2051 exercise that will update Vision 2026, the Region's primary strategic plan, in establishing the Vision and direction for Regional Council and its employees on how the Region's communities should evolve over the next 40 years
2) Operationalize the Growth Management and Development Information system for tracking development activity and forecast information across the Region
3) Disposition of OMB appeals to the ROP including negotiating hearings to enable ROP implementation
4) Develop additional ROP policy for aggregate resources, employment lands, source water protection and archaeological protection
5) Implement initiatives in the York Region Sustainability Strategy, provide corporate leadership and continue to monitor and evaluate success
6) Produce the 2012 Sustainability Report Card that addresses priority setting, targets, indicators, monitoring and evaluation

Long Range & Strategic Planning (continued)
7) Complete New Community Guidelines for the Region that will enable development of well designed communities that prioritize people, sustainability and livability
8) Update Region's Housing Needs Study that addresses key housing areas relating to affordability, the rental and non-profit market as well as the relationship of housing to transit, human services, and the economy and growth management
9) Undertake a York Region Archaeological Management Plan that will help identify, protect and conserve archaeological sites, provide clear guidance on land use planning decisions and build stronger relationships with the First Nations and the Métis Nation in York Region
10) Continue to survey the Region's businesses and undertake analysis of the Region's employment sectors and sub sectors
11) Develop a Region Climate Change Strategy in consultation with partners
12) Update Regional Greening Strategy that implements the vision of the Regional Greenlands System that preserves and enhances natural features within a connected natural heritage system

Community Planning
1) Approval of Local Official Plan Conformity Exercises; participation in Local Official Plan OMB Hearing's; finalizing the Official Plan Conformity Exercises
2) Consultation and finalization of Secondary Plans and related implementation for Urban Growth Centres/Regional Centres for Newmarket, Richmond Hill, Vaughan and Markham
3) Develop a "Best Practices Guide" for Centres and Corridors working with local partners and the development industry
4) Undertake a monitoring program for Centres and Corridors to measure increased intensification; housing mix; employment; and, business development
5) Review and establish new sustainability standards for the full range of land intensification and examination of the LEED (High Rise) and SHIP(Low Rise) sustainable development incentive programs
6) Co-ordinate and administer a 2031 Strategy and Planning Program including a three to seven year program for the delivery of managed growth integrated with service capacity delivery

Infrastructure Planning
1) Co-manage development of the Integrated Waste Management Master Plan with Environmental Services
2) Develop a York Region Transportation Demand Management Program and Implementation Strategy
3) Develop the alignment and design of the Lake-to-Lake Cycling route
4) Initiate comprehensive updates of the Transportation, Water & Wastewater, and Pedestrian & Cycling Master Plans
5) Collaborate with Simcoe County to develop a cross-boundary transportation strategy
6) Conduct preliminary engineering studies for cycling, transit, road, water and wastewater projects
7) Conduct infrastructure needs studies in support of Regional Centres and other major growth areas
8) Enhance the outreach and education components of Regional cycling and transportation demand management services
9) Provide assistance to RapidCo in planning, design and funding applications for the Yonge Subway Extension to Highway 7
10) Provide development review and technical support for implementation of policies in the Regional Official Plan and Infrastructure Master Plans

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1.	Complete Vision 2051 exercise	To establish a Vision of how communities should evolve over the next 40 years	2012	Regional Services Critical Infrastructure Economic Vitality Social and Health Supports Centres and Corridors Financial Management Organizational Capacity		
2.	Operationalize the Growth Management and Development Information System	To track development activity and forecast information within the Region	2012-2013	Critical Infrastructure Economic Vitality Regional Services		
3.	Disposition of OMB appeals to the ROP	To negotiate to enable ROP implementation	2012	Regional Services Critical Infrastructure Economic Vitality Social and Health Supports Centres and Corridors Financial Management		
4.	Complete New Community Guidelines	To enable well designed communities that prioritize people, sustainability and livability	2012	Regional Services Social and Health Supports Critical Infrastructure Economic Vitality Centres and Corridors		
5.	Update Region's Housing Needs	To address key housing areas	2012	Social and Health Supports		

	Study	such as affordability, rental and non-profit. Also, identify the relationship of housing to transit, human services, the economy and growth management		Centres and Corridors Economic Vitality		
6.	Produce the 2012 Sustainability Strategy Report Card	To monitor and evaluate success and address priorities and targets	2012	Regional Services Social and Health Supports		
7.	Undertake a York Region Archaeological Management Plan	To identify, protect and conserve archaeological sites, provide guidance on land use planning decisions and build stronger relationships with the First Nations and the Métis Nation in York Region	2012	Social and Health Supports Regional Services Economic Vitality		
8.	Update Regional Greening Strategy	To implement the vision to preserve and enhance natural features of a connected natural heritage system	2012	Regional Services Social and Health Supports Critical Infrastructure		
9.	Work with RapidCo, Transportation Services, Environmental Services and Finance departments to develop strategies, methodologies and project input to update the 2012 DC Bylaw	To achieve consensus on methodologies and project costs for all infrastructure	2012	Financial Management Critical Infrastructure		
10.	Initiate updates of the Pedestrian & Cycling Master Plan, Water and Wastewater Master Plan and Transportation Master Plan	To begin multi-year update of master plans using more in-house resources to reduce dependence on consultants	2012 - 2013	Critical Infrastructure Economic Vitality Regional Services Financial Management	✓	1 FTE in 2012
11.	Complete the Mid-York E-W Transportation Corridor Study	To provide project input to capital planning and identify project priority	2012	Critical Infrastructure Economic Vitality Regional Services		
12.	Conduct the Rapid Transit Network Configuration Study	To identify phasing and staging of rapid transit network elements in the TMP	2012 - 2013	Critical Infrastructure Economic Vitality Regional Services		
13.	Complete the WWW System Security and Redundancy Phase 1 analysis	Complete analysis to allow Environmental Services to initiate the Phase 2 project	2012	Critical Infrastructure Economic Vitality Regional Services		
14.	Conduct the Lake-to-Lake Cycling Route Design study	To define the alignment, design and implementation plan for this cycling route	2012 - 2013	Regional Services Economic Vitality		
15.	Develop the TDM Program and Implementation Strategy	To define a TDM plan that is a necessary component of the TMP	2012	Regional Services Economic Vitality		
16.	Conduct transportation and WWW infrastructure needs analysis for Regional Centres and other growth areas	To identify infrastructure needs for these special study areas	2012 - 2013	Centres and Corridors		
17.	Hire two senior modeling / forecasting engineers	To support infrastructure planning and delivery	2012	Organizational Capacity		2 FTE's in 2013
18.	To implement the Region's Centres and Corridors, in partnership with local area municipalities and other parties	To streamline policy and to promote incentives to address barriers and monitor planning and development for population and employment growth targets	2012-2013	Centres and Corridors Economic Vitality		1 FTE in 2013
19.	To approve Local Conformity	To ensure conformity to the	2012 -	Regional Services		

	Exercises	Provincial Growth Plan, the Greenbelt Plan, the Lake Simcoe Protection Plan and the Regional Official Plan (2010)	2013	Centres and Corridors		
20.	To review Secondary Plans (SP)	To provide advice to local municipalities and approve Secondary Plans for: Vaughan Metropolitan Centre, West Vaughan, Yonge and Steeles, Kleinberg, Woodbridge, Newmarket UGC	2012 - 2013	Centres and Corridors Economic Vitality Financial Management		
21.	To protect Regional Interests at Ontario Municipal Board (OMB)	To participate in OMB hearings to protect regional interests: Local Official Plan Conformity; employment land conversions; and, site specific applications	2012-2013	Regional Services Economic Vitality Financial Management		
22.	Sustainable Development Programs	To establish/support new sustainability program identified in the ROP: guidelines for new development; opportunities to expedite green approvals; and review of existing incentive programs	2012	Regional Services Critical Infrastructure		
23.	To develop a 2031 strategy and phasing program including a 3-7 year delivery of managed growth supported by servicing capacity	To develop KPIs and annual monitoring report to ensure servicing policies support intensification and seek efficiencies through water conservation, and inflow and infiltration reduction	2012-2013	Financial Management Critical Infrastructure		
24.	Support and promote Agricultural initiatives	To support York Region's agricultural community through the Greater Toronto Area Agricultural Action Committee	2012-2013	Centres and Corridors Economic Vitality		
25.	Expand the mapping information available to the corporation	To support better, faster, information-based decisions related to planning, building, operating and monitoring regional programs	2012 - 2013	Regional Services Social and Health Supports Critical Infrastructure	✓	2 FTE in 2013-2014
26.	Enhance access to regional mapping information	To improve engagement, coordination and communications through awareness of the location of events, services, plans and assets	2012 - 2013	Economic Vitality Regional Services		
27.	Develop a multi-year business plan	To meet growing demands, ensure operational sustainability, and resource transformational initiatives	2013	Organizational Capacity		
28.	Complete a new Economic Action Plan	Identify directions and programs that will facilitate growth of the Region's economy	2012	Economic Vitality		
29	Develop a regional network of 'Innovation Hubs'	Identify opportunities and facilitate partnerships, funding, and promotion of potential and emerging physical and virtual innovation -based initiatives	2012 and beyond	Economic Vitality		1 FTE in 2014

30	Develop & market key innovative clusters	Key sector research leading to marketing value proposition, materials, and outreach for six sectors	2012 and beyond	Economic Vitality		1 FTE in 2013
31	Support the development of ventureLAB	Support the establishment of ventureLAB as a recognized, leading entity in the Ontario Network of Excellence	2012 and beyond	Economic Vitality		
32	Direct-to-business services facilitating job creation	Business consultations, workshops, events and missions that convey business growth information and connect business opportunities both locally and abroad	2012 and beyond	Economic Vitality		1 FTE in 2015
33	Align Central Counties (RTO6) Tourism Program with regional business development activities	Transition of the major tourism consumer marketing function to external partners	2012 - 2013	Economic Vitality		

Planning

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	8,112	8,398	9,225	9,978	10,733	755	7.6%	11,648	12,139	12,611
Professional Contracted Services	1,434	1,143	1,000	821	910	89	10.8%	875	875	875
General Expenses	1,739	1,886	1,500	1,607	1,430	-177	-11.0%	1,380	1,410	1,412
Minor Capital	41	34	7	13	10	-3	-23.1%	0	0	0
Gross Expenditures	11,326	11,461	11,732	12,419	13,083	664	5.3%	13,903	14,424	14,898
Revenues										
Grant Subsidies	-270	-1,228	-135	-135	-100	35	-25.9%	-100	-100	-100
User Fees	-101	-84	-20	-20	0	20	-100.0%	0	0	0
Fees and Charges	-653	-341	-275	-429	-389	40	-9.3%	-375	-304	-300
Development Charges	0	0	0	-280	-280	0	0.0%	-280	-280	-280
Contribution from Reserves	-190	0	0	0	0	0	0.0%	0	0	0
Third Party Recoveries	-249	-204	-187	-187	-189	-2	1.1%	-77	-77	-77
Revenues	-1,463	-1,857	-617	-1,051	-958	93	-8.8%	-832	-761	-757
Negotiated Specific & Recoveries										
Negotiated Specific	-3,476	-3,477	-3,809	-3,809	-3,990	-181	4.8%	-4,190	-4,316	-4,416
Negotiated Specific & Recoveries	-3,476	-3,477	-3,809	-3,809	-3,990	-181	4.8%	-4,190	-4,316	-4,416
Gross Expenditures including Negotiated Specific & Recoveries	7,850	7,984	7,923	8,610	9,093	483	5.6%	9,713	10,108	10,482
Tax Levy	6,387	6,127	7,306	7,559	8,135	576	7.6%	8,881	9,347	9,725
% Change								9%	5%	4%

Budget Change Explanations 2012

Planning And Development Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2011 Approved Departmental Budget (including Contributions to Capital)		8,610		7,559		
Base						
Corporate Benefits and Omers adjustments		465		465		
Base		465	5.4%	465	6.2%	0
Reductions/Efficiencies						
misc program expenditure and revenue alignments		-136		-44		
Reductions/Efficiencies		-136	-1.6%	-44	-0.6%	0
Total Base Change		329	3.8%	421	5.6%	
Growth						
Geomatic Students (1.7 FTE casual)		97	1.1%	97	1.3%	
Program Manager (funded from Environmental Services)		0	0.0%	0	0.0%	1.0
Temporary Employment Associate Planner		58	0.7%	58	0.8%	
Total Growth		155	1.8%	155	2.1%	1.0
2012 Departmental (including Contribution to Capital)		9,093	5.6%	8,135	7.6%	

Budget Change Explanations 2013

Planning And Development Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		9,093		8,135		
Base						
Corporate Benefits and Omers adjustments		290		290		
Base		290	3.2%	290	3.6%	0.0
Reductions/Efficiencies						
misc program expenditure and revenue alignments		-95		31		
Reductions/Efficiencies		-95	-1.0%	31	0.4%	0.0
Total Base Change		195	2.1%	321	3.9%	
Growth						
Water & Wastewater Technologists (funded for Environmental Services)		0	0.0%	0	0.0%	1.0
Transportation Planning Technologists		100	1.1%	100	1.2%	1.0
Geomatics Program Manager		150	1.6%	150	1.8%	1.0
Centres and Corridors Planner		100	1.1%	100	1.2%	1.0
Web Database Co-ordinator		75	0.8%	75	0.9%	1.0
Total Growth Request		425	4.7%	425	5.2%	5.0
2013 Departmental Request (including Contribution to Capital)		9,713	6.8%	8,881	9.2%	

Budget Change Explanations Outlook Years 2014/2015

Planning and Development	Outlook Years (in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	9,713	8,881	10,108	9,347
Base				
Corporate Benefits and Omers adjustments	314	314	314	314
Base	314	314	314	314
Reductions/Efficiencies				
misc program expenditure and revenue alignments	-94	-23		
Reductions/Efficiencies	-94	-23	0	0
Total Base Change	220	291	314	314
Growth				
Economic Development Innovation Office	100	100		
Geomatics Technologist	75	75		
Water & Wastewater Technologist (funded from Environmental Services)			0	0
Economic Development Administrative Clerk			60	60
Growth	175	175	60	60
Total Annual Incremental Budget Pressures	395	466	374	374
Total Annual Budget Request	10,108	9,347	10,482	9,721

Planning and Development Services

2012 Approved New Staff Summary

Category/Description	FTE*	Type of	Gross (\$000's)	Net (\$000's)
Program Manager (funded from Environmental Services)	1.0	G	0	0
Total Permanent FTEs	1.0		0	0

2013 Proposed New Staff Summary

Category/Description	FTE*	Type of	Gross (\$000's)	Net (\$000's)
Centres and Corridor Planner	1.0	G	100	100
Geomatics Program Manager	1.0	G	150	150
Transportation Planning Technologist	1.0	G	100	100
Water and Wastewater Technologist (funded from Environmental Services)	1.0	G	0	0
Economic Development Website Co-ordinator	1.0	G	75	75
Total Permanent FTEs	5.0		425	425

2014 and 2015 Proposed New Staff Summary

Category/Description	FTE*	Type of	Gross (\$000's)	Net (\$000's)
Economic Development Innovation Officer	1	G	100	100
Economic Development Administrative Clerk	1	G	60	60
Water and Wastewater Technologist (funded from Environmental Services)	1	G	0	0
GIS Technologist	1	G	75	75
Total Permanent FTEs	4.0		235	235

*Type of FTE's Legend:

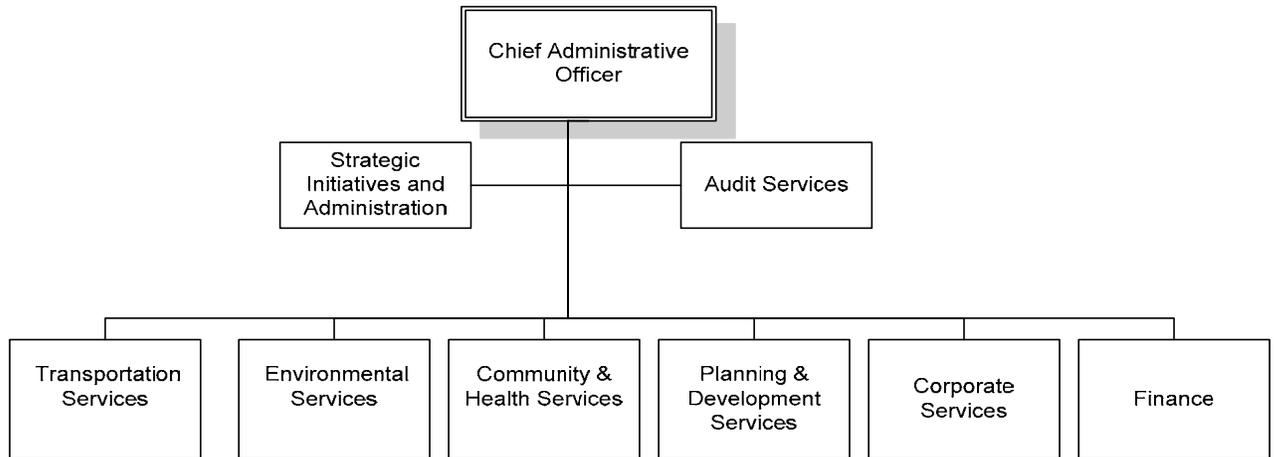
- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions Yes

Departmental Description

The Chief Administrative Officer (CAO) is appointed by Regional Council. The CAO directs and co-ordinates the general management and business affairs of the corporation in accordance with the bylaws, policies and plans approved by Council. The CAO ensures fiscal responsibility and the delivery of high quality services to meet the ever changing needs of the community.



Mandate

The Office of the Chief Administrative Officer is mandated to ensure that York Region's programs and services are delivered in a cost efficient and effective manner to our customers and stakeholders in accordance with Council approved policies and the Region's Vision.

Base Drivers

For 2011 and 2012, budget increases for the Office of the CAO are primarily related to increased salary and benefit costs.

Key Challenges

As York Region continues to rapidly grow the key challenges are those associated with sustainable growth and balancing the needs of our environment, communities, and economy in both the short and long term. Corporate strategies must be planned in conjunction with our Fiscal Strategy and priorities of Council, and continually monitored and evaluated for progress. To accomplish this, the Office of the Chief Administrative Officer has developed a Corporate Strategic Plan that outlines priority objectives and implementation plans to achieve these objectives.

Service Challenges

As program areas mature there are expectations from Regional taxpayers and Council for ongoing improvement, so that our service delivery becomes increasingly more efficient while continuing to meet the needs of our community. The Office of the Chief Administrative Officer will endeavor to do this through continuous improvement of our administrative systems and processes, as well as development of an enhanced monitoring and evaluation process for our Regional programs.

Staffing Resources

Permanent FTE's	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Full-Time FTE's (PFT)	29.0	29.0	29.0	29.0	29.0	29.0	29.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	29.0	29.0	29.0	29.0	29.0	29.0	29.0
Net Change		0.0	0.0	0.0	0.0	0.0	0.0
Casual (FTE Equivalent)	0.6	0.6	0.6	0.6	0.6	0.6	0.6

Strategic Priority Areas 2011 to 2015

Continue to deliver and sustain critical infrastructure

Improve social and health supports

Increase the economic vitality of the Region

Focus growth along Regional Centres and Corridors

Maintain the Region's finances prudently

Make Regional services more user-friendly

Strengthen organizational capacity

Department Objectives for 2012 and 2013

1. Lead implementation of 2011 to 2015 Strategic Plan to successfully implement Regional Council's priorities.
2. Identify improvement areas and lead key corporate-wide initiatives to ensure effective service delivery and increase operational efficiency
3. Continue to lead customer service improvement initiatives, including streamlining access to services and information through implementation of a 'no-wrong door' approach, to achieve a high level of customer satisfaction with Regional services
4. Continue to develop the Emergency Management Program to include Business Continuity initiatives and alignment with the Disaster Recovery Plan to ensure the Region is prepared to manage service disruptions
5. Enhance our public and internal messaging by continuing to develop communications that effectively inform taxpayers and staff of Regional services, programs, policies, and initiatives

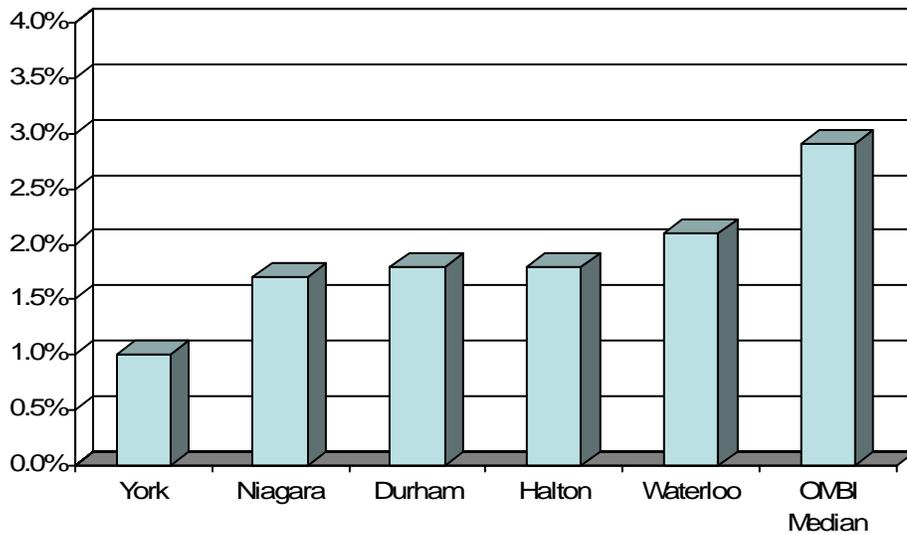
Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
1	Develop a monitoring, measuring and reporting framework for the organization	To track and report progress towards objectives of the Strategic Plan	2012	Organizational Capacity	✓	
2 a	Continue oversight and guidance for construction of the Toronto York Spadina Subway Extension	To ensure on-time, on-budget delivery of project	2012 & 2013	Critical Infrastructure Regional Centres and Corridors Economic Vitality Financial Management		
2 b	Partner with Finance and Audit services to review all processes relating to the system of procurement to payment of goods and services	To improve processes leading to reduced administrative costs, increased timelines of payments and reduced potential for errors	2012	Financial Management Organizational Capacity	✓	
2 c	Partner with Human Resources to develop a plan that optimizes human capital through employee health and well being	To prioritize key employee-related initiatives, monitor results and indentify future improvement areas	2012	Organizational Capacity	✓	

3	Through partnership with other Departments, oversee and guide research and establishment of a customer relationship management (CRM) system	To improve overall customer service delivery	2012 & 2013	Regional Services Organizational Capacity	✓	
4 a	Lead Regional Emergency Management initiatives to maintain legislated compliance.	To remain compliant with Emergency Management & Civil Protection Act regulation 380/04	2012 & 2013	Critical Infrastructure Economic Vitality Regional Services Organizational Capacity		
4 b	Provide leadership and guidance for the Business Continuity Program.	To ensure the Region is prepared to manage service disruptions	2012	Critical Infrastructure Economic Vitality Regional Services Organizational Capacity		
5 a	Assist redesign of www.york.ca internet site	To integrate internet with new portal technology and Improve information and ease of navigation for users	2012	Economic Vitality Regional Services Organizational Capacity		
5 b	Lead the implementation of the Information and Communications portion of the Interrelated Accessibility Regulation	To comply with the regulations of the <i>Ontarians with Disabilities Act, 2005</i> and make our programs and services more accessible	2012 & 2013	Social & Health Supports Regional Services Organizational Capacity		

Key Performance Indicators

York Region continues to provide services in a cost effective manner. As illustrated by the graph below, York Region’s governance and corporate management costs are favourable to those of other regional municipalities.

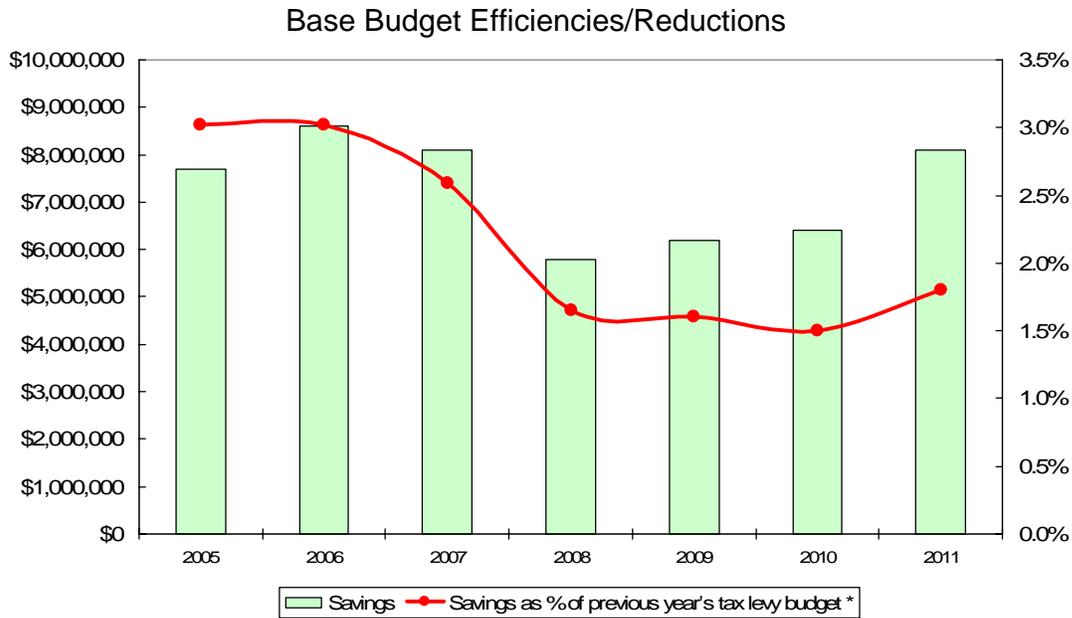
Operating Costs for Governance & Corporate Management as a Percent of Total Municipal Operating Costs for 2010



Sources: Ontario Municipal CAO's Benchmarking Initiative (OMBI) and Ministry of Municipal Affairs and Housing Municipal Performance Measurement Program (MPMP)

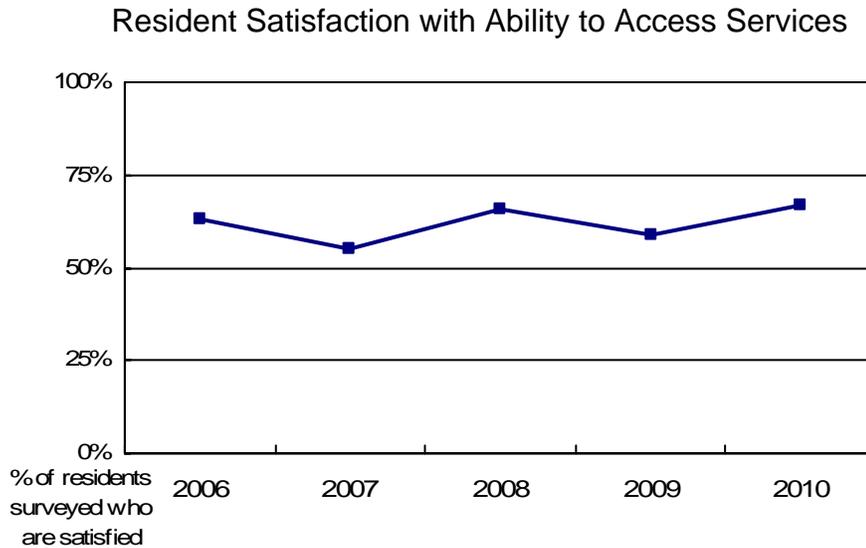
York Region strives to provide increasingly efficient service delivery while continuing to meet the needs of our community.

The graph below illustrates that, through ongoing review of program expenditures, annual savings have been found in the range of \$4.5 to \$8.1 million, therefore reducing the need for further tax levy dollars.



* Net tax levy budget of Regional programs only

Over recent years, York Region has generally maintained or slightly improved the levels of satisfaction with Regional services. The below graph shows the results of recent annual Environics surveys that ask York Region residents about overall satisfaction with their ability to access regional services.



Although York Region respondent's satisfaction levels have been generally on par with those responses in other GTA Regions, the results show that improvements can be made. York Region's commitment to streamline access to services and information through implementation of a 'no-wrong door' approach and the establishment of a corporate customer services relationship management system will help to achieve a higher level of customer satisfaction with Regional services.

Office of the Chief Administrative Officer

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	3,375	3,419	3,566	3,566	3,768	202	5.7%	3,899	4,014	4,133
Program Specific Expenses										
Professional Contracted Services	118	30	90	140	140		0.0%	140	140	140
General Expenses	472	469	534	631	651	20	3.1%	668	686	705
Occupancy Costs										
Minor Capital	8	2	5	29	29		0.0%	29	29	29
Expenditures	3,973	3,921	4,195	4,366	4,588	222	5.1%	4,736	4,870	5,007
Financing Costs and Reserves										
Financing Costs	2	3	3	3	3		0.0%	3	3	3
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	2	3	3	3	3		0.0%	3	3	3
Gross Expenditures	3,975	3,924	4,198	4,368	4,590	222	5.1%	4,739	4,873	5,010
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	(77)	(104)	(135)	(140)	(140)		0.0%	(140)	(140)	(140)
Development Charges										
Contribution from Reserves	(71)	(7)		(50)	(50)		0.0%	(50)	(50)	(50)
Third Party Recoveries										
Revenues	(148)	(111)	(135)	(190)	(190)		0.0%	(190)	(190)	(190)
Negotiated Specific & Recoveries										
Negotiated Specific	(258)	(260)	(260)	(260)	(278)	(18)	6.9%	(288)	(296)	(305)
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(258)	(260)	(260)	(260)	(278)	(18)	6.9%	(288)	(296)	(305)
Gross Expenditures including Negotiated Specific & Recoveries	3,717	3,664	3,938	4,108	4,312	204	5.0%	4,452	4,576	4,705
Tax Levy	3,569	3,553	3,803	3,919	4,123	204	5.2%	4,262	4,386	4,515
% Change								3.4%	2.9%	2.9%

Office of the Chief Administrative Officer

	Program Overview									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Strategy & Administration										
Total Gross Expenditures	1,365	1,473	1,523	1,555	1,633	78	5.0%	1,689	1,737	1,788
Total Revenues	(12)	(11)								
Net Budget	1,353	1,461	1,523	1,555	1,633	78	5.0%	1,689	1,737	1,788
Corporate Communications										
Total Gross Expenditures	821	851	879	910	950	40	4.4%	981	1,010	1,039
Total Revenues	(11)	(4)	(3)	(8)	(8)		0.0%	(8)	(8)	(8)
Net Budget	810	848	876	902	943	40	4.5%	973	1,002	1,031
Emergency Management										
Total Gross Expenditures	893	793	899	1,000	1,043	43	4.3%	1,075	1,105	1,136
Total Revenues	(35)	(7)		(50)	(50)		0.0%	(50)	(50)	(50)
Net Budget	858	786	899	950	993	43		1,025	1,055	1,086
Audit Services										
Total Gross Expenditures	638	547	637	643	686	43	6.6%	707	724	741
Total Revenues	(90)	(89)	(132)	(132)	(132)		0.0%	(132)	(132)	(132)
Net Budget	548	457	505	511	554	43		575	592	609
Tax Levy	3,569	3,553	3,803	3,919	4,123	204	5.2%	4,262	4,386	4,515

Office of the CAO - Strategy and Administration

Divisional Summary										
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	1,229	1,316	1,366	1,366	1,439	73	5.4%	1,489	1,534	1,580
Program Specific Expenses										
Professional Contracted Services		1		21	21		0.0%	21	21	21
General Expenses	126	150	149	149	154	5	3.4%	158	163	167
Occupancy Costs										
Minor Capital	8	2	5	17	17		0.0%	17	17	17
Expenditures	1,363	1,470	1,520	1,553	1,631	78	5.0%	1,686	1,734	1,785
Financing Costs and Reserves										
Financing Costs		2	3	3	3		0.0%	3	3	3
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	2	3	3	3	3		0.0%	3	3	3
Gross Expenditures	1,365	1,473	1,523	1,555	1,633	78	5.0%	1,689	1,737	1,788
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges			(11)							
Development Charges										
Contribution from Reserves		(12)								
Third Party Recoveries										
Revenues	(12)	(11)								
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	1,365	1,473	1,523	1,555	1,633	78	5.0%	1,689	1,737	1,788
Tax Levy	1,353	1,461	1,523	1,555	1,633	78	5.0%	1,689	1,737	1,788
% Change							5%	3%	3%	3%

Office of the CAO - Corporate Communications

Divisional Summary										
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$ %		2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	1,014	1,044	1,052	1,052	1,111	58	5.5%	1,148	1,183	1,218
Program Specific Expenses										
Professional Contracted Services	3	5	7	7	7		0.0%	7	7	7
General Expenses	62	62	80	98	98		0.0%	101	104	107
Occupancy Costs										
Minor Capital				12	12		0.0%	12	12	12
Expenditures	1,079	1,111	1,139	1,170	1,228	58	5.0%	1,268	1,306	1,344
Financing Costs and Reserves										
Financing Costs										
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves										
Gross Expenditures	1,079	1,111	1,139	1,170	1,228	58	5.0%	1,268	1,306	1,344
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	7	(4)	(3)	(8)	(8)		0.0%	(8)	(8)	(8)
Development Charges										
Contribution from Reserves	(18)									
Third Party Recoveries										
Revenues	(11)	(4)	(3)	(8)	(8)		0.0%	(8)	(8)	(8)
Negotiated Specific & Recoveries										
Negotiated Specific	(258)	(260)	(260)	(260)	(278)	(18)	6.9%	(288)	(296)	(305)
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(258)	(260)	(260)	(260)	(278)	(18)	6.9%	(288)	(296)	(305)
Gross Expenditures including Negotiated Specific & Recoveries	821	851	879	910	950	40	4.4%	981	1,010	1,039
Tax Levy	810	848	876	902	943	40	4.5%	973	1,002	1,031
% Change								3%	3%	3%

