



2015 TO 2018 BUDGET

AS APPROVED ON FEBRUARY 26, 2015





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City of Markham



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A Message from York Regional Council

York Regional Council is pleased to present The Regional Municipality of York's \$2.7 billion 2015 budget. The budget includes an outlook for each of the remaining three years of Council's term.

The multi-year framework enables us to align financial plans with our 2015 to 2018 Regional Strategic Plan. Multi-year budgeting allows for better decision-making and improves fiscal discipline.

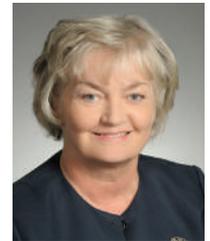
This year, we also adopted an enhanced fiscal strategy. By being more strategic we have reduced the peak outstanding debt to \$2.9 billion and completely eliminated future tax levy debt for the next 10 years.

Moody's Investors Service maintained York Region's credit rating at Aaa while Standard & Poor's changed the Region's rating from AAA to AA+, citing the Region's very large growth-related capital spending requirements. Both agencies note, as positives, our very strong, sustained economic growth, exceptional levels of reserves and strong financial management.

In addition to meeting the program and service needs of our 1.1 million residents, the 2015 budget has taken important steps to further reinforce the long-term financial sustainability of York Region, which will be a legacy of these important years.



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Executive Summary

Executive Summary

This York Region budget proposes total operating spending of \$1.9 billion for 2015 and requests Capital Spending Authority of \$2.5 billion, including a proposed \$826 million in 2015.

The operating budget includes increases to accommodate growth and enhancements to meet new policy priorities. The capital budget supports record levels of investment in transportation.

After taking other sources of revenue into account, the proposed 2015 operating budget will require a tax levy increase of 2.97%. This translates into an increase of \$64 on the average residential property tax bill.

The budget is the first for York Region to set out a four-year operating and capital plan, consisting of the 2015 budget and a three-year outlook. This multi-year budget, covering the current Council term, will be updated annually in each of the next three years, while maintaining the end date of 2018. The proposed tax levy increase declines steadily in the outlook years.

Multi-year budgeting offers several important benefits, including better coordination of budgeting and strategic priorities, improved fiscal discipline and greater clarity about expected tax levies.

The budget also continues the new fiscal strategy introduced in the last budget and noticeably improves it. The strategy builds reserves, reduces the need for debt and strengthens the Region's financial position. Reserves are expected to grow by \$2.5 billion by the end of 10 years.

Together, the increased reserves resulting from the fiscal strategy and a careful approach to the timing of capital investment will significantly enhance the Region's fiscal sustainability. Over the next 10 years, the Region will issue \$1.3 billion less debt than without these measures, and will not issue any debt supported by the tax levy. Its peak outstanding debt will be reduced by \$0.8 billion.

The budget, like other York Region activities, is guided by Vision 2051, which sets out the long-term goal of creating strong, caring and safe communities, and the related strategic plan for this new Council term.

York Region services

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

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

The Operating Budget

Proposed Operating Budget

(in \$ Millions)	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Gross Expenditures	1,887	1,972	2,052	2,127
Non-Tax Revenue	949	989	1,025	1,058
Net Expenditures	938	983	1,027	1,069
Assessment Growth Revenue (%)	2.15	1.96	1.83	1.75
Proposed Tax Levy Increase (%)	2.97	2.85	2.69	2.35

The day-to-day operating activities of York Region are central to the excellent quality of life its residents enjoy. Almost all of the spending in the operating budget goes to core service areas, including policing, community and social programs, environmental services, and roads and transit. A key goal is providing timely, high-quality services in the most efficient ways.

Budget increases will help to pay for: more police officers and paramedics; continued rollout of the Viva bus rapid transit service on dedicated rapidways; response to an increased need for mental health programs and services; and support for establishing a university campus in the Region.

Services need to keep pace with growth and other changes in the populations they serve. The budget reflects the continued outlook for population growth, which is expected to increase by 2% a year on average out to 2031. Changes in demographics, including the population's age profile and cultural backgrounds, also affect the budget.

The Region is becoming more urban as population grows, which has impacts across departments. Examples include increased transit service, maintenance and policing activities related to busier roads, and the need for more social and community services.

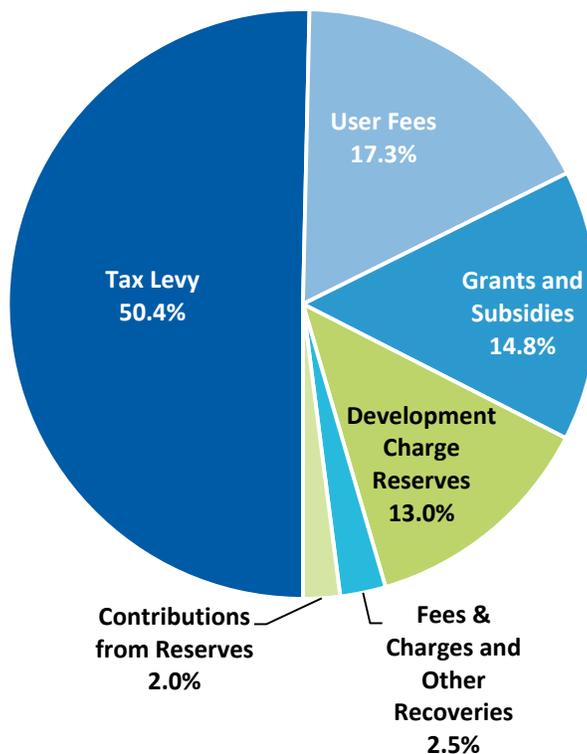
The expectations of service users are driving change, as well. Residents increasingly expect to be able to access programs, information and advice in new ways, including on-line self-service. They also expect more responsive, transparent and flexible services.

Another cost driver is the need to comply with the increased requirements of new provincial and federal policies, programs and legislation. These may be broad-based, such as the *Accessibility for Ontarians with Disabilities Act* and *Municipal Freedom of Information and Protection of Privacy Act*, or specific to Regional activities.

Because grants and subsidies from other levels of government provide a significant share of the Regional budget, changes in the fiscal plans of these governments can also have an impact on budgeting.

Finally, the fiscal strategy has an important impact on the operating budget. Through the strategy, the Region will increase its contributions to reserves that are dedicated to repaying debt, avoiding new debt and replacing assets as needed. These reserves are vital to maintaining and enhancing the Region’s fiscal sustainability.

2015 Total Revenue (\$1.9 Billion)



As the above chart shows, non-tax revenue contributes significantly to covering gross operating costs.

The net operating budget, after other sources of revenue are taken into account, is supported by the annual tax levy. Increases in the tax levy are calculated after the natural growth in the assessment base. In 2015, assessment growth will contribute roughly 2% and the net tax levy will support \$937.6 million, or about 50%, of the total proposed operating budget. The share of the operating budget supported by the tax levy is projected to remain stable during the outlook period.

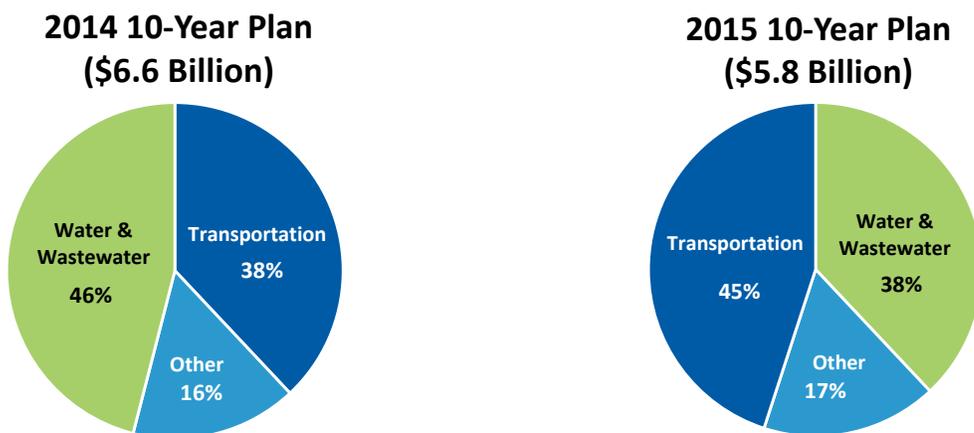
The Capital Budget

The proposed capital plan for 2015 is \$826 million, representing the first year of a 10-year plan of \$5.8 billion. The requested Capital Spending Authority, which reflects multi-year commitments to large capital projects, is \$2.5 billion.

With growth, York Region continues to invest in such major assets as roads, transit, water and wastewater systems and facilities, and affordable housing. Responding to increasing concerns about traffic congestion, this plan emphasizes investment in roads and transit, with transportation's share of capital investment increasing from 38% to 45%.

This represents record levels of road investment over the next four years. In addition to York Region's own investment in transit, the federal and provincial governments are providing major capital funding, bringing expected transit investments to a total of \$1.9 billion over the 2015-2019 period.

Changing capital priorities



The Region has invested more than \$2.0 billion in water and wastewater infrastructure in the past five years, a critical investment because these assets are key to unlocking growth, and high levels of investment will continue.

Because these major investments must often be made ahead of the development they support, financing them has implications for the Region's fiscal position. In preparing the current budget, the Region responded to slower growth in recent years in development charge collections, a major source from which capital-related debt is repaid. It adjusted its capital plan, deferring some water and wastewater projects. Preparatory work will continue, however, so that the Region can respond quickly if the situation changes.

Despite the changes, York Region's 10-year capital plan remains among the largest in the Greater Toronto Area.

With the growth in its stock of assets, the Region must also be ready to rehabilitate or replace assets when needed. Asset management, which ensures the right investments in assets are made at the right time, is becoming an increasingly central part of business planning for departments. It also helped to shape the fiscal strategy, which recognizes the need to build up reserves for future capital needs that will not be paid by development charges.

Key Plans and Policies

Key Plans and Policies

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

Vision 2051, which was approved by Regional Council in May 2012, sets out a path for York Region to follow over the next decades to achieve its goal of creating strong, caring and safe communities. Like the Regional Official Plan, it lays out long-term objectives. While the Official Plan provides a framework for development, Vision 2051 complements it by speaking to a broad range of outcomes:



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

Each four years, at the start of their term of office, a new Regional Council and Chair endorse a four-year strategic plan that aims to turn the long-term objectives of Vision 2051 into day-to-day activities and goals. The previous strategic plan, for 2010 to 2014, achieved more than 90% of its objectives. Progress reports are available at [York.ca under About York Region > Plans, Reports and Strategies > Strategic Plan 2011 to 2015](#). In January 2014, the Region began working on the 2015 to 2019 Strategic Plan. This work drew on a scan of the local and wider environment to identify both potential obstacles to the Region's goals and opportunities to achieve faster progress.

The planning process also took into account the Region's fiscal strategy. This helped to ensure that as the plan is translated into programs and initiatives, these will respond to the needs of the community now and in future in ways that are responsible to taxpayers.

The proposed new plan focuses on four priority areas for the Region, each with clear goals tied to concrete measures of progress:

- Strengthen the Region's economy
- Support community health and well-being
- Manage environmentally sustainable growth
- Provide responsive and efficient public service

As the plan was developed, the Region's departments worked in parallel to make sure their budgets and business plans were consistent with its proposed direction. After approval of a new plan for 2015 to 2019, departments will adjust their own longer-term plans to align with it, and track and measure progress towards its goals over the next four years. Council and York Region residents will be regularly updated on results and progress.

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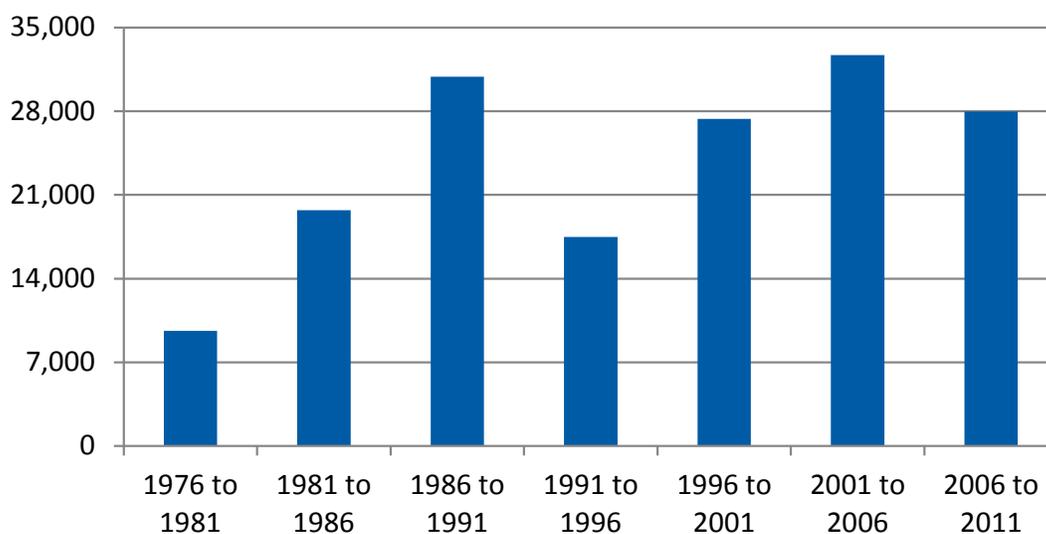
The Region: Economy and Demographics

The Region: Economy and Demographics

Since becoming a regional municipality in 1971, York Region has benefited from strong growth in population and employment. In mid-2014, an estimated 1.13 million people lived in the Region. From mid-2001 to mid-2011, York Region's census population grew by more than 300,000 people, an average annual growth rate of 3.5%.

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

**Average Annual Census
Population Growth**



The 2011 census identified the Region as Canada's fastest growing large municipality in the 2006-to-2011 period. Despite this, the rate of growth actually moderated from the previous census period. Between 2001 and 2006, the Region's census population increased by just over 4% a year on average, but that rate fell to roughly 3% in the 2006-to-2011 period.

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

The Region attracts businesses as well as people. After the City of Toronto, it is Ontario's second largest business hub, with more than half a million local jobs. Knowledge-based sectors like information and communications technology, life sciences and financial services are important to the Regional economy. Its more than 45,000 businesses include the Canadian headquarters or divisional operations of 17 Fortune 100 corporations.

New building activity is strong. Almost 7,500 residential dwellings started construction in the Region in 2013, compared to approximately 6,300 units in Peel Region, which has roughly the same population, and 5,054 in Halton Region. Including industrial, commercial and institutional new build and renovations, the total construction value in the Region was \$2.8 billion in 2013. This represented just over 17% of the total across the Greater Toronto Area (GTA).

Development activity is important to the revenue side of the Regional budget. To support population and job growth, the Region invests in roads, watermains and other infrastructure to serve new housing, commercial and other developments. It uses charges levied on the developments to fund most of these related infrastructure costs.

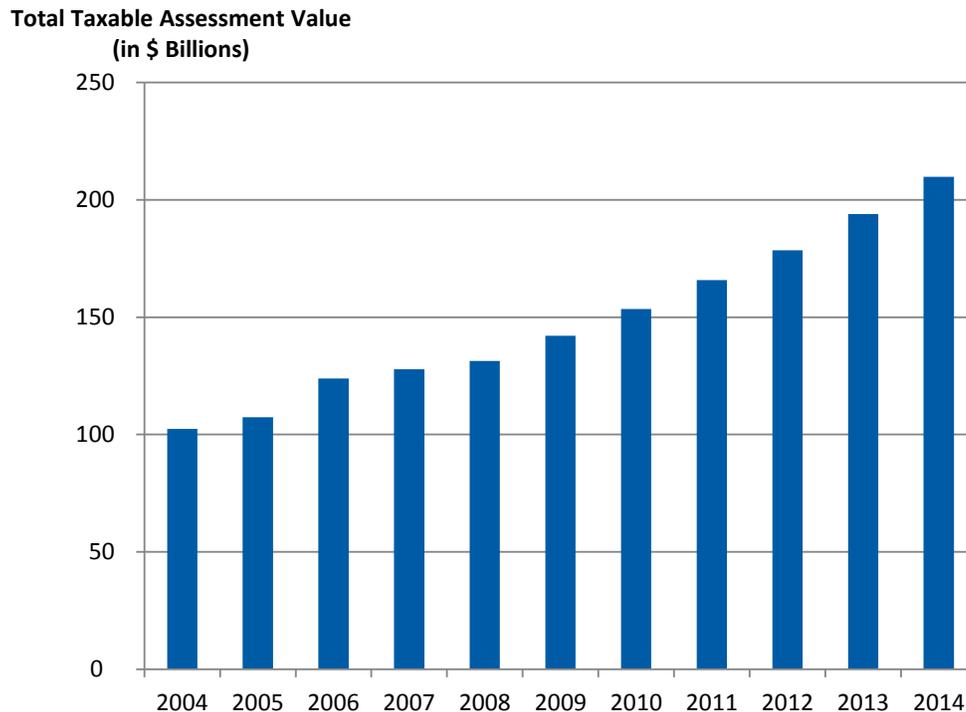
A key goal of good financial management is to match the pacing of capital projects to the rate of growth. The nature of capital investments, however, means that they often need to be made in advance of the growth they will serve. This makes it important to base budgeting decisions, especially those relating to capital investments, on the best available forecasts of population growth and development activity.