Office of the CAO - Emergency Management

Divisional Summary											
	\$000's				\$000's						
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Request	Change \$ %		2013 Outlook	2014 Outlook	2015 Outlook	
Expenditures											
Salaries and Benefits		626	544	625	625	662	37	5.9%	685	706	727
Program Specific Expenses											
Professional Contracted Services		11	24	7	36	36		0.0%	36	36	36
General Expenses		256	225	267	339	345	6	1.8%	354	364	374
Occupancy Costs											
Minor Capital											
Expenditures	893	793	899	1,000	1,043	43	4.3%	1,075	1,105	1,136	
Financing Costs and Reserves											
Financing Costs											
Contribution to Reserves											
Contribution to Capital											
Financing Costs and Reserves											
Gross Expenditures	893	793	899	1,000	1,043	43	4.3%	1,075	1,105	1,136	
Revenues											
Grant Subsidies											
User Fees											
Fees and Charges											
Development Charges											
Contribution from Reserves		(35)	(7)	(50)	(50)		0.0%	(50)	(50)	(50)	
Third Party Recoveries											
Revenues	(35)	(7)		(50)	(50)		0.0%	(50)	(50)	(50)	
Negotiated Specific & Recoveries											
Negotiated Specific											
Departmental Charges & Recoveries											
Capital Recoveries											
Other Recoveries											
Negotiated Specific & Recoveries											
Gross Expenditures including Negotiated Specific & Recoveries	893	793	899	1,000	1,043	43	4.3%	1,075	1,105	1,136	
Tax Levy	858	786	899	950	993	43	4.5%	1,025	1,055	1,086	
% Change								3%	3%	3%	

Office of the CAO - Audit Services

Divisional Summary											
	\$000's				Change			\$000's			
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Request	\$	%	2013 Outlook	2014 Outlook	2015 Outlook	
Expenditures											
Salaries and Benefits		506	515	523	523	557	34	6.5%	576	592	608
Program Specific Expenses											
Professional Contracted Services		104		76	76	76		0.0%	76	76	76
General Expenses		28	32	38	44	53	9	19.6%	55	56	58
Occupancy Costs											
Minor Capital											
Expenditures		638	547	637	643	686	43	6.6%	707	724	741
Financing Costs and Reserves											
Financing Costs											
Contribution to Reserves											
Contribution to Capital											
Financing Costs and Reserves											
Gross Expenditures		638	547	637	643	686	43	6.6%	707	724	741
Revenues											
Grant Subsidies											
User Fees											
Fees and Charges		(84)	(89)	(132)	(132)	(132)		0.0%	(132)	(132)	(132)
Development Charges											
Contribution from Reserves		(6)									
Third Party Recoveries											
Revenues		(90)	(89)	(132)	(132)	(132)		0.0%	(132)	(132)	(132)
Negotiated Specific & Recoveries											
Negotiated Specific											
Departmental Charges & Recoveries											
Capital Recoveries											
Other Recoveries											
Negotiated Specific & Recoveries											
Gross Expenditures including Negotiated Specific & Recoveries		638	547	637	643	686	43	6.6%	707	724	741
Tax Levy		548	457	505	511	554	43	8.4%	575	592	609
% Change									4%	3%	3%

Budget Change Explanations 2012

Office of the CAO		2012 (in \$000's)				
Budget Change Explanations (2012/2011)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		4,108		3,919		0.0
Base						
COLA and market adjustment increases		131	3.2	131	3.3	
OMERS increases		58	1.4	58	1.5	
Other benefit increases		14	0.3	14	0.4	
Audit software		9	0.2	9	0.2	
I.T. charge back increases & R.E.O.C refresh		11	0.3	11	0.3	
Increased charge back for Communications		(18)	-0.4	(18)	-0.5	
Base		204	5.0	204	5.2	0.0
Total Base Change		204	5.0	204	5.2	0.0
2012 Departmental (including Contribution to Capital)		4,312	5.0	4,123	5.2	0.0

Budget Change Explanations 2013

Office of the CAO

2013 (in \$000's)

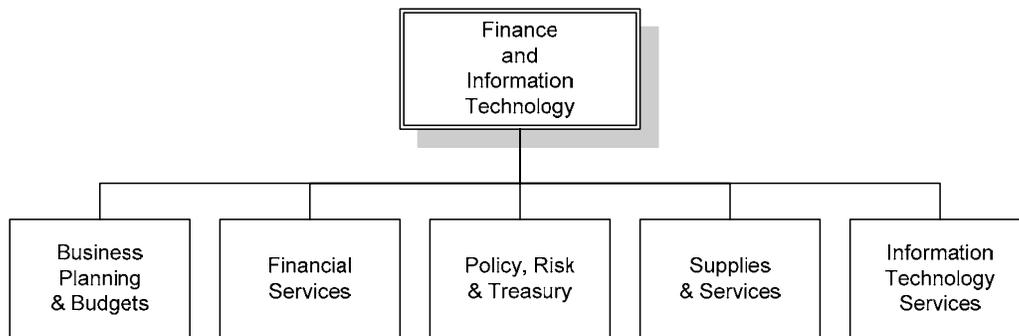
Budget Change Explanations (2013/2012)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		4,312		4,123		
Base						
Salary and Benefit increases		131	3.0	131	3.2	
Other minor program increases		17	0.4	17	0.4	
Increased charge back for Communications		(10)	-0.2	(10)	-0.2	
Base		138	3.2	138	3.3	0.0
Total Base Change		138	3.2	138	3.3	0.0
2013 Departmental Request (including Contribution to Capital)		4,450	3.2	4,261	3.3	0.0

Budget Change Explanations Outlook Years 2014/2015

Office of the CAO	Outlook Years			
	(in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital) Base	4,450	4,261	4,575	4,386
Salary and Benefit increases	115	115	119	119
Other minor program increases	18	18	19	19
Increased charge back for Communications	(8)	(8)	(9)	(9)
Base	125	125	129	129
Total Annual Incremental Budget Pressures	125	125	129	129
Total Annual Budget Request	4,575	4,386	4,704	4,515

Departmental Description

The Finance and Information Technology Department provides financial management for the corporation as well as high quality corporate support services to our clients/departments. It is also responsible for the stewardship of financial assets and records, risk management, financial reporting and providing comprehensive IT services, including network, application, help desk and support services.



Mission/Vision

To develop strategies, policies and practices to ensure prudent financial management in a growth environment and to provide effective fiscal management and administration of York's financial resources.

Mandate

Finance and Information Technology Services is responsible for:

Financial Services

- Accounts payable, accounts receivable
- Payroll Services
- Corporate Accounting/Financial Reporting
- Enterprise Resource Planning (financial systems)

Policy, Risk & Treasury

- Fiscal Policy and Strategic Development
- Revenue Forecasting
- Property Tax Policy
- Insurance and Risk Management
- Debt and Financial Obligation Management and Forecasting (including Annual Repayment Limits)

- Investments, Capital Financing and Reserves
- Credit Ratings and Investor Relations
- Cashflow Management

Business Planning & Budgets

- Consolidated operating and capital budgets
- Budget systems
- Strategic Planning and Analysis
- Performance Measurement to support the budget process
- Capital & Development Financing, including Up-Front Developer Financing agreements
- Development Charge Administration

Supplies and Services

- Procurement - encourage competition among contractors, ensure fairness, objectivity, accountability and transparency in the procurement process
- Print Shop and Document Services
- Switchboard
- Information Kiosks

Information Technology

- Data Processing Centres, Data Centre Equipment, Data Storage Equipment, Telecommunications Equipment
- Networks for access to Data Centres, the Internet and other Government networks
- Business Applications software administration and maintenance
- Personal computers, printers, telephones, cellular devices, and other IT equipment deployment to Regional staff
- Technology and application architecture, planning, management and operations
- Technology security and disaster recovery
- Technical assistance and support to all Regional staff

Base Drivers

- Drivers that affect the Base for the next two years
- 2.3% population growth
- 2.0 % general inflation
- Regional staff growth
- Contractor increases
- Growth in all Regional programs

Key Challenges

Population Growth and Economic Factors

- Population growth is expected to continue and additional capital infrastructure will be required to keep pace with growth
- The timing of expenditures and eventual cost recovery through development charges may present cash flow challenges and necessitate a greater reliance by the Region on debt financing
- Providing the services required for a growing Region may result in tax levy pressure

Aging Infrastructure

- The Region's infrastructure is aging, and replacement and rehabilitation of this infrastructure may present funding challenges

Managing Technological Change

- Keeping pace with demands for new technologies to increase effectiveness of York Region Departments
- Containing costs while responding to York Region growth
- Integrating the increasing number of Departmental opportunities to use technology into a technology strategy built on standards, common applications, highly reliable infrastructure and a secure computing environment

Service Provision for Growing Regional Programs

- Keeping pace with growing demands for service from our internal customers as their programs & staffing levels grow, recognizing resource constraints

Debt Management

- Ensure that debt levels are within the Annual Repayment Limit as required by the Province
- Growth
- Challenging financial markets

Staffing Resources

Permanent FTE's	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Full-Time FTE's (PFT)	169.0	175.5	181.5	190.0	196.0	200.0	202.0
Part-Time FTE's (PPT)	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Total Permanent FTE's	170.4	176.9	182.9	191.4	197.4	201.4	203.4
Net Change		6.5	6.0	8.5	6.0	4.0	2.0
Casual (FTE Equivalent)	1.0	1.0	1.0	1.0	1.0	1.0	1.0

Strategic Goals 2012 - 2015

Financial Services

- Develop and implement an Accounts Payable strategy to improve business processes, introduce new technologies and enhance data continuity and reliability
- Complete upgrades to the Peoplesoft financial and payroll modules and examine ways to capitalize on the enhanced functionality included in the new modules
- Further develop the Peoplesoft Time and Labour allocation module to provide better information for management and to streamline the integration of labour costs to tangible capital assets
- Develop Asset Accounting/Management software in compliance with Public Sector Accounting Board requirements
- Continue to value and update our tangible capital asset files
- Integration and automation of all applications related to the construction and maintenance of tangible capital assets
- Continue to automate A/P information into PeopleSoft Financials
- Review the structure of the general ledger to ensure reporting of financial information encompasses the needs of the business units
- Electronic Fund Transfer notification automation for outside vendors and employees
- Review the Accounts Receivable billing process to identify areas for efficiencies (e.g., incorporating new technologies)

Policy, Risk & Treasury

- Development of long-term funding and financing strategies
- Update and review long-term requirements for capital asset replacement reserves
- Develop a comprehensive cash management policy and procedure
- Expand the use of commodity hedging programs, where appropriate, to manage costs
- Expand the investor relations program to better market the Region's debentures
- Promote the use of Owner Controlled Insurance Program for large capital construction projects to better control risk and reduce insurance costs
- Promote risk management through a corporate learning course and a Risk Management Toolkit on the Intranet

Supplies & Services

- Ensure timely delivery of capital programs for all departments
- Continue the implementation of the PeopleSoft Purchasing module
- Streamline the requisition approval process by integrating PeopleSoft Requisition Module and Workflow Module into Purchase Requisition
- Continue to provide enhanced centralized co-ordination of printing services to the Corporation
- Continue to provide 24 hour turnaround time for basic Print Shop work
- To put greater emphasis on green procurement initiatives

Business Planning & Budgets

- Provide ongoing support for the Long Range Fiscal Planning Strategy
- Implement an enhanced Budget System
- Help ensure the Region's long term fiscal sustainability by enhancing the capital budget to focus on cash flow in addition to continuing with the Total Project Budget Authority approach for capital budget approvals
- Enhance multi-year business planning and investigate the potential for multi-year budgeting
- Incorporate supplementary information on performance measures, scorecards and benchmarking into the 2012 business planning and budget process
- Review and update the Development Charge credit policy
- Continued administration of the Development Charge Bylaw, including DC collections, DC credits and securities
- Undertake a comprehensive update of the Region's Development Charge Bylaw for implementation in 2012

Information Technology

- Integrate various systems in PeopleSoft
- Advance the seven strategic Information Technology initiatives
 - Business Intelligence
 - Customer Relationship Management
 - Mobile Computing
 - Asset Management
 - Portal
 - Information Management
 - Enterprise Business Systems
- Collaborate on the design and construction of new Data Centre Facility to support Regional growth
- Complete the implementation of telephone network for York Regional Police
- Continue support of the server based computing environment
- Continue to implement enterprise architecture standards throughout York Region and participate in the Municipal Reference Model V.2
- Further develop York Telecom Network
- Continue the development of life cycle costing approach to refreshing and acquiring IT equipment with the new Microsoft Systems Centre tools

Pressures of Net Operating Impact of New 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 involves two new positions for the ongoing support of new capital projects. These include a Business Intelligence Senior Business Support Analyst (BSA), and a Portal Architecture Senior Business Support Analyst.

For 2013/2014, the net operating impact involves 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.

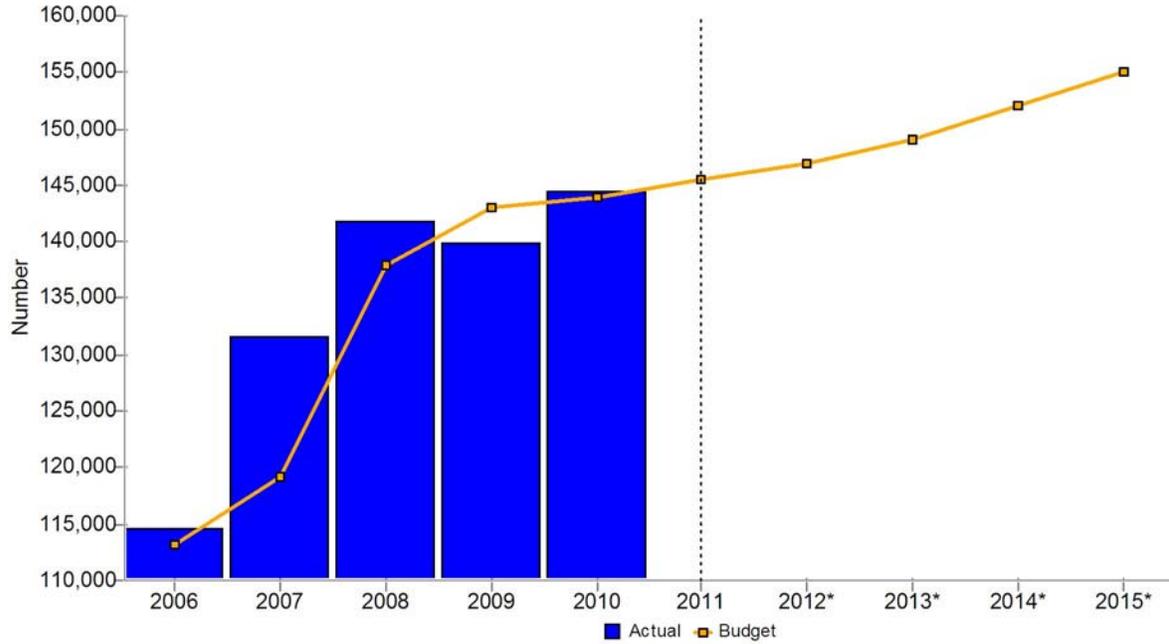
Department Objectives for 2012 and 2013

Department objectives	
1)	Ensure that provision of Regional capital infrastructure is fiscally sustainable on a long term basis and that decisions regarding up-front capital expenditures give appropriate consideration to debt constraints and the risks associated with cost recovery through development charges over the long term.
2)	Enhance the efficiency of the budget process and strengthen analytical capabilities.
3)	To ensure fairness, objectivity, accountability and transparency in the procurement process.
4)	To establish standards for the disbursement of regional funds to ensure that public money is accounted for.
5)	Identify and manage debt constraints for the Region in accordance with Capital Debt and Financing Policy and the new provincial regulations.
6)	Develop and implement a policy on third party loans made by the Region.
7)	Develop and implement a policy on working capital charges during project development.
8)	Update the Debt Management System to improve forecasting and reporting capabilities.
9)	Partner with Transportation Services (Roads) in the rollout of computerized road maintenance records.
10)	Develop/enhance analytical capability with respect to revenue forecasting and fiscal strategy.
11)	Develop/enhance analytical capability with respect to reserve and cashflow forecasting and the management of the annual financial charge repayment limit requirements imposed by the Province.
12)	Develop surety bond tracking and management software.
13)	Review surety bond requirements based on needs and availability.
14)	Implement a formalized pothole claim dispute process.
15)	Support York Region Customer Service initiatives through technology.
16)	Establish project management and intake processes and improve maturity level of project management through training, consulting and continuous improvements.

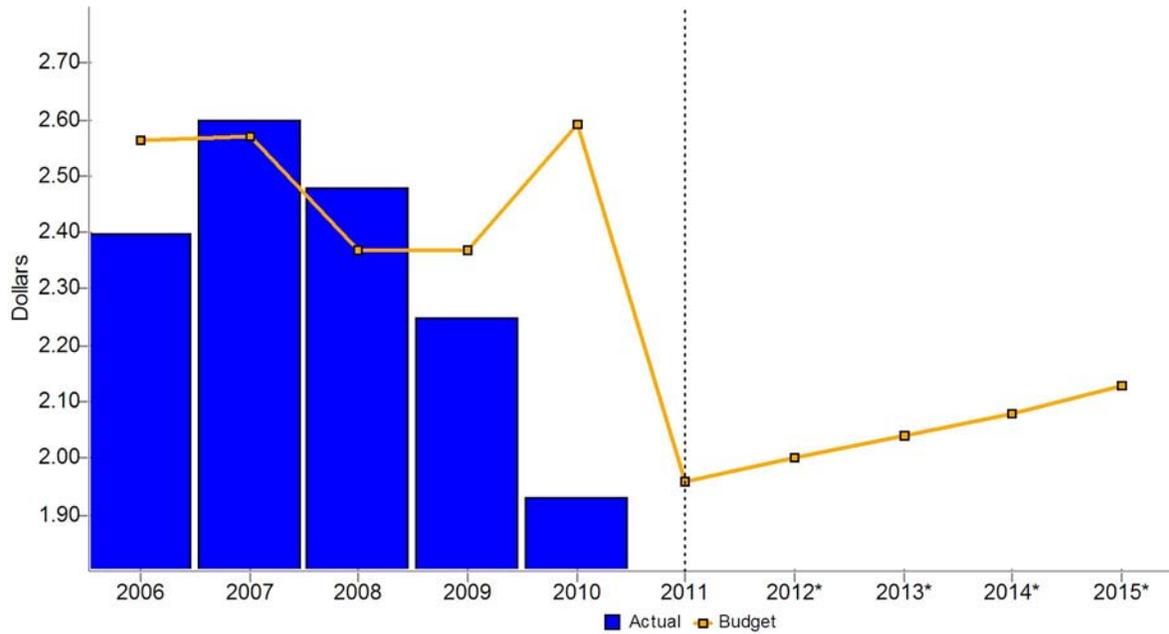
17)	Finish implementation of Microsoft System Centre, Windows 7, Lync, Project Server and Outlook 2010, providing IT staff with tools for operational efficiency and departmental staff with tools for enhanced Regional service delivery.
18)	Refresh end-of-life PCs, network, printer and telephone technology.
19)	Conduct a needs review and vendor selection process to ensure continuity of Regional communications functions when the Bell contract expires.
20)	Manage the development and implementation of various departmental and enterprise systems and upgrades including: York Region Public WEB, PeopleSoft Financial and H.R. system upgrades, continued rollouts for Fleet Management, Business Intelligence (Analytics) and Data Warehousing.
21)	Manage corporate and departmental applications, databases and Web services infrastructure for 99.9% availability.
22)	Monitor service level agreements and manage the relationship with Departments to enable them to effectively deploy business solutions through technology
23)	Implement processes, procedures, software tools and training plans in support of a network operations centre that will monitor and manage the network.
24)	Deploy the Region's Voice over Internet Protocols service at the remaining York Regional Police locations.
25)	Extend where justified, the York Telecom Network (YTN) at selected locations.
26)	Develop and maintain enterprise Architecture Standards & Governance.
27)	Maintain, test and update the Disaster Recovery infrastructure and processes.
28)	Evaluate emerging technologies including mobile computing, tablets, cloud computing, software as a service, and services-oriented architecture.
29)	Develop ITS operating and capital budgets, administer ITS procurement and contracting activities, reconcile ITS invoices and approve for payment, report on Regional tangible capital asset valuations, provide technical training for Regional staff, and communicate the services of the ITS branch.
30)	Continue to implement and manage asset life cycle management and vendor contract management processes, including a new corporate technology assets/ database.

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priorities Areas 2011-2015	KPI	Additional Resources Required
1a	Prepare Long-term Debt and Financial Obligation Management Plan	Ensure long-run fiscal sustainability	2012	Financial Management		
1b	Prepare Development Charge by-law	Ensure funding for growth-related capital projects	2012	Financial Management		
1c	Increase modeling and financial analysis	Ensure long-run fiscal sustainability	2012	Financial Management		✓
2a	Implement Budget system	Streamline budget process and enhance analytical capabilities	2012-2013	Financial Management		

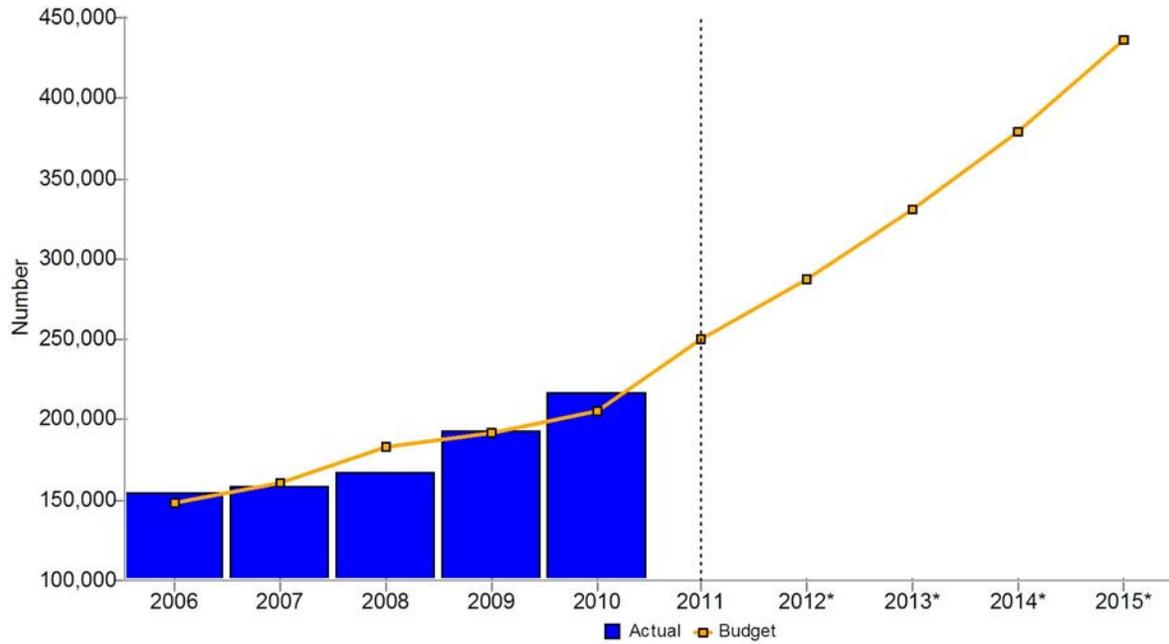
Number of Payroll Transactions (Service Level) (Financial Services)



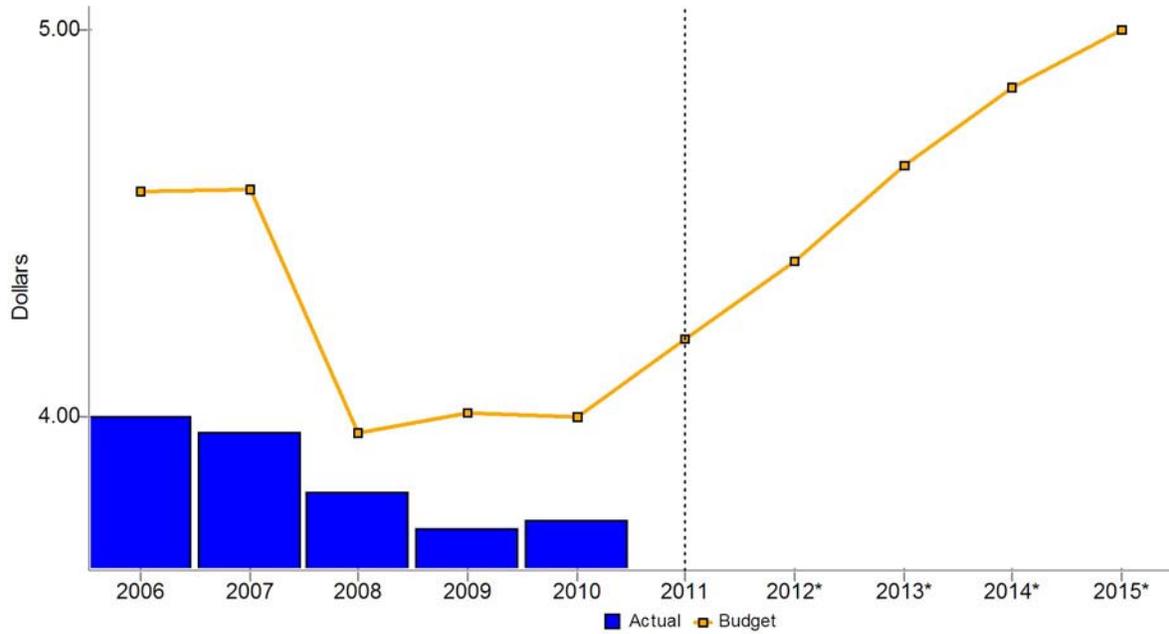
Cost per Accounts Payable Transaction (Efficiency) (Financial Services)



Number of AP Transactions (Service Level) (Financial Services)

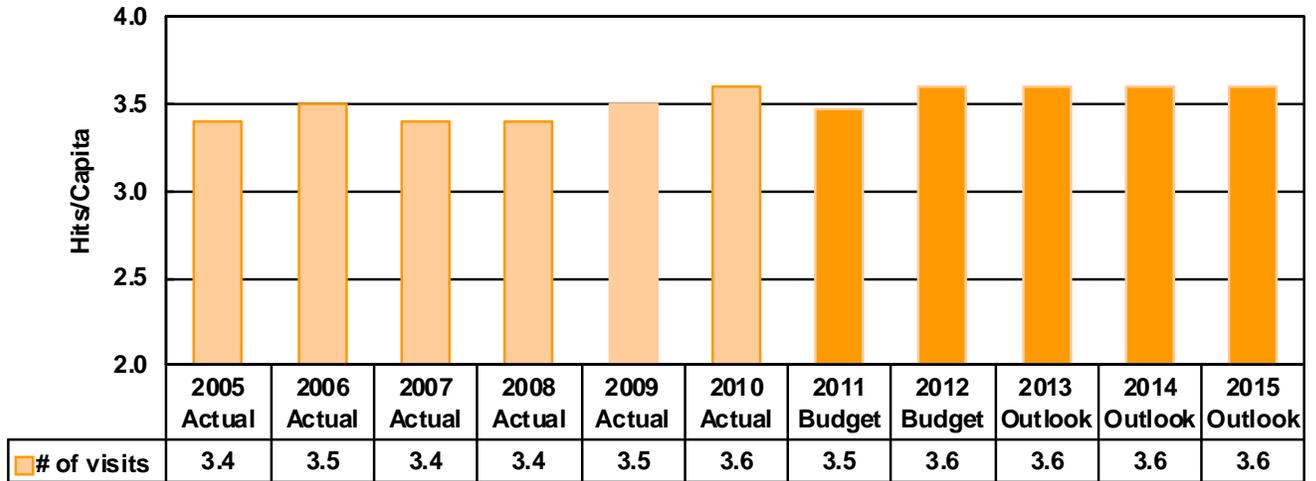


Cost per Payroll Transaction (Efficiency) (Financial Services)



Community Impact

Number of Visits to Website per Capita



	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook
Total Visits	3,317,797	3,346,711	3,452,510	3,614,979	3,795,935	3,751,000	3,944,000	4,027,000	4,108,000	4,190,000
Population	950,674	983,100	1,011,360	1,032,600	1,065,000	1,082,650	1,108,000	1,131,000	1,154,100	1,177,100
# of Visits	3.5	3.4	3.4	3.5	3.6	3.5	3.6	3.6	3.6	3.6

Source: Internal ITS Data

What does the graph show?

- The number of visits to the municipal web-site per capita.

Explanation of KPI Trend

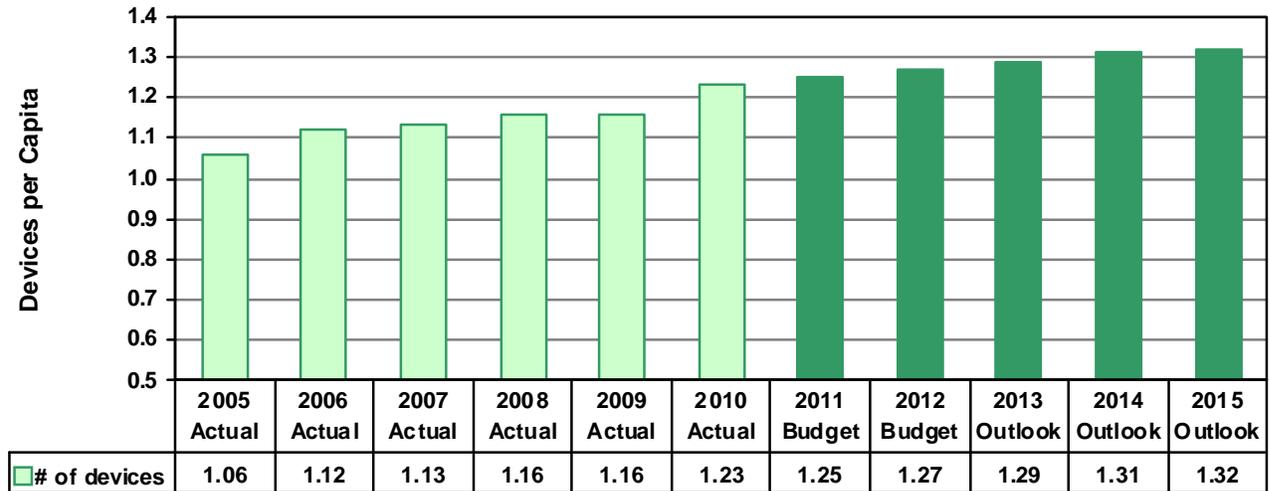
- Steady increase in visits to website based on population growth and informed public. Higher actual visits in 2011 will result in an increase in visits for the future years.

Comments / Background:

The number of visits is projected to increase by 21% between 2008 and 2015.

Population projections are provided by the Planning Departmental.

Number of Devices per Municipal Staff



Service Level

	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook
# of devices	3,055	3,341	3,714	3,841	4,286	4,364	4,564	4,764	4,964	5,164
Staff	2,734	2,947	3,215	3,307	3,492	3,500	3,600	3,700	3,800	3,900
Devices per staff	1.12	1.13	1.16	1.16	1.23	1.25	1.27	1.29	1.31	1.32

Source: Internal ITS Data

What does the graph show?

- The total number of devices per staff.
- Staff includes the following employees: permanent full time, permanent part time and casual.

Explanation of KPI Trend

- With the implementation of the provisioning policy, guidelines were established for the use of devices at various levels.

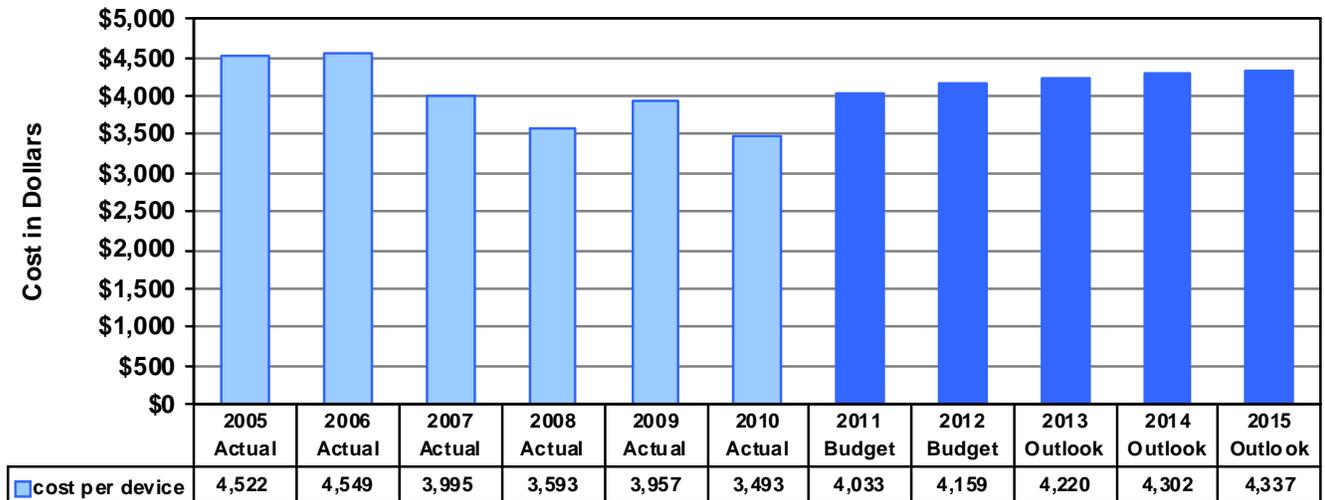
Comments / Background:

Devices include desktops, laptops, tablets, and Blackberries.

To be more responsive, ITS Branch maintains a loaner pool, training facility devices, and devices for pilot projects in the operating departments.

Efficiency

Cost of IT Services per Device Supported



	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook
Cost of Services	13,895,879	13,347,197	13,343,939	15,197,895	14,968,765	17,597,900	18,983,500	20,106,300	21,355,200	22,394,200
# of devices	3,055	3,341	3,714	3,841	4,286	4,364	4,564	4,764	4,964	5,164
Cost per device	4,549	3,995	3,593	3,957	3,493	4,033	4,159	4,220	4,302	4,337

Source: ITS Operating Budget

What does the graph show?

- The total cost of all IT Services per device supported.

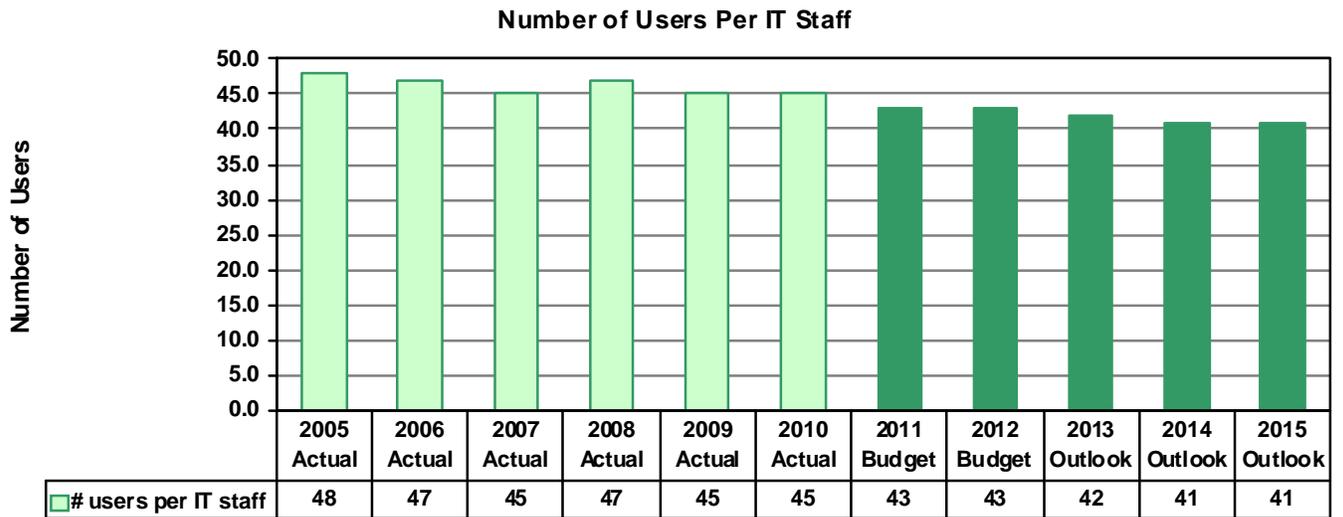
Explanation of KPI Trend

- IT service cost per device decreased in 2008 and 2010 due to deferred operating maintenance expenditures and a higher than budgeted number of devices.
- IT will continue to look for efficiencies to decrease IT costs per device supported.
- Numerous locations geographically dispersed increases support costs.
- York Region has invested in “knowledge” workers with a higher degree of technology adoption.

Comments / Background:

IT Services include: Data and Voice Network, PC and phone system support, Data Management, Disk/Space Management, Application Delivery, Service requests (moves, changes, project management, and application support). In addition, York Region is currently engaged in several unique initiatives, such as eDOCS, ePortal, Asset Management, Mobile Computing, Customer Relationship Management, and multiple Data Centres.

Service Level



	2006 Actual	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Budget	2012 Budget	2013 Outlook	2014 Outlook	2015 Outlook
Regional Staff	2,734	2,947	3,215	3307	3,492	3,500	3,600	3,700	3,800	3,900
IT Staff	58	66	68	73	78	82	84	88	92	94
# of users per IT staff	47	45	47	45	45	43	43	42	41	41

Source: Internal ITS staffing records Data and HR staffing records.

What does the graph show?

- The total number of users per IT staff.
- Staff include the following employees: permanent full time, permanent part time, and casual.

Explanation of KPI Trend

- In 2011 to 2014, the addition of several permanent positions related to the operationalization of several capital projects decreases the ratio of Regional Staff to IT staff.
- Future year projections for IT staff will keep pace with Regional staff growth.

Comments / Background:

The number of IT staff is expected to increase in line with Regional staffing growth.

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Finance

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
						\$	%			
Expenditures										
Salaries and Benefits	8,647	9,043	9,518	10,201	11,499	1,298	12.7%	12,148	12,368	12,722
Program Specific Expenses										
Professional Contracted Services	474	366	594	644	821	177	27.4%	658	519	527
General Expenses	1,741	1,577	1,668	1,668	1,761	93	5.6%	1,792	1,792	1,812
Occupancy Costs										
Minor Capital	8	58	54	54	110	56	103.1%	51	51	51
Expenditures	10,870	11,045	11,834	12,567	14,191	1,624	12.9%	14,648	14,730	15,112
Financing Costs and Reserves										
Financing Costs	(9)	13	52	52	44	(8)	-16.0%	13	14	14
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	(9)	13	52	52	44	(8)	-16.0%	13	14	14
Gross Expenditures	10,861	11,058	11,886	12,619	14,234	1,616	12.8%	14,661	14,743	15,126
Revenues										
Grant Subsidies	(1)									
User Fees										
Fees and Charges	(251)	(341)	(435)	(435)	(435)		0.0%	(435)	(395)	(355)
Development Charges		(66)	(108)	(308)	(308)		0.0%	(308)	(308)	(308)
Contribution from Reserves	(909)	(782)	(944)	(952)	(1,027)	(75)	7.9%	(1,169)	(1,095)	(1,121)
Third Party Recoveries										
Revenues	(1,160)	(1,188)	(1,487)	(1,695)	(1,770)	(75)	4.4%	(1,911)	(1,797)	(1,784)
Negotiated Specific & Recoveries										
Negotiated Specific	109	109	114	114	117	3	2.7%	119	121	123
Departmental Charges & Recoveries	(1,743)	(1,577)	(1,612)	(1,612)	(1,909)	(297)	18.4%	(1,925)	(1,946)	(1,967)
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(1,634)	(1,468)	(1,498)	(1,498)	(1,792)	(294)	19.6%	(1,807)	(1,825)	(1,843)
Gross Expenditures including Negotiated Specific & Recoveries	9,227	9,590	10,388	11,121	12,442	1,321	11.9%	12,854	12,918	13,282
Tax Levy	8,067	8,402	8,901	9,426	10,673	1,247	13.2%	10,943	11,121	11,499
% Change								2.5%	1.6%	3.4%

Finance

	Program Overview									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Commissioner's Office										
Total Gross Expenditures	461	461	495	495	521	26	5.3%	532	545	560
Total Revenues	(48)	(1)								
Net Budget	413	459	495	495	521	26	5.3%	532	545	560
Financial Services										
Total Gross Expenditures	3,268	3,348	3,595	3,895	4,228	333	8.6%	4,319	4,276	4,414
Total Revenues	(138)	(32)	(101)	(109)	(109)		0.0%	(109)	(109)	(109)
Net Budget	3,130	3,316	3,495	3,787	4,120	333	8.8%	4,210	4,167	4,306
Policy, Risk & Treasury										
Total Gross Expenditures	1,582	1,781	1,962	2,045	2,233	188	9.2%	2,478	2,430	2,489
Total Revenues	(715)	(818)	(1,004)	(1,004)	(1,079)	(75)	7.5%	(1,220)	(1,106)	(1,093)
Net Budget	867	964	958	1,041	1,154	113	10.8%	1,258	1,324	1,396
Supplies & Services										
Total Gross Expenditures	1,952	2,103	2,159	2,209	2,335	126	5.7%	2,384	2,446	2,510
Total Revenues	(160)	(115)	(120)	(120)	(120)		0.0%	(120)	(120)	(120)
Net Budget	1,792	1,988	2,039	2,089	2,215	126	6.0%	2,264	2,326	2,390
Business Planning & Budgets										
Total Gross Expenditures	1,964	1,897	2,176	2,476	3,125	649	26.2%	3,141	3,221	3,310
Total Revenues	(99)	(222)	(263)	(463)	(463)		0.0%	(463)	(463)	(463)
Net Budget	1,865	1,676	1,914	2,014	2,663	649	32.2%	2,679	2,758	2,847
Tax Levy	8,067	8,402	8,901	9,426	10,673	1,247	13.2%	10,943	11,121	11,499

Budget Change Explanations 2012

Finance	2012 (in \$000's)				FTE
	Gross		Net		
Budget Change Explanations (2012/2011)					
2011 Restated Departmental Budget	11,121		9,426		0.0
Base					
Wage adjustments	530	4.8	455	4.8	
Consultant fees	177	1.6	177	1.9	
General expenses	84	0.8	84	0.9	
Departmental recoveries (Working capital)	(59)	-0.5	(59)	-0.6	
Minor capital	56	0.5	56	0.6	
Base	788	7.1	713	7.6	0.0
Reductions/Efficiencies					
Financing charges (insurance)	(8)	-0.1	(8)	-0.1	
Reductions/Efficiencies	(8)	(0.1)	(8)	(0.1)	0.0
Total Base Change	780	7.0	705	7.5	0.0
Growth					
1. Debt, Cashflows and Reserves forecasting & management	327	2.9	327	3.5	3.0
Departmental recoveries (Working capital)	(226)	-2.0	(226)	-2.4	
2. Multi-year Fiscal Planning and Analysis & Exp. Man. Analyst	441	4.0	441	4.7	3.5
Total Growth	542	4.9	542	5.7	6.5
2012 Departmental (including Contribution to Capital)	12,442	11.9	10,673	13.2	6.5

Budget Change Explanations 2013

Finance		2013 (in \$000's)				
Budget Change Explanations (2013/2012)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		12,442		10,673		
Base						
Wage adjustments		379	3.0	238	2.2	
General expenses		33	0.3	33	0.3	
Departmental recoveries (Working capital)		(141)	-1.1	(141)	-1.3	
Base		271	2.2	130	1.2	0.0
Reductions/Efficiencies						
Contract services		(163)	-1.3	(163)	-1.5	
Minor capital		(59)	-0.5	(59)	-0.6	
Insurance		(31)	-0.2	(31)	-0.3	
Reductions/Efficiencies		(253)	(2.0)	(253)	(2.4)	0.0
Total Base Change		18	0.1	(123)	(1.2)	0.0
Growth						
Risk and Fiscal Policy management		208	1.7	208	2.0	2.0
ERP Analysis & A/P accountant		186	1.5	186	1.7	2.0
Total Growth Request		394	3.2	394	3.7	4.0
2013 Departmental Request (including Contribution to Capital)		12,854	3.3	10,943	2.5	4.0

Budget Change Explanations Outlook Years 2014/2015

Finance	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital) Base	12,854	10,943	12,918	11,121
Wage adjustments	117	131	227	200
General expenses	2	2	22	22
Insurance	1	1		
Reduced contribution from reserves		100		
Professional contract services			8	8
Decreased fees & charges				40
Base	120	234	257	270
Reductions/Efficiencies				
Contract services	(139)	(139)		
Reductions/Efficiencies	(139)	(139)		
Growth				
Payroll coordinator	83	83		
TCA accountant			107	107
Growth	83	83	107	107
Total Annual Incremental Budget Pressures	64	178	364	377
Total Annual Budget Request	12,918	11,121	13,282	11,498

Finance

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Policy Risk & Treasury</u>				
Finance & Reserve Specialist	1.0	G	115	
Economist	1.0	G	97	97
Revenue Specialist	1.0	G	115	
<u>Business Planning & Budget</u>				
Manager Fiscal Planning	1.0	G	146	146
Senior Economist	1.0	G	115	115
Senior Policy Advisor	1.0	G	123	123
Senior Budget Advisor	0.5	G	57	57
Total Permanent FTEs	6.5		768	538

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Policy Risk & Treasury</u>				
Fiscal Policy Analyst	1.0	G	109	109
Claims & Risk Analyst	1.0	G	99	99
<u>Financial Services</u>				
ERP Analyst	1.0	G	89	89
Intermediate Accountant	1.0	G	97	97
Total Permanent FTEs	4.0		394	394

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Financial Services</u>				
Payroll Coordinator	1.0	G	83	83
TCA Accountant	1.0	G	107	107
Total Permanent FTEs		2.0	190	190

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

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Information Technology Services

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	7,772	8,061	9,441	9,441	10,157	716	7.6%	10,863	11,645	12,216
Program Specific Expenses										
Professional Contracted Services	121	286	350	350	350		0.0%	365	382	400
General Expenses	2,505	1,061	1,302	1,661	1,306	(356)	-21.4%	1,062	905	718
Occupancy Costs										
Minor Capital	82	58	40	188	188		0.0%	196	205	215
Expenditures	10,480	9,466	11,133	11,641	12,001	360	3.1%	12,486	13,138	13,548
Financing Costs and Reserves										
Financing Costs	14	9	10	10	7	(3)	-26.3%	7	8	8
Contribution to Reserves	4,770	5,439	5,917	5,917	6,951	1,034	17.5%	7,586	8,179	8,802
Contribution to Capital			508					950	1,900	2,850
Financing Costs and Reserves	4,783	5,448	6,434	5,927	6,958	1,032	17.4%	8,543	10,086	11,660
Gross Expenditures	15,264	14,914	17,567	17,567	18,959	1,392	7.9%	21,029	23,224	25,209
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges		(1)								
Development Charges										
Contribution from Reserves	(3,558)	(798)	(2,658)	(1,758)	(1,758)		0.0%	(1,758)	(1,758)	(1,758)
Third Party Recoveries										
Revenues	(3,558)	(798)	(2,658)	(1,758)	(1,758)		0.0%	(1,758)	(1,758)	(1,758)
Negotiated Specific & Recoveries										
Negotiated Specific	(65)	55	31	31	25	(6)	-20.5%	27	31	35
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(65)	55	31	31	25	(6)	-20.5%	27	31	35
Gross Expenditures including Negotiated Specific & Recoveries	15,199	14,969	17,598	17,598	18,984	1,386	7.9%	21,056	23,255	25,244
Tax Levy	11,641	14,170	14,940	15,840	17,225	1,386	8.7%	19,298	21,497	23,486
% Change								12.0%	11.4%	9.3%

Budget Change Explanations 2012

Information Technology Services		2012 (in \$000's)				
Budget Change Explanations (2012/2011)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget (including Contributions to Capital)		17,598		15,840		
Base						
Salaries and Benefits		471	2.7	471	3.0	
General Expenses - Inflationary Increase in Computer and Telecom non-labour expenses		329	1.9	329	2.1	
Other - Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics		(9)	-0.1	(9)	-0.1	
Base		791	4.5	791	5.0	0.0
Annualization						
<i>Operating Impact of approved capital</i>						
<u>2 Capital Related Annualized - FTE's</u>						
Business Intelligence - Senior BSA		123	0.7	123	0.8	1.0
Portal Architect - Senior BSA		123	0.7	123	0.8	1.0
Annualization		245	1.4	245	1.5	2.0
Total Base Change		1,036	5.9	1,036	6.5	2.0
Growth						
General Expenses - Growth Increase in Computer and Telecom expenses, including additional Network sites		350	2.0	350	2.2	
Total Growth		350	2.0	350	2.2	0.0
2012 Departmental (including Contribution to Capital)		18,984	7.9	17,225	8.7	2.0

Budget Change Explanations 2013

Information Technology Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		18,984		17,225		
Base						
Salaries and Benefits		206	1.1	206	1.2	
Contract Services - Technology & Professional		15	0.1	15	0.1	
General Expenses - Inflationary Increase in Computer and Telecom non-labour expenses		186	1.0	186	1.1	
Other - Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics		11	0.1	11	0.1	
Base		418	2.2	418	2.4	0.0
Annualization						
<i>Operating Impact of approved capital</i> 2 Applications Related Annualized FTEs		250	1.3	250	1.5	2.0
Annualization		250	1.3	250	1.5	2.0
Total Base Change		668	3.5	668	3.9	2.0
Growth						
2 Computer Related Growth FTEs		250	1.3	250	1.5	2.0
General Expenses - Growth Increase in Computer and Telecom non-labour expenses		205	1.1	205	1.2	
Total Growth Request		455	2.4	455	2.6	2.0
Enhancement						
Phase-in of Contribution to IT Development Reserve		950	5.0	950	5.5	
Total Enhancement Request		950	5.0	950	5.5	0.0
2013 Departmental Request (including Contribution to Capital)		21,056	10.9	19,298	12.0	4.0

Budget Change Explanations Outlook Years 2014/2015

Information Technology Services	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	21,056	19,298	23,255	21,497
Base				
Salaries and Benefits	272	272	311	311
Technology & Professional Services	17	17	18	18
General Expenses - base computer and telecom non-labour increase	226	226	226	226
Other - Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics	13	13	14	14
Base	529	529	569	569
Annualization				
<i>Operating Impact of approved capital</i>				
Applications Related Annualized FTEs 2014: 2 FTE's	255	255		
Annualization	255	255		
Growth				
Computer Related Growth FTEs 2014: 2 FTE's 2015: 2 FTE's	255	255	260	260
General Expenses - growth increase in computer and telecom non-labour expenses	210	210	210	210
Growth	465	465	470	470
Enhancements				
Phase-in of Contribution to IT Development Reserve	950	950	950	950
Enhancements	950	950	950	950
Total Annual Incremental Budget Pressures	2,199	2,199	1,989	1,989
Total Annual Budget Request	23,255	21,497	25,244	23,486



Information Technology Services

Information Technology Services

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Program - ITS</u>				
2 Application Related FTEs				
Business Intelligence - Senior BSA	1.0	B-A	123	123
Portal Architect - Senior BSA	1.0	B-A	123	123
Total Permanent FTEs		2.0	245	245

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Program - ITS</u>				
Applications:				
2 Application Related FTE	2.0	B-A	250	250
Computers:				
2 Computer Related FTE	2.0	G	250	250
Total Permanent FTEs		4.0	500	500

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Program - ITS</u>				
2014				
2 Application Related FTE	2.0	B-A	255	255
2 Computer Related FTE	2.0	G	255	255
2015				
1 Application Related FTE	1.0	G	130	130
1 Computer Related FTE	1.0	G	130	130
Total Permanent FTEs		6.0	770	770

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

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

Space Needs Accommodations:

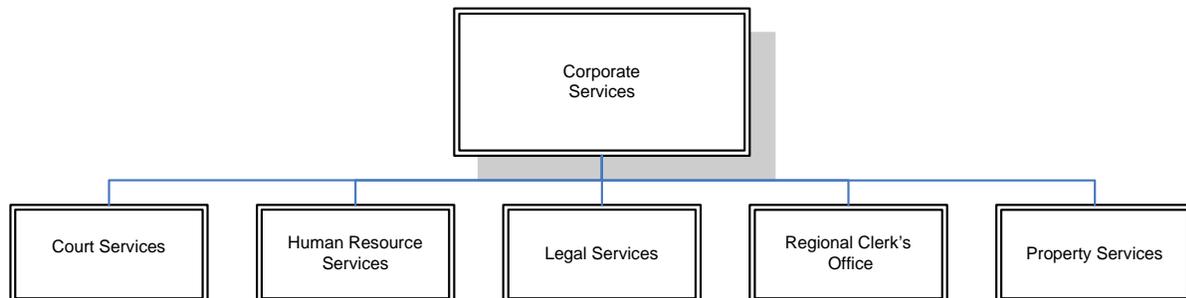
Space needs accommodations have been considered for the above requested positions

- Yes
- No

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Departmental Description

The Corporate Services Department consists of 273 FTE's (including Court Services) who provide operational and advisory support to all Regional Departments and the Police, as well as to Council, Committees, members of the Public and external partners at the Federal, Provincial and Municipal levels. The Court Services Branch serves the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within the Region of York.



Mission/Vision

The Corporate Services Department is committed to supporting our customers with superior services through the management of human, property and information resources.

Mandate

Through five distinct branches the Region's Corporate Services Department is responsible for:

- **Court Services:** Provide the administration and prosecution of all Provincial Offences and Highway Traffic Act Offences.
- **Human Resource Services (HRS):** Provide a range of services for Regional employees such as compensation, employee health and safety, corporate learning and development, pension and benefits administration, performance management, recruitment and selection, development and administration of employee programs such as wellness, recognition, attendance awareness. HRS is also responsible for human capital planning, records management, and reporting.
- **Legal Services:** Provide advice on strategic initiatives, risk management & operational issues, advice on legislative compliance, negotiate contracts and agreements, and represent the Region in court and administrative tribunal proceedings.
- **Property Services:** Provide a strategic approach to managing the corporation's land and property assets in a sustainable manner, which includes expertise in the following areas: managing construction of new buildings and renovations, repairs and maintenance to

- existing buildings, lease administration, acquisition /sale of land, appraisals, encroachment agreements, energy management programs and management and operations of regional facilities.
- **Regional Clerk's Office:** Provide the administration and coordination of matters being considered by Regional Council and its committees; provide programs, services and a strategic approach to managing the Corporation's information assets; and administration of access to information and protection of privacy under Provincial legislation.

The department also coordinates two corporate-wide initiatives/projects (an Electronic Document Management System and the Employee Survey issued approximately every three years)

Base Drivers

Human Resource Services

- The increasing cost of benefits in a branch that is primarily salaries
- Increased workload as a result of ongoing restructuring in the Region and greater demand from client departments for all HR services especially in departments with positions that are becoming increasingly difficult to fill.
- Employee population growth, especially as departments mandates grow and HR demands increase.

Legal Services

- Increasing costs of employee benefits
- 200% increase in volume of capital-related projects handled by Legal Services over 2009, resulting in increased demands for construction contracts, Environmental Assessments and land acquisition
- 36% increase in litigation matters handled in-house

Property Services

- Limited staff resources to address increasing workload and portfolio challenges
- Facilities portfolio has increased by 14% from 147 to 168 facilities and will increase more in 2012
- Increased lease costs due to delay in approval of Central Service Centre

Regional Clerk's Office

- The volume of Council and Committee material continues at a steady pace
- Large increase in the number of electronic and paper records and expansion in the number of repositories created by new technology
- Legislation imposes an increasing number of demands on the management of information, including electronic information
- The average number of formal access requests has grown by over 300% (140 per year from 35 per year) since 2002

Key Challenges

Human Resource Services

- In an environment of wage restraint and economic uncertainty, continue to maintain high levels of employee satisfaction
- Continued need to recruit for the Region's infrastructure requirements when there are labour shortages in the engineering and environmental management fields
- Responding to legislative changes affecting safety, employment, diversity and accessibility
- Outreach recruitment to attract ethnically diverse workforce
- Legislative and regulatory changes; Bill 168 and WSIB

Legal Services

- Legislative and regulatory changes:
 - Implementation of regulations under the Accessibility for Ontarians with Disabilities Act
 - Impact of Places to Grow Act, Greenbelt Act and Source Water Protection Act
- Increased demands for service from Rapid Transit projects impacts service levels for other program areas
- Increased demands for service from Environmental Services to support the operation of solid waste facilities

Property Services

- Limited availability of sites in the southern tier municipalities to implement the Master Accommodation Plan
- As in prior years, the continued increase in Regional staff creates demand on accommodation availability

Regional Clerk's Office

- Responding to the following legislative changes:
 - Information and Privacy Commissioner of Ontario's increasing focus on protecting privacy against a backdrop of burgeoning numbers of technological applications (e.g. social media, SharePoint, Microsoft 2010) that contain personal information
 - Increasing awareness of privacy issues requires more input and advice
- Significant increase in the number of paper and electronic records to 1.18 million in 2010 (increase of 124% in electronic records over last three years) with projected growth to 2.61 million by 2015 and difficulty in complying with legislation and case law, particularly as they apply to electronic records

Service Challenges

Human Resource Services

- Off- site location for H.R. Services (outside Administrative Centre) has resulted in less face to face activity, increased costs and more reliance on telephone and e-mail response

Legal Services

- Availability of resources to support the increasing demand and high customer expectations in all support areas
- Limited office space prevents use of temporary (contracted) resources

Property Services

- Availability of resources to support increasing demand and high customer expectations
- Relocation of branch outside of Admin Centre will create some initial service challenges
- Development of service responsibility guidelines with clients for sites across the portfolio

Regional Clerk's Office

- Limited resources to support growth in Regional staff / population , with huge increase in information management assets and technological platforms
- Growing awareness of privacy issues and more stringent regulation by the Information and Privacy Commission

Operating Impact of Capital

(\$'000s)	2012 Approved	2013 Request	2014 Outlook	2015 Outlook	2016 Outlook	2017-2021 Outlook	Total	
Operating Costs								
Salaries & Benefits	343	5	5	6	6	0	364	
Debt Repayment	233	2,532	7,912	5,309	1,229	353	17,568	
Other	391	592	594	597	15	0	2,189	
Cost Savings	<i>2016 - 2021 Analysis Pending</i>							
Revenue								0
DC on Debt								0
Other Revenues	(77)	(323)	(188)	0	0	0	(588)	
Total Gross Cost	890	2,806	8,326	5,912	1,250	353	19,533	
FTE Requirement								4

Note: The inclusion of the above costs should be rolled into the 5 Year Summary and identified by Project on the Financial Explanation Page under the "Annualization".

Staffing Resources

Permanent FTE's	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Full-Time FTE's (PFT)	176.0	188.0	199.0	214.0	231.5	242.5	249.5
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	176.0	188.0	199.0	214.0	231.5	242.5	249.5
Net Change*			12.0	11.0	15.0	17.5	7.0
Casual (FTE Equivalent)**	0.0	0.0	0.0	0.0	0.0	0.0	0.0

*For FTE allocated from another program, please specify the program and FTE amount

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

Strategic Goals 2012 - 2015

Human Resource Services

- Maintain an organizational culture that attracts and retains top talent and maximizes employee productivity
- Ensure long term supply of talented and qualified leaders to assume leadership positions
- Manage labour issues and possible labour disruption while bargaining to contain labour costs
- Leverage technology to improve people management and position management

Legal Services

- Promote and enhance transparency and accountability through review of by-laws and policies, including procurement and contract administration
- Control external legal expenditures through case management and demand forecasting
- Support all phases of critical infrastructure projects including Environmental Assessment, planning issues, land acquisition and construction contracts

Property Services

- Continued implementation of the Master Accommodation Plan, including completion of the Central Service Centre and investigating several southern municipal service centres
- Implement large photovoltaic arrays on Regional properties to generate revenue streams with a projected 8-year payback
- Expansion of recycling and organics program across portfolio
- Fulfillment of requirements under the *Green Energy Act*

Regional Clerk's Office

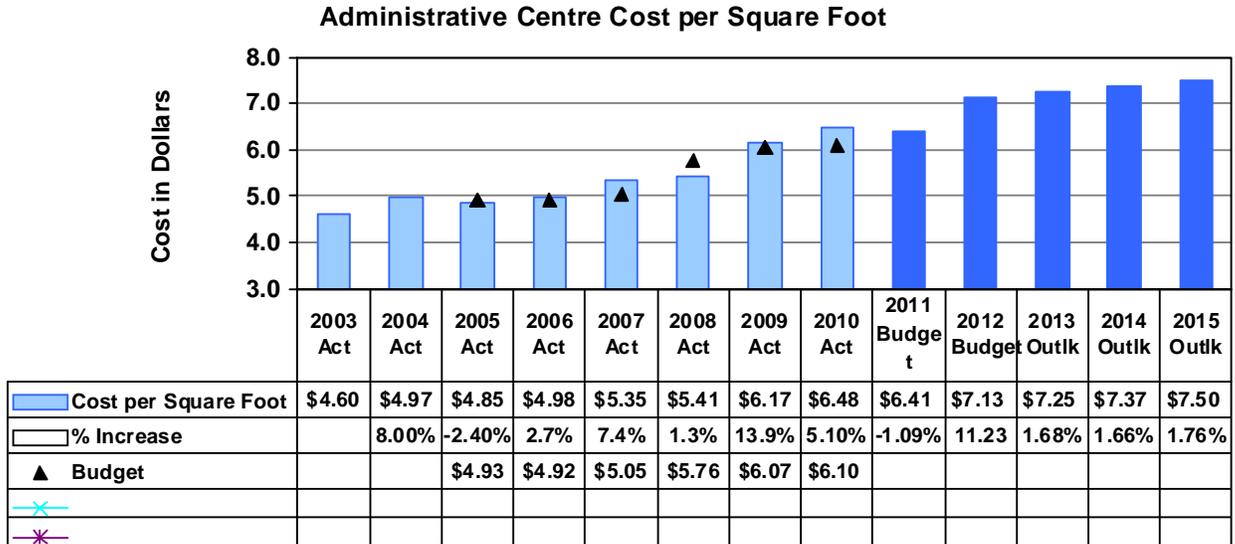
- Facilitate open government by harnessing technology to provide timely and accessible Council and Committee information to Members of Council, the public and staff
- Assist Regional staff in complying with the privacy components of the Municipal Freedom of Information and Protection of Privacy Act including development of a corporate privacy policy, enhanced intranet content and training
- Implement Records and Information Management Strategic 3 to 5 Year Business Plan, including enhanced training and policy development
- Continue to lead the Region's Email Management Program
- Enhance the Regional eDOCS initiative through the delivery of a tool and processes to provide for the disposition of the Region's electronic records
- Maintain and protect the Region's archival heritage

Department Objectives for 2012 and 2013

Department objectives
1) Issue an RFP for External Legal Services to Secure Cost Effective External Legal Resources
2) Develop a Human Capital Strategy
3) Council approval of the Central Services Centre construction contract with construction commencing in 2012/13. This is a four year project with projected completion in 2015.
4) Implement training and policy development for information asset management and privacy protection to increase efficiency and compliance with legislation

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
					✓	✓
1	Coordinate and facilitate the issuance and execution of an RFP for external legal services.	Retain external firms to handle overflow/specialized matters for the Branch at a lower negotiated rate.	2012	Organizational Capacity		
2	Develop a strategic HR plan for the recruitment, retention and long term staff requirements enabling the region to meet its strategic and business objectives	A Human Capital Strategy endorsed by Sr. Management	2012	Organizational Capacity		
3	Develop final design for the building, issue project tender and bring tender recommendation to Council for approval	Council to approve a contractor and the commencement of the construction process	2012/13	Critical Infrastructure		✓
4	Develop information asset management and privacy training modules for management and support staff	Training programs and policies to increase efficiency and compliance with legislation	2012/13	Organizational Capacity		

Efficiency



Source: Numerator: The total costs of operating the Administrative Centre including grounds maintenance, security, repairs and maintenance of the building and equipment, as well as staffing salaries & benefits for 11 FTE's, plus casual staff.
 Denominator: Gross # of square feet of 447,432.

What does the graph show?

- The total cost of operating the Administrative Centre including grounds maintenance, security, repairs and maintenance of the building and equipment, as well as staffing salaries & benefits for 11 FTE's plus casual costs. Financing costs for building improvements and contributions to reserves are **not included** in the operating costs.

Explanation of KPI Trend

- In 2004 increased security costs, the introduction of the integrated pest management program and increases in other contracted services such as snow removal saw an above average increase.
- The increase experienced in 2007 is due to employee related expenditure, including the addition of one new position and the realignment of some labour costs.
- In 2008, there was a decrease in some costs over 2007 due to renegotiated contracts, along with some one-off savings. As a result, the overall increase in actual costs was much lower than expected, despite the general increase in contract, utility and staffing costs.
- In 2009 the realignment of security costs throughout the Region and the addition of 1 new FTE have resulted in an increase in costs at the Administrative centre. The % increase is also distorted by one-time savings experienced in 2008.

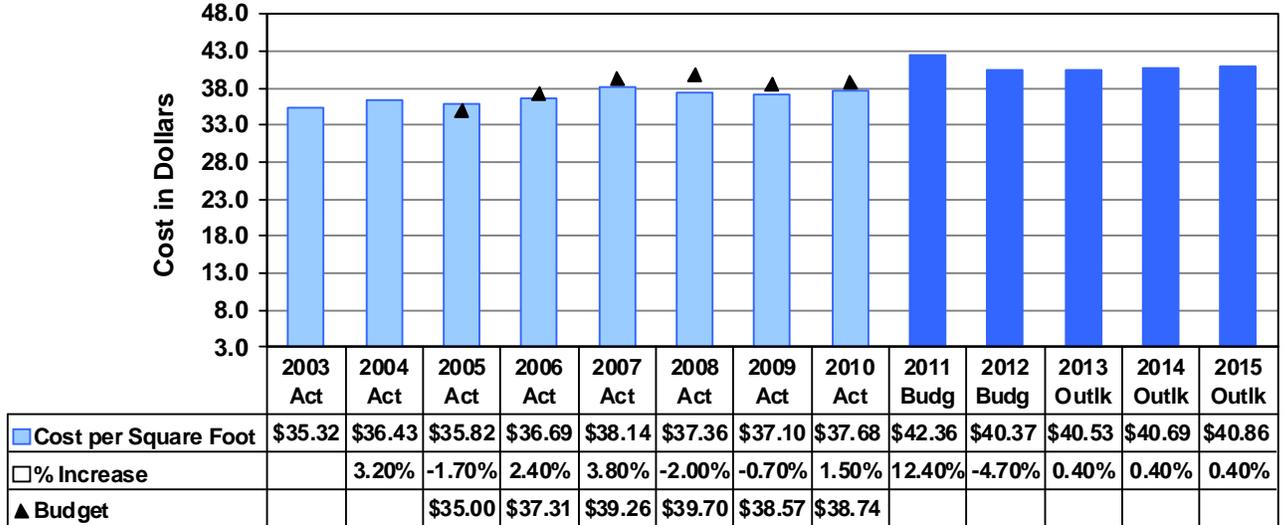
- Operating budgets have been held at 2009 levels for 2010, although a small saving in utilities due to decreasing gas (heat) rates has resulted in a small decrease in budget over 2009.
- The 2011 budget reflected a number of increases, including 30% (\$117K) increase in security costs, a 3% (\$26K) increase in utility costs, and an 18% (\$32K) increase in repair and maintenance costs due to the growing requirements of maintaining an ageing facility. The increased budget also reflected a 3% (\$44,000) increase in benefits, as well as on-call and stand-by adjustments across the 11 FTEs.
- The 2012 budget reflects a number of increases, including a 221% (\$192K) increase in corporate insurance cost allocations, 5.5% (\$35K) increase in wage adjustments, 11% (\$51K) increase in security costs, as well as a 5% (\$39K) increase in utility costs.