The Growth Plan for the Greater Golden Horseshoe, the provincial growth management strategy for the GTA and outlying areas, develops forecasts of population, employment and housing growth for the area as a whole and allocates them to individual regional and single-tier municipalities. The most recent amendment to the Growth Plan, in 2013, provided a 2041 mid-year target for York Region of 1.79 million residents. The amendment also projected that the Region would grow to 1.59 million residents by 2031, which would require average annual growth of 2% from 2011 to 2031. The job forecast of 786,000 by 2031 implies a similar rate of growth.

How population and job growth translates into development activity depends on several factors. These include the propensity of people to form new households, availability of suitable land, length of the planning approvals process, state of the economy and outlook in the development industry – to name a few. Further factors determine the quantity of development charges collected, for example the relative shares of single detached houses, condominiums, apartments or townhomes in the housing stock, and the development charges levied on each type of housing. As a result, development charge collections do not necessarily track year-to-year population growth.

Ongoing services, as opposed to growth needs, are funded to a large degree by property taxes. These are based on the assessed value of existing homes and businesses. The assessment base provides a stable long-term funding source for the Region. The Region benefits from a total property tax assessment base of \$209.8 billion, the second-highest in the GTA.

Taxable assessment value in York Region



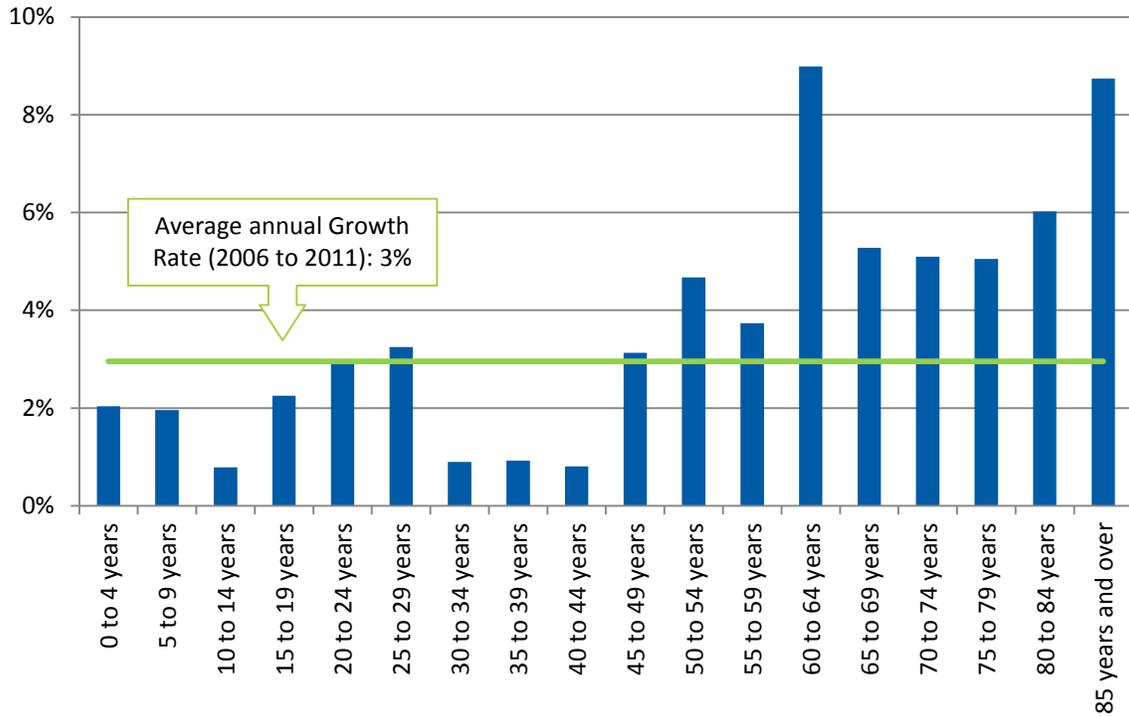
Residential housing represents a large part of the assessment base. Resale housing prices in the Region are generally high, with an average \$685,500 against \$567,500 for the GTA as a whole. That figure reflects an average of \$832,300 for a single detached house and \$352,200 for a condominium or apartment. According to the 2011 census, some 88.5% of households are owner-occupied, the highest percentage in the GTA.

Increasing urbanization is spurring the building of more condominiums and other higher-density developments, especially in the southern part of the Region, which over time may change the make-up of the housing stock and affect both development charge collections and property tax revenues.

On the spending side, growth and the shape it takes have major impacts on both capital and operating budgets. The kind of denser development going on in many parts of the Region can be easier to serve with water, wastewater and road investments, but can also bring greater complexity to planning and project delivery and require higher levels of service in such areas as transit.

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

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



Couples, the majority with children, make up almost two-thirds of all households. The general aging trend across Canada is also evident in the Region. The fastest-growing cohorts are residents aged 60-64, 80-84, and 85 and over.

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

The Budget

Overview

Overview

This budget book contains operating and capital budgets for the Regional Municipality of York. It sets out spending on operations of \$1.9 billion for 2015 and requests Capital Spending Authority of \$2.5 billion, including a capital plan of \$826 million in 2015. It also explains how capital and operations will be funded, and particularly the role of the property tax levy in meeting capital and operating needs.

It also represents York Region's first four-year budgeting exercise. This means that in addition to laying out proposed spending and expected revenues for the 2015 fiscal year for Council approval, it provides an outlook for an additional three years, also for Council approval.

Multi-year budgeting improves budgeting in several ways, including:

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

York Region took the first step towards implementing multi-year budgeting two years ago, with the 2013 budget process. Council approved a budget for 2013 and an outlook for 2014. The 2014 outlook served as the starting point for the last year's budget. The 2014 budget was for a single year, as the term of the Council approving it ended during the year.

Going forward, the outlook will go out to 2018 in each budget from 2015 to 2018, so that Council will consider a single-year budget in 2018, the final year of its term. The approved outlook will form the basis of the budget process each year.

Meeting key priorities

The budget addresses key priorities relating to capital investment, ongoing service needs and the Region's financial condition. These priorities align with the overarching strategic plan goals of strengthening the Region's economy, managing environmentally sustainable growth, supporting community health and well-being, and providing responsive and efficient public service. They also respond to:

Investment in infrastructure to keep up with growth. York Region will continue to invest in transportation, environmental and social infrastructure. Traffic congestion is consistently named as a top concern by residents, and can be a barrier to economic growth, so an important focus will be managing the impacts of busier roads. This will include both road-building and, to help manage environmental impacts, providing more surface-based rapid transit. With several major projects completed in recent years, water and wastewater investments will continue to enable growth and focus on reducing operational risks.

Greater and more complex service needs. York Region's population is not just growing, it is changing. Average life expectancy is greater than elsewhere in Ontario, helping to make older people the fastest growing cohort in the Region. Housing affordability is another concern, as house prices consistently have gone up faster than incomes. There are more single-person and sole-parent households and more people facing language barriers than in the past. At the same time, expectations about service levels and access to services are going up. The Region will continue to deliver services that address these priorities, enhancing them where possible to meet specific community needs.

Remaining financially sustainable. Although it has continuously gained population, the Region's history has been marked by cycles of faster and slower growth. This can create a mismatch between the spending on infrastructure needed to support growth and the receipt of development charges to pay for it. A recently adopted fiscal strategy strikes a prudent balance between investing in infrastructure now and saving for the future. This strategy will increasingly draw on detailed asset management plans as they are developed to direct resources to the highest capital priorities.

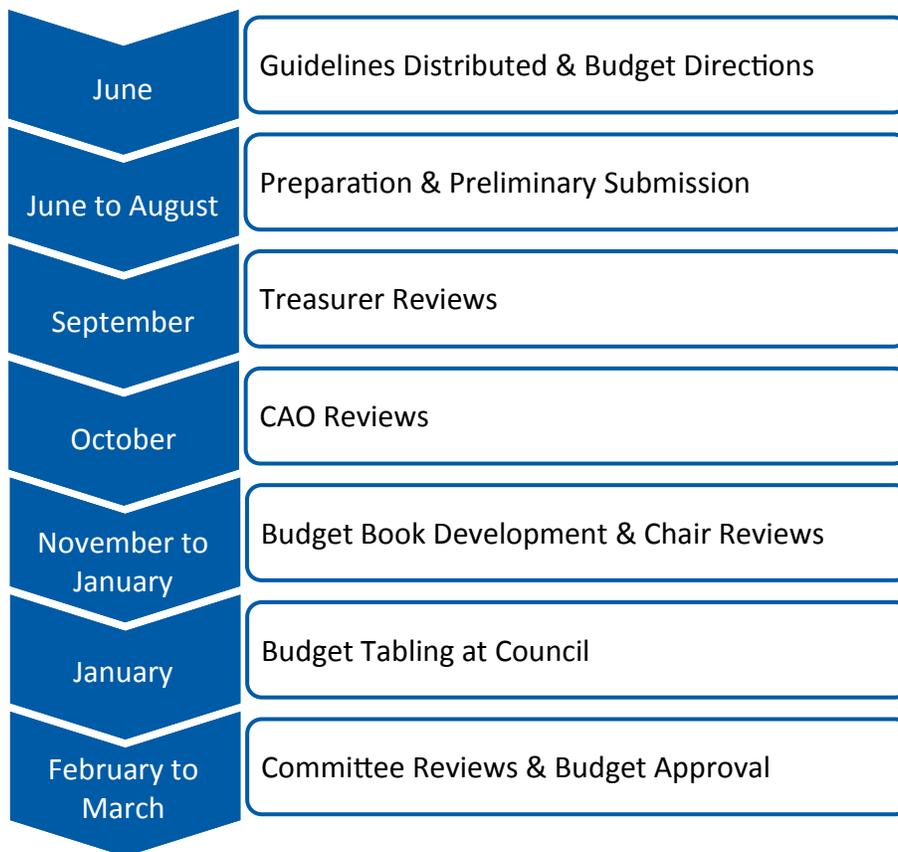
The budget also responds to factors that are having an organization-wide impact in the short and longer terms. These include changes at the federal and, in particular, provincial level of government that affect the level of funding, altering the Region's role in delivering services, and increasing the complexity of regulatory and policy frameworks.

The budget process

The starting point for budgets is the enveloped amount provided by the Finance department's budget unit. Using it as their guide, departments look at pressures caused by inflation and population growth and any increases relating to regulatory requirements. They also take into account the ongoing impacts of earlier year decisions. They then review their base budgets to identify possible areas for cost savings and efficiencies. If funding is available, they consider new programs and enhancements.

The capital budget is developed using a 10-year capital program, based on Vision 2051, the York Region Official Plan, and departments’ master plans and goals. Accommodating growth remains the central priority in the infrastructure budget. As asset management plans mature, these will increasingly drive decisions about funding rehabilitations and replacements.

Senior management of the Region and the Chairman of Regional Council review budget proposals to ensure they comply with Council guidelines and balance competing priorities in ways that are reasonable and responsible. As spending needs become clearer, estimates of funding sources are prepared. All amendments to the budget post Council approval are presented to Council and are available to the public on York.ca.



The operating impacts of capital, and the capital impacts of operation

The budget book shows two different kinds of budget spending: on operations and on capital. The costs of operations include day-to-day staffing, repairs, utilities and so on, while spending on capital goes to building or acquiring large assets like roads and buses, watermains and water treatment plants.

The budgets are presented separately because the two kinds of spending follow different patterns. Operating expenses are more predictable and stable over time and relatively easy to adjust, if needed, from year to year. Capital projects, in contrast, generally require very large up-front investments, sometimes over a number of years, and are designed to give many years, even decades, of service.

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

- As capital assets go into service, operating costs generally rise. Building more roads, for example, means more has to be spent each year on keeping them clear and maintaining them. In this way, new capital investments can lead directly to higher operating costs.
- Some capital investments, conversely, are intended to reduce operating costs. An example would be spending more on insulating a building to reduce its future heating and cooling costs. An analysis of total lifecycle costs – that is, the costs to build, operate, maintain, upgrade, rehabilitate and finally dispose of an asset – takes trade-offs of this nature into consideration.
- When major spending on capital has to take place to serve a development before the related development charges are collected, the Region must borrow money to fill the gap. The interest charges and debt repayments are included in operating costs.
- The need to delay a capital project because of financial constraints can also increase operating costs. This can happen, for example, because an older asset that is more costly to run must be kept in place longer than planned.

It must be noted that just as capital spending affects operating costs, the reverse is also true: operating budgets have impacts on capital investments.

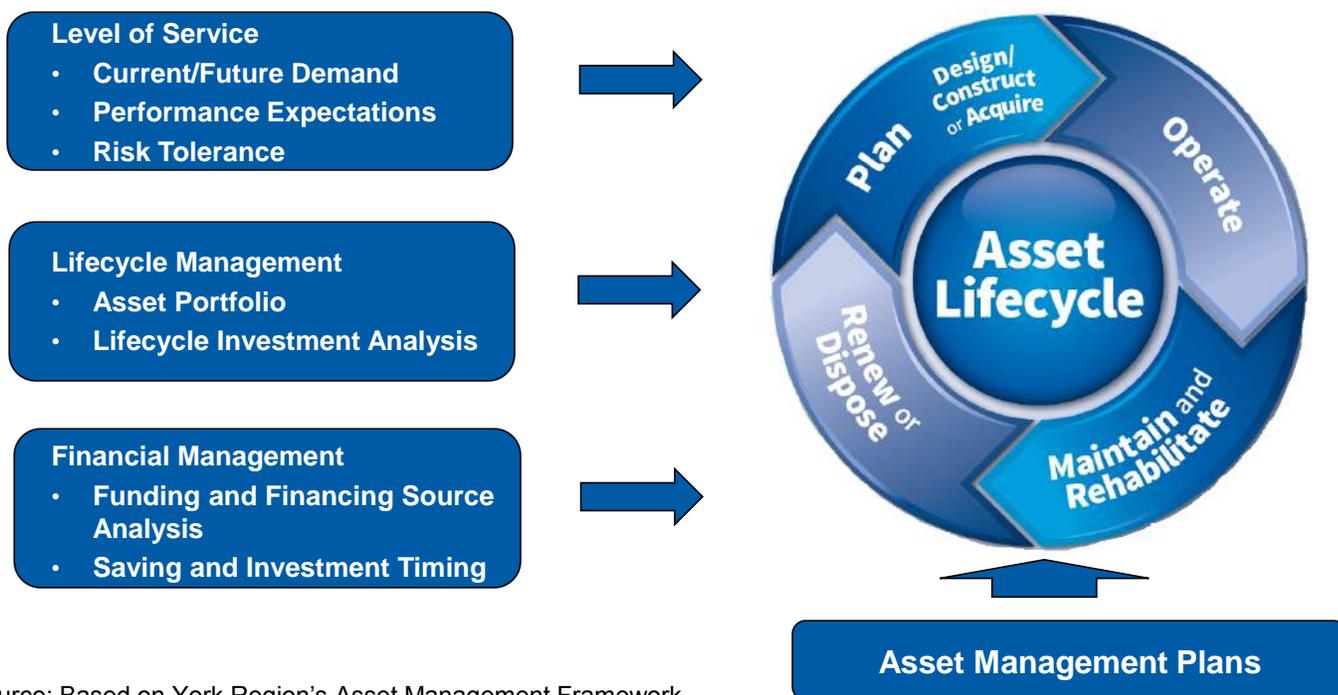
The most serious of these is the risk of shortening an asset's useful life because of a failure to maintain it properly. This is a significant problem across North America, especially in municipalities that are not growing. Tight operating budgets often lead to putting off upkeep: an example would be delaying the filling of cracks in a road surface.

Over a long enough period of time, deferring maintenance this way shortens the service life of an asset and leads to the need to replace it prematurely – or, where there is no funding for that, to an inadequate level of service and higher risk to the public. In the road example, it means frost heaving and potholes that slow traffic and can damage vehicles and contribute to accidents.

Asset management planning

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

Developing an asset management plan starts with assessing the current state of assets. York Region reports publicly every two years on the state of its major asset classes, including roads, transit, water and wastewater and housing. In 2014 Council received reports from departments with major asset portfolios. The departments' infrastructure scored a B ("good") grade overall, based on 2013 assessments. The grade reflects the estimated reliability, capacity and condition of the assets.



Source: Based on York Region’s Asset Management Framework

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

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

Nonetheless, with the stock of infrastructure built and acquired over the past decades, the Region’s attention must shift increasingly to maintaining, rehabilitating and upgrading existing assets. It is hard to predict exactly how much this will cost, but Canada’s National Research Council recommends that about 2% of the value of assets should be spent on maintenance each year. An additional 2% a year should be added to reserves that are intended to pay for major rehabilitation, replacements and upgrades.

With state of the infrastructure information in hand, and guided by both the Region’s strategic goals and its fiscal strategy, departments are continuing to develop asset management frameworks and plans. A central tenet of asset management is recognizing that proper repairs and maintenance are usually a far more cost-effective way to meet service requirements than acquiring new assets.