Comments/ Outlook:

- Over time, the cost to operate the Administrative Centre will continue to increase due to the added costs of maintaining an aging building as well as the inflationary increases on contracted services, wage adjustments, and energy cost increases.

Efficiency

South Service Centre Cost per Square Foot



Source: Numerator: The total costs of operating the South Services Centre including lease, janitorial, repair & maintenance of building and equipment, security, staffing and benefits.
Denominator: Gross # of square feet of 111,656.

What does the graph show?

- The total cost of operating the South Service Centre including lease, janitorial, security, repairs and maintenance of the building and equipment, as well as staffing salaries & benefits for 3 FTEs. Costs of financing for leasehold improvements and furniture & equipment are **not included** in the costs.

Explanation of KPI Trend

- In general, the costs that the Region controls to operate the South Service Centre have remained fairly consistent between 2003 through 2008. In 2008 & 2009, utility costs were approximately \$50,000 lower than the previous year due to cool/wet summer weather conditions, lower than expected gas (heat) rates and continued benefits of the retrofit program.
- Operating budgets have been held at 2009 levels for 2010. The overall cost per square foot is expected to increase steadily (2%) in the outlook years due to rising costs over which the Region has little control over. These include contract costs, staffing costs, and utility prices.
- The increases reflected in the 2011 requested budget are due primarily to a pre-negotiated 8% (\$282,000) lease escalation, a 3% (\$7,200) increase in utility costs, as

well as small inflationary increases in the costs of office cleaning and repair and maintenance.

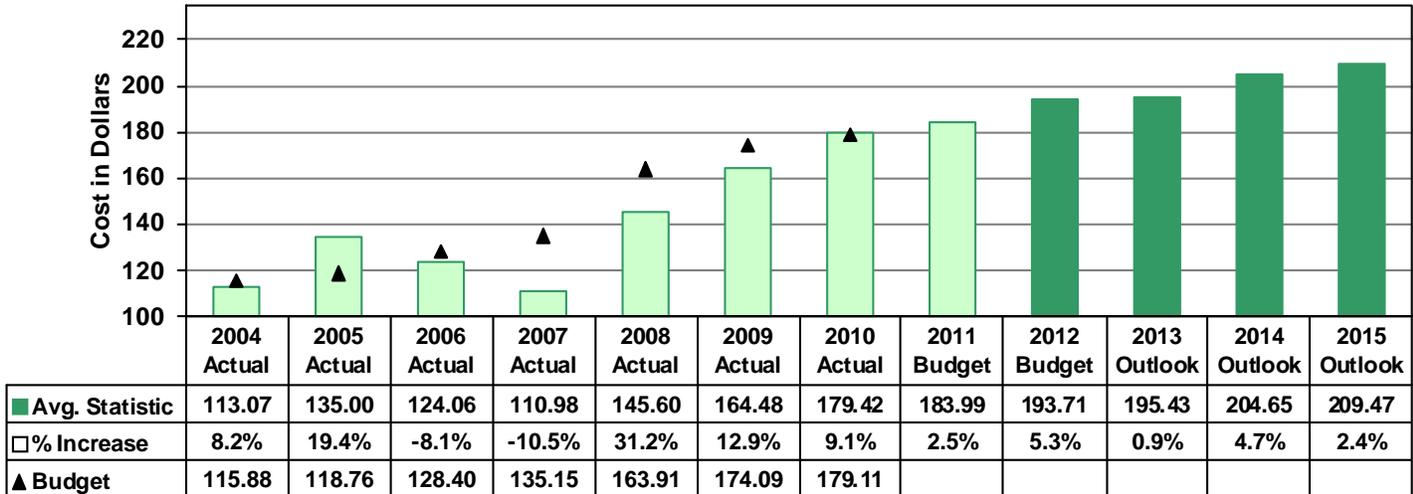
- The decrease in the 2012 operating costs is primarily due to a lease reconciliation which resulted in a significant cost reduction (\$285K). This reduction was partially offset by a 5% energy cost escalation in anticipation of the significant costs increases projected for 2012, as well as by a reallocation of 2 additional operations and maintenance FTEs between programs, an increase in security costs (\$17K), and other inflationary increases.

Comments/Outlook:

- Over time, the cost to operate the South Service Centre will continue to increase due to the added costs of maintaining an aging building and the increased costs of utilities and staffing, as well as the increase in leasing and contract costs.

Service Level

Cost per Hour of Legal Services - Internal



Source: Numerator - Total gross costs of Legal Service program before recoveries and allocations to direct service departments.
 Denominator - Total service hours provided by Regional Solicitors. Law Clerk and Legal Assistant hours are not included for purposes of comparison to external hourly rates. Actual hours for 2009 are based on annualized docket hours. Service hours for 2011 and outlook years are based on the standard 1,645 working hours per year.

What does the graph show?

- Total average cost per hour of legal service provided by Regional Solicitors.

Explanation of KPI Trend

- The increase in cost of internal service hours in 2008 was a result of increase in program costs, including the addition of 3 new FTEs and 2 reclassifications. Only the hours for solicitors were factored into the calculations. These results included the full costs of all three positions, but the hours for one of the three positions.
- 2009 actual hourly cost was higher than 2008 due to the increase in salary and program costs associated with the addition of 5 negotiated specific FTEs. Three of the five FTEs were support staff, and therefore their costs were included but their service hours were not factored in the calculation.
- In 2010, actual cost per hour of legal services was slightly higher than 2009 with the addition of three FTEs. The costs for all three positions were included in the gross program expenditure, but only the hours of the solicitor were included, therefore increasing the cost per lawyer.
- The wage adjustments approved during 2011 is projected to increase the actual overall program costs, which would result in a higher cost per lawyer hour for 2012.
- Over the period 2013-2015, the cost per lawyer hour is anticipated to increase with the estimated cost of living increases and proposed FTE additions in these years.

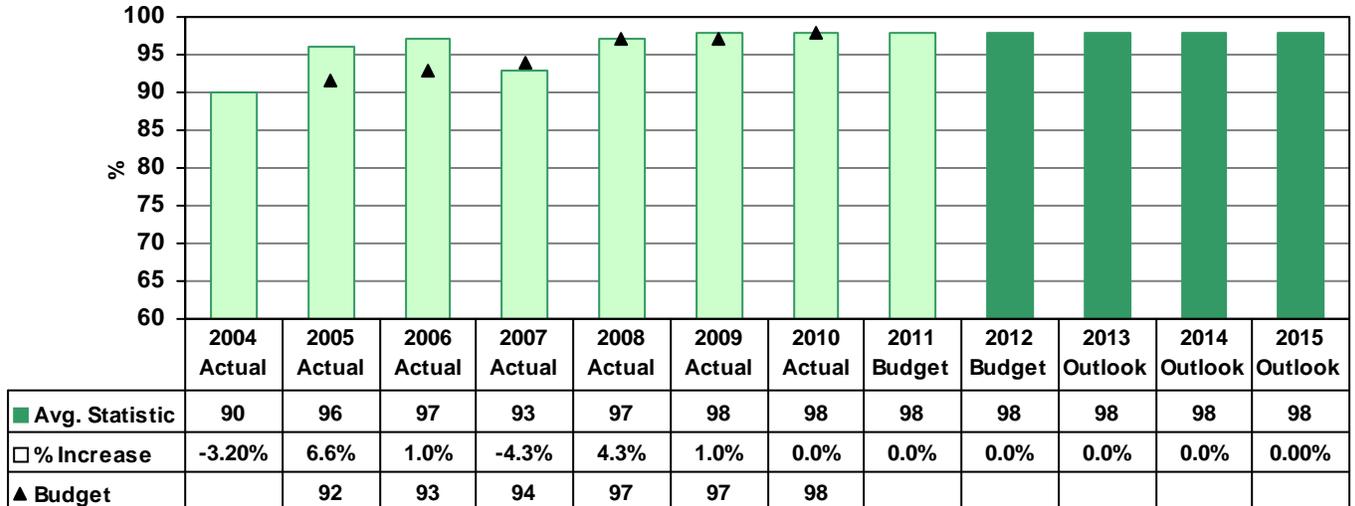
Comments / Background:

Internal rates are favourable when compared to external counsel costs (averaged \$360 per hour).

Service hours for 2012 and outlook years are based on the standard 1,645 working hours per year and include all proposed negotiated specific positions.

Service Level

Satisfaction Rating with Legal Services



Source: Random customer surveys; 6 categories are rated and aggregated for a total % satisfaction rate

What does the graph show?

- Overall satisfaction with Legal Services as rated by Regional clients.

Explanation of KPI Trend

- In 2008 and 2009, satisfaction ratings improved with increases in new FTEs approved in the budget.
- Satisfaction ratings remained consistent in 2010 as a result of the addition of 3 FTEs.
- Satisfaction ratings are projected to remain unchanged in 2011-2015 with proposed FTE increases in these years to meet customer demands.

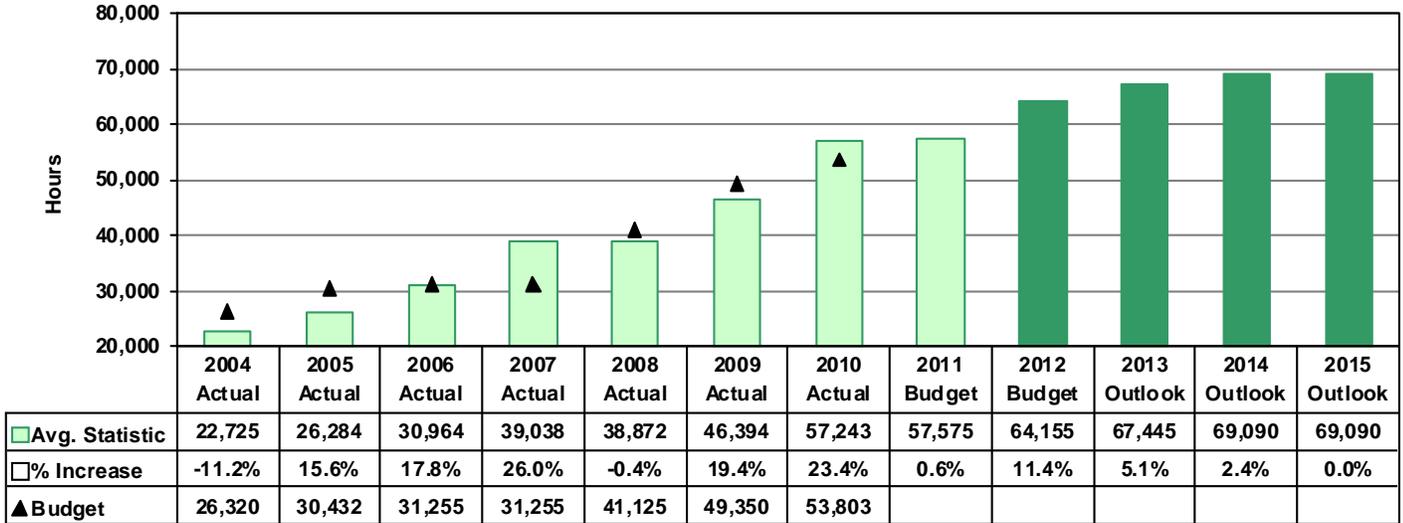
Comments / Background:

The satisfaction ratings shown above were based on random surveys undertaken between 2004 and 2011.

In 2002, a broad customer service survey was conducted of all Regional Departments and York Regional Police. The survey was developed collaboratively with the Regional Customer Service Manager, and was an average of the scores of 6 categories of questions relating to services. The overall satisfaction rating in 2002 was 70%. Another full corporate survey was conducted in 2004, enhanced from the 2002 format to align with the common measurement survey tool, and the overall satisfaction rating was 81%. In the fall of 2007, another full-scale department survey was again undertaken which resulted in a satisfaction rating of 87%. The last broad customer service survey conducted in 2010 resulted in a satisfaction rating in the performance categories of 80%.

Service Level

Hours of Legal Service Provided



Source: This KPI includes Solicitor, Law Clerk and Legal Assistant service hours. Actual service hours are extrapolated from Time Matters Docket Reports. The 2010 actuals are based on hours docketed for April, May, Sept. and Oct. of 2010. The 2012 budget hours, as well as those for the outlook years, are based on the standard 1,645 working hours per year.

What does the graph show?

- Total number of service hours provided by all Legal Services staff

Explanation of KPI Trend

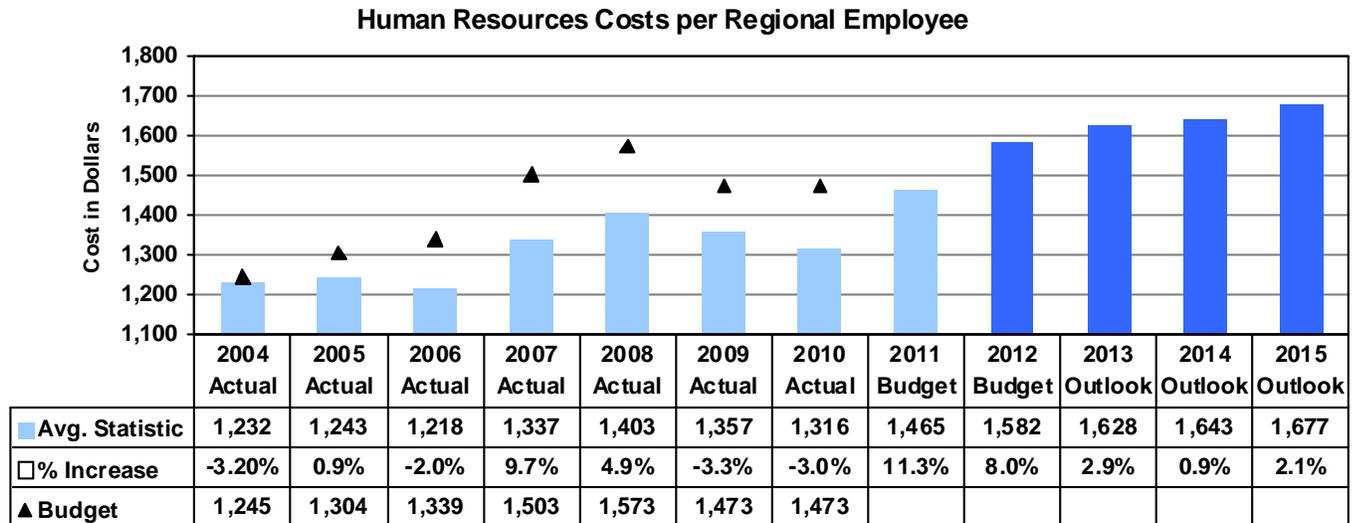
- The total service hours for 2009 were significantly higher than 2008 due to the addition of five negotiated specific FTEs. However, the number of actual hours was less than budgeted due to delay in hiring as a result of the late budget approval.
- The actual total service hours for 2010 was higher than 2009 as a result of the addition of three new FTEs.
- Service hours are projected to increase slightly in 2011 with the addition of one new FTE.
- The proposed increase of three FTEs is estimated to increase the service hours by 11.4% in 2012.
- The service hours are projected to increase in 2013 and 2014 by approximately 5.1% and 2.4% respectively, as a result of the proposed new staff additions in these years.
- With no proposed FTE addition in 2015, the number of service hours is expected to remain the same as 2014.

Comments / Background:

Hours of service are recorded using a docketing system, and then averaged from a 4-month sample and subsequently annualized. The branch experimented with a 6 month sample in 2003, but results were not significantly increased to justify expanding a very labour intensive process.

Service hours for 2012 and the outlook years are based on the standard 1,645 working hours per year.

Efficiency



Source: Nominator - Total net costs of all HR programs, including salaries before allocations to direct service departments.

Denominator - Regional Employee is defined as total Region headcount including all regular full-time, regular part-time, temporary, casual, students, paid and unpaid leaves of absence, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The costs per Regional employee for support from Human Resources Services.

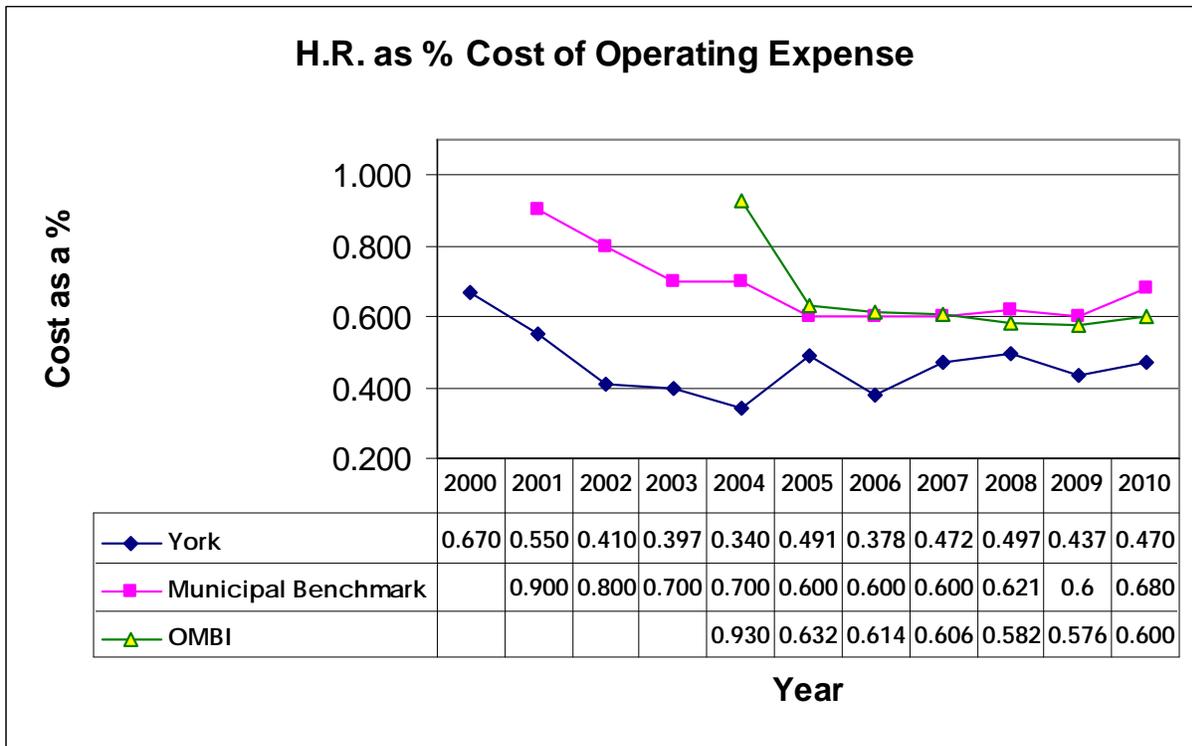
Explanation of KPI Trend

- The increase in costs for 2008 was primarily driven by salary increases.
- In 2009, the actual HR program expenditures were less than budgetted, resulting in a lower HR cost per employee.
- HR actual expenditure in 2010 was lower than budgetted as a result of salary gapping due to secondments and staff transfers, as well as savings in program expenses.
- With wage adjustments approved during 2011, it is anticipated that the program expenditures will increase, which would in turn increase the HR cost per Regional employee for 2012.
- It is projected that the HR program costs will increase in 2013-2015 with the proposed addition of new FTEs and the estimated increase in cost of living.
- Costs for 2012 and outlook years are estimates based on cost of living increase with the historical growth trend of the Regional employee population factored in.

Comments / Background:

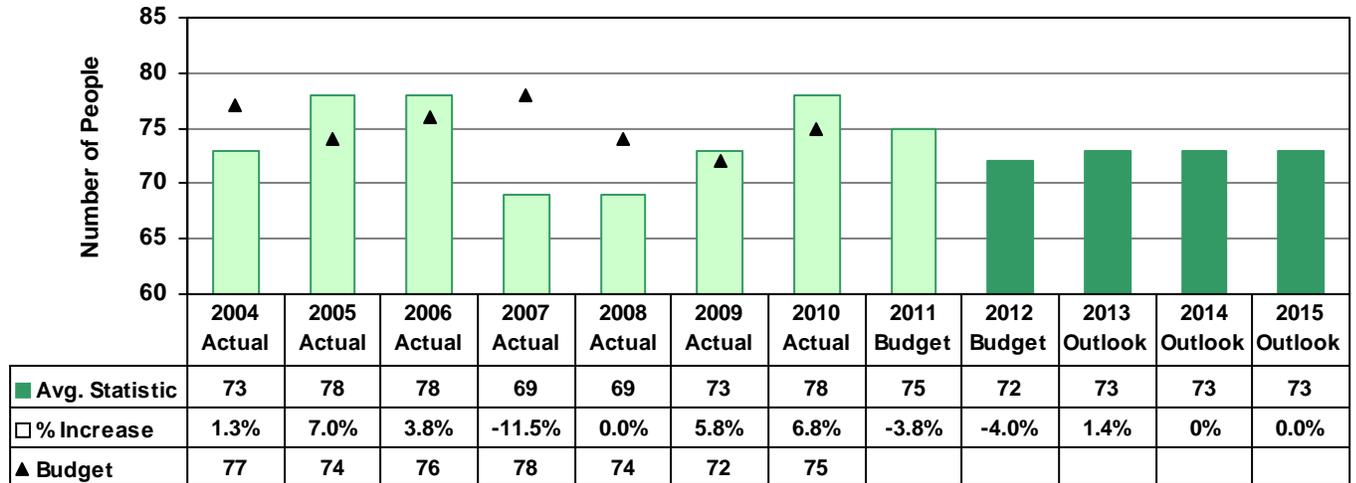
There is no benchmark data on the Human Resource Cost per Regional Employee measure. Most recently, a similar measure to above was endorsed by OMBI but looks at cost of H.R. per T4 generated. On that measure, York Region is in the middle of the group.

The HR Benchmarking Network Group uses the measure of HR costs as a percentage of the Regional Operating budget for cost efficiency. On that measure, York Region H.R. costs as a percentage of operating expense are the lowest cost of our comparators. The attached graph illustrates this measure.



Service Level

Ratio of Human Resources Staff to Regional Employee



Source: Nominator - HR staff is defined by the number of full time equivalent Human Resources staff (permanent positions approved or proposed in the budget).
 Denominator - Regional Employee is defined as total Region headcount including all regular full-time, regular part-time, temporary, casual, students, paid and unpaid leaves of absence, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The average number of Regional employees serviced by one Human Resources Services employee.

Explanation of KPI Trend

- In 2008, there was a 4% increase in HR staff with a corresponding percentage increase in Regional Employees, resulting in the same staff to employee ratio as for 2007.
- For 2009, the number of HR staff remained the same as 2008 while the number of new Regional employees had increased, which resulted in a higher ratio than budgetted.
- With new FTE's approved by Regional Council but no corresponding increase in HR staff, the ratio of HR staff to Regional Employees increased by 6.8% in 2010.
- In response to Regional growth, the HR staff complement was increased by four FTEs in 2011, and this would result in a decrease in the staff to employee ratio compared to 2010.
- It is anticipated that the ratio for 2012 would reduce with the proposed addition of three HR FTEs.
- For 2013 -2015, the ratio of HR staff to Regional employee would remain approximately the same as 2012 when HR staff is expected to grow at a similar rate as Regional employees during these years.
- Forecasts for 2012 and outlook years are based on the historical growth trend of the Regional employee population.

Comments / Background:

The Conference Board of Canada benchmark for similar sized organizations shows a benchmark of one HR employee to 67 employees. Our comparative Region's average is one HR employee to 83 Regional Employees. This measure is different in OMBI which takes into account T4's generated. Many factors can account for the variance, including number of HR programs delivered by the Branch (eg. Health Unit), the number of activities outsourced (eg. training) and the degree of decentralization (eg. Health & Safety).

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Corporate Services - Property Services Branch

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Restated		Approved	\$			
Expenditures										
Salaries and Benefits	5,721	6,273	7,118	7,336	8,477	1,141	15.6%	9,380	9,871	10,610
Program Specific Expenses	14	23	29	29	31	2	6.9%	31	31	31
Professional Contracted Services	200	166	420	420	462	42	9.9%	465	465	465
General Expenses	615	589	827	827	886	59	7.1%	928	945	983
Occupancy Costs	10,235	11,040	12,265	12,517	13,469	952	7.6%	13,827	13,915	14,015
Minor Capital	27	36	49	101	45	(56)	-55.6%	97	60	97
Expenditures	16,813	18,127	20,709	21,231	23,370	2,139	10.1%	24,729	25,288	26,202
Financing Costs and Reserves										
Financing Costs	617	487	487	487	860	373	76.5%	3,406	11,328	16,647
Contribution to Reserves	3,870	4,005	4,005	4,005	4,005		0.0%	4,005	4,005	4,005
Contribution to Capital	244	244	244	244	244		0.0%	244	244	244
Financing Costs and Reserves	4,731	4,735	4,736	4,736	5,108	373	7.9%	7,654	15,577	20,896
Gross Expenditures	21,543	22,862	25,444	25,966	28,478	2,512	9.7%	32,383	40,864	47,097
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	(92)	(152)	(202)	(210)	(210)		0.0%	(590)	(778)	(778)
Development Charges										
Contribution from Reserves	(79)	(4)	(4)	(4)	(5)	(1)	25.0%	(5)	(5)	(5)
Third Party Recoveries	(348)	(355)	(315)	(328)	(328)		0.0%	(328)	(328)	(328)
Revenues	(519)	(511)	(520)	(541)	(542)	(1)	0.2%	(923)	(1,110)	(1,110)
Negotiated Specific & Recoveries										
Negotiated Specific	(4,505)	(5,483)	(6,993)	(6,993)	(7,908)	(916)	13.1%	(8,074)	(8,173)	(8,284)
Departmental Charges & Recoveries										
Capital Recoveries	(773)	(721)	(825)	(825)	(887)	(62)	7.5%	(786)	(791)	(796)
Other Recoveries										
Negotiated Specific & Recoveries	(5,278)	(6,204)	(7,818)	(7,818)	(8,795)	(977)	12.5%	(8,860)	(8,964)	(9,080)
Gross Expenditures including Negotiated Specific & Recoveries	16,265	16,657	17,627	18,149	19,683	1,534	8.5%	23,523	31,900	38,017
Tax Levy	15,746	16,147	17,106	17,607	19,141	1,533	8.7%	22,600	30,790	36,907
% Change								18.1%	36.2%	19.9%

Corporate Services - Property Services Branch

	Program Overview									
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
1580 - Staffing										
Total Gross Expenditures	1,739	2,223	15,138	2,759	3,397	638	23.1%	3,924	4,271	4,532
Total Revenues	(59)	(65)	(408)	(120)	(120)		0.0%	(120)	(120)	(120)
Net Budget	1,681	2,158	14,730	2,639	3,277	638	24.2%	3,804	4,151	4,412
1581 - Facility Management										
Total Gross Expenditures	14,526	14,435	2,489	15,390	16,286	896	5.8%	19,599	27,630	33,485
Total Revenues	(460)	(446)	(112)	(421)	(422)	(1)	0.2%	(803)	(990)	(990)
Net Budget	14,066	13,988	2,377	14,969	15,864	895	6.0%	18,796	26,639	32,495
Tax Levy	15,746	16,147	17,106	17,607	19,141	1,533	8.7%	22,600	30,790	36,907

Corporate Services - Property Services Branch -1580 - Program Budgets

Divisional Summary										
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	3,315	3,666	4,629	4,847	5,558.20	711	14.7%	6,017	6,416	6,723
Program Specific Expenses										
Professional Contracted Services	38	87	127	127	152	25	19.8%	152	152	152
General Expenses	286	282	454	454	501	48	10.6%	523	539	549
Occupancy Costs	26	27	25	25	27	2	6.4%	27	27	27
Minor Capital	12	25	22	74	18	(56)	-75.9%	40	33	40
Expenditures	3,677	4,087	5,256	5,526	6,256	730	13.2%	6,759	7,166	7,490
Financing Costs and Reserves										
Financing Costs			113	113	18	(95)	-83.7%	18	19	20
Contribution to Reserves		80	80	80	80		0.0%	80	80	80
Contribution to Capital	244	244	244	244	244		0.0%	244	244	244
Financing Costs and Reserves	244	324	437	437	342	(95)	-21.7%	342	343	344
Gross Expenditures	3,921	4,411	5,693	5,963	6,598	635	10.6%	7,101	7,509	7,833
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	(20)	(65)	(112)	(120)	(120)		0.0%	(120)	(120)	(120)
Development Charges										
Contribution from Reserves	(39)									
Third Party Recoveries										
Revenues	(59)	(65)	(112)	(120)	(120)		0.0%	(120)	(120)	(120)
Negotiated Specific & Recoveries										
Negotiated Specific	(1,409)	(1,467)	(2,379)	(2,379)	(2,508)	(129)	5.4%	(2,589)	(2,651)	(2,714)
Departmental Charges & Recoveries										
Capital Recoveries	(773)	(721)	(825)	(825)	(693)	132	-16.0%	(587)	(587)	(587)
Other Recoveries										
Negotiated Specific & Recoveries	(2,182)	(2,189)	(3,204)	(3,204)	(3,201)	3	-0.1%	(3,176)	(3,238)	(3,302)
Gross Expenditures including Negotiated Specific & Recoveries	1,739	2,223	2,489	2,759	3,397	638	23.1%	3,924	4,271	4,532
Tax Levy	1,681	2,158	2,377	2,639	3,277	638	24.2%	3,804	4,151	4,412
% Change								16.1%	9.1%	6.3%

Corporate Services - Property Services Branch - 1581 - Facility Management Budgets

Divisional Summary											
	\$'000's				\$'000's						
	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook	
Expenditures											
Salaries and Benefits	2,407	2,607	2,489	2,489	2,918	430	17.3%	3,363	3,455	3,887	
Program Specific Expenses	14	23	29	29	31	2	6.9%	31	31	31	
Professional Contracted Services	162	79	294	294	311	17	5.7%	314	314	314	
General Expenses	330	307	374	374	385	11	2.9%	405	407	434	
Occupancy Costs	10,208	11,014	12,240	12,492	13,442	950	7.6%	13,800	13,888	13,989	
Minor Capital	15	10	27	27	27		0.0%	57	27	57	
Expenditures	13,135	14,039	15,453	15,705	17,114	1,409	9.0%	17,970	18,121	18,712	
Financing Costs and Reserves											
Financing Costs	617	487	374	374	841	467	125.0%	3,388	11,309	16,628	
Contribution to Reserves	3,870	3,925	3,925	3,925	3,925		0.0%	3,925	3,925	3,925	
Contribution to Capital											
Financing Costs and Reserves	4,487	4,411	4,298	4,298	4,766	467	10.9%	7,312	15,234	20,552	
Gross Expenditures	17,622	18,451	19,751	20,003	21,880	1,877	9.4%	25,282	33,355	39,264	
Revenues											
Grant Subsidies											
User Fees											
Fees and Charges	(72)	(87)	(90)	(90)	(90)		0.0%	(470)	(658)	(658)	
Development Charges											
Contribution from Reserves	(40)	(4)	(4)	(4)	(5)	(1)	25.0%	(5)	(5)	(5)	
Third Party Recoveries	(348)	(355)	(315)	(328)	(328)		0.0%	(328)	(328)	(328)	
Revenues	(460)	(446)	(408)	(421)	(422)	(1)	0.2%	(803)	(990)	(990)	
Negotiated Specific & Recoveries											
Negotiated Specific	(3,096)	(4,016)	(4,614)	(4,614)	(5,400)	(786)	17.0%	(5,485)	(5,522)	(5,570)	
Departmental Charges & Recoveries											
Capital Recoveries					(194)	(194)		(198)	(204)	(209)	
Other Recoveries											
Negotiated Specific & Recoveries	(3,096)	(4,016)	(4,614)	(4,614)	(5,594)	(980)	21.2%	(5,683)	(5,726)	(5,779)	
Gross Expenditures including Negotiated Specific & Recoveries	14,526	14,435	15,138	15,390	16,286	896	5.8%	19,599	27,630	33,485	
Tax Levy	14,066	13,988	14,730	14,969	15,864	895	6.0%	18,796	26,639	32,495	
% Change								18.5%	41.7%	22.0%	

Budget Change Explanations 2012

Corporate Services - Property Services Branch

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		18,149	100.0	17,607	100.0	0.0
Base						
1580 and 1581						
Wage Adjustments		635	3.5	635	3.6	
Recoverable Salaries		(62)	-0.3	(62)	-0.3	
Program Specific Expenses		2	0.0	2	0.0	
Professional Contracted Services		42	0.2	42	0.2	
General Expenses		34	0.2	34	0.2	
Insurance Allocation		139	0.8	139	0.8	
Contributions to Reserves						
Revenues				(1)	-0.0	
Occupancy Costs		769	4.2	769	4.4	
Occupancy Costs - Leases		183	1.0	183	1.0	
Recoveries for Occupancy and/or FTE costs (Negotiated Specifics)		(916)	-5.0	(916)	-5.2	
Base		826	4.6	825	4.7	0.0
Reductions/Efficiencies						
Minor Capital - one time start-up costs for new program		(56)	-0.3	(56)	-0.3	
Reductions/Efficiencies		(56)	(0.3)	(56)	(0.3)	0.0
Mandatory/Legislated						
New resource required to support the legislative requirements of the new <i>Green Energy Act</i> , 2009 and O.Reg. 397/11. The CAO's office contributed \$50K in support of this FTE in the 2010 budget.		55	0.3	55	0.3	1.0
Mandatory/Legislated		55	0.3	55	0.3	1.0
Annualization						
<i>Operating Impact of approved capital</i>						
1580 - Capital Project #14810 - PSB Technology						
Capital - Computer Aided Facility Management (CAFM)						
Salary & Benefits		75	0.4	75	0.4	
1581 - Capital Project #14755-Corporate Security & Life Safety						
Salary & Benefits		194	1.1	194	1.1	
Debt (Principal & Interest) Charges		233	1.3	233	1.3	
Annualization		502	2.8	502	2.8	0.0
Total Base Change		1,327	7.3	1,326	7.5	1.0
Growth						
1580 - Program Budgets						
Additional resource to support the growing capital construction portfolio.		110	0.6	110	0.6	1.0
1581 - Facility Management						
Additional resource required to support the growing audio-visual portfolio.		97	0.5	97	0.6	1.0
Total Growth		207	1.1	207	1.2	2.0
2012 Departmental Approved (including Contribution to Capital)		19,683	8.5	19,141	8.7	3.0

Budget Change Explanations 2013

Corporate Services - Property Services Branch

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		19,683		19,141		
Base						
1580 and 1581						
Salaries and Benefits		184	0.9	184	1.0	
Recoverable Salaries		101	0.5	101	0.5	
Professional Contracted Services		3	0.0	3	0.0	
General Expenses		4	0.0	4	0.0	
Occupancy Costs		358	1.8	358	1.9	
Minor Capital						
Insurance Allocation		15	0.1	15	0.1	
Revenues				(381)	-2.0	
Negotiated Specifics		(166)	-0.8	(166)	-0.9	
Base		500	2.5	119	0.6	0.0
Annualization						
<i>Operating Impact of approved capital</i>						
1580 - Capital Project #14755-Corporate Security & Life Safety - Projects						
Salary&Benefits		5	0.0	5	0.0	
Debt (Principal & Interest) Charges		2,532	14.8	2,532	13.2	
Annualization		2,536	12.9	2,536	13.2	0.0
Total Base Change		3,036	15.4	2,655	13.9	0.0
Growth						
1580 - Program Budgets						
- New resource required to support the corporate energy portfolio		139	0.7	139	0.7	1.0
- Additional resource to support the growing capital construction portfolio.		142	0.7	142	0.7	1.0
- Additional resource to support the corporate space design and accommodation portfolio.		97	0.5	97	0.5	1.0
1581 - Facility Management						
- New resource required to co-ordinate the functions of building operators/mechanical staff.		94	0.5	94	0.5	1.0
- Additional resource required to support the corporate security portfolio.		111	0.6	111	0.6	1.0
- Additional resource required to support the corporate security portfolio.		222	1.1	222	1.2	2.0
Total Growth Request		805	4.1	805	4.2	7.0
2013 Departmental Approved (including Contribution to Capital)		23,523	19.5	22,600	18.1	7.0

Budget Change Explanations Outlook Years 2014/2015

Corporate Services - Property Services Branch	Outlook Years (in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	23,523	22,600	31,900	30,790
Base				
1580 and 1581				
Salaries and Benefits	250	250	263	263
Recoverable Salaries	(5)	(5)	(6)	(6)
Program Specific Expenses				
Professional Contracted Services				
General Expenses	3	3	3	3
Occupancy Costs	88	88	101	101
Minor Capital	(53)	(53)		
Insurance Allocation	11	11	11	11
Revenues		(188)		
Negotiated Specifics	(99)	(99)	(111)	(111)
Base	194	7	260	260
Annualization				
<i>Operating Impact of approved capital</i>				
1580 - Capital Project #14755-Corporate Security & Life Safety - Projects				
Salary&Benefits	5	5	6	6
Debt (Principal & Interest) Charges	7,912	7,912	5,309	5,309
Annualization	7,917	7,917	5,314	5,314
Growth				
1580 and 1581				
New FTE Resource Requirements	266	266	543	543
Growth	266	266	543	543
Total Annual Incremental Budget Pressures	8,377	8,190	6,117	6,117
Total Annual Budget Request	31,900	30,790	38,017	36,907

Corporate Services - Property Services Branch

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>1580 - Program Budgets</u>				
Strategic Energy Initiatives Co-ord - Corporate Energy Services	1.0	B-M	55	55
Project Coordinator - Capital Construction	1.0	G	110	110
<u>1581 - Facility Management Budgets</u>				
Audio Visual Co-Ordinator - Corporate Event and Audio Visual Services	1.0	G	97	97
Total Permanent FTEs	3.0		262	262

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>1580 - Program Budgets</u>				
Sustainable Building Engineer - Corporate Energy Services	1.0	G	139	139
Program Manager - Capital Construction	1.0	G	142	142
Space and Furniture Designer - Corporate Accommodation	1.0	G	97	97
<u>1581 - Facility Management Budgets</u>				
Scheduler Planner - Facility Operations and Management	1.0	G	94	94
Life Safety Coordinator - Corporate Security	1.0	G	111	111
Security Project Coordinator - Corporate Security	2.0	G	222	222
Total Permanent FTEs	7.0		805	805

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
1580 - Program Budgets				
Project Coordinator - Capital Construction	1.0	G	121	121
Project Manager - Capital Construction	2.0	G	294	294
1581 - Facility Management Budgets				
Senior Building Operator - VIVA Operations and Maintenance Services	1.0	G	110	110
Maintenance Office Worker - VIVA Operations and Maintenance Services	1.0	G	87	87
Senior Building Operator - Central Services Centre	1.0	G	110	110
Maintenance Office Worker - Central Services Centre	1.0	G	87	87
Total Permanent FTEs		7.0	808	808

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

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

Space Needs Accommodations:

Space needs accommodations have been considered
 for the above requested positions

Yes
 No

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Corporate Services - Legal Services

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	3,403	3,933	4,428	4,428	5,269	841	19.0%	5,624	5,882	6,041
Program Specific Expenses	3	1	11	11	11		0.0%	11	12	12
Professional Contracted Services	86	180	80	80	80		0.0%	82	84	86
General Expenses	254	269	293	293	330	37	12.7%	351	370	380
Occupancy Costs			1	1	1		0.0%	1	1	1
Minor Capital	28	23	13	13	27	14	108.5%	20	27	6
Expenditures	3,774	4,406	4,825	4,825	5,718	893	18.5%	6,088	6,376	6,526
Financing Costs and Reserves										
Financing Costs	20	21	15	15	18	3	21.6%	20	21	21
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	20	21	15	15	18	3	21.6%	20	21	21
Gross Expenditures	3,794	4,427	4,840	4,840	5,736	896	18.5%	6,108	6,396	6,547
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	(57)	(140)	(102)	(102)	(102)		0.0%	(102)	(102)	(102)
Development Charges										
Contribution from Reserves	(111)	(262)	(233)	(233)	(248)	(15)	6.6%	(253)	(260)	(267)
Third Party Recoveries										
Revenues	(168)	(402)	(335)	(335)	(350)	(15)	4.6%	(356)	(362)	(369)
Negotiated Specific & Recoveries										
Negotiated Specific	(1,776)	(1,920)	(2,038)	(2,038)	(2,416)	(378)	18.6%	(2,469)	(2,290)	(2,352)
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(1,776)	(1,920)	(2,038)	(2,038)	(2,416)	(378)	18.6%	(2,469)	(2,290)	(2,352)
Gross Expenditures including Negotiated Specific & Recoveries	2,018	2,507	2,802	2,802	3,320	517	18.5%	3,639	4,106	4,195
Tax Levy	1,850	2,105	2,467	2,467	2,970	502	20.3%	3,283	3,744	3,826
% Change								10.6%	14.0%	2.2%

Budget Change Explanations 2012

Corporate Services - Legal Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		2,802		2,467		0.0
Base						
Wage Adjustments		278	9.9	278	11.3	
General Expenses		9	0.3	9	0.4	
Insurance Chargebacks		3	0.1	3	0.1	
Negotiated Specific Recoveries		(133)	-4.7	(133)	-5.4	
Contribution from Reserve				(15)	-0.6	
Base		158	5.6	143	5.8	0.0
Reductions/Efficiencies						
One-time Start-up cost		(7)	-0.3	(7)	-0.3	
Reductions/Efficiencies		(7)	(0.3)	(7)	(0.3)	0.0
Annualization						
Additional Legal support for YRRTC land acquisition projects		246	8.8	246	9.9	
Recovery from YRRTC		(246)	-8.8	(246)	-9.9	
Annualization						0.0
Total Base Change		151	5.4	135	5.5	0.0
Growth						
Provide additional Litigation resources for the Legal Services Branch - 3 FTEs		367	13.1	367	14.9	3.0
Total Growth Approved		367	13.1	367	14.9	3.0
2012 Departmental Approved (including Contribution to Capital)		3,320	18.5	2,970	20.4	3.0

Budget Change Explanations 2013

Corporate Services - Legal Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		3,320		2,970		
Base						
Salaries and Benefits		116	3.5	116	3.9	
Professional Contracted Services		2	0.1	2	0.1	
General Expenses		9	0.3	9	0.3	
Insurance Chargebacks		2	0.1	2	0.1	
Negotiated Specific Recoveries		(53)	-1.6	(53)	-1.8	
Contribution from Reserve				(6)	-0.2	
Base		76	2.3	70	2.4	0.0
Reductions/Efficiencies						
One-time start-up costs		(23)	-0.7	(23)	-0.8	
Reductions/Efficiencies		(23)	(0.7)	(23)	(0.8)	0.0
Total Base Change		53	1.6	47	1.6	0.0
Growth						
Provide additional support for the Environmental Law Area - 2 FTEs		266	8.0	266	9.0	2.0
Total Growth Request		266	8.0	266	9.0	2.0
2013 Departmental Request (including Contribution to Capital)		3,639	9.6	3,283	10.6	2.0

Budget Change Explanations Outlook Years 2014/2015

Corporate Services - Legal Services

	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	3,639	3,283	4,106	3,744
Base				
Increase in Salaries and Benefits	152	152	159	159
Increase in Professional Contracted Services	3	3	3	3
Increase in General Expenses	11	11	11	11
Increase in Insurance Chargebacks	1	1	1	1
Increase in Negotiated Specific Recoveries	(67)	(67)	(62)	(62)
Increase in Contribution from Reserve		(7)		(7)
Base	99	93	112	105
Reductions/Efficiencies				
Reduction in costs associated with temp Legal support for YRRTC	(246)	(246)		
Reduction in Negotiated Specific Recoveries from YRRTC for temp support	246	246		
Reduction in one-time start up costs associated with new FTE approvals in 2013 and 2014 Budgets	(15)	(15)	(23)	(23)
Reductions/Efficiencies	(15)	(15)	(23)	(23)
Growth 2014				
Provide additional legal support for Transportation Services - 3 FTEs	383	383		
Growth	383	383		
Total Annual Incremental Budget Pressures	468	461	89	82
Total Annual Budget Request	4,106	3,744	4,195	3,826

Corporate Services - Legal Services

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Associate Counsel Litigation	1.0	G	167	167
Law Clerk Litigation	1.0	G	106	106
Legal Assistant Litigation	1.0	G	94	94
Total Permanent FTEs	3.0		367	367

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Associate Counsel Environment	1.0	G	170	170
Legal Assistant Environment	1.0	G	96	96
Total Permanent FTEs	2.0		266	266

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>2014</u>				
Associate Counsel Transportation	1.0	G	174	174
Law Clerk Transportation	1.0	G	110	110
Legal Assistant Transportation	1.0	G	98	98
Total Permanent FTEs	3.0		383	383

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

x Yes
 No

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Corporate Services - Office of Regional Clerk

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	1,853	1,802	2,098	2,185	2,908	724	33.1%	3,565	4,044	4,152
Program Specific Expenses										
Professional Contracted Services	37	69	60	71	71		0.0%	72	74	76
General Expenses	225	212	254	271	288	18	6.5%	306	324	331
Occupancy Costs		1	1	5	5		0.0%	5	5	5
Minor Capital	7	9	19	19	47	28	147.4%	47	47	19
Expenditures	2,123	2,093	2,432	2,550	3,319	769	30.2%	3,995	4,494	4,583
Financing Costs and Reserves										
Financing Costs	3	4	3	3	5	1	40.6%	5	5	5
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	3	4	3	3	5	1	40.6%	5	5	5
Gross Expenditures	2,126	2,098	2,435	2,553	3,324	771	30.2%	4,000	4,499	4,588
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	(5)	(7)	(4)	(4)	(4)		0.0%	(4)	(4)	(4)
Development Charges										
Contribution from Reserves	(45)	(1)								
Third Party Recoveries										
Revenues	(49)	(8)	(4)	(4)	(4)		0.0%	(4)	(4)	(4)
Negotiated Specific & Recoveries										
Negotiated Specific	(277)	(232)	(280)	(330)	(343)	(13)	3.8%	(350)	(360)	(370)
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(277)	(232)	(280)	(330)	(343)	(13)	3.8%	(350)	(360)	(370)
Gross Expenditures including Negotiated Specific & Recoveries	1,849	1,866	2,155	2,223	2,981	758	34.1%	3,649	4,139	4,219
Tax Levy	1,800	1,857	2,151	2,218	2,977	758	34.2%	3,645	4,135	4,215
% Change								22.5%	13.4%	1.9%

Budget Change Explanations 2012

Corporate Services - Office of Regional Clerk

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		2,223		2,218		0.0
Base						
Wage Adjustments		111	5.0	111	5.0	
Insurance Chargebacks		1	0.1	1	0.1	
Negotiated Specific Recoveries		(13)	-0.6	(13)	-0.6	
Base		100	4.5	100	4.5	0.0
Reductions/Efficiencies						
General Expenses		(4)	-0.2	(4)	-0.2	
Reductions/Efficiencies		(4)	(0.2)	(4)	(0.2)	0.0
Total Base Change		96	4.3	96	4.3	0.0
Growth						
Lead and provide direction and support to manage the Region's electronic information repositories, as well as provide operational support for the continued rollout and maintenance of the Region's electronic content management solution - 4 FTEs		469	21.1	469	21.2	4.0
Provide administrative and project support to the Information Asset Management Section - 1 FTE		75	3.4	75	3.4	1.0
Establish Regional Archival Program - 1 FTE		117	5.3	117	5.3	1.0
Total Growth Approved		662	29.8	662	29.8	6.0
2012 Departmental Approved (including Contribution to Capital)		2,981	34.1	2,977	34.2	6.0

Budget Change Explanations 2013

Corporate Services - Office of Regional Clerk

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		2,981		2,977		
Base						
Salaries and Benefits		63	2.1	63	2.1	
Professional Contracted Services		2	0.1	2	0.1	
General Expenses		7	0.2	7	0.2	
Insurance Chargebacks		1	0.0	1	0.0	
Negotiated Specific Recoveries		(8)	-0.3	(8)	-0.3	
Base		65	2.2	65	2.2	0.0
Reductions/Efficiencies						
One-time start up costs		(31)	-1.0	(31)	-1.0	
Reductions/Efficiencies		(31)	(1.0)	(31)	(1.0)	0.0
Total Base Change		35	1.2	35	1.2	0.0
Growth						
Provide core services for the Region's Enterprise Content Management solution - 1 FTE		114	3.8	114	3.8	1.0
Support for the Region's Archival program - 1 FTE		88	3.0	88	3.0	1.0
Provide records management advice and consultation to Corporate Services Dept - 1 FTE		97	3.3	97	3.3	1.0
Provide email support services for the Region's Enterprise Content Management system - 1 FTE		198	6.6	198	6.6	2.0
Assist the Region with co-ordinating its Access & Privacy legislative obligations - 1 FTE		137	4.6	137	4.6	1.0
Total Growth Request		634	21.3	634	21.3	6.0
2013 Departmental Request (including Contribution to Capital)		3,649	22.4	3,645	22.5	6.0

Budget Change Explanations Outlook Years 2014/2015

Corporate Services - Office of Regional Clerk	Outlook Years (in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	3,649	3,645	4,139	4,135
Base				
Increase in Salaries and Benefits	96	96	109	109
Increase in Professional Contracted Services	2	2	2	2
Increase in General Expenses	9	9	9	9
Increase in Negotiated Specific Recoveries	(10)	(10)	(10)	(10)
Base	97	97	110	110
Reductions/Efficiencies				
Reduction in one-time start-up costs associated with new FTE approvals in 2013 and 2014	(30)	(30)	(30)	(30)
Reductions/Efficiencies	(30)	(30)	(30)	(30)
Growth				
<u>2014</u> Provide additional support for the Information Asset Management section - 4 FTEs	423	423		
Growth	423	423		
Total Annual Incremental Budget Pressures	489	489	80	80
Total Annual Budget Request	4,139	4,135	4,219	4,214

Corporate Services - Office of Regional Clerk

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Supervisor, Information Asset Management Business Solutions Unit	1.0	G	137	137
Enterprise Content Management Administrator	1.0	G	108	108
Enterprise Content Management Business Analyst	2.0	G	224	224
Information Asset Management Projects/Administrative Co-ordinator	1.0	G	75	75
Regional Archivist	1.0	G	117	117
Total Permanent FTEs	6.0		662	662

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Enterprise Content Management Business Analyst	1.0	G	114	114
Archival Technician	1.0	G	88	88
Records and Information Analyst	1.0	G	97	97
Email Information Analyst	2.0	G	198	198
Access and Privacy Officer	1.0	G	137	137
Total Permanent FTEs	6.0		634	634

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
2014				
Senior Records and Information Analyst	1.0	G	111	111
Enterprise Content Management Business Analyst	1.0	G	117	117
Help Desk	2.0	G	194	194
Total Permanent FTEs		4.0	423	423

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

Corporate Services - Human Resource Services

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	4,793	4,846	5,412	5,586	6,098	512	9.2%	6,446	6,811	7,191
Program Specific Expenses										
Professional Contracted Services	241	115	160	160	159	(1)	-0.6%	209	169	174
General Expenses	921	950	1,068	1,154	1,171	17	1.5%	1,220	1,247	1,299
Occupancy Costs	12	12	14	14	14		0.0%	14	14	14
Minor Capital	15	13	17	17	24	7	40.7%	31	31	31
Expenditures	5,982	5,936	6,672	6,931	7,466	535	7.7%	7,919	8,272	8,708
Financing Costs and Reserves										
Financing Costs	1		8	8	8		2.6%	9	9	9
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	1		8	8	8		2.6%	9	9	9
Gross Expenditures	5,983	5,936	6,679	6,939	7,474	535	7.7%	7,928	8,281	8,718
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	(29)	(47)	(15)	(10)	(10)		0.0%	(10)	(10)	(10)
Development Charges										
Contribution from Reserves	(108)									
Third Party Recoveries										
Revenues	(137)	(47)	(15)	(10)	(10)		0.0%	(10)	(10)	(10)
Negotiated Specific & Recoveries										
Negotiated Specific	(124)	(160)	(50)	(28)	(32)	(4)	13.9%	(38)	(48)	(58)
Departmental Charges & Recoveries	(42)	(63)	(52)	(52)	(53)	(1)	1.0%	(54)	(55)	(57)
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	(166)	(223)	(102)	(80)	(85)	(4)	5.5%	(92)	(103)	(115)
Gross Expenditures including Negotiated Specific & Recoveries	5,817	5,712	6,577	6,859	7,390	531	7.7%	7,837	8,178	8,603
Tax Levy	5,680	5,665	6,562	6,849	7,380	531	7.8%	7,827	8,168	8,593
% Change								6.1%	4.4%	5.2%

Budget Change Explanations 2012

Corporate Services - Human Resource Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		6,859		6,849		1.0
Base						
Wage adjustments		328	4.8	328	4.8	
General Expenses		28	0.4	28	0.4	
Rent and Operating Costs		19	0.3	19	0.3	
Negotiated Specific Recoveries		(23)	-0.3	(23)	-0.3	
Base		352	5.1	352	5.1	0.0
Reductions/Efficiencies						
Printing Charges		(12)	-0.2	(12)	-0.2	
One-time start-up costs		(2)	-0.0	(2)	-0.0	
Consulting Fees		(1)	-0.0	(1)	-0.0	
Reductions/Efficiencies		(15)	(0.2)	(15)	(0.2)	0.0
Annualization						
Provide additional resource to support PeopleSoft HRMS System with enhanced functionality - 1 FTE		109	1.6	109	1.6	1.0
Annualization		109	1.6	109	1.6	1.0
Total Base Change		447	6.5	447	6.5	2.0
Growth						
Provide additional recruitment service to support Regional growth - 1 FTE		84	1.2	84	1.2	1.0
Total Growth Approved		84	1.2	84	1.2	1.0
2012 Departmental Approved (including Contribution to Capital)		7,390	7.7	7,380	7.7	3.0

Budget Change Explanations 2013

Corporate Services - Human Resource Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		7,390		7,380		
Base						
Salaries and Benefits		132	1.8	132	1.8	
Purchase of Service		49	0.7	49	0.7	
Printing Charges		15	0.2	15	0.2	
General Expenses		29	0.4	29	0.4	
Insurance Chargebacks		1	0.0	1	0.0	
Rent and Operating Costs		3	0.0	3	0.0	
Negotiated Specific Recoveries		(9)	-0.1	(9)	-0.1	
Base		221	3.0	221	3.0	0.0
Reductions/Efficiencies						
One-time start up cost		(8)	-0.1	(8)	-0.1	
Reductions/Efficiencies		(8)	(0.1)	(8)	(0.1)	0.0
Total Base Change		213	2.9	213	2.9	0.0
Growth						
Conversion of 1 position from permanent part-time to permanent full-time - 0.5 FTE		28	0.4	28	0.4	0.5
Provide additional recruitment service to support Regional growth - 1 FTE		206	2.8	206	2.8	2.0
Total Growth Request		234	3.2	234	3.2	2.5
2013 Departmental Request (including Contribution to Capital)		7,837	6.0	7,827	6.1	2.5

Budget Change Explanations Outlook Years 2014/2015

Corporate Services - Human Resource Services	Outlook Years (in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	7,837	7,827	8,178	8,168
Base				
Increase in Salaries and Benefits	171	171	181	181
Increase in Consulting and Legal Fees	6	6	5	5
Increase in General Expenses	33	33	48	48
Increase in Insurance Chargebacks				
Increase in Rent and Operating Costs for Gates of York	1	1	1	1
Increase in Negotiated Specific Recoveries	(11)	(11)	(11)	(11)
Base	200	200	224	224
Reductions/Efficiencies				
Reduction in Purchase of Service expenses	(45)	(45)		
Reductions in Printing Charges for CUPE contracts	(10)	(10)		
Reduction in one-time start-up costs associated with new FTE approvals in 2013 and 2014 Budgets	(15)	(15)	(15)	(15)
Reductions/Efficiencies	(70)	(70)	(15)	(15)
Growth				
<u>2014</u>				
Provide additional recruitment services to support Regional growth - 2 FTEs	211	211		
<u>2015</u>				
Provide additional recruitment services to support Regional growth - 2 FTEs			216	216
Growth	211	211	216	216
Total Annual Incremental Budget Pressures	341	341	425	425
Total Annual Budget Request	8,178	8,168	8,603	8,593

Corporate Services - Human Resource Services

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
HRMS Functional Analyst	1.0	B-A	109	109
Recruitment Assistant	1.0	G	84	84
Total Permanent FTEs	2.0		193	193

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Health and Safety Training Co-ordinator (conversion from part-time to full-time)	0.5	G	28	28
HR Consultant	1.0	G	121	121
Recruitment Assistant	1.0	G	85	85
Total Permanent FTEs	2.5		234	234

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>2014</u>				
HR Consultant	1.0	G	124	124
Recruitment Assistant	1.0	G	87	87
<u>2015</u>				
HR Consultant	1.0	G	127	127
Recruitment Assistant	1.0	G	89	89
Total Permanent FTEs	4.0		427	427

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

x	Yes
	No

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Chair & Council

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits	1,535	1,630	1,613	1,613	1,678	66	4.1%	1,715	1,761	1,809
Program Specific Expenses										
Professional Contracted Services			40	40	40		0.0%	40	40	40
General Expenses	138	216	276	276	276		0.0%	276	336	276
Occupancy Costs										
Minor Capital										
Expenditures	1,673	1,846	1,929	1,929	1,994	66	3.4%	2,031	2,137	2,125
Financing Costs and Reserves										
Financing Costs	6	3	6	6	6		0.0%	6	6	6
Contribution to Reserves	20		20	20	20		0.0%	20		20
Contribution to Capital										
Financing Costs and Reserves	26	3	26	26	26		0.0%	26	6	26
Gross Expenditures	1,699	1,849	1,955	1,955	2,020	66	3.4%	2,057	2,144	2,151
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves	(8)	(60)							(60)	
Third Party Recoveries										
Revenues	(8)	(60)							(60)	
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	1,699	1,849	1,955	1,955	2,020	66	3.4%	2,057	2,144	2,151
Tax Levy	1,691	1,789	1,955	1,955	2,020	66	3.4%	2,057	2,084	2,151
% Change								1.8%	1.3%	3.2%

Budget Change Explanations 2012

Chair & Council		2012 (in \$000's)					
		Gross		Net		FTE	
Budget Change Explanations (2012/2011)		Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget			1,955		1,955		0.0
Base							
	Wage adjustments		66	3.4	66	3.4	
Base			66	3.4	66	3.4	0.0
Total Base Change			66	3.4	66	3.4	0.0
2012 Approved Departmental (including Contribution to Capital)			2,020	3.4	2,020	3.4	0.0

Budget Change Explanations 2013

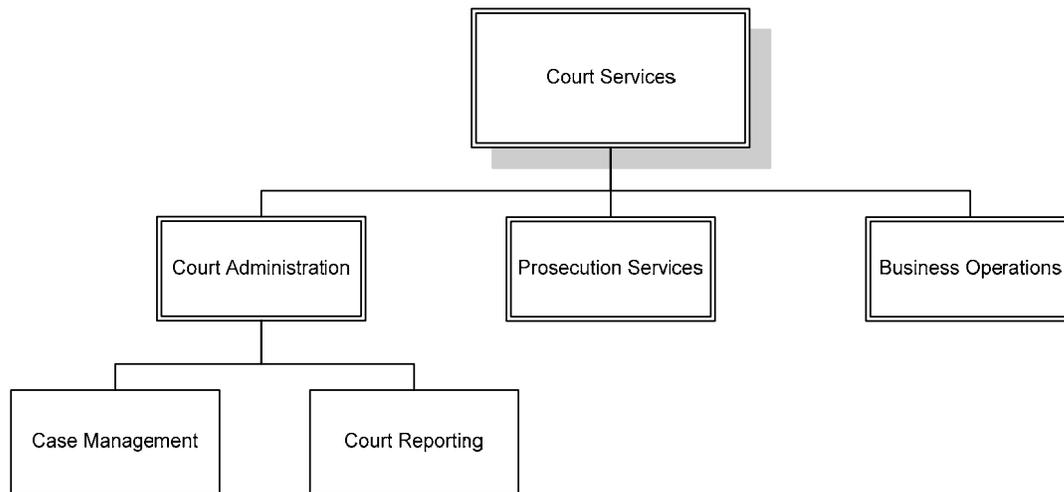
Chair & Council Budget Change Explanations (2013/2012)	2013 (in \$000's)					FTE Impact
	Units	Gross		Net		
		\$000's	%	\$000's	%	
2012 Approved Departmental Budget (including Contributions to Capital) Base		2,020		2,020		
Wage adjustments		37	1.8	37	1.8	
Total Base Change		37	1.8	37	1.8	0.0
2013 Departmental Request (including Contribution to Capital)		2,057	1.8	2,057	1.8	0.0

Budget Change Explanations Outlook Years 2014/2015

Chair & Council	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital) Base	2,057	2,057	2,143	2,083
Wage adjustments	46	46	48	48
Contribution to reserve	(20)	(20)	20	20
General expenses	60		(60)	
Base	86	26	8	68
Total Annual Incremental Budget Pressures	86	26	8	68
Total Annual Budget Request	2,143	2,083	2,151	2,151

Departmental Description

The Court Services Branch consists of 74.0 FTEs and provides two distinct functions of Court Administration and Prosecution. York Region Court Services is the second largest Provincial Offences court operation in Ontario (based on the number of charges filed). The Court Services Branch provides service to the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within the Region of York. It operates 6 trial courtrooms and 2 intake courtrooms located in Newmarket and Richmond Hill.



Mission/Vision

To provide timely, quality and cost effective court administration, business support and prosecution services for the Ontario Court of Justice.

Mandate

- **Court Administration:** Provides a wide range of in-court and out-of-court administration functions for charges filed under the Provincial Offences Act and Federal Contraventions Act which includes customer service counters, telephone inquiries, trial scheduling, court and judicial support, transcript production and enforcement.
- **Prosecutions:** Reviews prosecution briefs from enforcement agencies and conducts prosecutions of a wide range of offences under numerous statutes, regulations and by-laws. Prosecutions also provides advance disclosure to defendants, conducting early resolution negotiations, prosecuting at trials, conducting appeals and providing advice and education to enforcement agencies.

- **Business Operations:** Manages the collection process of defaulted fines including licence suspension and provides financial and administrative support to the Court Services Branch.

Base Drivers

- Increase in number of charges filed by enforcement agencies and tendency for charges to be disputed
- Uncontrollable workload (courts are an inherently reactive service and cannot influence the activity levels of enforcement agencies or the defendant's right for access to justice)
- Economic climate changes have a direct impact on court revenue as a result of:
 - 1) The general "ability to pay" problem which affects many defendants and results in an increased number of requests for additional time to pay as well as an increase in the number of defaulted fines
 - 2) Higher fines which will likely result in more appeals against sentence
 - 3) The defendant's effort to mitigate insurance costs impacts the number of trial requests (rather than taking early payment options) which places an additional strain on the court system and may result in more charges being withdrawn because of insufficient court time

Key Challenges

- **Caseload Growth** – While caseload growth is unpredictable it is likely to continue to grow based not only on York Region population increases, but also on the increasing traffic volumes on major highways passing through the Region and new types of offences
- **Economic Barriers** – The effects of the economic climate changes impact Court Services on a delayed basis (due to normal court scheduling timelines) and revenues may be reduced as people are unable to pay fines
- **Major Re-location Project** – As York Region operates the second busiest Provincial Offences Court operation in Ontario, it will be challenging to maintain uninterrupted service while transitioning to the proposed Central Services Centre

Service Challenges

- **Changes under the Good Government Act, 2009** – Under the Good Government Act, 2009, the current walk-in guilty plea will be replaced with a statutory scheme of early resolution meetings with a prosecutor effective March 2012
- **Increase Need for Customer Service** – Need to ensure walk-in customers are made aware of the new processes and options available to them in an effort to address their needs in a timely manner

- **Staffing Ratios** – Any future workload increases will be extremely difficult to absorb into the existing staff complement, resulting in requests for additional staff

Staffing Resources

Permanent FTE's	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Full-Time FTE's (PFT)	69.0	72.0	74.0	77.0	79.0	87.0	89.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	69.0	72.0	74.0	77.0	79.0	87.0	89.0
Net Change*		3.0	2.0	3.0	2.0	8.0	2.0
Casual (FTE Equivalent)**	1.3	2..5	2.5	2.5	2.5	2.5	2.5

* 2014 staff resources is impacted by the opening of additional courtrooms in proposed Central Services Centre

** For FTE allocated from another program, please specify the program and FTE amount

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

Strategic Goals 2012 - 2015

- Maintain an active role in the design and layout of the new Court Services facility contained within the proposed Central Services Centre
- Review and modify service delivery model to ensure the continued, efficient operation of court services as services are relocated to the proposed Central Services Centre
- Open four additional courtrooms in 2014 which will create the need for eight additional staff to operate these extra courtrooms
- Respond to current and upcoming legislation changes (Good Government Act) related to service delivery by devising and implementing processes and working practices as needed
- Review and modify current administrative and business practices which includes identifying and responding to issues related to Bill 168

Department Objectives for 2012 and 2013

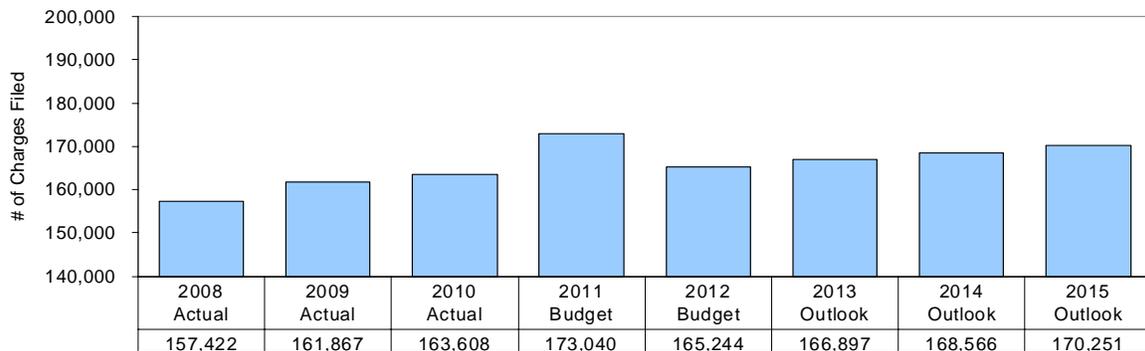
- Implement new Early Resolution System (Good Government Act 2009)
- Improve customer service to address walk-in customer's needs and inquiries promptly and accurately in an effort to improve walk-in traffic flow and minimize waiting times
- Continue to respond to actual and anticipated legislative changes (Good Government Act) and devise new processes and working practices to attain compliance
- Review, develop and implement best practices related to administrative and business processes and any impacts under Bill 168

Department objectives
1) Ensure processes and procedures are developed, monitored and evaluated in order to successfully implement the new Early Resolution System in York Region
2) Review processes and options available to customers upon their arrival and ensure customers receive relevant, accurate information and appropriate court forms
3) Respond to legislative changes that impact service delivery as they occur
4) Review and implement administrative and business best practices in addition to responding to any identified impact under Bill 168

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015	KPI	Additional Resources Required
					✓	✓
1)	Implement New Early Resolution System	Seamless transition to New Early Resolution Process	2012	Good Government		✓
2)	Implement customer service initiative related to front counter congestion	Improve customer access to processes and options, reduce congestion at front counters and wait times	2012	Good Government		✓
3)	Minimize exposure to violations under the Charter and the Memorandum of Understanding with the Province	Increased capacity to assist in compliance with Charter and Memorandum of Understanding with the Province	2012	Good Government		✓
4)	Review, develop and implement best practices on an as needed basis and respond to impact of Bill 168 as it relates to Court Services	Current administrative and business practices reviewed and modified as required in an effort to develop and implement best practices and respond to impact of Bill 168 as it relates to Court Services	2012-2013	Good Government		

Efficiency

Number of New Charges Filed



What does the graph show?