Good asset management will help departments make the right decisions at the right time, at the right cost, for the right reasons, while meeting established levels of service for their assets.

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

A municipality's ability to deliver on its asset management plan depends on the quality of its fiscal strategy. Fiscal strategy, in turn, must be informed by sound asset management plans. This makes asset management planning a key element in preparing York Region's budgets and, ultimately, in ensuring its long-term financial sustainability. The interplay of asset management, sustainability and financial strategy is discussed in more detail in the discussion of financial sustainability starting on page 171.

Paying for operations and capital

The Region has access to several sources of funding to pay operating and capital investment costs. The major sources include water and wastewater rates, transit fare revenue, user fees, funding from other levels of government, and the tax levy.

Fares and user fees. Charges collected directly for a regional service, for example fares paid by transit passengers, may cover only a part of the costs. In some cases, this is acceptable because the service brings other benefits. In the case of transit, for example, encouraging ridership mitigates congestion.

Water and wastewater rates. There are strong arguments in favour of setting water and wastewater rates to cover the full costs of the service. When users pay the costs of what they use, they tend to use less water, which reduces pressure on water sources and cuts down the wastewater that must be treated before going back into the environment. Full cost recovery also helps fund sustainable asset management, which extends the useful life of water and wastewater infrastructure.

To support these environmental and other benefits and to satisfy increasingly costly regulatory requirements, the Region has raised rates. Combined with water conservation efforts and changes in the building code, this has reduced per-capita water consumption. Although beneficial in the long term, the impact has been to reduce overall rate revenues, while at the same time the cost of providing water and wastewater services in a tightly regulated environment has been rising.

The Region is carrying out a study of costs and revenues as it prepares a proposed new multi-year rate structure to present to Council for approval in late 2015, to replace the current structure that runs to March 2016. The study will address the balance between revenue stability and the need to encourage the wise use of water, and will also consider affordability.

Development charges. These charges are included in the cost of new housing and other developments and are used to fund the infrastructure – roads, watermains, street lights and so on – that residents will need. Infrastructure may be built either before or after the development charges for it are collected. If charges are received before the infrastructure is built, they go into a reserve until needed; if after, the infrastructure must be financed with debt until the charges are collected.

Transfers from the provincial and federal governments: Funding from other orders of government can be provided on a long-term basis for specific programs, like Ontario Works. Transfers can also be for programs of time-limited duration or can be targeted to building infrastructure.

The tax levy, based on the assessed value of property, covers the difference between these other sources of revenue and the Region's total costs each year.

Issuing **debt** is a source of financing, but ultimately it is not a source of funding. Under provincial legislation it can be used only to a limited extent and only for infrastructure. As noted above, York Region issues debt in many instances to build infrastructure in advance of development, with the goal of repaying it from the related development charges.

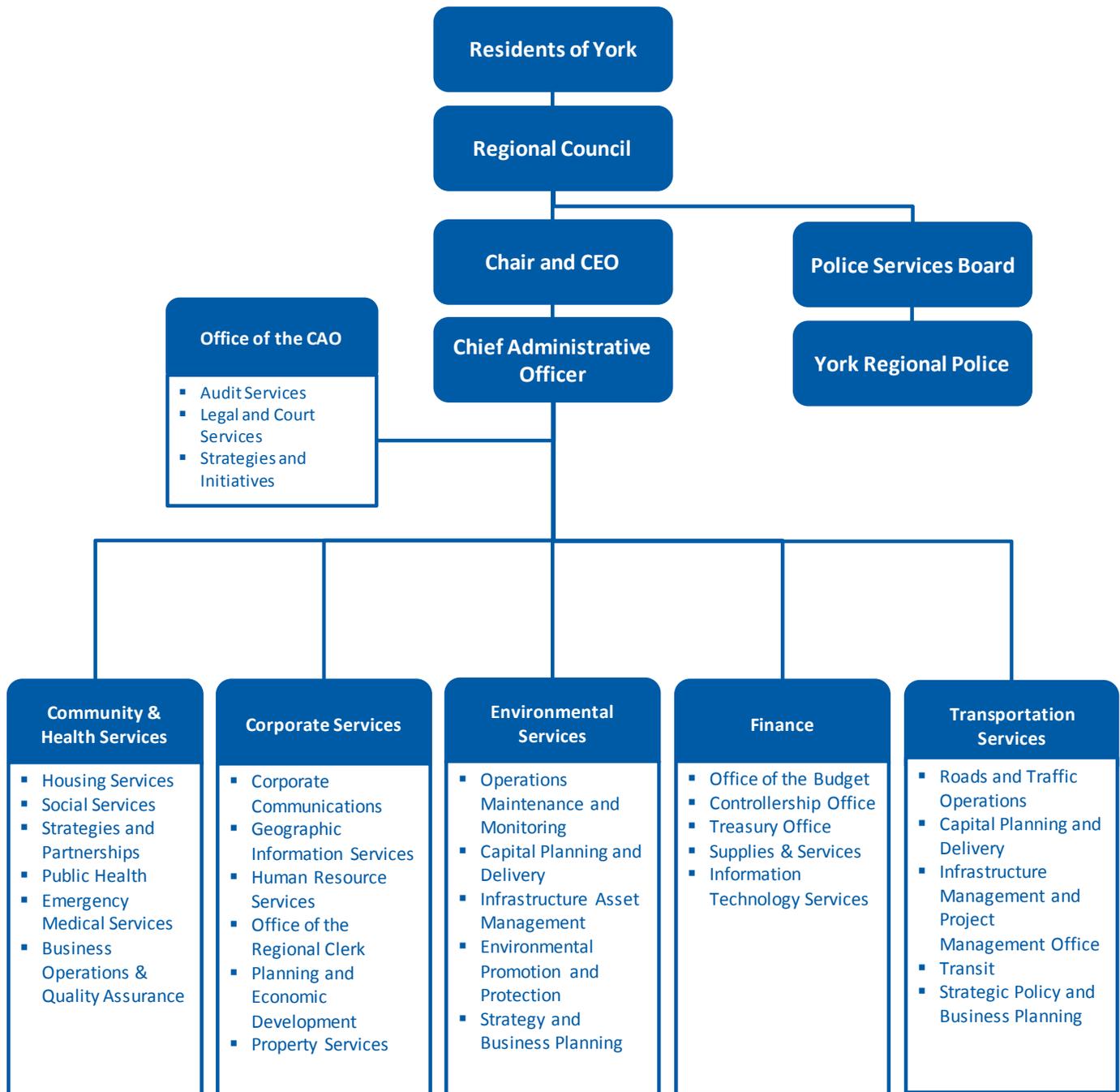
For the purposes of good planning and financial prudence, the Region also maintains and contributes to **reserves**. These are built up over more than one year and are intended to cover major future expenses, especially capital projects. They provide funding for the budget in the year that the Region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

Keeping a strong level of reserves is critical to the Region's management of debt and contributes to its high credit ratings. They also provide a cushion against sudden, unforeseen changes in revenues or spending. The section on financial sustainability starting on page 171 discusses their role in the fiscal strategy.

Basis of budgeting

York Region prepares its budgets using the modified accrual basis of accounting, which is explained in more detail in the section on Accrual-Based Budgeting starting on page 167. The section provides a table that shows the differences between the way the Region presents the numbers here in the budget and later in its annual report. It also discusses why Ontario municipalities use differing approaches in their budgeting and reporting documents.

Organizational chart



The Operating Budget: An Overview

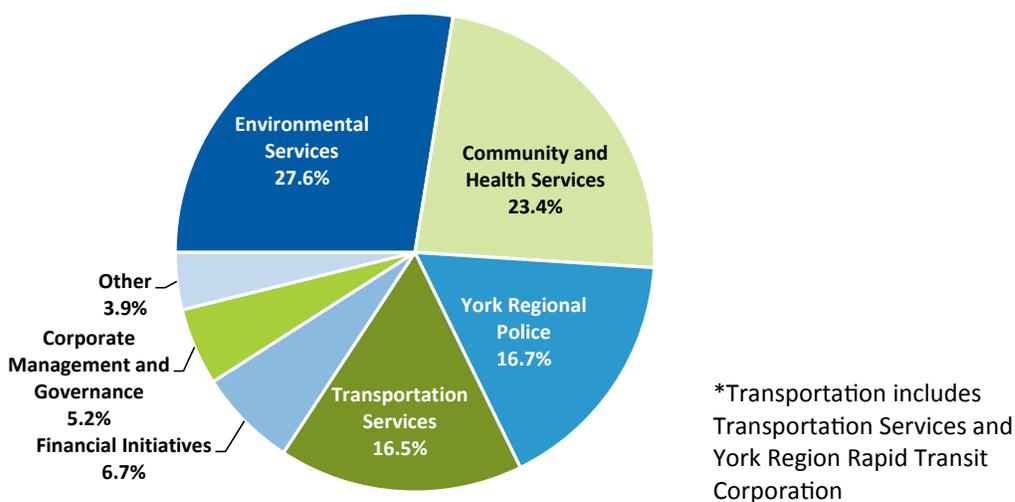
The Operating Budget: An Overview

The operating budget supports a wide range of services that York Region residents use and depend on every day. It covers the salaries of paramedics, public health nurses, water system operators, forestry technicians, police officers and others who work for the Region. It helps pay for ongoing services like waste management and transit provided under contract, as well as debt servicing and other day-to-day expenses.

Almost all of the spending in the operating budget goes to core service areas. Along with York Regional Police, the departments that provide waste management, water and wastewater, roads and transit services, emergency medical services, public health and social programs account for 85% of total spending.

Expenditures mostly for core services

**2015 Gross Expenditures
(\$1.9 Billion)**



The operating budget for York Region out to 2018 includes increases to meet the demands of a larger population, put new capital assets into service and manage emerging needs. It also allows for selected improvements to service levels.

Over the next four years, operating budget initiatives include:

- Adding 129 new officers and 51 civilian staff to York Regional Police to respond to population growth
- Responding to a greater need for services to deal with mental health concerns across the age spectrum, providing more effective Emergency Medical Services, helping older people remain active and healthy, and addressing other issues related to a growing and changing population

- Commissioning a state-of-the-art transit operations, maintenance and storage facility in 2015
- Bringing more vivaNext dedicated rapidways into service
- Funding for the Regional contribution to a new university.

Operating expenditures will rise to reflect population growth, inflation, new needs and service improvements over the next four years. The expected increase will be 3% a year on average, which is in line with these cost drivers. The full increase in the annual operating budget will reflect two key additional areas:

- The **capital contributions** item in the operating budget, also known as “pay-as-you-go” capital, is spending on assets that comes out of available operating resources each year and does not require new debt.
- Under the **fiscal strategy**, which aims to control growth in the Region’s peak and total debt load and related interest charges and to provide for future asset replacement needs, the Region plans to add funds to two reserves, one dedicated to debt reduction and the other to capital replacement. The section on financial sustainability starting on page 171 explains the strategy in more detail.

Offsetting these uses of resources, the Region expects to receive revenues and other funds in the form of grants, user fees and water/wastewater rates . These sources are expected to grow, on average, by 3.2% a year.

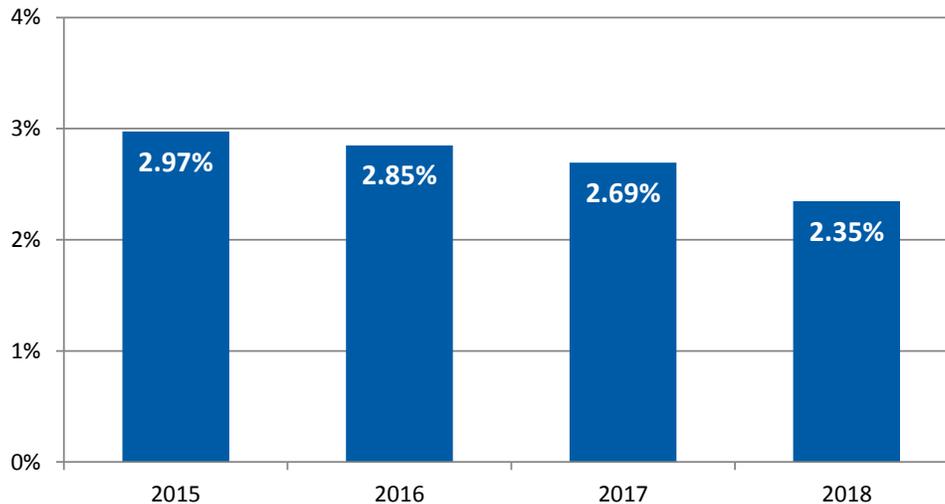
Total tax levy reflects the difference between the total operating budget needs and the funding provided by revenues. Natural growth in the assessment base yields additional funds each year, so this amount is subtracted from the total to yield the tax levy increase.

Net tax levy calculation

(in \$000s)	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Operating Expenditures	1,751,201	1,800,708	1,847,964	1,929,765
Capital Contributions	84,456	101,616	107,451	86,634
Fiscal Strategy	105,566	127,479	155,299	171,191
Allocations & Recoveries	(54,597)	(57,612)	(58,953)	(60,911)
Total Operating Budget	1,886,626	1,972,191	2,051,761	2,126,679
Less: Revenues	949,022	989,513	1,024,597	1,057,411
Total Tax Levy*	937,604	982,678	1,027,164	1,069,268
Less: Growth in Assessment	19,165	18,362	18,018	18,004
Tax Levy Net of Assessment Growth*	918,439	964,317	1,009,147	1,051,264

* Numbers may not add due to rounding

Increases in the tax levy are expected to fall over the four years of the budget



While the tax levy pays for about half the Region’s operating costs, the degree to which it supports services varies across service areas, depending on how much is funded through such other sources as user fees, grants and subsidies from other levels of government.

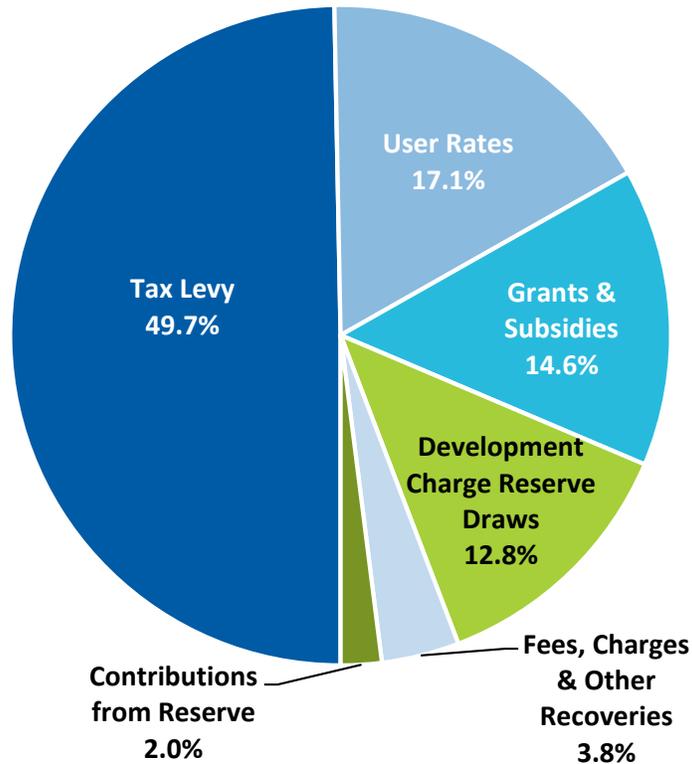
2015 Budget share of spending versus tax levy

	Share of Operating Spending	Share of Tax Levy
Environmental Services	28%	4%
Transportation Services	16%	22%
Community & Health Services	23%	17%
York Regional Police	17%	31%
Other	16%	26%

*Transportation includes Transportation Services and York Region Rapid Transit Corporation

Community and Health Services receives significant funding from the provincial government, which lessens its reliance on other sources. In the Environmental Services department, the water and wastewater operating budget is fully supported by wholesale rates charged to local municipalities. Transit users also contribute a share of the York Regional Transit/Viva budget through fares. Areas that rely more heavily on the tax levy include policing and roads.

2015 Total Revenue (\$1.9 Billion)



Year-over-year drivers of change in the net operating budget

At \$937.6 million, the proposed 2015 net operating budget has increased by \$45.7 million from the net operating budget approved for 2014. This section discusses the major drivers of the increase for 2015 and provides the expected year-over-year increase for subsequent years.

Base Adjustments

(in \$ Millions)	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Base Adjustments	8.5	9.5	9.8	10.5

Compensation increases for staff across the Region and other inflationary pressures are the major

driver of changes to the base budget. Higher funding from the provincial and federal governments largely offset increased Community and Health Services costs, including higher child care operator rates. Allocating a full year of costs for new hires who were budgeted for half a year in 2014 contributed to higher York Regional Police costs, which were partially offset by increased revenues from fees and charges.

There were a number of other revenue-related adjustments, including a decrease of \$1.0 million in projected transit fares owing to an adjustment reflecting 2014 ridership. As well, the Courts branch lowered the base on which it projects revenues, reflecting experience to date with red light ticket infractions and resulting fine revenues, which reduced expected 2015 revenues by \$1.0 million.

Efficiencies and program reductions

(in \$ Millions)	2015	2016	2017	2018
	Approved	Outlook	Outlook	Outlook
Efficiencies & Program Reductions	(3.9)	(1.0)	(1.7)	(0.4)

An important part of the budget preparation at York Region is reviewing the base budget and making adjustments for any program reductions and efficiencies. All departments contributed to the total 2015 savings of \$3.9 million. In particular, savings were identified in Community and Health Services, reflecting the end of a community living program along with other reductions. As well, the Courts branch 2015 operating budget reflects an expected increase in fine revenues.

Legislated and contractual

(in \$ Millions)	2015	2016	2017	2018
	Approved	Outlook	Outlook	Outlook
Legislated & Contractual	3.8	0.9	2.7	4.5

Expected transit contract increases in 2015 will total nearly \$4.0 million, mainly reflecting hourly rate increases and related costs. As well, fees paid by the Region to the Municipal Property Assessment Corporation will increase by \$0.7 million. These increases will be partially offset by an expected increase of \$0.8 million in 2015 in provincial funding for court security and prisoner transportation services provided by York Regional Police.

Fiscal Strategy

(in \$ Millions)	2015	2016	2017	2018
	Approved	Outlook	Outlook	Outlook
Fiscal Strategy	18.7	21.4	28.3	15.8

The fiscal strategy represents the Region's commitment to building reserves for future asset replacement and reducing debt levels. In 2015, reserve contributions for asset replacement will increase by \$14.3 million and contributions for debt reduction will grow by \$4.4 million.

Impact of capital

(in \$ Millions)	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Impact of Capital	5.0	1.5	(1.7)	2.9

This category reflects the impact of capital projects on the operating budget. It reflects day-to-day operating costs for newly-completed capital projects, changes in pay-as-you-go capital allocations, and changes in tax-levy debt repayment for the year. Increases largely reflect roads and transit capital projects and expanded paramedic services. In 2015, the major transit-related operating impacts arise from the delivery of new facilities and terminals and higher operating, maintenance and servicing costs as additional Viva rapidways are completed. Expanding paramedic services in the Region include new stations and vehicles and the staff to operate them.

Growth and service enhancements

(in \$ Millions)	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Growth & Service Enhancements	13.6	12.8	6.9	8.9

Operating costs increase to maintain existing service levels as population grows. They may also increase to provide a higher level of service. In 2015, more than two-thirds of the operating cost increase in this category is attributable to meeting the needs of growth and the balance is for service enhancements.

York Regional Police will hire 46 new staff in 2015 at a cost of \$1.8 million, and have budgeted for part-year costs based on expected hiring dates. The police service is also introducing a new cadet program for 2015.

Consolidated Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	1,714,459	1,751,201	36,742	1,800,708	49,507	1,847,964	47,256	1,929,765	81,801
Contribution to Capital	71,969	84,456	12,487	101,616	17,160	107,451	5,835	86,634	(20,817)
Fiscal Strategy	88,897	105,566	16,669	127,479	21,913	155,299	27,820	171,191	15,892
Revenues	(931,614)	(949,022)	(17,408)	(989,513)	(40,491)	(1,024,597)	(35,084)	(1,057,411)	(32,814)
Allocations and Recoveries	(51,789)	(54,597)	(2,808)	(57,612)	(3,015)	(58,953)	(1,341)	(60,911)	(1,958)
Net Budget	891,922	937,604	45,682	982,678	45,074	1,027,164	44,486	1,069,268	42,104
Assessment Growth Revenue		(19,165)		(18,362)		(18,018)		(18,004)	
Net Budget After Assessment Growth		918,439		964,317		1,009,146		1,051,264	
% Change		2.97%		2.85%		2.69%		2.35%	

Consolidated Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	1,823,536	891,922	1,886,626	937,604	1,972,191	982,678	2,051,761	1,027,164	
Base Adjustments	17,801	8,470	21,596	9,465	18,832	9,841	14,925	10,520	
Efficiencies & Program Reductions	(11,972)	(3,911)	(1,770)	(952)	(1,877)	(1,714)	(410)	(410)	
Legislated & Contractual	1,429	3,849	1,819	862	4,045	2,749	5,199	4,459	
Fiscal Strategy	16,669	18,713	21,913	21,417	27,820	28,318	15,892	15,792	
Impact of Capital	9,174	4,967	6,975	1,513	3,578	(1,653)	5,213	2,887	
Growth & Service Enhancements	15,265	13,594	15,171	12,770	9,300	6,945	11,769	8,857	
Water & Wastewater User Rate	14,724	-	19,860	-	17,872	-	22,330	-	
Total Before Assessment Growth	1,886,626	937,604	1,972,191	982,678	2,051,761	1,027,164	2,126,679	1,069,268	
Assessment Growth Revenue		(19,165)		(18,362)		(18,018)		(18,004)	
Proposed Total Budget	1,886,626	918,439	1,972,191	964,317	2,051,761	1,009,146	2,126,679	1,051,264	
Change from Prior Year	\$	63,090	26,517	85,565	26,713	79,570	26,468	74,918	24,100
	%	3.5%	3.0%	4.5%	2.8%	4.0%	2.7%	3.7%	2.3%

Consolidated Staffing Summary

	2015	%	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change	Outlook	Change
Prior Year Complement	5,288.3		5,442.1		5,589.6		5,713.6	
In Year Approvals & Restatements	3.5	0.1%						
New	150.0	2.8%	145.0	2.7%	123.0	2.2%	120.0	2.1%
Conversions	48.0	0.9%	7.5	0.1%	5.0	0.1%	5.0	0.1%
Program Reductions	(47.8)	(0.9%)	(5.0)	(0.1%)	(4.0)	(0.1%)	(2.5)	(0.0%)
Total Full-Time Equivalents*	5,442.1	2.9%	5,589.6	2.7%	5,713.6	2.2%	5,836.1	2.1%

Consolidated Tax Levy Summary 2014 to 2016

(in \$000s)	2014 Budget		2015 Approved		% Change Net	2016 Outlook		% Change Net
	Gross	Net	Gross	Net		Gross	Net	
Transportation Services								
York Region Transit/Viva	177,942	93,152	186,413	102,488	10.02%	191,054	104,508	1.97%
Contribution to Pay-As-You-Go Capital	9,100	9,100	9,100	9,100	-	9,100	9,100	-
Roads & Traffic	69,849	47,880	75,034	50,587	5.65%	76,322	49,123	(2.89%)
Contribution to Pay-As-You-Go Capital	28,185	28,185	31,185	31,185	10.64%	32,185	32,185	3.21%
Business Management Support	8,941	8,936	9,359	9,344	4.56%	9,485	9,470	1.35%
Subtotal	294,017	187,254	311,090	202,704	8.25%	318,145	204,386	0.83%
Environmental Services								
Waste Management	62,129	42,482	59,321	41,022	(3.44%)	61,128	42,395	3.35%
Water & Wastewater Services	406,486	-	412,186	-	-	415,713	-	-
Contribution to Pay-As-You-Go Capital	30,604	-	39,628	-	-	55,961	-	-
Natural Heritage & Forestry	6,088	5,267	6,854	6,104	15.87%	7,435	6,580	7.81%
Contribution to Pay-As-You-Go Capital	925	925	1,191	1,191	28.76%	1,168	1,168	(1.93%)
Energy Management	598	470	608	480	2.14%	610	482	0.31%
Subtotal	506,831	49,145	519,788	48,796	(0.71%)	542,015	50,625	3.75%
Community and Health Services								
Employment & Financial Support	94,369	14,821	92,643	14,608	(1.43%)	95,969	16,669	14.11%
Family & Children's Services	85,323	14,698	87,733	14,624	(0.50%)	89,127	14,993	2.52%
Housing Services	74,377	44,346	71,815	45,110	1.72%	75,255	47,236	4.71%
Long Term Care	36,514	11,956	32,679	11,610	(2.89%)	33,215	11,825	1.85%
Public Health	56,352	10,197	59,556	11,600	13.76%	61,159	12,772	10.10%
Emergency Medical Services	63,090	31,240	67,620	31,020	(0.71%)	70,899	32,992	6.36%
Strategies & Partnerships	12,791	12,311	13,535	13,161	6.91%	14,024	13,775	4.66%
Business Operations & Quality Assurance	15,331	15,331	17,105	17,105	11.57%	17,692	17,692	3.43%
Subtotal	438,146	154,899	442,686	158,839	2.54%	457,338	167,953	5.74%
Corporate Management and Governance								
Chair & Council	2,173	2,113	2,148	2,148	1.62%	2,184	2,184	1.71%
Office of the C.A.O.	8,637	4,985	5,826	5,214	4.59%	5,974	5,660	8.56%
Legal Services	4,521	4,163	4,745	4,387	5.38%	4,981	4,623	5.37%
Financial Management	15,066	13,152	15,579	13,833	5.18%	16,197	14,570	5.33%
Information Technology Services	20,616	20,616	21,612	21,612	4.83%	22,891	22,891	5.92%
Contribution to Pay-As-You-Go Capital	2,850	2,850	2,850	2,850	-	2,850	2,850	-
Communications, Information & Data	6,389	6,287	6,802	6,549	4.16%	7,147	6,891	5.23%
Human Resource Services	9,295	9,231	9,551	9,487	2.77%	10,132	10,068	6.12%
Property Services	20,135	19,205	20,317	19,012	(1.00%)	20,839	19,534	2.74%
Contribution to Pay-As-You-Go Capital	332	332	332	332	-	332	332	-
Planning & Economic Development	7,850	6,308	8,711	6,467	2.51%	9,031	6,687	3.40%
Subtotal	97,864	89,243	98,472	91,891	2.97%	102,557	96,291	4.79%
Recovery from WWw (User Rate)		(6,417)		(6,918)	7.82%		(7,172)	3.66%
Total Regional Programs	1,336,858	474,125	1,372,036	495,312	4.47%	1,420,055	512,083	3.39%
Financial Initiatives								
Fiscal Strategy	88,897	78,197	105,566	96,910	23.93%	127,479	118,326	22.10%
Non-Program Items	19,752	13,936	20,606	12,940	(7.15%)	21,079	12,608	(2.57%)
Subtotal	108,649	92,133	126,172	109,850	19.23%	148,558	130,934	19.19%
Court Services	10,971	(2,171)	11,150	(962)	(55.69%)	10,646	(1,466)	52.40%
Boards and Authorities								
Conservation Authorities	7,346	7,346	5,572	5,572	(24.15%)	5,761	5,761	3.40%
Hospital Capital Funding	13,638	13,638	13,931	13,931	2.15%	14,201	14,201	1.94%
Property Assessment (MPAC)	17,046	17,046	17,735	17,735	4.04%	18,729	18,729	5.60%
GO Transit	2,500	-	2,500	-	-	2,500	-	-
Subtotal	40,530	38,030	39,738	37,238	(2.08%)	41,191	38,691	3.90%
York Region Rapid Transit Corporation	22,023	11,735	21,806	9,209	(21.53%)	22,757	7,911	(14.10%)
Total Operating Programs	1,519,031	613,852	1,570,902	650,647	5.99%	1,643,207	688,153	5.76%
Police Services	304,505	278,070	315,724	286,957	3.20%	328,984	294,525	2.64%
Total Operating Budget	1,823,536	891,922	1,886,626	937,604	5.12%	1,972,191	982,678	4.81%
Assessment Growth Revenue				(19,165)	(2.15%)		(18,362)	(1.96%)
Total After Assessment Growth	1,823,536	891,922	1,886,626	918,439	2.97%	1,972,191	964,317	2.85%

Consolidated Tax Levy Summary 2017 to 2018

(in \$000s)	2017 Outlook		% Change Net	2018 Outlook		% Change Net
	Gross	Net		Gross	Net	
Transportation Services						
York Region Transit/Viva	195,883	106,128	1.55%	202,978	109,930	3.58%
Contribution to Pay-As-You-Go Capital	9,100	9,100	-	9,100	9,100	-
Roads	83,483	51,143	4.11%	87,094	52,367	2.39%
Contribution to Pay-As-You-Go Capital	29,185	29,185	(9.32%)	29,185	29,185	-
Business Management Support	9,605	9,590	1.26%	9,545	9,515	(0.78%)
Subtotal	327,255	205,146	0.37%	337,902	210,097	2.41%
Environmental Services						
Waste Management	63,069	43,982	3.74%	65,018	45,571	3.61%
Water & Wastewater Services	424,548	-	-	467,502	-	-
Contribution to Pay-As-You-Go Capital	64,998	-	-	44,374	-	-
Natural Heritage & Forestry	7,837	6,982	6.11%	7,920	7,065	1.18%
Contribution to Pay-As-You-Go Capital	966	966	(17.29%)	773	773	(19.98%)
Energy Management	618	490	1.81%	627	499	1.76%
Subtotal	562,036	52,421	3.55%	586,214	53,908	2.84%
Community and Health Services						
Employment & Financial Support	98,010	16,954	1.71%	100,041	17,625	3.95%
Family & Children's Services	90,313	15,152	1.06%	90,805	15,586	2.86%
Housing Services	77,402	48,066	1.76%	78,208	48,800	1.53%
Long Term Care	33,827	12,112	2.43%	34,419	12,373	2.15%
Public Health	63,129	13,973	9.40%	64,934	14,991	7.29%
Emergency Medical Services	73,974	34,536	4.68%	77,693	36,255	4.98%
Strategies & Partnerships	14,159	13,935	1.16%	14,543	14,523	4.22%
Business Operations & Quality Assurance	17,649	17,649	(0.24%)	18,001	18,001	2.00%
Subtotal	468,462	172,377	2.63%	478,644	178,155	3.35%
Corporate Management and Governance						
Chair & Council	2,222	2,222	1.73%	2,261	2,261	1.73%
Office of the C.A.O.	6,116	5,800	2.46%	6,395	6,076	4.76%
Legal Services	5,188	4,830	4.49%	5,602	5,244	8.57%
Financial Management	16,729	15,017	3.06%	17,464	15,606	3.93%
Information Technology Services	23,261	23,261	1.61%	23,878	23,878	2.65%
Contribution to Pay-As-You-Go Capital	2,850	2,850	-	2,850	2,850	-
Communications, Information & Data	7,520	7,262	5.38%	8,021	7,760	6.86%
Human Resource Services	10,362	10,298	2.29%	11,107	11,043	7.24%
Property Services	21,414	20,110	2.95%	21,958	20,654	2.70%
Contribution to Pay-As-You-Go Capital	332	332	-	332	332	-
Planning and Economic Development	9,330	6,886	2.98%	9,509	6,964	1.14%
Subtotal	105,324	98,867	2.68%	109,376	102,668	3.85%
Recovery from WWw (User Rate)		(7,300)	1.79%		(7,499)	2.74%
Total Regional Programs	1,463,078	521,511	1.84%	1,512,135	537,328	3.03%
Financial Initiatives						
Fiscal Strategy	155,299	146,644	23.93%	171,191	162,436	10.77%
Non-Program Items	19,656	10,418	(17.37%)	16,331	8,101	(22.24%)
Subtotal	174,955	157,062	19.96%	187,522	170,536	8.58%
Court Services	9,988	(2,124)	44.85%	9,934	(2,177)	2.52%
Boards and Authorities						
Conservation Authorities	6,034	6,034	4.75%	6,222	6,222	3.11%
Hospital Capital Funding	14,458	14,458	1.81%	14,707	14,707	1.72%
Property Assessment (MPAC)	19,282	19,282	2.95%	19,852	19,852	2.96%
GO Transit	2,500	-	-	2,500	-	-
Subtotal	42,275	39,775	2.80%	43,281	40,781	2.53%
York Region Rapid Transit Corporation	19,809	4,919	(37.82%)	19,193	4,468	(9.15%)
Total Operating Programs	1,710,105	721,142	4.79%	1,772,066	750,937	4.13%
Police Services	341,656	306,022	3.90%	354,613	318,331	4.02%
Total Operating Budget	2,051,761	1,027,164	4.53%	2,126,679	1,069,268	4.10%
Assessment Growth Revenue		(18,018)	(1.83%)		(18,004)	(1.75%)
Total After Assessment Growth	2,051,761	1,009,146	2.69%	2,126,679	1,051,264	2.35%