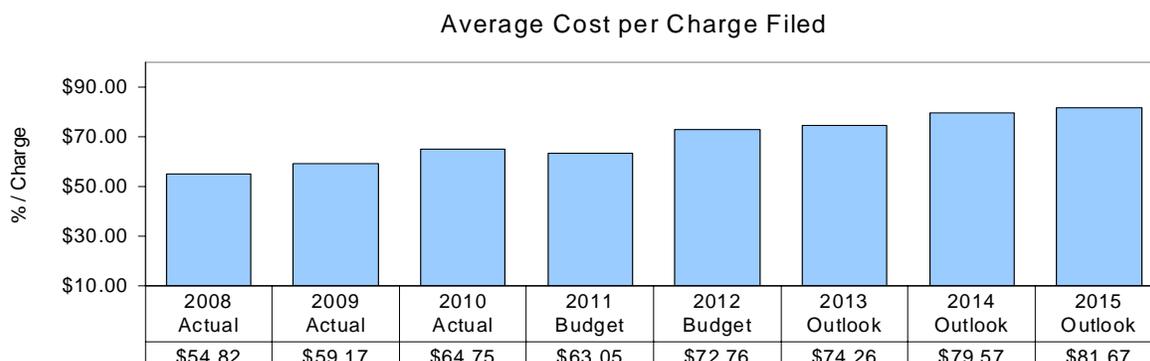
- Number of charges filed by enforcement agencies.

Explanation of KPI Trend

- This KPI is outside of the control of Court Services and is, therefore, difficult to accurately forecast.
- 2011 estimates were previously based on a 5% growth model which reflected the 2010 mid year trend.
- The current mid year trend indicates that the actual number of charges in 2011 will be lower than anticipated by year end.
- The 2012 projected number of new charges has been adjusted to reflect the lower than anticipated 2011 actuals.
- Future year projection for 2013 through 2015 reflects a conservative projection of a 1% annual increase.

Comments / Background:

- This number acts as a denominator for the efficiency measure and is not a controllable measure.



What does the graph show?

- The graph shows the relationship between the costs of court services and the number of charges filed each year.

Explanation of KPI Trend

- 2008: 8 additional FTE's were added to address increasing workloads and expansion of court schedules.
- 2009: Courtroom T4 completed and in full service September 2009 to respond to caseload demands and reduce the number of charges being withdrawn for lack of court time.
- 2010: Costs reflect a full year T4 operation with additional pre-trial room at Tannery. Addition of 1 FTE Court Reporter to support dramatic growth in transcript requests. Reorganization of Court Services Operations to include Business Operations department.
- 2011 Budgeted Cost reflects the addition of two courtroom staff; 1 FTE Prosecutor, 1FTE Court Reporter
- 2012 projected cost includes the addition of three staff: 2 FTE Court Administration Clerks, 1 FTE Prosecution Clerk.
- 2013 through 2015 includes the addition of new staff, the opening of 4 additional courtrooms in the proposed Central Services Centre (in 2014) and a conservative 1% annual increase in new charges file.

Comments / Background:

- The total annual cost includes the cost of Corporate allocations which is outside of the control of Court Services.
- Projections for 2012 and the out years are impacted by an adjustment to the number of charges filed annually.
- The decline in the annual number of charges filed directly impacts the cost per charge.

Corporate Services - Court Services

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Restated	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	5,464	6,074	6,583	6,683	7,178	495	7.4%	7,493	8,396	8,823
Program Specific Expenses	802	1,046	1,264	1,264	1,264		0.0%	1,264	1,264	1,264
Professional Contracted Services	704	873	851	851	889	38	4.5%	889	889	889
General Expenses	718	543	675	675	682	7	1.1%	686	702	706
Occupancy Costs	(4)	(20)								
Minor Capital	34	72	28	28	28		0.0%	41	93	106
Expenditures	7,717	8,587	9,400	9,500	10,041	540	5.7%	10,372	11,344	11,788
Financing Costs and Reserves										
Financing Costs	385	276	353	353	327	(26)	-7.3%	323	324	324
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	385	276	353	353	327	(26)	-7.3%	323	324	324
Gross Expenditures	8,102	8,864	9,754	9,854	10,368	514	5.2%	10,695	11,668	12,112
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges	(15,199)	(15,526)	(16,540)	(16,602)	(16,602)		0.0%	(16,768)	(17,103)	(17,274)
Go Transit	35	18	38	38	38		0.0%	39	39	40
Victim Fine Surcharge	2,493	2,491	2,293	2,274	2,274		0.0%	2,297	2,343	2,367
Dedicated Fines	104	79	157	156	156		0.0%	158	161	162
Devolved Payables	1,998	2,156	2,589	2,574	2,574		0.0%	2,601	2,653	2,679
York Region Bylaw	243	261	294	294	294		0.0%	297	303	306
Area Municipalities Bylaw	378	491	573	570	570		0.0%	575	587	593
Development Charges										
Contribution from Reserves	(90)									
Third Party Recoveries										
Revenues	(10,040)	(10,030)	(10,595)	(10,695)	(10,695)		0.0%	(10,802)	(11,018)	(11,128)
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	8,102	8,864	9,754	9,854	10,368	514	5.2%	10,695	11,668	12,112
Tax Levy	(1,938)	(1,166)	(842)	(842)	(327)	514	61.1%	(107)	650	984
% Change								67.4%	708.4%	51.4%

Budget Change Explanations 2012

Corporate Services - Court Services

2012 (in \$000's)

Budget Change Explanations (2012/2011)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		9,854		(842)		0.0
Base						
Court Services						
Wage adjustments		264	2.7	264	31.4	
Professional Services	Increase cost of translation services 12%	38	0.4	38	4.5	
General Expenses		23	0.2	23	0.2	
Base		325	3.3	325	38.6	0.0
Reductions/Efficiencies						
Court Services						
General Expenses	Postage and Office Equipment Lease decrease	(20)	-0.2	(20)	0.2	
Insurance		(26)	-0.3	(26)	0.3	
Reductions/Efficiencies		(46)	-0.5	(46)	5.4	0.0
Total Base Change		279	2.8	279	33.2	0.0
Growth						
Court Services						
Respond to customer service needs and reduce wait time		157	1.6	157	18.6	2.0
Respond to disclosure requests in a timely manner (Charter Right)		78	0.8	78	9.3	1.0
Total Growth Approved		235	2.4	235	27.9	3.0
2012 Departmental Budget (including Contribution to Capital)		10,368	5.2	(327)	61.1	3.0

Budget Change Explanations 2013

Corporate Services - Court Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		10,368		(327)		
Base						
Court Services						
Fines Revenue				(106)	-32.5	
Wage adjustments		158	1.5	158	48.2	
Base		158	1.5	51	15.7	0.0
Reductions/Efficiencies						
Court Services						
Financing Costs		(4)	-0.0	(4)	-1.2	
Reductions/Efficiencies		(4)	-0.0	(4)	-1.2	0.0
Total Base Change		154	1.5	47	14.5	0.0
Growth						
Court Services						
Respond to increasing workload in Court Administration		173	1.7	173	52.9	2.0
Total Growth Request		173	1.7	173	52.9	2.0
2013 Departmental Request (including Contribution to Capital)		10,695	3.2	(107)	67.4	2.0

Budget Change Explanations Outlook Years 2014/2015

Corporate Services - Court Services

	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital)	10,695	(107)	11,668	650
Base				
Court Services				
Fines Revenue				
Revenue increases: 2014 - 2%, 2015 - 1%		(216)		(110)
Wage adjustments	202	202	227	227
Financing Costs	1	1		
Insurance allocation increase				
Base	203	(13)	227	117
Growth				
Court Services				
Address the need to open additional courtrooms in 2014	770	770	217	217
Growth	770	770	217	217
Total Annual Incremental Budget Pressures	973	757	444	334
Total Annual Budget Request	11,668	650	12,112	984

Corporate Services - Court Services

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)	(\$)
<u>Court Services</u>					
Court Administration Clerks - Customer Service	2.0	G	157	157	
Prosecution Clerk	1.0	G	78	78	
Total Permanent FTEs	3.0		235	235	

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)	(\$)
<u>Court Services</u>					
Court Administration Clerks	2.0	G	173	173	
Total Permanent FTEs	2.0		173	173	

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)	(\$)
<u>Court Services</u>					
Court Reporters (2 FTE - 2014 and 1 FTE - 2015)	3.0	G	255	255	
Court Administration Clerks (2 FTE - 2014)	2.0	G	177	177	
Prosecution Clerk (1 FTE - 2014)	1.0	G	89	89	
Prosecutors (2 FTE - 2014 and 1 FTE - 2015)	3.0	G	383	383	
Admin Clerk Secretary (1 FTE - 2014)	1.0	G	78	78	
Total Permanent FTEs	10.0		982	982	

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
 No

Financial Items

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
						\$	%			
Expenditures										
Corporate Initiatives	639	(2,424)	1,300	1,300	1,310	10	0.8%	1,320	1,300	1,310
Expenditures	639	(2,424)	1,300	1,300	1,310	10	0.8%	1,320	1,300	1,310
Financing Costs and Reserves										
Working Capital	2,462	(327)	1,000	1,000	2,967	1,967	196.7%	3,964	4,460	4,632
Insurance	3,333	6,703	5,262	5,262	2,900	(2,362)	-44.9%	3,050	3,132	3,200
Asset Replacement										
Debt Reduction Strategy	11,801	11,801	11,801	11,801	11,801		0.0%	11,801	11,801	11,801
Capital Replacement Reserve	15,212	22,574	30,135	30,135	38,029	7,894	26.2%	46,281	54,689	63,265
Reserves - Supplementary Tax	17,996	6,400	9,000	9,000	14,700	5,700	63.3%	14,000	16,500	19,300
Corporate Contingency	1,507	5,888	(540)	(540)	11,548	11,138	2238.5%	14,338	11,370	11,552
Financing Costs and Reserves	52,311	53,039	56,658	56,658	81,945	24,337	43.0%	93,434	101,952	113,750
Gross Expenditures	52,950	50,615	57,958	57,958	83,255	24,347	42.0%	94,754	103,252	115,060
Revenues										
Fees and Charges			(10)	(10)	(10)			(10)	(10)	(10)
Supplementary Tax	(17,996)	(16,765)	(9,000)	(9,000)	(14,700)	(5,700)	63.3%	(14,000)	(16,500)	(19,300)
Contribution from Reserves	(4,878)	(6,703)	(5,509)	(5,509)	(4,811)	698	-12.7%	(6,630)	(6,488)	(6,691)
Eliminate Reliance on Reserve Fund	1,000		(900)	(900)		900	-100.0%	900	1,758	
Revenues	(21,874)	(23,468)	(15,419)	(15,419)	(19,521)	(4,102)	26.6%	(19,740)	(21,240)	(26,001)
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	52,950	50,615	57,958	57,958	83,255	24,347	42.0%	94,754	103,252	115,060
Tax Levy	31,076	27,147	42,539	42,539	63,734	20,245	47.6%	75,014	82,012	89,059
% Change								19.5%	9.3%	8.6%

GTA Pooling, Boards & Authorities (excluding Conservation Authorities)

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Budget	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Go Transit	10,355	6,979	2,500	2,500	2,500		0.0%	2,500	2,500	2,500
Hospital Capital Funding	12,000	12,200	12,706	12,706	13,071	365	2.9%	13,319	13,585	13,871
Property Assessment (MPAC)	14,327	14,937	15,702	15,702	16,400	698	4.4%	16,900	17,400	17,900
GTA Pooling	52,889	39,666	26,400	26,400	13,200	(13,200)	-50.0%			
Expenditures	89,571	73,781	57,308	57,308	45,171	(12,137)	-21.2%	32,719	33,485	34,271
Financing Costs and Reserves										
Financing Costs										
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves										
Gross Expenditures	89,571	73,781	57,308	57,308	45,171	(12,137)	-21.2%	32,719	33,485	34,271
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges	(1,365)	(2,363)	(2,500)	(2,500)	(2,500)		0.0%	(2,500)	(2,500)	(2,500)
Contribution from Reserves										
Third Party Recoveries										
Revenues	(1,365)	(2,363)	(2,500)	(2,500)	(2,500)		0.0%	(2,500)	(2,500)	(2,500)
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	89,571	73,781	57,308	57,308	45,171	(12,137)	-21.2%	32,719	33,485	34,271
Tax Levy	88,206	71,418	54,808	54,808	42,671	(12,137)	-22.1%	30,219	30,985	31,771
% Change								-29.2%	2.5%	2.5%

Non-Program Items

Budget Change Explanations 2012

GTA Pooling, Boards & Authorities (excluding Conservation Authorities)		2012 (in \$000's)				FTE
		Gross		Net		
Budget Change Explanations (2012/2011)						
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		57,308	100.0	54,808	100.0	0.0
Base						
Hospital Capital Funding at Assessment Growth of 2.7%		343	0.6	343	0.6	
Base		343	0.6	343	0.6	0.0
Mandatory/Legislated						
Property Assessment (MPAC)		698		698		
GTA Pooling		(13,200)		(13,200)	-24.1	
Mandatory/Legislated		(12,502)	-21.8	(12,502)	-22.8	0.0
Total Base Change		(12,159)	(21.2)	(12,159)	(22.2)	0.0
2012 Approved Departmental (including Contribution to Capital)		45,149	-21.2	42,649	-22.2	0.0

Non-Program Items

Budget Change Explanations 2013

GTA Pooling, Boards & Authorities (excluding Conservation Authorities)		2013 (in \$000's)				
Budget Change Explanations (2013/2012)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		45,149		42,649		
Base						
Hospital Capital Funding at Assessment Growth of 1.9%		248	0.5	248	0.6	
Base		248	0.5	248	0.6	0.0
Mandatory/Legislated						
Property Assessment (MPAC)		500	1.1	500	1.2	
GTA Pooling		(13,200)	-29.2	(13,200)	-31.0	
Mandatory/Legislated		(12,700)	-28.1	(12,700)	-29.8	0.0
Total Base Change		(12,452)	-27.6	(12,452)	-29.2	0.0
2013 Departmental Request (including Contribution to Capital)		32,697	72.4	30,197	70.8	0.0

Budget Change Explanations Outlook Years 2014/2015

Department	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital) Base	32,697	30,197	33,463	30,963
Hospital Capital Funding at Assessment Growth @ 2.0% (2014) & 2.1% (2015)	266	266	285	285
Base	266	266	285	285
Mandatory/Legislated				
Property Assessment (MPAC)	500	500	500	500
Mandatory/Legislated	500	500	500	500
Total Annual Incremental Budget Pressures	766	766	785	785
Total Annual Budget Request	33,463	30,963	34,248	31,748

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Departmental Description

The Conservation Authorities provides conservation, restoration, development and management of natural resources other than gas, oil, coal and material in the jurisdiction of the Regional Municipality of York for which they are responsible. Lake Simcoe Region Conservation Authority (LSRCA) and Toronto and Region Conservation Authority (TRCA) share this responsibility.

Mission/Vision

LSRCA

To provide leadership in the protection and restoration of the environmental health and quality of Lake Simcoe and its watershed with our community, municipal and other government partners.

TRCA

To work with our partners to ensure that *The Living City* is built upon a natural foundation of healthy rivers and shorelines; greenspace and biodiversity; and sustainable communities.

Mandate

The Conservation Authorities provide programs and services within four areas of focus:

- Science and Research
- Protection and Restoration
- Education and Outreach
- Program Support

Description of major program areas undertaken by each Conservation Authority are outlined below

Lake Simcoe Region Conservation Authority (LSRCA)

Planned Initiatives for 2011 and 2012

Basin Wide Initiatives

Planned Initiatives:

- In 2011 the Authority completed the Stormwater Management Master Plan Guidance Document for the Region and lower tier municipalities. Efforts in 2012 will be to work with the local municipalities to ensure that the Master Stormwater Management Plans are initiated and completed prior to 2015 to be in compliance with the Provincial Legislation and Lake Simcoe Protection Plan (LSPP). In 2011 the Authority completed an In-Stream Flow Target Methodology in accordance with Provincial Legislation and Lake Simcoe Protection Plan (LSPP).
- In 2012 the Authority will be piloting the methodology on the Maskinonge River one of the most impacted watercourse in the Lake Simcoe watershed.
- Develop a Phosphorus Trading Program within the Lake Simcoe Basin. This is a three year initiative from 2012 to 2015 and will involve provincial and municipal governments and watershed stakeholders. It will save municipality's time and money associated with servicing while deriving environmental benefits within the watershed.
- Development and monitoring of new Best Management Practices (BMP's) for Phosphorus Control: 2 projects Aurora Engineered Wetland, Phoslock™ Application in the West Holland River.
- Climate change modeling was completed in 2011 both to assess future changes in water balance and water quality to ground and surface waters. Based on the results a Risk Management and Climate Change Adaptation Strategy will be developed in collaboration with the Region of York and the local municipalities. The study is a two year initiative from 2012 to 2014.
- Low Impact Development (LID's) Demonstration Site. A development showcasing LID's is being planned in cooperation with the private sector. The site will be used as a pilot to test the efficacy of LID technologies for water quality and quantity. This is a five year program initiating in 2012 to be completed by or before 2017.

Base Drivers:

- Municipal requirements under provincial legislation (LSPP).
- Economic benefits and cost saving associated with new technologies and process to target investment to the most cost beneficial works.
- Provides a framework for more sustainable growth opportunities within the Region.
- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Key Challenges:

- Regional Growth – both from development and infrastructure.
- Significant uncertainty and risk associated with climate change. Identifying the impacts and understanding the significance of changes is necessary before recommending adaptation measures.

Service Challenges:

- Provincial legislation – adapting to requirements of the LSPP.
- Involves a large number of diverse stakeholders, and representation from all levels of government.

Natural Heritage Mapping

Planned Initiatives:

- Mapping updates and refinements to support Natural Hazard Mapping.

Base Drivers:

- Continued refinement of regulation area for developing areas of York Region.
- Provide accurate data and information for York Region infrastructure projects.

Key Challenges:

- Regional growth – both from development and infrastructure (both new and replacement).

Service Challenges:

- Infrastructure and development happening at rapid pace – need to respond with current data to support .
- Responding to new and emerging requirements as defined in the Lake Simcoe Protection Plan and subsequent requirements.

LEAP (Stewardship/Restoration)

Planned Initiatives:

- Continued delivery of the LEAP program throughout the Lake Simcoe watershed, with specific focus on the following:
 - East Holland River Restoration Project
 - Maskinonge River Restoration Project
 - Drinking Water Source Protection Early Actions Program
 - Lake Simcoe Clean-Up Fund projects
- Refinement of eligible projects and funding categories to increase program uptake.

Base Drivers:

- Increased interest in program leads to opportunities for more projects.
- Opportunity to leverage funding from other partners (federal and provincial government, Lake Simcoe Conservation Foundation, etc.).

Key Challenges:

- Projects to be undertaken in the urban sector are more expensive to implement.
- Partner funding is time bound leading to a “rush” on project completion.

Service Challenges:

- Quick turn around on projects leads to some inflated pricing from contractors.

Natural Hazard Mapping

Planned Initiatives:

- Ongoing refinement and updating of existing mapping.
- Developing advanced hydrology / hydraulic modeling for watercourses.

Base Drivers:

- Continued refinement of regulation area for developing areas of York Region.
- Provide accurate data and information for York Region infrastructure projects.

Key Challenges:

- Regional growth – both from development and infrastructure (both new and replacement).
- Climate change in hazard mapping.

Service Challenges:

- Infrastructure and development happening at rapid pace – need to respond with current data to support.
- Responding to new and emerging requirements as defined in the Lake Simcoe Protection Plan and subsequent requirements.

Subwatershed Planning

Planned Initiatives:

- Complete the short-term 1-5 year implementation plans in cooperation with external stakeholders.
- Refine resource targets and identify roles and responsibilities, funding sources, and lead agencies to complete works.
- Develop the tools and framework for reporting progress to municipalities and stakeholders. Monitor and report implementation progress.
- Develop tool that facilitates prioritization of identified BMP opportunities.

- Develop new monitoring parameters to address economic and social conditions associated with the subwatershed plan implementation.
- Identify any data gaps or implementation deficiencies and adapt the plans accordingly.

Base Drivers:

- Municipal requirements under provincial legislation (ORMCP, and LSPP).
- Economic benefits and cost saving associated with new technologies and process to target investment to the most cost beneficial works.
- Provides a framework for more sustainable growth opportunities within the Region.
- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Key Challenges:

- Regional growth and land use changes continue.
- Resources needed to implement changes are limited.

Service Challenges:

- Involves a large number of diverse stakeholders, and representation from all levels of government.
- Competition of interests within the government agencies and stakeholder groups.
- Provincial legislation – adapting to the changing requirements of the LSPP.

Watershed Monitoring

Planned Initiatives:

- Continued monitoring of water quality and quantity of tributaries entering Lake Simcoe (22 sites).
- Continue monitoring of aquatic indicators at 50 sites within the watershed. Results are used for making informed land use decisions and assist in environmental assessments.
- Continue near-shore monitoring of Lake Simcoe.
- Continue groundwater monitoring for quality and quantity of 13 sites.
- Continue monitoring of the effectiveness of 3 new BMP's associated with urban projects.
- Continue to monitor climate stations (3 stations) and rainfall/atmospheric deposition (9 stations) within the watershed.
- Report monitoring results through Report cards, newsletters and technical reports.

Base Drivers:

- Municipal requirements under provincial legislation (ORMCP, and LSPP).
- Economic benefits and cost saving associated data available for municipal studies associated with EA's.
- Provides a framework for more sustainable growth opportunities within the Region.

- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Key Challenges:

- Laboratory costs for analysis continue to increase.
- Provincial laboratory resources have declined.
- Demand from the public for immediate results and real time data.

Service Challenges:

- Data requests have significantly increased from previous years.
- Provincial legislation – adapting to the changing requirements of the LSPP.

Conservation Area Management Planning

Planned Initiatives:

- Complete management plan for Holland Landing Conservation Area (East Gwillimbury) and Rogers Reservoir Conservation Area (East Gwillimbury).
- Begin management plans for Thornton Bales Conservation Area (King).
- Complete management statements for two low-use conservation areas (eg. Pottageville Swamp, Tyrwhitt, etc.).
- Complete Baseline Document Reports (BDRs), management plans, and/or management statements on newly acquired land as necessary.

Base Drivers:

- Currently managing many Conservation Areas within York utilizing outdated or non-existing management plans.
- Need to develop management plans in order to establish long- and short-term goals, and to develop strategies by which the goals can be achieved.

Key Challenges:

- The demands of a growing population for greater variety and more modern conveniences, as well as clean, safe and attractive sites, places a greater demand on the conservation authority to meet these changing needs, especially in more urban settings.

Service Challenges:

- Limited resources available to meet the needs/desires of the growing population, particularly in York Region.

Flood Forecast and Warning

Planned Initiatives:

- Updating modeling tools for improved flood forecasting including lake level monitoring.
- Updating the Emergency Response System based on the improved tools.

Base Drivers:

- Authority is required to provide this service under provincial legislation (Cons. Auth. Act).
- Improved capacity to manage risk and reduce the potential for loss of life and property.
- Continues to improve the health and quality of the environment in York Region promoting enhanced quality of life for Regional residents.

Key Challenges:

- Regional growth and land use changes continue.
- Climate change currently represents a potential unknown risk.

Service Challenges:

- Dealing with the Trent Severn Waterways Commission and revisions to the Lake Simcoe management protocol.

Toronto Region Conservation Authority (TRCA)

Program/Project	General Activity	Detail
Watershed/Subwatershed Planning	<p>Aimed at maintaining state-of-the-art planning tools and advancing the science necessary to guide growth and ensure a robust, diverse, and healthy natural environment in the face of urbanization and climate change. Watershed, subwatershed and catchment or neighbourhood planning assists with understanding the implications for growth and defining retrofit needs and opportunities. Mapping for regulatory and planning responsibilities will be maintained and policies will be prepared to assist municipalities with Official Plan updates and amendments</p>	<ol style="list-style-type: none"> 1. Aquatic System Priority Planning 2. Climate Change Research and Adaptation 3. Headwaters Small Tributaries Guidelines 4. Sustainable Neighbourhood Retrofit Action Plan – York/Rouge 5. Water Management Analysis and Guidelines 6. Watershed Plan Updates and Follow-up Projects
Flood Forecasting/Warning	<p>To reduce the risk to both life and property caused by flooding and erosion. Flood risk assessment and emergency planning is a priority. Maintaining flood control assets in good repair and meeting regulatory requirements.</p>	<ol style="list-style-type: none"> 1. Flood Forecasting and Warning System 2. Large Dams, Capital Works 3. Small Dams and Flood Control Facilities, Capital Works 4. Watershed Erosion Monitoring and Maintenance Program 5. York Growth O.P. Impact Hydrology Project
Erosion Control	<p>Monitor existing erosion sites and control structures within York Region to expand TRCA's <i>Stream Erosion and Infrastructure Database</i> (formerly <i>Erosion Site and Control Structures Database</i>). Identify new erosion sites and include in database for future monitoring. Develop annual priority list for remedial and maintenance works. Carry out maintenance of protective works as required maintaining existing infrastructure; conducting Class Environmental Assessments (Class EAs) for priority erosion sites to develop a preferred remedial measure of erosion control.</p>	<ol style="list-style-type: none"> 1. Ongoing monitoring and prioritization of remedial and maintenance works as in 2011. As of June 2011, the top priority site is the East Humber River upstream of Langstaff Road, where river migration is causing extensive damage to and existing trail and adjacent infrastructure. 2. Long-term solution to be developed through the Class EA for Remedial Flood and Erosion Control Works, commencing in 2011.

Program/Project	General Activity	Detail
Groundwater management	York/Peel/Durham/Toronto Groundwater Project is the lead in groundwater management science for the 4 regions in TRCA jurisdiction. The provision of data accessible via the internet for water well and borehole information and improved management of groundwater basin-wide initiatives that is useful for a variety source protection, environmental assessments and water supply studies.	<ol style="list-style-type: none"> 1. Regular maintenance and upgrades necessary to maintain the quality and usefulness of the effort 2. Groundwater flow model updated to include water recharge to the aquifers 3. Outputs incorporated into Official Plans and Conservation Authority policies for improved management of groundwater
Watershed monitoring	A comprehensive, integrated, and coordinated approach to environmental monitoring.	<ol style="list-style-type: none"> 1. Compilation of information to establish benchmarks from which trends can be detected 2. Data management and mapping services are provided to municipalities 3. Contribution to York Region's environmental reporting and provides information for infrastructure projects 4. West Nile Virus is also monitored in stormwater ponds and natural wetlands. This information is provided to the municipality to assist in detection and sickness prevention strategies 5. Regional Watershed Monitoring Program
Regional Flood Hazard Mapping	To ensure the appropriate management of natural hazards. The main objective is to reduce the risk to both life and property caused by flooding and erosion.	<ol style="list-style-type: none"> 1. Update and maintain current flood line maps for the management of hazard lands 2. Preparation and update of generic regulation 3. Development and maintenance of flood vulnerable databases 4. Inform development review and permitting responsibilities 5. Ensure the appropriate management of natural hazards i.e. <ul style="list-style-type: none"> •Regulation Line Mapping Technical Updates •TRCA Flood Line Mapping Program •Growth Management and Specialized Planning Studies •Regulation and Planning Policy Update Special Policy Areas (Flood Risk Assessment and Emergency Planning)

Program/Project	General Activity	Detail
<p>Natural Heritage Mapping</p>	<p>Ensures that expertise, new information, and advances in science continue to be state-of-the-art, defensible and responsive to the specific needs of municipalities. Provides data to be used in development review or environmental assessments. Provides support to municipalities on natural heritage systems planning and implementation efforts</p>	<ol style="list-style-type: none"> 1. Accessibility to data for specific partner initiatives in growth areas, and greening strategies 2. The provision of specialized expertise for species recovery plans, invasive species management, urban forest assessment for climate change mitigation, and field inventory of 1,000 hectares annually 3. Terrestrial Natural Heritage Program
<p>Stewardship</p>	<p>Two major components:</p> <ol style="list-style-type: none"> a) Natural Heritage Regeneration and b) Stewardship <p>Natural Heritage Regeneration is aimed at implementing habitat restoration recommendations from planning documents such as watershed plans and fisheries management plans.</p> <p>The Stewardship Program has several projects aimed at increasing public awareness on environmental issues to change public attitudes and behaviours resulting in more sustainable communities.</p>	<p>Regeneration: Don River</p> <ul style="list-style-type: none"> • Don River Valley and Stream Restoration Program • Richmond Hill Planting Partnership – Don • Upper Don River Stewardship <p>Regeneration: Duffins Creek</p> <ul style="list-style-type: none"> • Duffins-Carruthers Community Stewardship <p>Regeneration: Humber River</p> <ul style="list-style-type: none"> • Humber River Watershed Habitat Implementation Plan • Lake Wilcox Habitat Improvement • William Granger Greenway • York Community Environmental Enhancements Projects • Richmond Hill Planting Partnership- Humber <p>Regeneration: Rouge River</p> <ul style="list-style-type: none"> • Richmond Hill Planting Partnership – Rouge • Rouge Watershed Plan Implementation • York Children's Water Festival • Rouge Community Events <p>The Stewardship program consists of the following components:</p> <ol style="list-style-type: none"> i. Stewardship, ii. Outreach Education, iii. Sustainable Technology, iv. Sustainable Communities, and v. Watershed Wide Stewardship. <p>The Stewardship component includes the following projects:</p> <p>Stewardship</p> <ul style="list-style-type: none"> • Family Nature Events • Healthy Yards • Multicultural Environmental Stewardship Program • Environmental Youth Corps • Rural Clean Water Program <p>Outreach Education</p> <ul style="list-style-type: none"> • Aquatic Plants Program • Watershed on Wheels • Yellow Fish Road <p>Sustainable Technology</p> <ul style="list-style-type: none"> • Sustainable Technologies Evaluation <p>Sustainable Communities</p> <ul style="list-style-type: none"> • Sustainable House Programming • Community Transformation Partnership <p>Watershed Wide Stewardship</p> <ul style="list-style-type: none"> • Managing TRCA Hazard Trees

		<ul style="list-style-type: none"> • Private Land Stewardship • Bioregional Seed Crop Monitoring and Collection • Reforestation for Biodiversity • Habitat for Wildlife • Canada Goose Management
Program/Project	General Activity	Detail
Conservation Land Care	<p>It is essential that TRCA properties are managed in a manner that will achieve The Living City vision, which is a broader corporate initiative. All properties, regardless of the intensity of public use, require annual inspection, fence repairs, clean-up, signage, resource management, general care, and cost TRCA in taxes and insurance. TRCA properties in York Region include about 5,600 hectares covering resource management tracts, trails, conservation areas, nature reserves and lands adjacent to active use facilities such as Kortright Centre for Conservation.</p>	<ol style="list-style-type: none"> 1. Conservation Land Care 2. Cultural Heritage Master Plan
Kortright Centre Retrofit	<p>For over 35 years the Kortright Centre has been Canada's leading centre for environmental education. With over 120,000 visitors annually, including 70,000 students, the Kortright Centre has played, and continues to play, a key role in educating generations of youth and adults about nature, the environment and sustainability. Kortright is a tourist attraction for the Region. However Kortright's reputation and its \$1.5 million educational operation is in jeopardy if the serious structural and mechanical issues with the Visitors Centre are not addressed immediately.</p> <p>The retrofit will also rejuvenate the visitors centre to become an integrated gateway designed to inform the visitors about the outdoor opportunities and entice them to get outside and experience, explore and discover the unique natural, cultural, historical, and built splendours found throughout the 250 hectares that make up the Kortright property.</p>	<p>In 2011 we are replacing the existing HVAC system with advanced ground source heat pump and new central fresh air ventilation system</p> <p>Replace windows on mezzanine level.</p> <p>2012: Re-skinning of building shell</p> <p>Replace exterior siding</p> <p>Replace existing roof with recycled steel roofing; Upgrade wall, roof and floor insulation, Air Sealing - Upgrade windows & doors</p> <p>2013: Complete Structural Retrofit - Replace the Woodland glass pavilion to become a four season extension of the main building which will provide improved healthy student luncheon facilities, new staffing offices, and improved community meeting facilities.</p> <p>2014: Design and implement a 25 kw roof mount Photovoltaic system</p> <p>Phase Four - Re-organize the interior areas to improve the functionality of the centre and enhance exhibit, washrooms and classroom areas for student and family visitors.</p>