Consolidated Net Tax Levy Budget Changes

(in \$000s)	2015	2016	2017	2018
	Approved	Outlook	Outlook	Outlook
Base Budget	891,922	937,604	982,678	1,027,164
Base Adjustments				
Compensation & Inflation	6,698	9,801	7,397	6,357
Revenue Adjustments	(6,572)	(7,160)	(7,924)	(6,493)
York Regional Police	8,077	6,818	10,362	10,649
	8,203	9,459	9,836	10,514
Efficiencies & Program Reductions	(3,911)	(952)	(1,714)	(410)
Legislated & Contractual				
Legislated Programs	914	1,039	584	1,068
Contractual Requirements	3,715	604	2,946	3,586
York Regional Police	(781)	(781)	(781)	(195)
	3,849	861	2,749	4,459
Fiscal Strategy				
Capital Asset Replacement	14,271	17,010	19,892	4,729
Debt Reduction	4,442	4,407	8,426	11,063
	18,713	21,417	28,318	15,792
Impact of Capital				
Contribution to Capital Projects	2,882	1,066	(3,123)	(206)
Debenture Financing	(4,353)	(5,939)	(4,787)	(1,831)
Operating Impact of Capital	4,917	4,735	4,228	3,795
VivaNext	1,656	1,846	1,965	1,197
York Regional Police	(134)	(194)	64	(69)
	4,967	1,513	(1,653)	2,887
Growth & Service Enhancements				
Regional Programs	11,781	11,045	5,094	6,934
York Regional Police	1,813	1,725	1,851	1,924
	13,594	12,770	6,945	8,857
Total Before Assessment Growth Revenue	937,604	982,678	1,027,164	1,069,268
Assessment Growth Revenue	(19,165)	(18,362)	(18,018)	(18,004)
Proposed Total Budget	918,439	964,317	1,009,146	1,051,264
Change from Prior Year	\$	26,517	26,713	26,468
	%	2.97%	2.85%	2.35%

The Capital Budget: An Overview

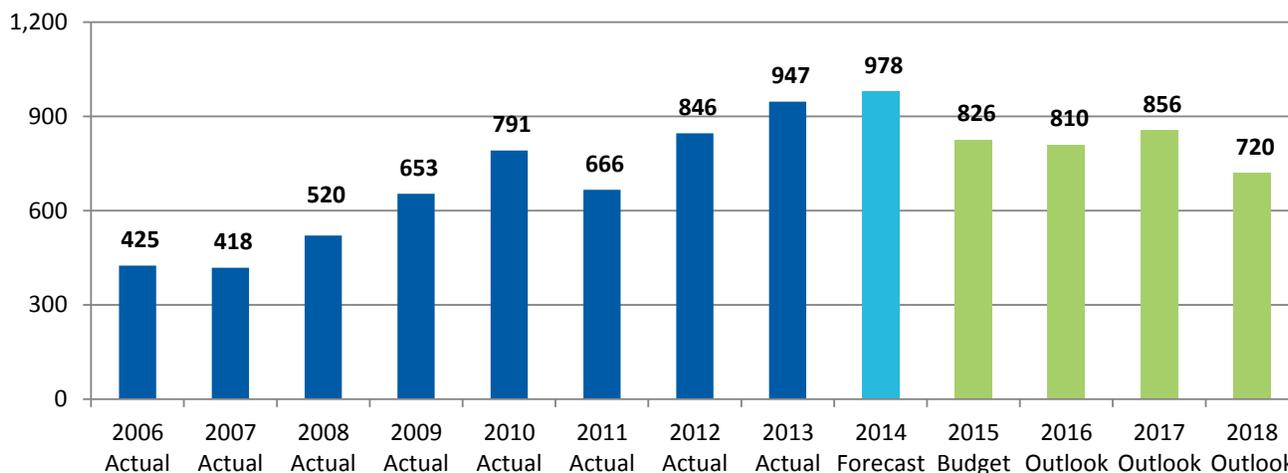
The Capital Budget: An Overview

Well-maintained infrastructure – including roads, bridges, water and wastewater systems – is critical to ensuring that the Region’s growing communities benefit from services that are delivered safely, reliably and efficiently.

To support that goal, York Region’s 10-year capital budget totals \$5.8 billion, including \$826 million for 2015. The annual capital plan has grown considerably over the past several years. It is expected to remain high for the next four years.

Annual capital plan

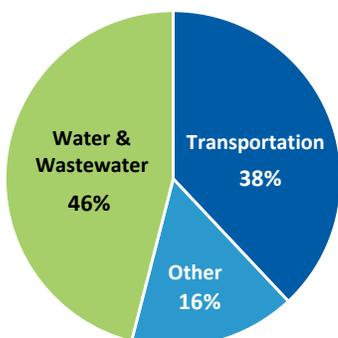
(in \$ Millions)



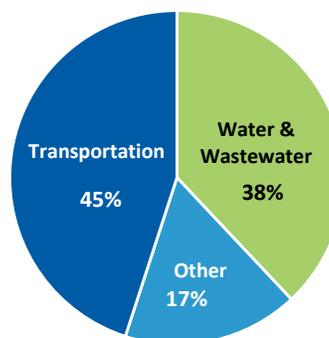
The years ahead see a shift in focus towards greater investment in roads and transit to address the major concern of many residents and businesses: managing congestion.

Changing capital priorities

**2014 10-Year Plan
(\$6.6 Billion)**

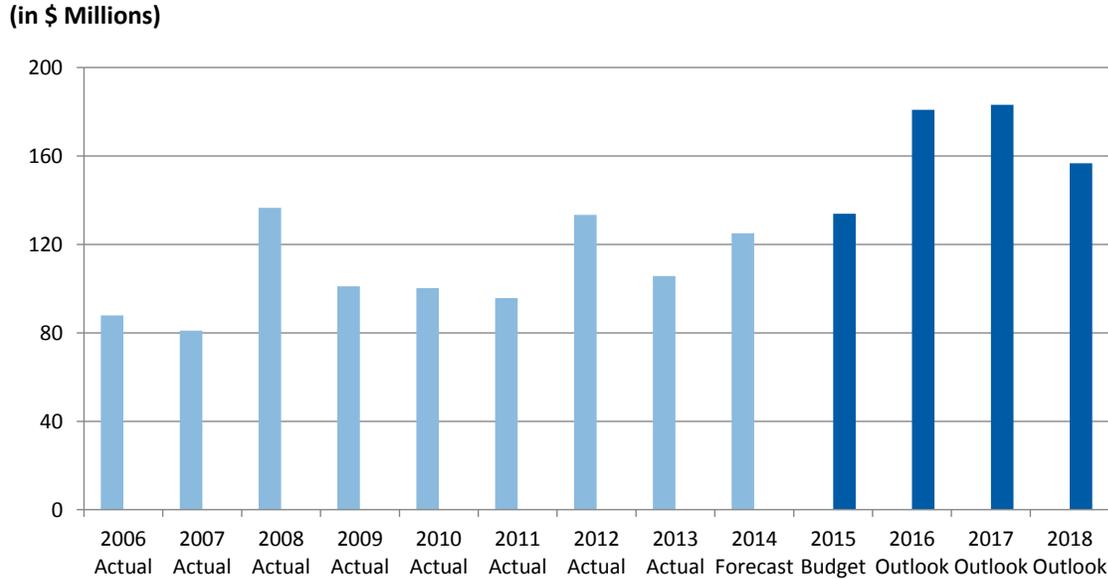


**2015 10-Year Plan
(\$5.8 Billion)**



The capital plan includes record levels of roads investment over the next four years, responding to the need to address congestion.

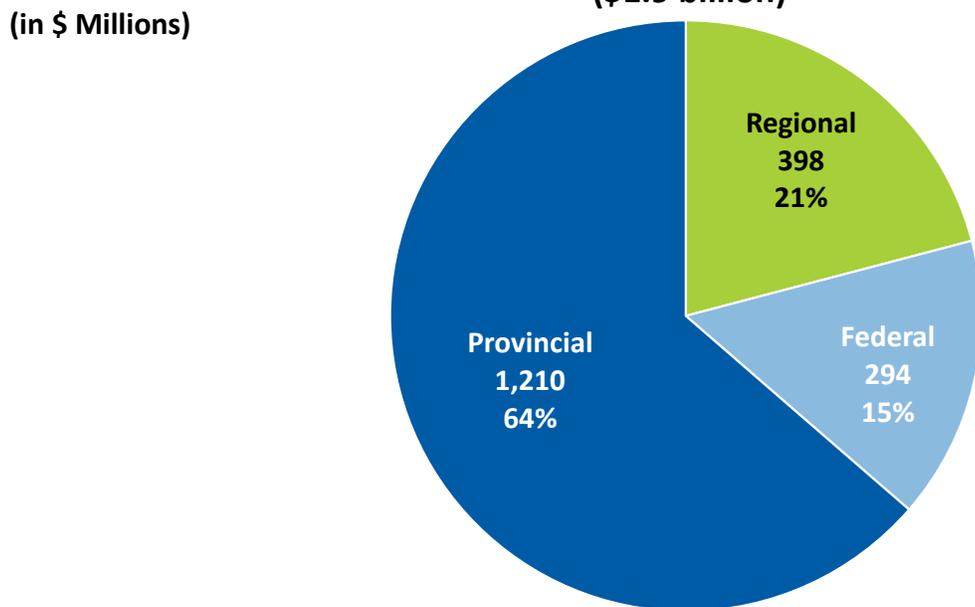
Record levels of roads capital investment



In addition to York Region’s own investment in transit, the federal and provincial governments are contributing to the Toronto-York Spadina Subway Extension, and the province is contributing to the Viva rapidways.

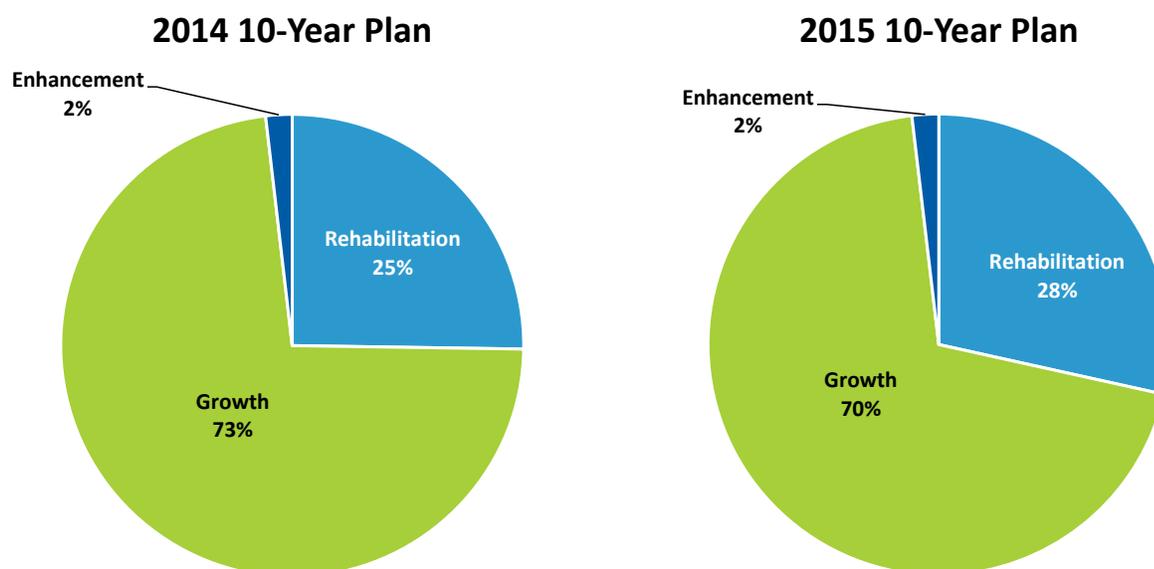
Transit investment is even higher due to external funding

2015—2019 Total Transit Investments (\$1.9 billion)



At the same time, major growth-related investments in water and wastewater will continue. York Region has delivered more than \$2.0 billion in water and wastewater infrastructure over the past five years to support growth, and a further \$0.8 billion is included in the next five years.

Emphasis on growth-related infrastructure



Growth-related capital projects, which make up the bulk of the Region's program, are primarily funded by development charges. To be efficient, major capital projects must take into account future growth as well as existing need, which means projects are often built ahead of the development they will serve. As a result, the Region has financed much of its growth-related capital by issuing debt, with the aim of repaying most debt from development charge revenues when future growth occurs.

The growth in these borrowings is beginning to have an impact on the Region's financial picture, through increases in cost of debt servicing. The Region has adjusted its capital plan this year, as it did a year ago, to address these concerns. In making decisions about changes to the plan, it was guided by the need to:

- Plan and stage development to take advantage of infrastructure already in place
- Focus on regional centres, corridors and strategic employment areas, then the build-out of developing communities
- Use asset management plans to minimize lifecycle costs and make the best decisions about when to replace or rehabilitate existing assets
- Leverage third-party funding where it makes sense from a financial and service perspective
- Meet regulatory requirements
- Provide or enhance system reliability and redundancy.

Using these principles, departments adjusted their budgets to align more closely with the fiscal plan. In particular, Environmental Services reduced its proposed 10-year capital plan from its plan of a year ago. Looking at the nine-year period from 2015 to 2023 inclusive, the plan decreased by roughly \$680 million, mainly by deferring several projects. These deferrals included servicing projects in west and northeast Vaughan, expansion of the Sutton water pollution control plant, and rehabilitation of a trunk sewer, all of which were shifted out of the 10-year plan to later dates. A servicing project for Langstaff/Gateway and Richmond Hill Centre, primarily to support intensification associated with the TTC's Yonge Street subway line extension, was also moved out of the 10-year plan. Upper York Sewage Solutions, a key project to service growth in Aurora, East Gwillimbury and Newmarket, remained in the 10-year plan but was moved to the second five years.

Even with the changes, York Region's 10-year plan is one of the largest in Ontario outside Toronto.

The 10-year capital plan can be revised and updated every year to reflect new information or changing priorities. It protects planning and development work for the deferred projects, including environmental assessments and design, with the aim of ensuring that projects are ready for construction. This means that if growth is faster than expected and development charge collections improve, projects can be moved forward.

Capital Spending Authority is the authority from Council to commit funding to a capital project. It gives multi-year authority for large projects that will be spread over several years. It is forecast for each year of the capital plan to ensure the Region will comply with the annual repayment limit that the province imposes on municipal borrowings.

The Capital Spending Authority associated with the 2015 budget is \$2.5 billion. These are the major projects it covers:

2015 Capital Spending Authority major projects

Project	(\$ Millions)
Spadina subway extension	408
Duffin Creek Incinerator 1 & 2 rehabilitation	170
Duffin Creek stage 1 & 2 upgrades	149
Peel water supply cost-shared work	112
Bus rapid transit facilities and terminals	79
Upper York Sewage Solutions	76
York Durham Sewage System southeast collector	67
Toronto water supply cost-shared work	65
West Vaughan Sewage Servicing	59
Southeast Collector Rehabilitation Primary System	55

10-Year Capital Plan Gross Expenditures

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Plan Total	Balance to Complete	Total Plan Expenditures
Transportation Services													
Transportation Property and Facilities	3,350	37,100	35,050	50,000	21,000	2,100	11,850	7,050	3,000	25,000	195,500	75,600	271,100
York Region Transit	30,133	33,376	58,325	63,368	31,328	41,675	66,732	50,014	48,286	34,288	457,525	26,000	483,525
Roads	133,865	180,867	183,148	156,709	154,886	148,249	141,391	129,364	122,964	122,582	1,474,025	707,909	2,181,934
Sub Total	167,348	251,343	276,523	270,077	207,214	192,024	219,973	186,428	174,250	181,870	2,127,050	809,509	2,936,559
Environmental Services													
Water	122,863	117,655	93,943	68,978	57,232	37,476	36,545	35,150	38,421	53,404	661,667	361,220	1,022,887
Wastewater	223,423	189,890	175,079	114,890	96,586	69,676	151,426	165,863	174,915	179,144	1,540,892	893,490	2,434,382
Waste Management	13,633	7,570	3,113	1,984	250	4,567	989	650	1,076	607	34,439	-	34,439
Natural Heritage & Forestry	2,587	2,098	1,896	1,703	2,029	1,975	1,892	1,800	1,790	1,740	19,510	-	19,510
Energy Management	559	625	625	500	500	500	500	500	500	500	5,309	-	5,309
Sub Total	363,065	317,838	274,656	188,055	156,597	114,194	191,352	203,963	216,702	235,395	2,261,817	1,254,710	3,516,527
Community and Health Services													
Housing Services	28,295	15,451	50,250	53,847	1,568	80	80	80	80	80	149,811	-	149,811
Long-Term Care	3,488	2,368	2,033	368	928	1,933	468	368	433	928	13,315	-	13,315
Emergency Medical Services	14,928	14,140	8,519	4,922	11,232	4,189	2,676	3,284	3,526	5,051	72,467	-	72,467
Sub Total	46,711	31,959	60,802	59,137	13,728	6,202	3,224	3,732	4,039	6,059	235,593	-	235,593
Information Technology	22,713	16,329	15,718	15,860	14,145	20,896	18,297	15,645	16,380	16,475	172,458	64,063	236,521
Property Services	28,578	31,560	88,449	95,770	54,574	13,186	5,623	11,506	10,747	9,395	349,388	-	349,388
York Region Rapid Transit Corporation	155,139	142,168	109,748	76,890	4,218	146	-	-	-	-	488,309	-	488,309
York Regional Police	42,061	18,820	30,349	14,363	14,279	15,099	11,430	13,046	11,578	14,620	185,645	-	185,645
York Region	825,615	810,017	856,245	720,152	464,755	361,747	449,899	434,320	433,696	463,814	5,820,260	2,128,282	7,948,542