	2008 Actual	2009 Actual	2010 Actual	2011 Restated	2012 Approved	Variance	%	2013 Outlook	2014 Outlook	2015 Outlook
LSRCA										
General Operating Levy	1,388	1,471	1,570	1,744	2,058	314	18.0%	2,142	2,243	2,351
Special Capital Levy										
Natural Hazard Mapping	71	67	29	44	46	2	4.5%	48	50	53
Natural Heritage Mapping			40	50	53	3	6.0%	55	58	61
Flood/Forecasting/Warning	11	66	68	69	97	28	40.6%	101	106	111
LSEMS co-ordination & communication	113	114								
ORMCP	250	253								
Watershed Monitoring	299	244	310	323	337	14	4.3%	351	367	385
Lake Simcoe Protection Plan			117	120	126	6	5.0%	131	137	144
Watershed Special Studies (LEAP)	420	432	440	445	449	4	0.9%	467	489	513
Conservation Area Management	63	62	64	65	65	0	0.0%	68	71	74
Conservation Area Development					18	18		18	19	19
Program Information Management					10	10		10	10	11
CA Moraine Coalition	5	5	5	5	5	0	0.0%	5	5	6
Groundwater Man./Basin-wide initiative	72	231	179	180	188	8	4.4%	196	205	215
Watershed/Subwatershed Planning			256	256	256	0	0.0%	266	279	292
	1,304	1,474	1,508	1,557	1,650	93	6.0%	1,717	1,797	1,883
Total Operating & Capital	2,692	2,945	3,078	3,301	3,708	407	12.3%	3,859	4,040	4,234
Other Expenditures										
Reforestation	50	50	50	40	40	0	0.0%	40	40	40
Forgivable loan - Administrative Building	224	224	224	224	224	0	0.0%	224	224	224
	274	274	274	264	264	0	0.0%	264	264	264
Total Gross Expenditures	2,966	3,219	3,352	3,565	3,972	407	11.4%	4,123	4,304	4,498
Funded by:										
Tax Levy	(1,662)	(1,745)	(1,844)	(2,008)	(2,322)	(314)	15.6%	(2,406)	(2,507)	(2,615)
Rates - Water	(884)	(1,042)	(951)	(992)	(1,075)	(83)	8.4%	(1,119)	(1,171)	(1,226)
Rates - Wastewater	(420)	(432)	(557)	(565)	(575)	(10)	1.8%	(599)	(627)	(657)
Total Funding	(2,966)	(3,219)	(3,352)	(3,565)	(3,972)	(407)	11.4%	(4,123)	(4,304)	(4,498)

	2008 Actual	2009 Actual	2010 Actual	2011 Restated	2012 Approved	Variance	%	2013 Outlook	2014 Outlook	2015 Outlook
TRCA										
General Operating Levy	2,436	2,673	3,105	3,209	3,877	668	20.8%	4,096	4,289	4,495
Special Capital Levy										
Natural Hazard Mapping	95	96	200	200	100	(100)	-50.0%	104	109	114
Natural Heritage Mapping	81	121	127	127	127	0	0.0%	132	138	145
Flood/Forecasting/Warning	192	255	205	205	205	0	0.0%	213	223	234
Erosion Control					100	100		100	100	100
Watershed Monitoring	313	300	315	315	315	0	0.0%	328	343	360
Stewardship	561	710	715	715	745	30	4.2%	776	812	851
Groundwater Management	125	125	125	125	125	0	0.0%	130	136	143
ORMCP	172	259								
Watershed/Subwatershed Planning			328	328	298	(30)	-9.1%	310	325	340
Kortright Campus				127	242	115	90.6%	252	264	276
	1,539	1,866	2,015	2,142	2,257	115	5.4%	2,345	2,451	2,564
Total Operating & Capital	3,975	4,539	5,120	5,351	6,134	783	14.6%	6,442	6,740	7,059
Other Expenditures										
Reforestation	50	50	50	50	50	0	0.0%	40	40	40
Urban Canopy		173	120	120	120	0	0.0%			
Kortright Centre	250	250	250			0	-			
	300	473	420	170	170	0	0.0%	40	40	40
Total Gross Expenditures	4,275	5,012	5,540	5,521	6,304	783	14.2%	6,482	6,780	7,099
Funded by:										
Tax Levy	(2,486)	(2,896)	(3,275)	(3,379)	(4,047)	(668)	19.8%	(4,136)	(4,329)	(4,535)
Rates - Water	(978)	(1,156)	(972)	(1,099)	(1,214)	(115)	10.5%	(1,260)	(1,314)	(1,372)
Rates - Wastewater	(561)	(710)	(1,043)	(1,043)	(1,043)	0	0.0%	(1,086)	(1,137)	(1,191)
Reserves	(250)	(250)	(250)	0	0	0	-			
Total Funding	(4,275)	(5,012)	(5,540)	(5,521)	(6,304)	(783)	14.2%	(6,482)	(6,780)	(7,099)

Conservation Authorities

Financial Summary

	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change		2013 Outlook	2014 Outlook	2015 Outlook
						\$	%			
Expenditures										
Salaries and Benefits										
Program Specific Expenses										
Professional Contracted Services										
General Expenses										
Occupancy Costs										
Minor Capital										
Expenditures										
Financing Costs and Reserves										
Financing Costs	4,618	5,700	5,177	5,177	6,159	982	19.0%	6,462	6,756	7,070
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	4,618	5,700	5,177	5,177	6,159	982	19.0%	6,462	6,756	7,070
Gross Expenditures	4,618	5,700	5,177	5,177	6,159	982	19.0%	6,462	6,756	7,070
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves	(250)	(565)								
Third Party Recoveries										
Revenues	(250)	(565)								
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	4,618	5,700	5,177	5,177	6,159	982	19.0%	6,462	6,756	7,070
Tax Levy	4,368	5,135	5,177	5,177	6,159	982	19.0%	6,462	6,756	7,070
% Change								4.9%	4.5%	4.6%

Conservation Authority - Lake Simcoe Region Conservation Authority

Divisional Summary										
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$ %		2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits										
Program Specific Expenses										
Professional Contracted Services										
General Expenses										
Occupancy Costs										
Minor Capital										
Expenditures										
Financing Costs and Reserves										
Financing Costs	1,695	1,919	1,968	1,968	2,282	314	16.0%	2,366	2,467	2,575
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	1,695	1,919	1,968	1,968	2,282	314	16.0%	2,366	2,467	2,575
Gross Expenditures	1,695	1,919	1,968	1,968	2,282	314	16.0%	2,366	2,467	2,575
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves		(119)								
Third Party Recoveries										
Revenues		(119)								
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	1,695	1,919	1,968	1,968	2,282	314	16.0%	2,366	2,467	2,575
Tax Levy	1,695	1,800	1,968	1,968	2,282	314	16.0%	2,366	2,467	2,575
% Change							16%	4%	4%	4%

Conservation Authority - Toronto Region Conservation Authority

Divisional Summary										
	\$000's				\$000's					
	2009 Actual	2010 Actual	2011 Forecast	2011 Restated	2012 Approved	Change \$	%	2013 Outlook	2014 Outlook	2015 Outlook
Expenditures										
Salaries and Benefits										
Program Specific Expenses										
Professional Contracted Services										
General Expenses										
Occupancy Costs										
Minor Capital										
Expenditures										
Financing Costs and Reserves										
Financing Costs	2,923	3,781	3,209	3,209	3,877	668	20.8%	4,096	4,289	4,495
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	2,923	3,781	3,209	3,209	3,877	668	20.8%	4,096	4,289	4,495
Gross Expenditures	2,923	3,781	3,209	3,209	3,877	668	20.8%	4,096	4,289	4,495
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves	(250)	(446)								
Third Party Recoveries										
Revenues	(250)	(446)								
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	2,923	3,781	3,209	3,209	3,877	668	20.8%	4,096	4,289	4,495
Tax Levy	2,673	3,335	3,209	3,209	3,877	668	20.8%	4,096	4,289	4,495
% Change							21%	6%	5%	5%

Budget Change Explanations 2012

Conservation Authorities		2012 (in \$000's)				
Budget Change Explanations (2012/2011)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		5,177		5,177		0.0
Base						
Financing		982	19.0	982	19.0	
Base		982	19.0	982	19.0	0.0
Total Base Change		982	19.0	982	19.0	0.0
2012 Approved Departmental (including Contribution to Capital)		6,159	19.0	6,159	19.0	0.0

Budget Change Explanations 2013

Conservation Authorities		2013 (in \$000's)				
Budget Change Explanations (2013/2012)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		6,159		6,159		
Base						
Financing		303	4.9	303	4.9	
Total Base Change		303	4.9	303	4.9	0.0
2013 Departmental Request (including Contribution to Capital)		6,462	4.9	6,462	4.9	0.0

Budget Change Explanations Outlook Years 2014/2015

Conservation Authorities	Outlook Years (in \$000's - Incremental Values)			
	2014 Gross	2014 Net	2015 Gross	2015 Net
Prior Year's Departmental Budget (including Contributions to Capital) Base	6,462	6,462	6,756	6,756
Financing	294	294	314	314
Base	294	294	314	314
Total Annual Incremental Budget Pressures	294	294	314	314
Total Annual Budget Request	6,756	6,756	7,070	7,070

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Organization Objectives & Description

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 and operation of a public transportation system. Its Articles permit YRRTC to:

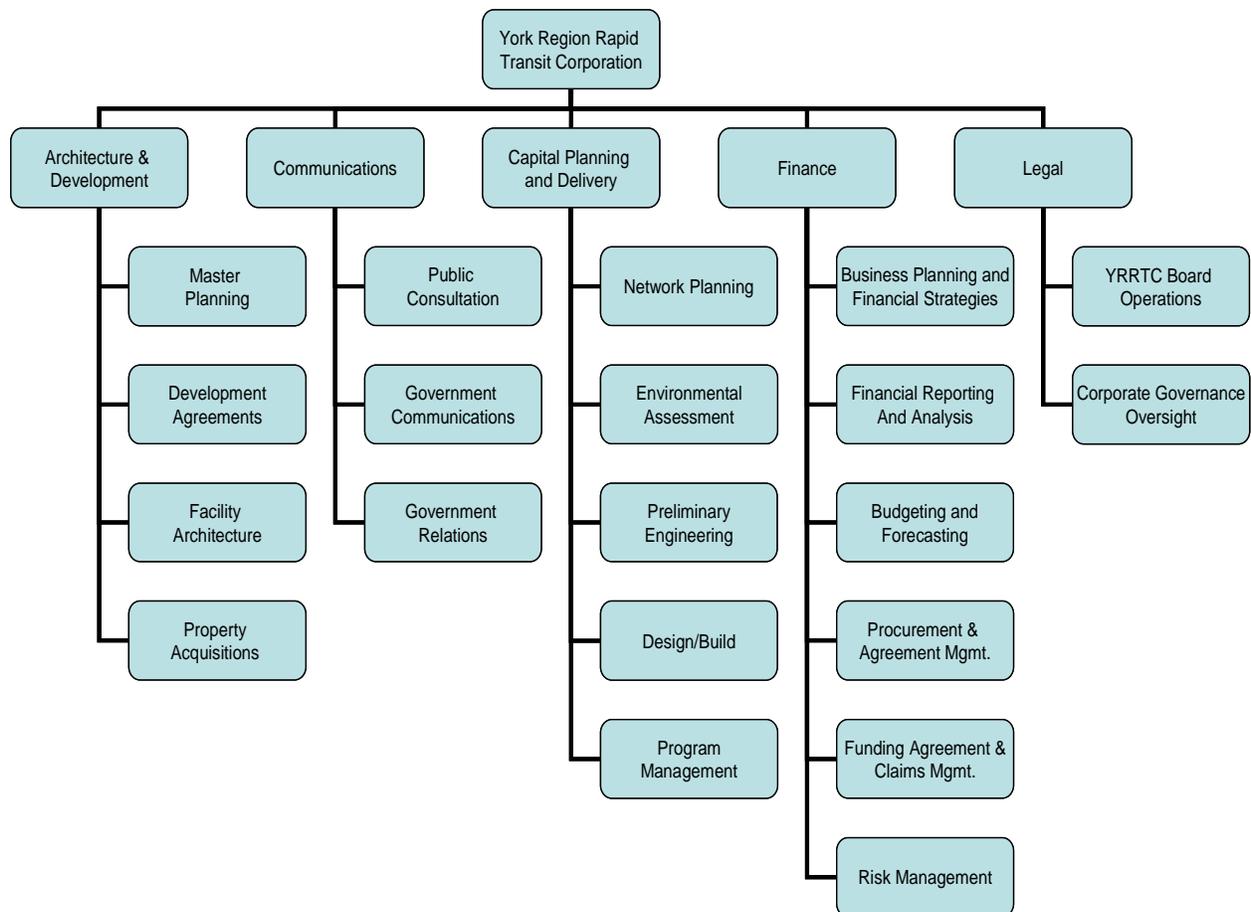
- Operate and maintain a public transportation system.
- Construct and own the system, including the related land and facilities, provided that these facilities are new.
- Undertake transit-related development.
- Sell, lease and encumber related land and facilities.

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.



Strategic Goals 2012 – 2015:

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).

Key Highlights:

2012 Planned Initiatives

- Continue with the implementation of the \$1.82 billion programs funded through Metrolinx, which include the construction of rapidways along Highway 7, Yonge Street and along Davis Drive in Newmarket.
- Construction and delivery of the Operations, Maintenance and Storage facility in the Southern section of York Region.
- Complete the Rapid Transit Vehicles acquisition (31 buses).
- Continue coordination of Spadina Subway activities in York Region.
- Complete The Transportation Master Plan Network Configuration study to establish project priorities and implementation sequencing and alignment.
- Commence implementation of the parking strategy.

2012 Base Drivers

- Annualization of Principle and Interest charges for debentures issued for elements of the capital program that are not funded through senior levels of government, offset by the increased Contribution from Development Charges – Infrastructure reserve.
- 13 new positions (6 FTEs and 7 TFTs), whose costs are recovered from the Capital Programs funded by Metrolinx (Ontario) - \$1.82 billion.

Key Areas of Focus:

With the 2012 planned initiatives, the following items will also be key areas of focus for the organization:

Resource Management

- In 2012, we will commence and continue construction of over \$500 million in capital projects, in addition to procuring all properties required by the funded capital program. We have many funding partners who require involvement, regular reporting, solid claims and capital management. Remaining organizationally lean will need to be balanced with a strong team of professionals to move the projects forward.
- The impact will be amplified by the timeline and completion requirements, as follows:
 - BRT Rapidways and Stations (Metrolinx), \$1.82 billion – delivery by 2020.
 - Terminal, Facilities and Buses (CSIF-FLOW), \$170 million – delivery by 2014.
 - Spadina Subway Extension (TYSSE), \$1.08 billion – delivery by 2015.

Funding of Program Management Efforts for Future, Unfunded Projects

- While the current capital programs being delivered are funded through contribution agreements and other arrangements with senior levels of government, we continue to invest efforts to advance other elements of the system that are not currently funded. Costs associated with such efforts, such as staff time and related expenses, may not be recoverable against capital and may have a tax levy impact on the corporation.
- The scope and scale of the Transportation Master Plan, particular to rapid transit initiatives, will have a larger impact on the tax levy than is seen under the current mandate of the rapid transit office. The longer term network plans for the rapid transit network will need to be updated, prioritized and funded.



York Region Rapid Transit Corporation

Staffing Resources:

	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Permanent FTE's							
Full-Time FTE's (PFT)	27.0	37.4	42.4	64.4	64.4	64.4	62.4
Part-Time FTE's (PPT)	0.0	0.0	0.8	0.8	0.8	0.8	0.8
Total Permanent FTE's	27.0	37.4	43.2	65.2	65.2	65.2	63.2
Net Change *		10.4	5.8	22.0	13.0	13.0	13.0
Casual (FTE Equivalent) **	0.0	1.0	1.0	0.3	0.3	0.3	0.3

Allocated FTEs

The above Staffing Resources Table includes the following FTE allocations:

Department	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Legal Services	0.0	3.4	3.4	4.4	4.4	4.4	4.4
Property Services	8.0	8.0	10.0	10.0	10.0	10.0	10.0
Infrastructure Planning	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transportation	0.0	0.0	0.0	8.0	8.0	8.0	8.0
	8.0	11.4	13.4	22.4	22.4	22.4	22.4

Staffing Resources by Program:

Program #12000

	2009	2010	2011	2012	2013	2014	2015
Permanent FTE's	Budget	Budget	Budget	Approved	Outlook	Outlook	Outlook
Full-Time FTE's (PFT)	19.0	26.0	27.0	30.0	30.0	30.0	30.0
Part-Time FTE's (PPT)	0.0	0.0	0.8	0.8	0.8	0.8	0.8
Total Permanent FTE's	19.0	26.0	27.8	30.8	30.8	30.8	30.8
Net Change *		7.0	1.8	3.0	0.0	0.0	0.0
Casual (FTE Equivalent) **	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Program #12500

	2009	2010	2011	2012	2013	2014	2015
Permanent FTE's	Budget	Budget	Budget	Approved	Outlook	Outlook	Outlook
Full-Time FTE's (PFT)	0.0	0.0	2.0	12.0	12.0	12.0	10.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	0.0	0.0	2.0	12.0	12.0	12.0	10.0
Net Change *		0.0	2.0	10.0	0.0	0.0	-2.0
Casual (FTE Equivalent) **	0.0	0.0	0.3	0.3	0.3	0.3	0.0

YRRTC - York Region Rapid Transit Corporation

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	1,625	2,305	3,202	3,590	5,267	1,677	46.7%	5,267	5,267	5,074
Program Specific Expenses	1									
Professional Contracted Services	443	512	1,335	1,764	1,715	(49)	-2.8%	1,715	1,715	1,715
General Expenses	168	208	320	321	543	222	69.3%	543	543	543
Occupancy Costs		1			780	780		780	780	780
Minor Capital	1	2	15	15	39	24	160.0%	39	39	39
Expenditures	2,239	3,028	4,872	5,690	8,344	2,654	46.6%	8,344	8,344	8,151
Financing Costs and Reserves										
Financing Costs	12,664	13,338	8,500	16,993	15,243	(1,750)	-10.3%	19,529	28,549	34,608
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	12,664	13,338	8,500	16,993	15,243	(1,750)	-10.3%	19,529	28,549	34,608
Gross Expenditures	14,902	16,367	13,372	22,683	23,587	904	4.0%	27,873	36,893	42,759
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges		(1)								
Development Charges		(4,636)	(3,889)	(3,889)	(4,336)	(448)	11.5%	(6,076)	(10,032)	(13,273)
Contribution from Reserves	(2,240)	(2,240)	(2,240)	(2,240)	(2,240)		0.0%	(2,240)	(2,240)	(2,240)
Third Party Recoveries										
Revenues	(2,240)	(6,876)	(6,129)	(6,129)	(6,576)	(448)	7.3%	(8,316)	(12,272)	(15,513)
Negotiated Specific & Recoveries										
Negotiated Specific		1,547	2,530	2,532	3,827	1,295	51.2%	3,790	3,590	3,619
Departmental Charges & Recoveries			(700)	(1,100)	(1,832)	(732)	66.5%	(1,832)	(1,832)	(1,639)
Capital Recoveries		(2,194)	(5,600)	(5,991)	(8,196)	(2,205)	36.8%	(8,150)	(8,160)	(8,170)
Other Recoveries										
Negotiated Specific & Recoveries		(647)	(3,770)	(4,560)	(6,201)	(1,641)	36.0%	(6,192)	(6,401)	(6,190)
Gross Expenditures including Negotiated Specific & Recoveries	14,902	15,720	9,602	18,123	17,386	(737)	-4.1%	21,681	30,491	36,569
Tax Levy	12,662	8,843	3,473	11,994	10,810	(1,184)	-9.9%	13,365	18,219	21,056
% Change								23.6%	36.3%	15.6%

Budget Change Explanations 2012

YRRTC		2012 (in \$000's)				
Budget Change Explanations (2012/2011)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2011 Restated Departmental Budget		18,123	100.0	11,994	100.0	0.0
Base						
Administration						
Professional Services		86	0.5	86	0.7	
General Expenses		79	0.4	79	0.7	
Occupancy Costs		780	4.3	780	6.5	
Negotiated Specifics		1,050	5.8	1,050	8.8	
Minor Capital		24	0.1	24	0.2	
Capital Recoveries		(282)	-1.6	(282)	-2.4	
Communication						
General Expenses		143	0.8	143	1.2	
Capital Recoveries		(732)	-4.0	(732)	-6.1	
Base		1,148	6.3	1,148	9.6	0.0
Reductions/Efficiencies						
Communication						
Professional Services		(135)	-1.1	(135)	-1.1	
Reductions/Efficiencies		(135)	(0.7)	(135)	(1.1)	0.0
Annualization						
Administration						
Salaries and Benefits		642	3.5	642	5.4	3.0
Capital Recoveries		(642)	-3.5	(642)	-5.4	
Financing Costs		(1,750)	-9.7	(2,198)	-18.3	
Negotiated Specifics		246	1.4	246	2.0	2.0
Capital Recoveries		(246)	-1.4	(246)	-2.0	
Communication						
Salaries and Benefits		1,035	5.7	1,035	8.6	10.0
Capital Recoveries		(1,035)	-5.7	(1,035)	-8.6	
Annualization		(1,750)	-9.7	(2,198)	-18.3	15.0
Total Base Change		(737)	(4.1)	(1,185)	(9.9)	15.0
2012 Departmental (including Contribution to Capital)		17,386	-4.1	10,810	-9.9	15.0



York Region Rapid Transit Corporation

Budget Change Explanations 2013

YRRTC		2013 (in \$000's)					
		Gross		Net		FTE	
Budget Change Explanations (2013/2012)		Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)			17,386		10,810		
Base							
Program 12000							
Negotiated Specifics			(37)	-0.2	(37)	-0.3	
Capital Recoveries			46	0.3	46	0.4	
Base			9	0.0	9	0.1	0.0
Annualization							
Program 12000							
Financing Costs			4,286	24.7	2,547	23.6	
Annualization			4,286	24.7	2,547	23.6	0.0
Total Base Change			4,295	24.7	2,556	23.6	0.0
2013 Departmental Request (including Contribution to Capital)			21,681	124.7	13,365	123.6	0.0

Budget Change Explanations Outlook Years 2014/2015

YRRTC	Outlook Years (in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	21,681	13,365	30,491	18,219
Base				
Program 12000				
Negotiated Specifics	(200)	(200)	29	29
Capital Recoveries	(10)	(10)	(10)	(10)
Base	(210)	(210)	19	19
Annualization				
Program 12000				
Financing Costs	9,020	5,064	6,059	2,818
Annualization	9,020	5,064	6,059	2,818
Total Annual Incremental Budget Pressures	8,810	4,854	6,078	2,837
Total Annual Budget Request	30,491	18,219	36,569	21,056

YRRTC

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Program 12000</u>				
Program Manager	1.0	B-A	135	135
Project Specialist	2.0	B-A	246	246
Manager - Finance Operations	1.0	B-A	146	146
Manager - Governance and Compliance	1.0	B-A	146	146
Accounting and Compliance Clerk	1.0	B-A	78	78
Admin Coordinator	1.0	B-A	84	84
Legal Assistant (NS Legal)	1.0	B-A	87	87
<u>Program 12500</u>				
Description of Position Request				
Community Liaison Specialist	2.0	B-A	218	218
Project Manager Communications	1.0	B-A	135	135
Communications Specialist	1.0	B-A	109	109
Graphic Design Specialist	1.0	B-A	84	84
Web and Media Specialist	1.0	B-A	84	84
Total Permanent FTEs		14.0	1,552	1,552

2013 Proposed New Staff Summary

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

2014 and 2015 Proposed New Staff Summary

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

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

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

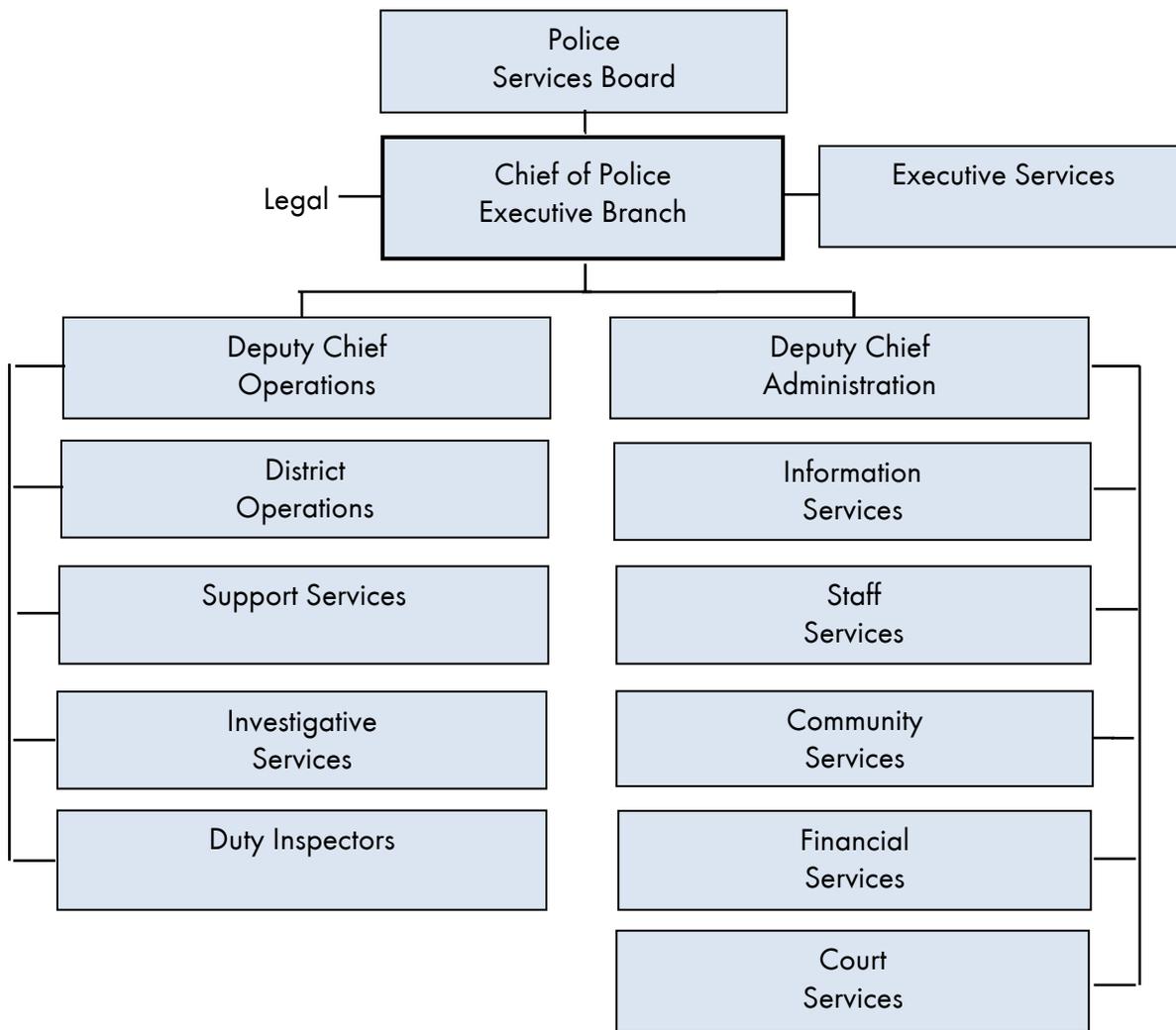
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- Yes
- No

York Regional Police proudly serves its communities through the efforts of its 1,972 members. We maintain headquarters and support facilities in each of our five police districts. Core police services include: crime prevention, law enforcement, victims' assistance, public order maintenance, and emergency response.

Our organizational structure includes an Executive Branch, an Operational Branch and an Administrative Branch which oversee Uniform, Investigative, Support, Information, Financial, Human Resource, Staff Services, Community Services and Court Services.



Mission

"We will ensure our citizens feel safe and secure through excellence in policing."

Vision: "To Make a Difference in our Community"

Values:

- Our People "We foster a work environment of respect, open communication, empowerment and inclusivity"
- Community "We engage our citizens and are dedicated to providing quality service"
- Integrity "We are ethical and respectful in all we say and do"
- Leadership "We are leaders in policing and all lead by example"
- Accountability "We accept responsibility for our actions"
- Competence "We are committed to excellence, professionalism, learning and innovation"
- Teamwork "We succeed by working together and in partnership with our community"

Mandate

Governing all police services, The Police Services Act (Part I section 1) outlines the following declaration of principles:

- The need to ensure the safety and security of all persons and property in Ontario.
- The importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code.
- The need for co-operation between the providers of police services and the communities they serve.
- The importance of respect for victims of crime and understanding of their needs.
- The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.

The Police Services Act (Regulation 3/99, s.30) requires every Police Services Board, in consultation with the Chief of Police, to establish priorities and objectives. The Adequacy Standards Regulation (2000) requires the Police Services Board to prepare a Business Plan at least once every three years. Our 2011-2013 Business Plan outlines the goals and strategies designed to ensure adequate and effective police services for our community. The full version can be found on our website at:

<http://www.yrp.ca/businessplan.aspx>

Base Drivers

- The population of York Region has increased by 46.5 percent over the last ten years
- Strong population and employment growth is expected to continue
- By 2031, approximately 20 percent of the total York Region population will be comprised of seniors
- Immigration accounted for 60 percent of growth in York Region between 2001 and 2006 and will continue to be the main driver of population growth
- York Region's proportion of visible minority residents ranks fourth in the country behind Peel, Toronto and Vancouver
- Significant urban intensification is expected to occur in Regional and local centres and corridors
- Vaughan, Markham and Whitchurch-Stouffville have experienced the greatest levels of population growth with the majority of growth continuing to be concentrated in southern municipalities

Key Challenges

Crime Trends

- Police-reported crime in Canada continues to decline
- Both the severity and the volume of crime in Canada has continued to decrease over the past decade
- York Region's Crime Rate continues to rank amongst the lowest of the largest eight police services in Canada in all three categories of Crimes Against Persons, Crimes Against Property and Total Criminal Code Violations
- York Region's Crime Severity Index scores were significantly lower than provincial and national indexes

Service Challenges

Public Safety and Policing Challenges

- Increased fluidity and sophistication of organized criminal activity
- Occurrence of drug violations including possession, trafficking, importation / exportation and production
- Globalization and impact of world events on local communities
- Potential for criminal acts associated with terrorism and radicalization
- Increase in technology-related crimes
- Proliferation of economic crimes
- Threat of natural disasters and infectious diseases
- Evolving role and integration of law enforcement and intelligence agencies
- Heightened public scrutiny of police services

Regional Trends and Demographics

- Continued high growth rate, urbanization and increased population density

- Increased ethnic and cultural diversity of the population
- Increased number of seniors and vulnerable residents
- Widening income gap between high and low-income households
- Increased number of residents who speak non-official languages
- Continued growth of residential and commercial buildings
- Continued strong growth in employment and number of business establishments
- Increased traffic volume and enhanced traffic infrastructure
- Increased tourism and seasonal visitors
- Increased numbers of schools and student enrolment

Local Crime Trends and Challenges

- Increased number of domestic violence occurrences
- Decrease in police-reported property crime rate
- Illegal drugs and weapons
- Gangs and criminal activity
- Sexual exploitation of women and children
- Human trafficking and prostitution
- Youth crime issues and concerns
- Traffic safety and enforcement, including distracted and aggressive driving, dangerous operation and impaired driving
- Fraud, identity theft and technology-based crimes
- Increased number of reportable motor vehicle collisions
- Increased number of bail violations

Operating Impact of Capital

(' \$000s)	2012	2013	2014	2015	2016	2017-2021	Total
	Budget	Request	Outlook	Outlook	Outlook	Outlook	
Operating Costs							
Debt Repayment	93	1450	5153	7447	8454	61,610	84,207
Program Costs	6,200	6,224	6,434	6,654	7,012	37,999	70,523
Total Gross Costs	6,293	7,674	11,587	14,101	15,466	99,609	154,730
Revenues							
DC on Debt	(24)	(280)	(1,230)	(2,178)	(2,260)	(19,318)	(25,290)
Other Revenues	(377)	(390)	(400)	(410)	(420)	(2,250)	(4,247)
Total Revenues	(401)	(670)	(1,630)	(2,588)	(2,680)	(21,568)	(29,537)
Total Net Cost	5,892	7,004	9,957	11,513	12,787	78,040	125,193

Staffing Resources

Permanent FTE's*	2009 Budget	2010 Budget	2011 Budget	2012 Approved	2013 Outlook	2014 Outlook	2015 Outlook
Full-Time FTE's (PFT)	1911	1953	1991	2037	2079	2121	2163
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	1911	1953	1991	2037	2079	2121	2163
Net Change		42	38	46	42	42	42

*Permanent FTE figures represent authorized complement.

Strategic Goals 2012 - 2015

Community Focus

1. To develop sustainable community safety and crime prevention strategies.
2. To support healthy communities that engage youth and their families.
3. To ensure our services are responsive to the evolving needs of a dynamic population.

Operational Excellence

1. To enhance crime suppression activities and our ability to effectively conduct criminal investigations.
2. To promote roadway safety through proactive traffic education and enforcement.
3. To enhance our ability to gather, analyze and share information that supports an intelligence-led crime management approach.
4. To deploy human resources within York Regional Police in an effective and efficient manner.

Preferred Place of Employment

1. To ensure our members have a high level of knowledge and job satisfaction.
2. To enhance succession planning and performance management within York Regional Police.
3. To promote a positive and healthy work environment.
4. To recruit and retain staff representation of our communities.