2015 Capital Spending Authority Gross Expenditures

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	10-Year Plan Total	Balance to Complete	2015 Capital Spending Authority
Transportation Services													
Transportation Property and Facilities	3,350	36,600	30,550	4,400	-	-	-	-	-	-	74,900	-	74,900
York Region Transit	30,133	6,160	5,500	-	-	-	-	-	-	-	41,793	-	41,793
Roads	133,865	129,559	57,987	9,697	1,850	200	-	-	-	-	333,158	-	333,158
Sub Total	167,348	172,319	94,037	14,097	1,850	200	-	-	-	-	449,851	-	449,851
Environmental Services													
Water	122,863	96,105	67,885	30,370	16,200	7,760	8,440	4,670	-	780	355,073	1,560	356,633
Wastewater	223,423	175,735	127,735	56,090	50,696	16,720	10,063	13,083	19,608	45,500	738,653	108,460	847,113
Waste Management	13,633	7,070	220	220	-	-	-	-	-	-	21,143	-	21,143
Natural Heritage & Forestry	2,587	-	-	-	-	-	-	-	-	-	2,587	-	2,587
Energy Management	559	-	-	-	-	-	-	-	-	-	559	-	559
Sub Total	363,065	278,910	195,840	86,680	66,896	24,480	18,503	17,753	19,608	46,280	1,118,015	110,020	1,228,035
Community and Health Services													
Housing Services	28,295	15,371	17,670	21,267	1,488	-	-	-	-	-	84,091	-	84,091
Long-Term Care	3,488	500	-	-	-	-	-	-	-	-	3,988	-	3,988
Emergency Medical Services	14,928	11,100	1,486	-	-	-	-	-	-	-	27,514	-	27,514
Sub Total	46,711	26,971	19,156	21,267	1,488	-	-	-	-	-	115,593	-	115,593
Information Technology													
	22,713	16,329	15,718	15,860	-	-	-	-	-	-	70,620	-	70,620
Property Services													
	28,578	8,332	8,132	6,622	5,685	2,813	-	-	-	-	60,162	-	60,162
York Region Rapid Transit Corporation	155,139	142,168	109,748	76,890	4,218	146	-	-	-	-	488,309	-	488,309
York Regional Police	42,061	4,940	-	-	-	-	-	-	-	-	47,001	-	47,001
York Region	825,615	649,969	442,631	221,416	80,137	27,639	18,503	17,753	19,608	46,280	2,349,551	110,020	2,459,571

10-Year Capital Plan Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
Transportation Services								
Transportation Property and Facilities	195,500	-	102,425	-	5,412	51,541	36,122	-
York Region Transit	457,525	129,353	-	173,502	-	31,147	123,523	-
Roads	1,474,025	321,382	8,744	37,703	251,965	782,372	-	71,859
Sub Total	2,127,050	450,735	111,169	211,205	257,377	865,060	159,645	71,859
Environmental Services								
Water	661,667	-	-	195,951	297,398	168,318	-	-
Wastewater	1,540,892	-	-	237,861	544,369	616,012	-	142,650
Waste Management	34,439	-	5,700	24,186	-	-	4,553	-
Natural Heritage & Forestry	19,510	8,304	-	3,326	-	7,880	-	-
Energy Management	5,309	-	-	5,309	-	-	-	-
Sub Total	2,261,817	8,304	5,700	466,633	841,767	792,210	4,553	142,650
Community and Health Services								
Housing Services	149,811	-	-	66,338	18,875	24,370	39,228	1,000
Long-Term Care	13,315	-	6,235	7,080	-	-	-	-
Emergency Medical Services	72,467	-	23,617	34,361	-	14,489	-	-
Sub Total	235,593	-	29,852	107,779	18,875	38,859	39,228	1,000
Information Technology	172,458	-	-	172,458	-	-	-	-
Property Services	349,388	-	218,966	130,422	-	-	-	-
York Region Rapid Transit Corporation	488,309	-	-	20,610	34,445	69,771	355,441	8,042
York Regional Police	185,645	-	42,266	71,745	8,839	60,595	-	2,200
York Region	5,820,260	459,039	407,953	1,180,852	1,161,303	1,826,495	558,867	225,751

2015 Capital Spending Authority Financing Sources

(in \$000s)	2015 Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debenture Proceeds	Development Charges	Grants & Subsidies	Other Recoveries
Transportation Services								
Transportation Property and Facilities	74,900	-	47,862	-	2,112	11,176	13,750	-
York Region Transit	41,793	9,100	-	9,990	-	2,114	20,589	-
Roads	333,158	49,580	3,474	4,761	168,658	79,164	-	27,521
Sub Total	449,851	58,680	51,336	14,751	170,770	92,454	34,339	27,521
Environmental Services								
Water	356,633	-	-	51,765	237,350	67,518	-	-
Wastewater	847,113	-	-	196,684	410,342	101,629	-	138,458
Waste Management	21,143	-	5,700	10,890	-	-	4,553	-
Natural Heritage & Forestry	2,587	1,241	-	666	-	680	-	-
Energy Management	559	-	-	559	-	-	-	-
Sub Total	1,228,035	1,241	5,700	260,564	647,692	169,827	4,553	138,458
Community and Health Services								
Housing Services	84,091	-	-	25,165	7,078	11,620	39,228	1,000
Long-Term Care	3,988	-	1,720	2,268	-	-	-	-
Emergency Medical Services	27,514	-	15,582	3,095	-	8,837	-	-
Sub Total	115,593	-	17,302	30,528	7,078	20,457	39,228	1,000
Information Technology	70,620	-	-	70,620	-	-	-	-
Property Services	60,162	-	15,979	44,183	-	-	-	-
York Region Rapid Transit Corporation	488,309	-	-	20,610	34,445	69,771	355,441	8,042
York Regional Police	47,001	-	10,424	6,515	8,839	19,723	-	1,500
York Region	2,459,571	59,921	100,741	447,771	868,824	372,232	433,561	176,521

Departmental Budgets

Transportation Services

Transportation Services

The Transportation Services department connects York Region's communities. It is responsible for managing, maintaining and improving more than 4,100 lane-kilometres of Regional roads and operating more than 500 transit vehicles to transport people and goods safely and efficiently in the Region's urban and rural areas.

York Region's roughly \$2.8 billion of transportation-related infrastructure includes roads, bridges, transit terminals, fleet vehicles and maintenance facilities. The department continues to support the creation of an efficient Regional transit system, improved traffic flow and greater road capacity and has contributed to the development of more complete communities in the Region.

Recent accomplishments of the Transportation Services department include:

- Building 111 new lane-kilometres of road capacity between 2010 and 2014
- Rehabilitating/resurfacing more than 620 lane-kilometres of road throughout the Region over the same period
- Installing 87 traffic cameras to improve the management of congestion by allowing staff to better respond to and clear road incidents, such as collisions and breakdowns
- Delivering the first section of Viva rapidways in Markham in August 2013, in partnership with York Region Rapid Transit Corporation
- Launching the PRESTO integrated fare card system on YRT/Viva conventional and bus rapid transit systems in July 2011
- Growing transit ridership from 19.4 million in 2010 to 22.4 million in 2014.

Managing congestion throughout the Region is a priority for the department. A special focus is providing appropriate transportation infrastructure in the four urban centres in which growth is to be focused, in Newmarket, Vaughan, Markham and the Richmond-Langstaff Gateway, and along Regional corridors. A \$1.8 billion provincial investment in delivering bus rapid transit in York Region will help the Centres and Corridors initiative mature, as will the extension of the Spadina subway into the Region.

Providing travel options other than the single-occupant vehicle is vital to managing congestion in the long-term. Implementing rapidways throughout the Region will position YRT/Viva as a viable alternative by ensuring transit users arrive at their destination more quickly and reliably and will be able to connect easily to other means of transportation.

Population growth and increasing urbanization are driving the need for the Region to expand roads to handle more vehicles, support bus rapid transit, and also provide space for pedestrians and cyclists. The department's roads capital construction program aims to address this need over the next four years. In support of delivering this capacity, the departmental structure has been realigned internally to better support capital planning and delivery.

Family of Services

YRT/Viva's Family of Services program is offering people with disabilities more options for travel and greater independence.

Family of Services is designed for registered Mobility Plus clients who may be able to use conventional and Viva services for part or all of a trip. The program leverages the accessible design of all YRT/Viva vehicles and related infrastructure. It is also based on the commitment of YRT/Viva staff to ensure clients feel comfortable travelling on their own with the support of Family of Services.

The travel training program brings eligible Mobility Plus clients to a YRT/Viva stop or terminal where they get in-depth travel training from YRT/Viva staff. This includes information about terminals, platforms and routes, how to pay for their trips, how to board and disembark from a low-floor accessible bus, how to secure any mobility aid they use, and where priority seating is located on each bus. They are also introduced to the bus operator.

Family of Services also integrates YRT/Viva and Mobility Plus. For example, a passenger may use Mobility Plus to get to a terminal, use Viva for most of the trip, and then get picked-up by Mobility Plus for the last part of their trip, all for the same fare.

Using Mobility Plus vehicles for shorter segments and fewer trips allows more clients to be served and reduces the number of vehicles on roads. For the client, it promotes independence, inclusion as part of the community, and access to more YRT/Viva services.

In 2014, over 6,000 trips or 69,000 kilometres were travelled by Mobility Plus clients using Family of Services.

Long-term direction for development of the transit and road networks in the Region is guided by the Transportation Master Plan, which aligns transportation investments with the goals of Vision 2051. In September 2014, York Region began a review of the plan. This will include updating it to reflect 2041 population and employment forecasts in the most recent amendment to the Provincial Growth Plan and to address emerging transportation issues.

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

Transit—York Region Transit (YRT/Viva)

The transit network in York Region includes Viva, York Region Transit (YRT) and Mobility Plus, a specialized service for people with disabilities. Viva provides bus rapid transit service on major corridors, such as Highway 7 and Yonge Street, with fewer stops, while York Region Transit uses conventional buses for more local travel. All three services are interconnected and passengers can transfer from one service to the other. The YRT/Viva system is fully accessible and programs are in place to give Mobility Plus clients the option to access the entire system.

The Transit – YRT/Viva branch provides transit-related services, including planning and scheduling, security and fare enforcement, marketing and communications, operates two customer service call centres, and negotiates and manages contracts for operating and maintaining buses and other transit vehicles and major transit facilities.

Fare revenues cover a portion of the operating costs of this branch. Transit operating costs will be \$195.5 million in 2015. This is just over 60% of the department's total operating budget of \$311.1 million, a share that is expected to remain stable over the next four years.

The branch plays a key role in encouraging and enabling the shift to greater transit use in the Region. Transit capital investments are driven by the Transportation Master Plan. A focus of the plan is to ensure the transit system can meet the growth in demand for transit in the future.

The new rapidways and related infrastructure intended to improve YRT/Viva service account for most of the capital investment in transit. Rapidways are bus-only lanes in the medians of major roads. The rapidway projects are planned and delivered by York Region Rapid Transit Corporation and are discussed in more detail in the next section.

The Transit branch's capital investments are mainly in purchasing additional or replacement vehicles and providing related service and maintenance facilities. The table on page 47 shows planned investments under the proposed 2015 Capital Spending Authority. Growth-related capital spending on transit would amount to \$21.7 million, just over half the proposed total of \$41.8 million.

YRT/Viva currently operates with more than 500 vehicles, and expects this total to reach 600 in the next 10 years. To better manage the transit fleet, YRT/Viva has introduced a software program to assist with scheduling regular maintenance tasks. As a result, buses break down less often, thereby reducing service disruptions.

Looking ahead:

As the new rapidways come into operation, Viva service will represent an increasing share of transit in York Region. Rapidways provide a bus rapid transit service that cuts rush-hour travel time by up to 40% compared to service in mixed traffic.

Building ridership on the expanded rapid transit network is critical, both to reduce the number of cars on Regional roads and to increase fare revenues, which are an important source of funding. The Transit branch is working to support increased transit ridership in several ways, including:

- Creating and implementing annual and five-year service plans and consulting the public and other stakeholders on all proposed initiatives
- Improving on-time performance and providing innovative technology solutions for customer information
- Adjusting routes and schedules to better match service with demand
- Ensuring services comply with the *Accessibility for Ontarians with Disabilities Act*
- Introducing Family of Services to offer Mobility Plus clients options to connect with the entire system
- Offering a free app for mobile devices that shows nearby routes and real-time information
- Using social media, marketing, community outreach and events to build awareness.

To make it easier for passengers to pay their fares, the Region continues to work with Metrolinx, the provincial transit agency, on encouraging wider use of the PRESTO electronic fare card, with the ultimate goals of replacing paper tickets and passes and reducing the use of cash. The full value of PRESTO integration will not be realized until all transit providers in the GTA, including the Toronto Transit Commission (TTC), have fully implemented PRESTO. It is expected this will be accomplished in three to five years.

As an element of widening the use of PRESTO, Metrolinx is leading discussions around cross-boundary issues. This will become particularly crucial to York Region when the TTC's Spadina subway line has been extended to the Vaughan Metropolitan Centre, crossing out of Toronto into the Region.

The new rapidways will connect YRT/Viva customers to the subway extension and also provide links to other key destinations in the Region. While the rapidways are central to supporting the shift to transit, building and operating them has presented several challenges to the Transportation Services department. Keeping on-time with transit schedules during the rapidway construction phase, for example, has required increasing the service hours on many routes.

The expanding transit network will require more facilities such as terminals and garages to store and maintain the vehicles. The budget includes higher operating costs in 2015 because transit maintenance facilities have been expanded and a new Viva operating, maintenance and storage facility will open. Looking further into the future, operating costs will increase with the opening of new terminals at Cornell Centre in Markham, and also at Major Mackenzie Drive at Jane Street and the Spadina Subway Extension in Vaughan. Several Park 'n' Ride facilities will also be coming into service in the next few years.

Roads and Traffic

The Region's arterial road network consists of more than 4,100 lane-kilometres of urban and rural roads, as well as related bridges, bike lanes, intersections and highway interchanges.

The proposed 2015 operating costs for Roads and Traffic is \$106.2 million. It is projected to increase by roughly 3% a year, on average, between 2016 and 2018.

The 10-Year Roads Capital Construction Program, based on the Transportation Master Plan, guides investments in roads and traffic management. To meet the needs of growth and mitigate congestion, the department is:

- Adding more than 200 lane-kilometres to the Regional road network, including adding capacity in urban areas with projects being built (Highway 7, Keele Street) and planning studies getting underway (16th Avenue, Rutherford Road, Bayview Avenue).
- Urbanizing rural roads around new community developments to provide such amenities as sidewalks and transit (2nd Concession, Leslie Street and St. John's Sideroad).
- Partnering with the Ministry of Transportation (Highway 427 extension), the City of Toronto (Donald Cousens Parkway on Steeles Avenue) and Peel Region (Highway 50) to deliver and integrate common infrastructure.

- Filling gaps in the road network (for example, completing the Bathurst Street missing link, carrying out planning studies for Teston Road and Langstaff Road) and moving ahead on building new crossings of provincial highways (Highway 404 north of Highway 7 and north of 16th Avenue).

The map on page 39 shows planned construction start dates for capital growth projects over the next 10 years.

With such a large and growing transportation network, maintaining assets so that they perform as well as possible is key to ensuring the system is sustainable over time. To continue to manage assets proactively, the department is:

- Using technology to better understand the condition of Regional assets
- Focusing on collecting more data and analyzing it in greater depth.

Looking ahead:

Over the next four years, York Region will be spending historically unprecedented amounts, in a Council term, on roads capital. The table on page 47 provides details. It shows a planned \$333.2 million in spending under the proposed 2015 Capital Spending Authority, of which some 92%, or \$306.9 million, will be directed to growth. These investments will bring an increased need to manage construction and maintenance activities without causing major disruptions to road users.

A challenge for the Transportation Services department will be the increase in construction costs in the GTA, which are rising faster than the rate of inflation. Costs are also being driven up by urbanization, which is changing the nature of the road network and making it more challenging to carry out construction in some areas. Urban roads must be built to handle a variety of modes of

Controlling traffic in real time

Over the next four years, improved traffic controller technology is going to make traffic signals more effective in addressing congestion.

Housed in grey metal boxes at intersections, controllers are electronic devices that cause the traffic lights to change in response to vehicle flows. This helps keep vehicles and people moving throughout the Region.

Transportation Services is replacing 100 of the devices in each of the next four years, with installation focused on rapid transit routes and other heavily used roads.

The new controllers will give traffic management staff real-time information about road conditions and operations. This is a big change from the current devices, which report in only three times an hour to alert staff to power outages or other problems.

Although information will now arrive in real time, the traffic controller itself will likely already be addressing the problem as staff receive news from it. Thanks to advanced traffic software, in most instances the controller will have all the information it needs to decide how to best adjust the programming of signal timing to address unusual traffic patterns.

In those few cases where the controller itself cannot minimize the disruption – for example, when there is a collision – the instant delivery of information to staff will improve their ability to get to work right away on fixing the problem.

transportation in a way that is in line with the surrounding community.

With a larger network of roads, particularly in built-up areas, traffic operations staff are providing service to many different road users, including transit vehicles and passengers, pedestrians, and cyclists, and must work to balance the priorities of all users in a way that ensures safety and efficiency. Bringing the new rapidways into service is increasing traffic operations costs by requiring additional lights, signals, cameras and road markings, as well as requiring removal of snow. For example, to help manage snow removal challenges, the Region has acquired its first snow melting machine.

Traffic incidents and customer inquiries about problems, congestion and safety are on the rise. The Roads and Traffic Operations branch is working to communicate traffic problems and disruptions to drivers through more channels by tracking radio calls from police and bus drivers and messages from drivers, and sending out updates using social media. This activity is expected to grow in parallel with the road network.

The Region is also feeling the impacts of climate change. In an average year the Region responded to 75 winter storms, in the 2013-14 season there were more than 100. This included a massive ice storm that took down thousands of trees and stretched maintenance resources to the limit. A major wind storm in the spring of 2014 sheared off 13 hydro poles and toppled them across Warden Avenue, causing a week of major traffic disruption. Such extreme weather events increase the costs of keeping Regional roads clear.

Transportation Master Plan

The Transportation Master Plan is a blueprint for addressing the transportation and mobility needs of those living and working in the Region over the next 25 years.

York Region's current Transportation Master Plan was approved in 2009. A lot has changed since then — the Region has opened the first section of the Viva Rapidways and spent more than \$500 million on building and improving roads. By 2041, York Region is expected to be home to 1.79 million people and 900,000 jobs. Updating the plan on a regular basis is important to ensure improvements to the transportation network reflect the Region's evolving needs and challenges.

A key part of developing the plan has been consulting with residents and other stakeholders. The Region held a series of open houses and has reached out to residents with an interactive online tool (York.ca/TMP) that asks visitors to rank their most important transportation priorities and ask how they imagine getting around in the future. Working with this and other information, the Region will have the new plan in place in 2016 to help ensure York Region becomes an even better place to live and work.

2015 10-YEAR ROADS AND TRANSIT CAPITAL CONSTRUCTION PROGRAM

LEGEND

Road Project	Year
	Under Construction
	2015
	2016
	2017
	2018
	2019
	2020
	2021
	2022
	2023
	2024

Other Project	Type
	Bridge Replacement
	Interchange/ Intersection Improvement
	Major Mackenzie Dr. improvements to be implemented as part of Hwy 427 extension with MIO

VIVA Network Expansion Projects	Year
	VIVA Orange 2016
	VIVA Purple 2017
	VIVA Silver 2017
	VIVA Yellow 2017
	VIVA Green 2018

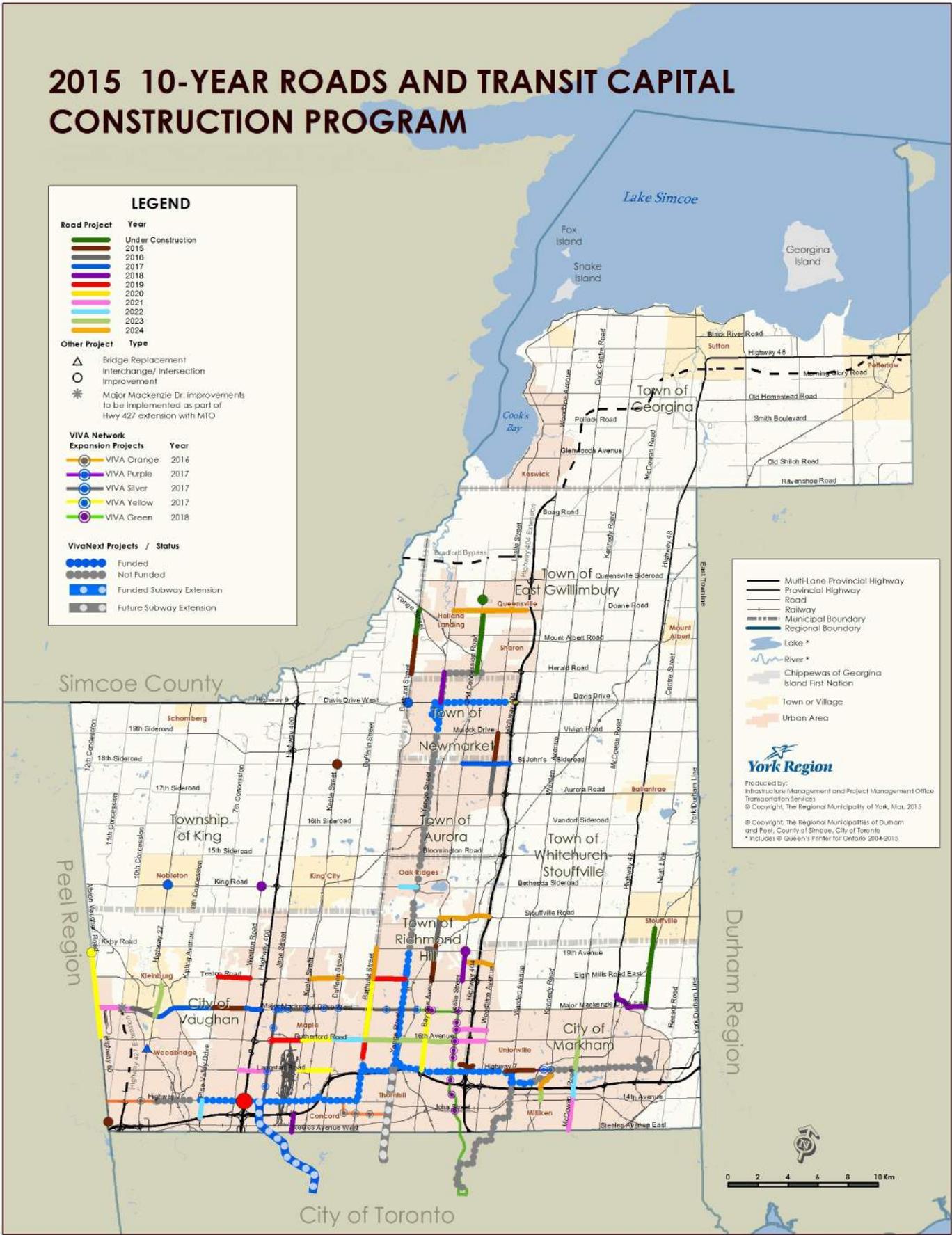
VivaNext Projects / Status	
	Funded
	Not Funded
	Funded Subway Extension
	Future Subway Extension

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

York Region

Produced by:
Infrastructure Management and Project Management Office
Transportation Services
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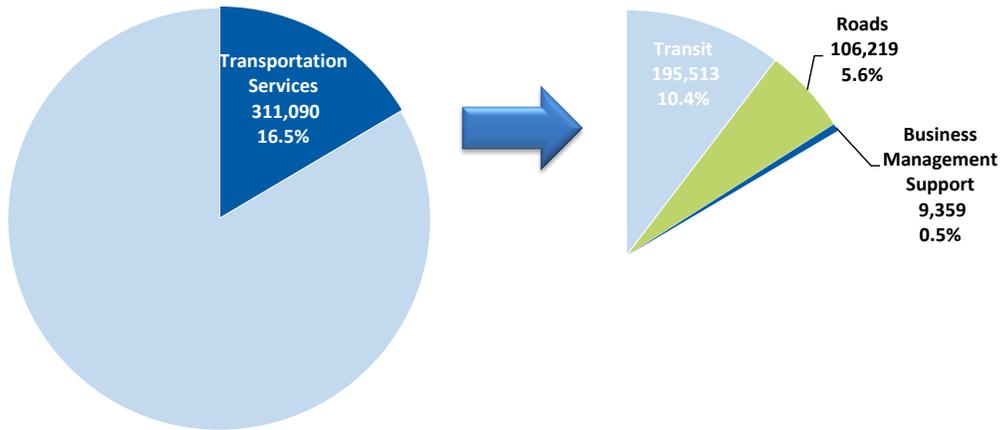
Durham Region



The Operating Budget 2015 to 2018

2015 Transportation Services Gross Expenditures

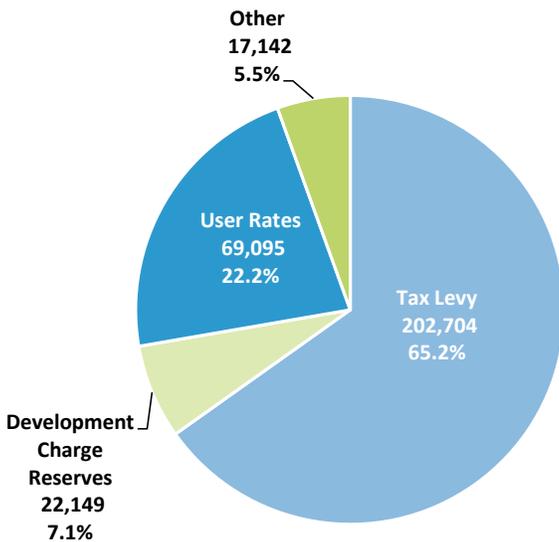
(in \$000s)



(in \$000s)	2015	2016	2017	2018
Transit	195,513	200,154	204,983	212,078
Roads	106,219	108,507	112,668	116,279
Business Management Support	9,359	9,485	9,605	9,545
Total Gross Expenditures	311,090	318,145	327,255	337,902

2015 Transportation Services Funding Sources

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Tax Levy	202,704	204,386	205,146	210,097
Development Charge Reserves	22,149	24,799	29,931	32,293
User Rates	69,095	71,722	74,941	78,273
Other:				
Reserves	14,760	14,760	14,760	14,760
Fees & Charges	1,626	1,722	1,722	1,722
3rd Party Recoveries	757	757	757	757
Total Funding Sources	311,090	318,145	327,255	337,902

Transportation Services Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	271,557	286,250	14,692	294,082	7,832	307,067	12,985	319,431	12,365
Contribution to Capital	37,285	40,285	3,000	41,285	1,000	38,285	(3,000)	38,285	-
Revenues	(106,763)	(108,386)	(1,623)	(113,759)	(5,373)	(122,110)	(8,351)	(127,805)	(5,695)
Allocations and Recoveries	(14,826)	(15,444)	(619)	(17,222)	(1,777)	(18,097)	(875)	(19,815)	(1,718)
Net Budget	187,254	202,704	15,451	204,386	1,682	205,146	759	210,097	4,951
% Change			8.3%		0.8%		0.4%		2.4%

Transportation Services Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	294,017	187,254	311,090	202,704	318,145	204,386	327,255	205,146	
Base Adjustments	1,590	2,537	1,111	(63)	(117)	(1,857)	(1,083)	(2,901)	
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-	
Legislated & Contractual	3,940	3,940	604	604	2,946	2,946	3,586	3,586	
Impact of Capital	8,573	6,002	1,342	(1,307)	4,523	(609)	4,043	1,681	
Growth & Service Enhancements	2,971	2,971	3,997	2,448	1,757	279	4,101	2,586	
Proposed Total Budget	311,090	202,704	318,145	204,386	327,255	205,146	337,902	210,097	
Change from Prior Year	\$	17,074	15,451	7,055	1,682	9,110	759	10,647	4,951
	%	5.8%	8.3%	2.3%	0.8%	2.9%	0.4%	3.3%	2.4%

Transportation Services Staffing Summary

	2015	%	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change	Outlook	Change
Budget Base	417.7		436.7		459.7		478.7	
New	16.0	3.8%	22.0	5.0%	19.0	4.1%	17.0	3.6%
Conversions	3.0	0.7%	1.0	0.2%	-		1.0	0.2%
Program Reductions	-		-		-		-	
Total Full-Time Equivalents	436.7	4.5%	459.7	5.3%	478.7	4.1%	496.7	3.8%

Transportation Services Budget by Program

(in \$000s)	2014 Approved		2015 Approved		% Change	2016 Outlook		% Change
	Gross	Net	Gross	Net	Net	Gross	Net	Net
Transit - YRT/Viva								
Conventional & BRT Operations	163,824	79,812	171,280	88,196	10.5%	175,122	89,438	1.4%
Mobility Plus Operations	14,118	13,340	15,133	14,293	7.1%	15,932	15,070	5.4%
Program Support	9,100	9,100	9,100	9,100	0.0%	9,100	9,100	0.0%
	187,042	102,252	195,513	111,588	9.1%	200,154	113,608	1.8%
Roads & Traffic								
Roads Maintenance	85,959	65,468	94,833	71,910	9.8%	96,986	71,316	(0.8%)
Traffic Management	7,596	6,526	6,852	5,735	(12.1%)	7,014	5,893	2.7%
Capital Planning & Delivery	4,103	4,072	4,159	4,128	1.4%	4,131	4,099	(0.7%)
Fleet Services	375	-	375	-		375	-	
	98,034	76,065	106,219	81,772	7.5%	108,507	81,308	(0.6%)
Business Management Support	8,941	8,936	9,359	9,344	4.6%	9,485	9,470	1.4%
Transportation Services	294,017	187,254	311,090	202,704	8.3%	318,145	204,386	0.8%

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
Transit - YRT/Viva						
Conventional & BRT Operations	179,187	90,315	1.0%	185,394	93,250	3.3%
Mobility Plus Operations	16,695	15,813	4.9%	17,584	16,680	5.5%
Program Support	9,100	9,100	0.0%	9,100	9,100	0.0%
	204,983	115,228	1.4%	212,078	119,030	3.3%
Roads & Traffic						
Roads Maintenance	101,107	70,301	(1.4%)	104,578	71,389	1.5%
Traffic Management	7,214	6,087	3.3%	7,302	6,170	1.4%
Capital Planning & Delivery	3,971	3,940	(3.9%)	4,024	3,992	1.3%
Fleet Services	375	-		375	-	
	112,668	80,328	(1.2%)	116,279	81,552	1.5%
Business Management Support	9,605	9,590	1.3%	9,545	9,515	(0.8%)
Transportation Services	327,255	205,146	0.4%	337,902	210,097	2.4%

Transit—YRT/Viva Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	187,042	102,252	195,513	111,588	200,154	113,608	204,983	115,228
Base Adjustments								
Compensation & Inflation	539	539	392	392	440	440	451	451
Revenue Adjustments	-	1,018	-	(1,174)	-	(1,741)	-	(1,803)
General Base Adjustments	254	194	230	230	(941)	(941)	(1,880)	(1,880)
	793	1,751	622	(552)	(501)	(2,242)	(1,429)	(3,232)
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	3,715	3,715	604	604	2,946	2,946	3,586	3,586
	3,715	3,715	604	604	2,946	2,946	3,586	3,586
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	(484)	(576)	(952)	(946)	(527)	(518)	(410)	(385)
Operating Impact of Capital	2,138	2,138	407	407	1,731	1,731	1,272	1,272
VivaNext	982	982	674	674	462	462	285	285
Spadina Subway	-	-	-	-	60	60	452	452
	2,636	2,544	128	134	1,725	1,734	1,598	1,624
Growth & Service Enhancements								
Maintain Existing Service	1,327	1,327	3,287	1,834	659	(819)	3,340	1,825
Enhance Service Levels	-	-	-	-	-	-	-	-
	1,327	1,327	3,287	1,834	659	(819)	3,340	1,825
Proposed Total Budget	195,513	111,588	200,154	113,608	204,983	115,228	212,078	119,030
Change from Prior Year								
\$	8,471	9,336	4,641	2,020	4,829	1,620	7,095	3,802
%	4.5%	9.1%	2.4%	1.8%	2.4%	1.4%	3.5%	3.3%

Transit—YRT/Viva Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	147.2	152.2	159.2	163.2
New	4.0	7.0	4.0	4.0
Conversions	1.0	-	-	1.0
Program Reductions	-	-	-	-
Total Full-Time Equivalents	152.2	159.2	163.2	168.2

Roads & Traffic Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	98,034	76,065	106,219	81,772	108,507	81,308	112,668	80,328
Base Adjustments								
Compensation & Inflation	685	685	630	630	441	441	722	722
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	(19)	(19)	(267)	(267)	13	13	(316)	(316)
	666	666	363	363	454	454	406	406
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	225	225	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	225	225	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	2,950	2,950	1,089	1,089	(2,921)	(2,921)	(13)	(13)
Debenture Financing	2,063	(415)	(812)	(3,468)	4,154	(987)	1,462	(926)
Operating Impact of Capital	142	142	120	120	360	360	512	512
VivaNext	682	682	818	818	1,206	1,206	484	484
Spadina Subway	-	-	-	-	-	-	-	-
	5,837	3,359	1,214	(1,442)	2,798	(2,343)	2,445	57
Growth & Service Enhancements								
Maintain Existing Service	1,457	1,457	711	614	909	909	761	761
Enhance Service Levels	-	-	-	-	-	-	-	-
	1,457	1,457	711	614	909	909	761	761
Proposed Total Budget	106,219	81,772	108,507	81,308	112,668	80,328	116,279	81,552
Change from Prior Year								
\$	8,185	5,707	2,288	(464)	4,161	(980)	3,611	1,224
%	8.3%	7.5%	2.2%	(0.6%)	3.8%	(1.2%)	3.2%	1.5%