Superior Quality Service

1. To provide inclusive and equitable police services.

2. To improve police visibility in our neighbourhoods.
3. To ensure a high level of community satisfaction with our services.
4. To develop enhanced and consistent business and technology processes across the organization.

Department Objectives for 2012 and 2013

Community Focus

- Provide information and tools to our citizens about crime prevention.
- Mobilize our citizens and community partners to engage in crime prevention efforts.
- Implement the Keep York Region Safe Together Program.
- Ensure a coordinated response to domestic violence through partnership building and further integration of complementary services.
- Evaluate and update the youth strategy to meet the needs of young people and engage students.
- Develop tools and resources for parents and caregivers to promote the safety of young people.
- Work in collaboration with school boards and other community partners to promote safe schools and healthy lifestyle choices.
- Enhance education and partnership initiatives related to mental health issues.
- Provide information about crime prevention, safety, and York Regional Police.
- Ensure timely and responsive support to victims of crime.

Operational Excellence

- Target our resources to focus on existing crime problems and emerging trends, including: robberies and street-level crime, assaults & domestic violence; sexual exploitation of women & thefts and technology related crimes.
- Develop innovative approaches to combat serious crime and organized crime, including: gang and organized criminal activity, illegal drugs and weapons, marihuana grow operations, human trafficking & prostitution and cargo theft & stolen vehicles.
- Maintain effective large-scale emergency response capabilities.
- Reinforce throughout the organization that crime prevention is the responsibility of every York Regional Police member.
- Enhance traffic enforcement programs and initiatives.
- Work with key partners and the community to identify and implement innovative traffic safety awareness programs.
- Conduct targeted traffic enforcement at locations identified through traffic pattern analysis, collision analysis and community generated complaints.
- Improve internal communication and awareness between Districts and specialized work units.
- Ensure members have easy and timely access to pertinent information.
- Undertake an organizational review of resource allocation and workload.

- Develop methods that encourage a flexible response to emerging crime trends and operational needs.
- Develop an enhanced performance management framework.

Preferred Place of Employment

- Provide job enrichment, learning and growth opportunities that strengthen member skills and core competencies.
- Provide enhanced leadership training to members at all levels of the organization.
- Develop an enhanced civilian orientation program.
- Provide new and innovative tools to our members.
- Develop a succession management strategy.
- Establish a coordinated approach to learning management.
- Review the performance management and evaluation process to ensure it is supportive, participatory and enriching.
- Develop an enhanced promotional process.
- Support the well-being and safety of our members.
- Ensure adequate and well maintained facilities.
- Enhance information sharing and improve communication within York Regional Police.
- Foster a work environment that supports our organizational values.
- Develop and implement new recruitment initiatives to attract a diversified talent pool.
- Enhance the civilian recruitment process.

Superior Quality Service

- Advance cultural proficiency and broaden community knowledge of our members to meet the needs of our diverse communities.
- Ensure our facilities and services are accessible to all citizens.
- Enhance our ability to communicate information in different formats and languages.
- Review resource deployment strategies to support the intelligence-led policing model.
- Review and renew our community mobilization activities.
- Improve communication and public awareness of York Regional Police services, community safety issues and policing programs.
- Maintain a high level of consultation with our citizens and community partners.
- Provide efficient service and high quality products to our citizens and customers.
- Promote community stewardship, social responsibility and the servant leadership model within York Regional Police.
- Ensure coordinated management of our facilities, equipment, property, evidence and records.
- Apply a systematic and standardized approach to business practices and documents.
- Establish a formal risk management assessment.

Publications

For further information about York Regional Police's Annual Report, Business Plan, Statistical Reports, Organizational Chart, Media Majors, Media Releases and Police Service Board presentations may be found online at:

<http://www.yrp.ca/about-us/publications.aspx>

York Regional Police

Financial Summary

	2009	2010	2011	2011	2012	Change		2013	2014	2015
	Actual	Actual	Forecast	Budget	Approved	\$	%	Outlook	Outlook	Outlook
Expenditures										
Salaries and Benefits	189,054	205,954	216,315	213,906	230,237	16,331	7.6%	245,360	260,029	274,781
Program Specific Expenses	1,745	1,278	1,650	2,146	2,300	154	7.2%	2,369	2,440	2,513
Professional Contracted Services	443	384	622	622	621	(1)	-0.1%	640	659	679
General Expenses	14,293	13,838	15,251	15,562	16,217	655	4.2%	16,695	17,164	17,624
Occupancy Costs	4,539	4,549	4,766	4,470	5,215	745	16.7%	5,371	5,532	5,698
Minor Capital	1,690	1,097	814	964	597	(368)	-38.1%	615	633	652
Expenditures	211,764	227,099	239,418	237,670	255,187	17,516	7.4%	271,049	286,457	301,947
Financing Costs and Reserves										
Financing Costs	7,295	10,010	10,794	12,811	10,576	(2,236)	-17.5%	12,143	14,840	16,499
Contribution to Reserves	63	97	1,550	1,550	1,550		0.0%	1,550	1,550	1,550
Contribution to Capital	7,655	5,574	5,851	5,851	6,200	349	6.0%	6,224	6,434	6,654
Financing Costs and Reserves	15,013	15,681	18,195	20,212	18,325	(1,887)	-9.3%	19,917	22,824	24,702
Gross Expenditures	226,777	242,780	257,614	257,883	273,512	15,629	6.1%	290,966	309,280	326,650
Revenues										
Grant Subsidies	(7,884)	(7,529)	(7,767)	(7,767)	(7,835)	(68)	0.9%	(7,835)	(7,835)	(7,835)
User Fees										
Fees and Charges	(5,717)	(10,326)	(7,385)	(6,228)	(6,824)	(596)	9.6%	(7,324)	(7,824)	(8,324)
Development Charges	(1,600)	(2,856)	(3,362)	(4,174)	(3,511)	663	-15.9%	(3,901)	(5,084)	(5,543)
Contribution from Reserves	(41)	(51)	(60)	(60)	(60)		0.0%	(60)	(60)	(60)
Third Party Recoveries	(1,256)	(1,464)	(1,482)	(1,346)	(1,482)	(136)	10.1%	(1,482)	(1,482)	(1,482)
Revenues	(16,499)	(22,226)	(20,057)	(19,576)	(19,713)	(137)	0.7%	(20,603)	(22,285)	(23,244)
Negotiated Specific & Recoveries										
Negotiated Specific	754	808	865	865	904	39	4.5%	931	959	987
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	754	808	865	865	904	39	4.5%	931	959	987
Gross Expenditures including Negotiated Specific & Recoveries	227,530	243,589	258,479	258,748	274,416	15,668	6.1%	291,897	310,239	327,637
Tax Levy	211,032	221,363	238,422	239,172	254,703	15,531	6.5%	271,294	287,954	304,393
% Change								6.5%	6.1%	5.7%

Budget Change Explanations 2012

York Regional Police		2012 (in \$000's)				FTE
Budget Change Explanations (2012/2011)		Gross		Net		Impact
Units		\$000's	%	\$000's	%	
2011 Restated Departmental Budget		258,748		239,172		0.0
Base						
	Collective Agreement, Reclassifications & Overtime	8,775	3.4	8,775	3.7	
	Increase to Benefit rates	4,621	1.8	4,621	1.9	
	Increase to Operating Expenses	1,522	0.6	1,522	0.6	
	Increase to Revenues			(732)	-0.3	
Base		14,918	5.8	14,186	5.9	0.0
Reductions/Efficiencies						
	Operating Equipment	(352)	-0.1	(352)	-0.1	
	Fleet Rentals	(256)	-0.1	(256)	-0.1	
	Clothing & Uniforms	(250)	-0.1	(250)	-0.1	
	Telecommunication Lines	(159)	-0.1	(159)	-0.1	
	Paging Equipment	(15)	-0.0	(15)	-0.0	
	Legal Fees / Other	(11)	-0.0	(11)	-0.0	
Reductions/Efficiencies		(1,042)	(0.4)	(1,042)	(0.4)	0.0
Mandatory/Legislated						
	Increase to Grants			(68)	-0.0	
Mandatory/Legislated				(68)	-0.0	0.0
Annualization						
	Annualization of 2011 Additional Staff Salary Gapping	1,019	0.4	1,019	0.4	
	Debt Principle and Interest	(1,493)	-0.6	(1,493)	-0.6	
	Decrease to Development Charges			664	0.3	
<i>Operating Impact of approved capital</i>						
See "Contribution to Capital" below - only impact						
Annualization		(474)	-0.2	190	0.1	0.0
Total Base Change		13,402	5.2	13,266	5.5	0.0
Growth						
	Uniform new hires	1,423	0.6	1,423	0.6	34.0
	Civilian new hires	493	0.2	493	0.2	12.0
Total Growth Request		1,916	0.7	1,916	0.8	46.0
Enhancement						
	Contribution to Capital	349	0.1	349	0.1	
Total Enhancement		349	0.1	349	0.1	0.0
2012 Departmental Approved (including Contribution to Capital)		274,415	6.1	254,703	6.5	46.0

Budget Change Explanations 2013

York Regional Police

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		274,415		254,703		
Base						
Collective Agreement, Reclassifications & Overtime		8,559	3.1	8,559	3.4	
Increase to Benefit rates		3,127	1.1	3,127	1.2	
Increase to Operating Expenses		767	0.3	767	0.3	
Increase to Revenues				(500)	-0.2	
Base		12,453	4.5	11,953	4.7	0.0
Annualization						
Annualization of 2012 Additional Staff Salary Gapping		1,510	0.6	1,510	0.6	
Debt Principle and Interest		1,568	0.6	1,568	0.6	
Increase to Development Charges				(390)	-0.2	
<i>Operating Impact of approved capital</i> See "Contribution to Capital" below - only impact						
Annualization		3,078	1.1	2,687	1.1	0.0
Total Base Change		15,531	5.7	14,640	5.7	0.0
Growth						
Uniform new hires		1,373	0.5	1,373	0.5	31.0
Civilian new hires		554	0.2	554	0.2	11.0
Total Growth Request		1,927	0.7	1,927	0.8	42.0
Enhancement						
Contribution to Capital		24	0.0	24	0.0	
Total Enhancement Request		24	0.0	24	0.0	0.0
2013 Departmental Request (including Contribution to Capital)		291,897	6.4	271,294	6.5	42.0

Budget Change Explanations Outlook Years 2014/2015

York Regional Police	Outlook Years (in \$000's - Incremental Values)			
	2014	2014	2015	2015
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	291,897	271,294	310,239	287,954
Base				
Collective Agreement, Reclassifications & Overtime	8,104	8,104	8,078	8,078
Increase to Benefit rates	3,037	3,037	3,026	3,026
Increase to Operating Expenses	767	767	767	767
Increase to Revenues		(500)		(500)
Base	11,908	11,408	11,872	11,372
Annualization				
Annualization of Additional Staff Salary Gapping	1,535	1,535	1,587	1,587
Debt Principle and Interest	2,697	2,697	1,659	1,659
Increase to Development Charges		(1,182)		(459)
<i>Operating Impact of approved capital</i>				
See "Contribution to Capital" below - only impact				
Annualization	4,232	3,049	3,246	2,787
Growth				
Uniform new hires	1,420	1,420	1,468	1,468
Civilian new hires	573	573	593	593
Growth	1,993	1,993	2,061	2,061
Enhancements				
Contribution to Capital	210	210	220	220
Enhancements	210	210	220	220
Total Annual Incremental Budget Pressures	18,342	16,660	17,398	16,439
Total Annual Budget Request	310,239	287,954	327,637	304,393

York Regional Police

2012 Approved New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Uniform new hires	34.0	G		
Civilian new hires	12.0	G		
Total Permanent FTEs		46.0		

2013 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Uniform new hires	31.0	G		
Civilian new hires	11.0	G		
Total Permanent FTEs		42.0		

2014 and 2015 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
2014 Uniform new hires	31.0	G		
2014 Civilian new hires	11.0	G		
2015 Uniform new hires	31.0	G		
2015 Civilian new hires	11.0	G		
Total Permanent FTEs		84.0		

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

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Accrual Basis of Accounting	Sources of financing and expenditures are reported on the accrual basis of accounting. This method recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a receipt of goods or services and the creation of a legal obligation to pay.
Activity	The components of a Program that are necessary to address the required levels of service and accomplish the desired outcomes.
Amortization	The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Amortization expense is an important part of the cost associated with providing local government services, regardless of how the acquisition of tangible capital assets is funded. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.
Annual Repayment Limit	Debt charges relating to debentures issued and outstanding must fall within the limit prescribed by the Ministry of Municipal Affairs and Housing. The annual debt limit is set at 25 per cent of net own-source revenues less net debt charges and contractual commitments. This calculation excludes development charge revenues.
Annualization	The cost of a full year of operation.
Appropriation	Specifying the use or expenditure of a designated amount of public funds for a specific purpose.
Area Municipality	Any lower-tier municipality located within York Region.
Assessment	Value of property determined by Municipal Property Assessment (MPAC) and used by municipalities as a basis for property taxation.
Asset	Resources owned or held by the Region which have no monetary value.
Attrition	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Balanced Budget	The <i>Municipal Act, 2005</i> states in Section 290, 2(b) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.
Base Budget	Cost of continuing the existing levels of service in the current budget year.
Bond	A certificate issued by the government or a company promising to pay back borrowed money at a fixed rate of interest on a specified date.

Budget	A plan of financial activity for a calendar year indicating all planned revenues and expenses for the budget period.
Budget Adjustments	Council approved adjustments to the budget when formal requests are made through the appropriate Standing Committees of Council.
Budgetary Control	The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
Businesses	Organizational units for which business plans and budgets are developed. Can provide either direct service to the community (e.g. Emergency Medical Services) or act as a support service (e.g. Finance).
Business Unit	The unit for which Regional Council approves a Business Plan and Budget.
Capital Budget	The budget that provides funding for the Region's expenditures on capital assets, i.e. assets which provide benefits to the Region over several years.
Capital Expenditures	Capital expenditures include expenditures to purchase, develop or construct major new linear or discrete tangible assets with lifecycles greater than one year which are used in the delivery of Regional programs and services, together with expenditures made to expand, rehabilitate or improve the service delivery capability of existing physical assets. Examples of capital assets included in the capital budget include: roads contiguous and discrete assets, water and wastewater linear and discrete assets, buildings or facilities, rolling stock, and certain program specific equipment.
Capital Financing	A generic term for the financing of capital assets using debt, financing leases, swaps and other derivatives.
Capital Fund	Fund to account for all capital expenditures and the financing of capital expenditures.
Capital Reserve	An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.
Casual Employees	Pool of resources available for staffing where the employee has the right to accept or decline shifts or hours requested by the employer. Most commonly used in services such as Long Term Care.
Commercial Property Tax	Taxes levied on the property of businesses in York Region.

Community Impact Measure	A performance indicator measuring the result or effect the business unit/program has on taxpayers or the York Region community at large. E.g. percentage of waste recycled.
Consulting Costs	Costs for professional proposals, study, advice or judgment provided by external experts.
Consumer Price Index (CPI)	A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Cost of Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Council	The Regional Municipality of York Council.
CUPE	Canadian Union of Public Employees.
Customer Service Measure	A performance indicator that evaluates service delivery for the user or “customer” of the program/service. It is specific to the customer group serviced and developed based on customer needs, priorities and requirements. The measure is reflective of only the customers that the Region directly serves or serves through contractors (e.g. customer service response times, customer satisfaction rating).
Current Value Assessment (CVA)	The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.
Debenture	A formal written obligation to repay specific sums on certain dates. In the case of a municipality debentures are typically unsecured.
Debt	Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves. Opportunity bonds issued by Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) on behalf of a municipality are also considered debt.
Debt and Financial Obligation Limit	A calculation provided annually to a municipality by the Ministry of Municipal Affairs and Housing that determines the maximum amount of new annual debt servicing costs that a municipality can undertake or guarantee without seeking the approval of the Ontario Municipal Board.

Deficit	The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.
Department	The basic organizational unit of government which is functionally unique in its delivery of services. Some departments are further broken into businesses.
Depreciation	The accounting process of the allocation of the cost, less the residual value, of an asset to operating as an expense over its useful life in a rational manner appropriate to its use.
Depreciation Accounting	The accounting procedure in which the cost or other recorded value of a fixed asset less any estimated value on disposal is distributed over its useful life in a systematic and rational manner. It is a process of allocation, not valuation.
Development Charges	Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth-related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge bylaw.
Efficiencies	Organizational savings in time and money created through the implementation of new and more cost effective methods of operation.
Efficiency Measure	Performance indicator measuring the operational cost of a business unit/program in relation to a significant program service driver or specific demographic (e.g. cost/service hr).
Employee	A person hired by York Region for a position and whose salary is paid from the Region's pay account and receives a T-4 Slip.
Employee Benefits	Amounts paid by York Region on behalf of employees. These amounts are not included in the gross salary and are not paid directly to employees. Employee benefits include the cost for health insurance premiums, dental insurance, life and disability insurance, Canada Pension Plan, Employment Insurance and the OMERS pension plan contributions.
Operating Expenditures	The costs of goods and services acquired which include items such as salaries and benefits, program related costs, professional services, administration related expenses, occupancy costs, financial items, minor capital and internal charges and recoveries.
Fees and Charges	Fees paid by individuals or organizations to the Region for the use of Regional services or facilities (e.g. transit fares, Long Term Care facilities for residents, Police fees).

Fiscal Policy	A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
Fiscal Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.
Fixed Assets	Assets that are long-term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
Full Time Equivalent (FTE)	Number of positions calculated on the basis that one FTE equates to a 35 or 40 hour work week for twelve months. Workweek is dependent upon the defined hours as per the job schedules for the York Region.
Fund Accounting	A fund is a complete set of accounts set up in separate records and providing separate and distinct reports.
GAAP	Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
Gas Tax	A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.
Geomatics	The science and technology of gathering, analyzing, interpreting, distributing and using geographic information to create a detailed but understandable picture of the physical world and our place in it.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
Grant	A contribution from a level of government to support a particular function, service or program.
Historical Cost	The amount of money that was originally used to pay for an asset. Industrial, Commercial, and Institutional construction.
Infrastructure	The system of public works in the Region, consisting of immovable physical assets, that deliver an essential public service (e.g. road network, water and sewer systems).
Internal charges and Recoveries	Charges or recoveries between Regional departments for use of assets or the provision of services.

Interdepartmental Allocations	Costs of support departments allocated to direct services using drivers based on the Ontario Municipal CAO's (Chief Administrative Officers) Benchmarking Initiative (OMBI) allocation methodology.
Key Performance Measures (KPI)	An indicator of service delivery performance. Measures can take many forms (e.g. efficiency, service level, community impact, customer service).
Long-term Debt	Any debt for which the repayment of any portion of the principal is due beyond one year.
Minor Capital	Capital assets that are not related to infrastructure assets. They include office furniture and equipment, vehicles, computer hardware and software and leasehold improvements.
Municipal Act	Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community's future in a meaningful way and react quickly to change.
Municipal Capital Facilities	Includes land, as defined in the Assessment Act, works, equipment, machinery and related system infrastructures.
Net Budget	Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by Regional taxes.
Net Operating Impact of New Capital	Future operating costs (net of operating revenues) of new capital (i.e. excluding previously approved capital) impacting tax levy requirement including salaries, contract cost and contribution to reserves.
New Total Project Budget Authority (New TPBA)	Changes from the approved 2010 Total Project Budget Authority, along with new projects introduced in 2011. See also Total Project Budget Authority
Objective	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
Obligations	Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.
Ontario Municipal Board (OMB)	Provincial board which provides an appeal forum for planning and assessment decisions made by the Region.
OMBI	The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.

OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.
Ontario Disability Support Program (ODSP)	An income and employment support program designed to help people with disabilities live comfortable and productive lives.
Operating Budget	The budget that provides the Region's various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities).
Operating Revenues	Sources of funds including tax levy, the Water rate, contributions from reserves, and other revenue categories as outlined in the operating budget.
Permanent Employees	Composed of Regular Full Time, Regular Part Time, Temporary Full Time and Temporary Part Time employees.
POA	<i>Provincial Offences Act.</i>
Police Services Board	The governing body of the York Regional Police.
Policy	A general principle, plan or rule that directs staff in making consistent decisions.
Procedures	A series of steps needed to implement a policy.
Program	A specific service and service level mandated by legislation or Regional Council.
Program Costs	The consolidation of costs associated with the provision of services.
Project Financing	Financing in which principal and interest payments are structured so as to more closely match the revenues or cost savings of a specific project. Also includes financing for which the lender, in the case of default, would have no or limited recourse to the issuer beyond the assets purchased with the proceeds of the financing.
PSAB	Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.
PSAB Section 3150	Municipal requirement to account for and report on non financial assets of local governments.
Regional Department	Group of Business Units that are the responsibility of a Commissioner. May also consist of a single Business Unit, e.g. Planning and Development Services, also referred to as Departments.

Regular Full Time Employee	An employee engaged to fill a full time position for an indefinite period and regularly working 30 hours or more per week.
Regular Part Time Employee	An employee engaged to fill a part time position for an indefinite period and regularly working less than 30 hours per week.
Residential Property Tax	Taxes levied on the property of residents in York Region.
Reserve	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
Reserve Funds	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. Investment income is accumulated in the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while Council creates discretionary reserve funds for a specified future use.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
Restated Budget	The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the Regions' budget By-law with no net impact to the Regions' overall costs.
Rolling Stock	Equipment that moves on wheels used for transportation and/or transit purposes. Examples include railroad cars, trucks, buses and tractor-trailer.
Salary Gapping	Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.
Service Level Measure	Performance indicator measuring units of service being delivered by the business/unit program. Can be an absolute number or a comparative to a specific demographic (e.g. patient/vehicle ambulance hours, waste recycled/capita).
Short-term Debt	Any debt for which the repayment of the principal is due within one year.
Standing Committee	Appointed for the consideration of subject matter regarding particular areas of interest and specialization.
Subsidies & Grants	Funding that is received either by the Provincial or Federal Governments or Agencies to supplement the cost of some services that are provided directly by the Region.

Supplementary Taxes	Property taxes collected on new assessment and not previously identified by MPAC.
Surplus	The excess of budgeted net operating expenditures over the actual amount incurred. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
Tax Levy	York Region's portion of funds that are collected through property taxes generally from residential, farm, industrial and commercial properties.
Taxes	Compulsory charges levied by a government for the purpose of financing service performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.
Technology and Professional Services Costs	Costs to engage a technical professional to develop a specific product or service (e.g. IT hardware or software).
Temporary Full Time Employee	An employee engaged for a defined period of time to fill a temporary full time position or regular full time position and working such regular hours as constitutes a full workweek in accordance with the positions schedule.
Temporary Part Time Employee	An employee engaged for a defined period of time to fill a temporary part time position and regularly working less than 30 hours per week.
Tender	A process whereby formal bids are submitted to acquire debt securities or to provide a lease.
Total Project Budget Authority (TPBA)	A budget process whereby approval is focused at the project level. All projects with multi year commitments are identified and submitted for Council's consideration. See also New Total Project Budget Authority.
Vacancy Rate	The percentage of total office space and industrial buildings that lies unoccupied.

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AAC	Accessibility Advisory Committee
ACL	Alternative Community Living
ACP	Advanced Care Paramedic
AHP	Affordable Housing Program
ALHB	Asian Long Horned Beetle
AMM	A Million Messages
AMO	Association of Municipalities of Ontario
AMCTO	Association of Municipal Managers, Clerks and Treasurers of Ontario
AODA	Accessibility for Ontarians with Disabilities Act
AOK	All Our Kids
A/P	Accounts Payable
APC	Automated Passenger Counting
ARL	Annual Repayment Limit
AVL	Automatic Vehicle Locator
BCA	Building Condition Audit
BCI	Brief Contact Intervention
BEFS	Building Energy Feasibility Studies
BMS	Business Management System
BOQA	Business Operations and Quality Assurance
BP	Business Plan
BP&B	Business Plan and Budget
BRT	Bus Rapid Transit

BSA	Business Support Analyst
BSS	Business Support Services
CA	Conservation Authority
CAB	Change Advisory Board
CAD	Computer Aided Dispatch
CAFMS	Computer Assisted Facility Management System
CAO	Chief Administrative Officer
CARES	Customer Action & Response System
CARF	Commission on Accreditation of Rehabilitation Facilities
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CCAC	Community Care Access Centre
CCHSA	Canadian Council of Health Services Accreditation
CCSD	Canadian Council on Social Development
CDIF	Community Development and Investment Fund
CEC	Community Environmental Centre
CEO	Chief Executive Officer
CGII	Corporate Geospatial Information Infrastructure
C&HS	Community & Health Services
CHATS	Community Home Assistance to Seniors
CHPP	Consolidated Homelessness Prevention Program
CIC	Certification in Infection and Prevention Control
CICA	Canadian Institute of Chartered Accountants

CINOT	Children in Need of Treatment
CITO	Chief Information Technology Officer
CMM	Case Mix Measure
CMMS	Computer Maintenance Management System
CMSM	Consolidated Municipal Service Manager
CLHIN	Central Local Health Integrated Network
CMHCAP	Community Mental Health Common Assessment Project
COLA	Cost of Living Adjustment
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CSDS	Community Social Data Strategy
CS&H	Community Services & Housing
CSR	Customer Service Representative
CTRC	Corporate Technology Review Committee
CUPE	Canadian Union of Public Employees
CVA	Current Value Assessment
CWMS	Computerized Work Management System
DC	Development Charges
DNA	Day Nurseries Act
DOORS	Developing Opportunities for Ontario Renters
DRP	Disaster Recovery Plan
DSSAB	District Social Services Administration Board

EA	Environmental Assessment
EAB	Emerald Ash Borer
ECLA	Energy Conservation Leadership Act
EDI	Early Development Investment
EDMS	Electronic Document Management System
eDOCS	York Region's Electronic Document Management System
EES	Enhanced Employment Services
EFS	Employment and Financial Support
EIS	Electronic Information System
EIS	Early Intervention Services
EFW	Energy From Waste
ELCC	Early Learning Child Care
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Report
EQ	Equalization Tank
ER	Eligibility Review
ERP	Enterprise Resource Planning
ESA	<i>Employment Standards Act</i>
ET	Elevated Tank
FACS	Family and Children's Services
FAH	First Attendance Hearing

FDE	Full Day Equivalent
FM	Facilities Management
FSDPC	Food Safety Disclosure Program Coordinator
FTE	Full Time Equivalent
FTR	Fail To Respond
GB	Gigabytes
GIS	Geographical Information System
GO	Government of Ontario
GPS	Global Positioning System
GTA	Greater Toronto Area
GTAFS	Greater Toronto Area Fare System
GTTA	Greater Toronto Transit Authority
GWS	Georgina Water Supply
HBHC	Healthy Babies, Healthy Children
HHPM	Health Hazard Prevention and Management Program Standard
HHW	Household Hazardous Waste
HNS	Homemakers & Nurses Services
HOV	High Occupancy Vehicle
HPI	Homelessness Partnership Initiative
HPP	Homelessness Prevention Program
HPPA	<i>Health Protection and Promotion Act</i>
HRIS	Human Resources Information System

HRMS	Human Resources Management System
HRS	Human Resources Services
HSO	Healthy Smiles Ontario
HSPB – YR	Human Services Planning Board of York Region
HSPC	Human Services Planning Coalition
HVAC	Heating Ventilation and Air Conditioning
HYI	Housing York Inc.
ID&C	Infrastructure Design & Construction
IDCD	Infectious Diseases Control Division
IPAC	Infection Prevention and Control
IPOP	Integrated Psychogeriatric Outreach Program
ISMP	Information Systems Master Plan
ISO	International Organization for Standards
ITS	Information Technology Services
ITS	Intelligent Transportation System
IVR	Interactive Voice Response
JP	Justice of the Peace
KPI	Key Performance Indicators
LBW	Low Birth Weight
LEAP	Learning, Earning and Parenting
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design

LHINS	Local Health Integrated Networks
LIPS	Local Immigration Partnerships Initiative
LKM	Lane Kilometre
LMDA	Labour Market Development Agreement
LMPA	Labour Market Partnership Agreement
LRSP	Long Range & Strategic Planning
LSR	Local Service Realignment
LSS	Local System Support
LTC	Long Term Care
LTCH	Long Term Care Hospital
LTCSB	Long Term Care and Seniors Branch
LTWS	Long Term Water Servicing
MAG	Ministry of the Attorney General
MDS/RUGs	Minimum Data Set / Resource Utilization Groupings
MHC	Maple Health Centre
MIS	Management Information System
MISWAA	Modernizing Income Security for Working Age Adults
MMAH	Ministry of Municipal Affairs & Housing
MOE	Ministry of the Environment
MOHLTC	Ministry of Health and Long Term Care
MOU	Memorandum of Understanding
MP	Mobility Plus

MPAC	Municipal Property Assessment Corporation
MPMP	Municipal Performance Measurement Program
MRF	Material Recovery Facility
MRO	Maintenance, Repairs & Operating Goods & Services
MTCU	Ministry of Training, Colleges and Universities
MTO	Ministry of Transportation of Ontario
MUSH	Municipalities, Universities, Schools and Hospitals
NADF	New Agency Development Fund
NCB	National Child Benefit
NHC	Newmarket Health Centre
NHI	National Homelessness Initiative
NOC	Network Operations Centre
O&M	Operating and Maintenance
OBC	Ontario Building Code
OBRP	Ontario Bus Replacement Program
OCAN	Ontario Common Assessment of Need
OCB	Ontario Child Benefit
OCCMS	Ontario Child Care Management System
ODA	<i>Ontario Disability Act / Ontarians with Disabilities Act</i>
ODSP	Ontario Disability Support Program
OHQC	Ontario Health Quality Council
OHRC	Ontario Human Rights Commission

OLA	Operating Level Agreements
OMB	Ontario Municipal Board
OMBI	Ontario Municipal Benchmarking Initiative
OMEIFA	Ontario Municipal Economic Infrastructure Financing Authority
OMERS	Ontario Municipal Employees Retirement System
OMPF	Ontario Municipal Partnership Fund
OMSSA	Ontario Municipal Social Services Association
ONA	Ontario Nurses Association
OP	Official Plan
OPHS	Ontario Public Health Standards
ORMCP	Oak Ridges Moraine Conservation Plan
OTVP	Ontario Transit Vehicle Program
OW	Ontario Works
PAD	Public Access Defibrillator
PC	Personal Computer
PCP	Primary Care Paramedic
PD	Pressure District
PDA	Personal Data Assistant
PERS	Personal Emergency Response System
PFT	Permanent Full Time
PLAY	Positive Leisure Activities for Youth
PMP	Preventative Maintenance Programs

PNA	Personal Needs Allowance
PPT	Permanent Part Time Employee
POA	<i>Provincial Offences Act</i>
POMS	Performance and Operational Management System
PRU	Paramedic Response Unit Vehicle
PRV	Paramedic Response Vehicle
PS	Pumping Station
PSA	<i>Police Services Act</i>
PSB	Police Services Board
PSB	Property Services Branch
PSAB	Public Sector Accounting Board
PSS	Personal Service Setting
QA	Quality Assurance
R&R	Rehabilitation and Replacement
RCI	Road Condition Index
RFP	Request for Proposal
RGI	Rent Geared to Income
RQI	Resident Quality Inspection
RICN	Region Infection Control Networks
RIDE	Reduce Impaired Driving Everywhere
RIM	Records and Information Management
RIT	Records and Information Technician

ROP	Regional Official Plan
ROPA	Regional Official Plan Amendment
ROW	Right of Way
RRFSS	Rapid Risk Factor Surveillance System
RTV	Rapid Transit Vehicle
SA	Social Assistance
SAIL	Supportive Approaches Through Innovative Learning
SAP	Strategic Accommodation Plan
SARS	Sever Acute Respiratory Syndrome
SBEC	Small Business Enterprise Centre
SCADA	Supervisory Control and Data Acquisition
SC-TOPP	Safer Communities – One Thousand Officers Partnership Program
SCPI	Supporting Community Partnership Initiatives
SHAMIS	Social Housing Admin Management Information System
SHRA	<i>Social Housing Reform Act</i>
SHRRP	Social Housing Renovation & Retrofit Program
SMG	Senior Management Group
SOP	Standard Operating Procedures
SPS	Sewage Pumping Station
SP& BP	Strategic Planning & Business Planning
SSIP	Strategic Service Integration and Policy
SSO	Source Separated Organics

SWM	Solid Waste Management
T&IU	Technology & Infrastructure Unit
T&W	Transportation and Works
TB	Tuberculosis Management
TBD	To Be Determined
TCA	Tangible Capital Asset
TEAMS	Time Entry and Approved Management System
TM	Traffic Management
TM & ITS	Traffic Management and Intelligent Transportation Systems
TFT	Temporary Full-Time Employee
TMP	Transportation Master Plan
TMS	Transit Management System
TOCC	Transit Operation Control Centre
TOD	Transit Oriented Development
TRCA	Toronto Region Conservation Authority
TREB	Toronto Real Estate Board
TRIEC	Toronto Region Immigration Employment Council
TSB	Technical Standards Board
TTC	Toronto Transit Commission
UPS	Uninterrupted Power Supply
UV	Ultra Violet
VIVA	York Region's Rapid Transit System.

VMS	Variable Messaging Signs
VoIP	Voice Over Internet Protocol
WDO	Waste Diversion Ontario
WIFA	Walk-in-First-Attendance
WLAN	Wireless Local Area Network
WMC	Waste Management Centre
WNV	West Nile Virus
WPCP	Water Pollution Control Plant
WSIB	Workplace Safety and Insurance Board
WTP	Water Treatment Plant
YC2002	York Consortium 2002
YDSS	York Durham Sewerage System
YRITS	York Region Information Technology Strategy
YRRTC	York Region Rapid Transit Corporation
YRT	York Region Transit
YRTP	York Rapid Transit Plan
YWS	York Water System



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