Roads & Traffic Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	219.5	230.5	245.5	258.5
New	11.0	15.0	13.0	12.0
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	230.5	245.5	258.5	270.5

Business Management Support Budget Changes

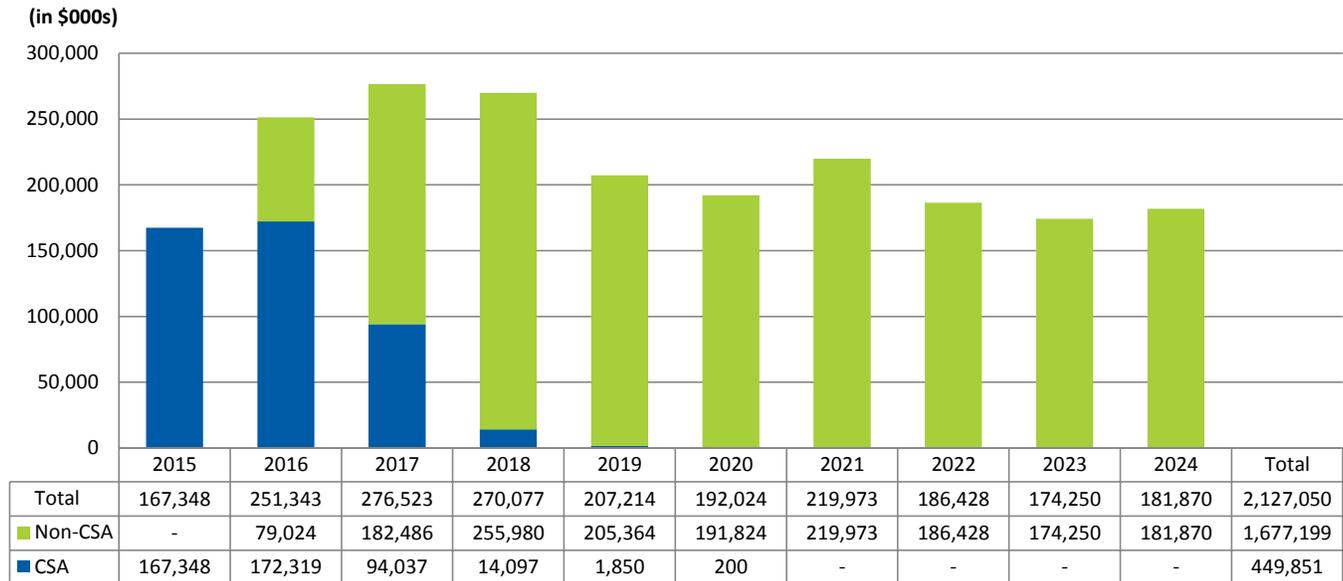
(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	8,941	8,936	9,359	9,344	9,485	9,470	9,605	9,590
Base Adjustments								
Compensation & Inflation	(16)	(16)	43	43	118	118	121	121
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	147	137	84	84	(188)	(188)	(181)	(196)
	131	121	126	126	(69)	(69)	(60)	(75)
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	100	100	-	-	-	-	-	-
	100	100	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	187	187	-	-	189	189	-	-
Enhance Service Levels	-	-	-	-	-	-	-	-
	187	187	-	-	189	189	-	-
Proposed Total Budget	9,359	9,344	9,485	9,470	9,605	9,590	9,545	9,515
Change from Prior Year								
\$	418	408	126	126	120	120	(60)	(75)
%	4.7%	4.6%	1.3%	1.4%	1.3%	1.3%	(0.6%)	(0.8%)

Business Management Support Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	51.0	54.0	55.0	57.0
New	1.0	-	2.0	1.0
Conversions	2.0	1.0	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	54.0	55.0	57.0	58.0

The Capital Budget 2015 to 2024

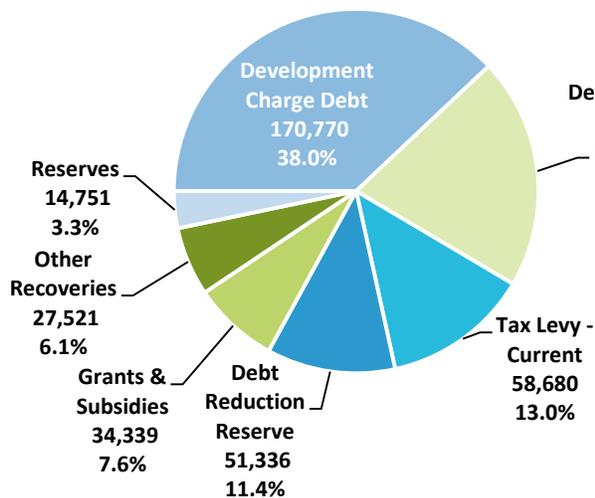
Transportation Services 10-Year Plan & 2015 Capital Spending Authority



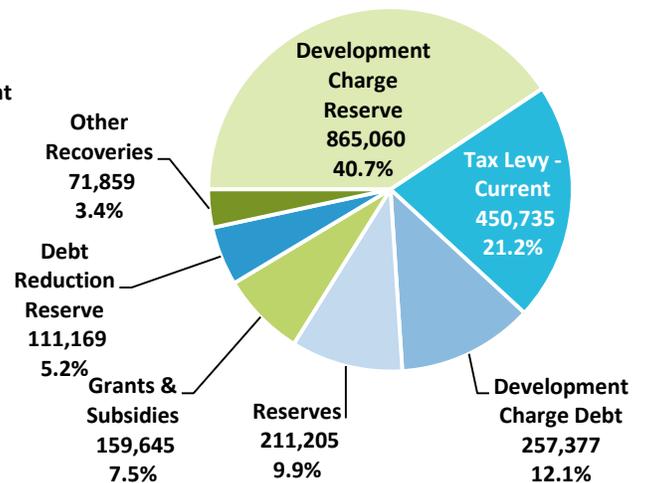
Transportation Services Capital Financing

(in \$000s)

**Capital Spending Authority
(\$ 450 Million)**



**10-Year Plan
(\$ 2.1 Billion)**



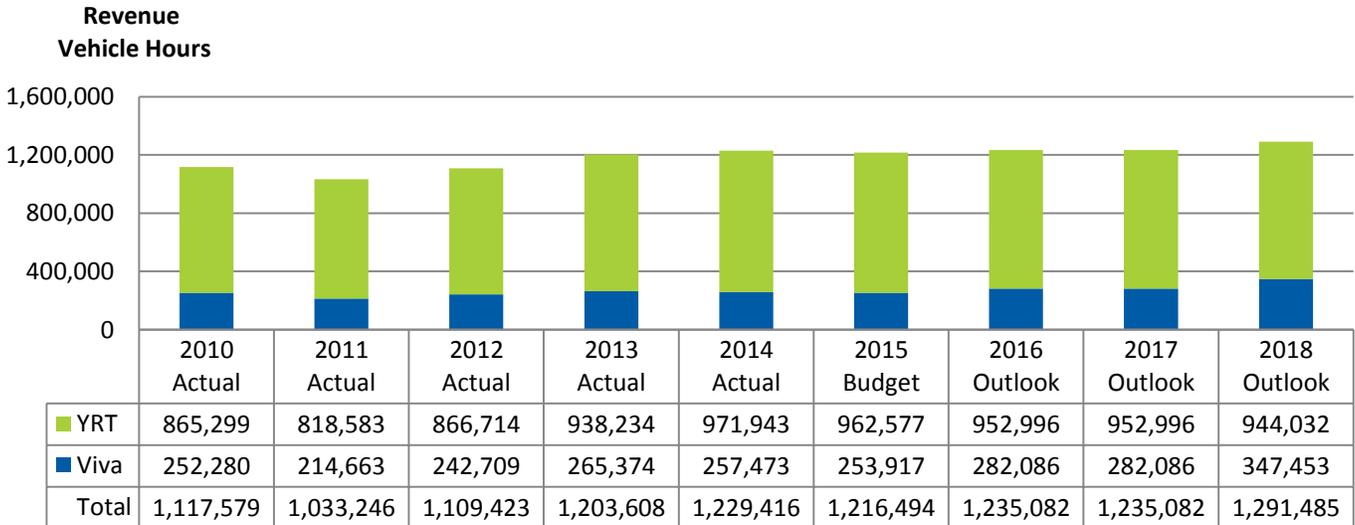
Transportation Services 2015 Capital Spending Authority

(in \$000s)	2015	2016	2017	2018	2019	2020	2021 - 2024	Total CSA
2015 Capital Spending Authority								
Transportation Property and Facilities	3,350	36,600	30,550	4,400	-	-	-	74,900
York Region Transit								
Rehabilitation & Replacement	20,080	-	-	-	-	-	-	20,080
Growth	10,053	6,160	5,500	-	-	-	-	21,713
Roads								
Rehabilitation & Replacement	25,110	735	150	100	200	-	-	26,295
Growth	108,755	128,824	57,837	9,597	1,650	200	-	306,863
Total Capital Spending Authority	167,348	172,319	94,037	14,097	1,850	200	-	449,851
Financing Sources for 2015 Capital Spending Authority								
Current Tax Levy - Reserves	40,285	12,358	4,688	1,024	305	20	-	58,680
Debt Reduction Reserve	6,227	28,158	16,815	136	-	-	-	51,336
Reserves	14,251	300	100	100	-	-	-	14,751
Debenture*	74,141	96,629	-	-	-	-	-	170,770
User Rates	-	-	-	-	-	-	-	-
Development Charges	19,699	14,699	47,494	8,837	1,545	180	-	92,454
Grants and Subsidies	10,545	6,814	12,980	4,000	-	-	-	34,339
Other Recoveries	2,200	13,361	11,960	-	-	-	-	27,521
Total Financing Sources	167,348	172,319	94,037	14,097	1,850	200	-	449,851
*Debt Repayment Sources								
Development Charges	74,141	96,629	-	-	-	-	-	170,770
Total Debt Repayment Sources	74,141	96,629	-	-	-	-	-	170,770
Other Recoveries	2,200	13,361	11,960	-	-	-	-	27,521

Capital reports including the details by project are included in the Appendix starting on page 207.

Transportation Services Metrics

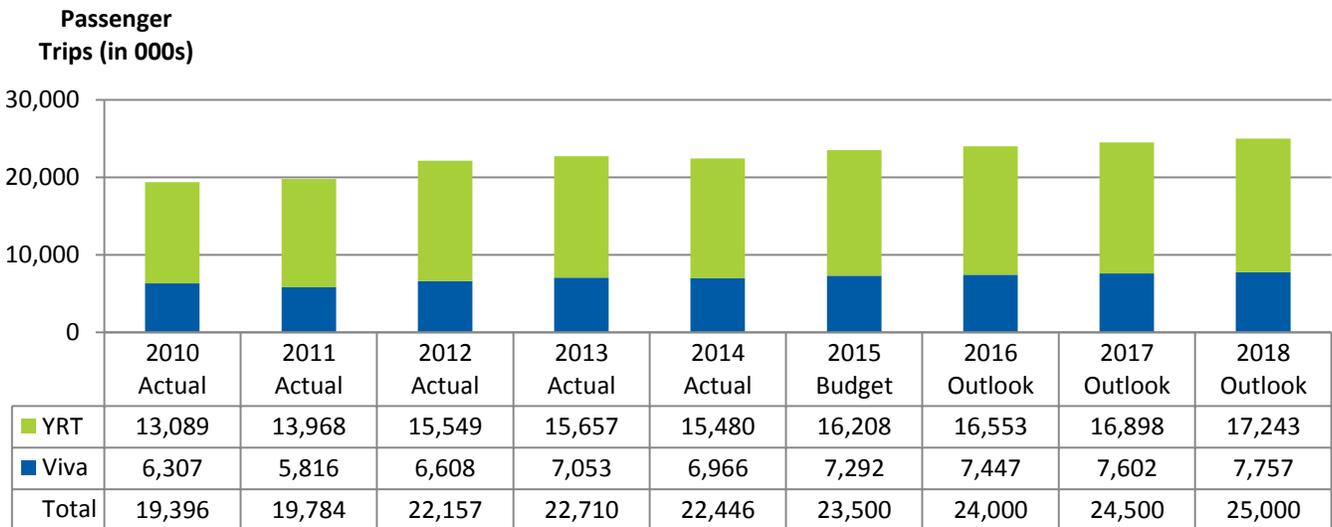
Expanded transit will boost vehicle service hours



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

From 2015 to 2018, the new Viva Yellow service, rapidway rollout and Spadina subway extension are expected to result in an increase of 60,000 vehicle-hours, and Viva buses will account for an increasing share of service time.

Ridership expected to grow by roughly 2% a year

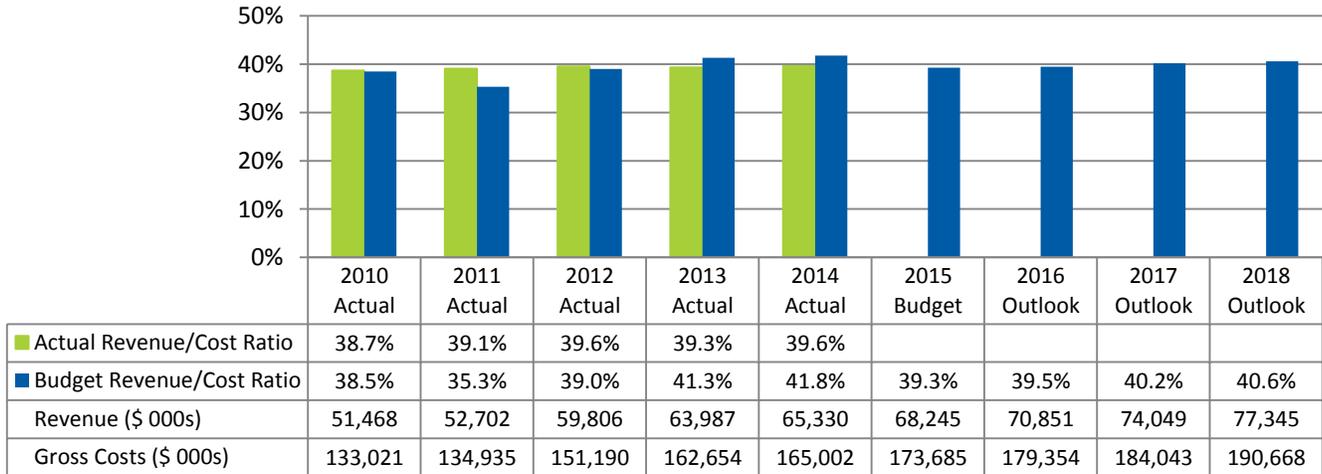


Note: Riding one way from origin to final destination counts as one regular service passenger trip, even if the trip involves transfers..

After below-projection results in 2014 owing mainly to severe winter weather and the VivaNext construction, ridership is targeted to reach 23.5M in 2015 and grow by about 2% a year from 2016 to 2018, roughly keeping pace with population growth.

Revenues are expected to grow faster than costs

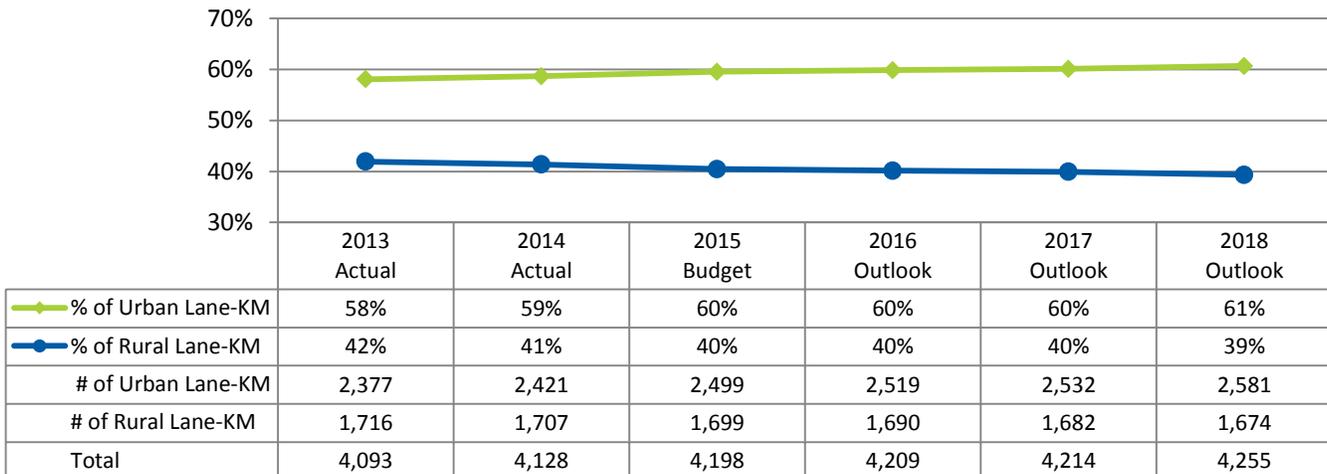
Revenue/Cost Ratio



Lower ridership and higher fuel prices were largely responsible for the lower-than-budgeted ratio of revenues to costs in 2013 and 2014. The ratio is projected to improve as ridership and revenues grow over the next four years.

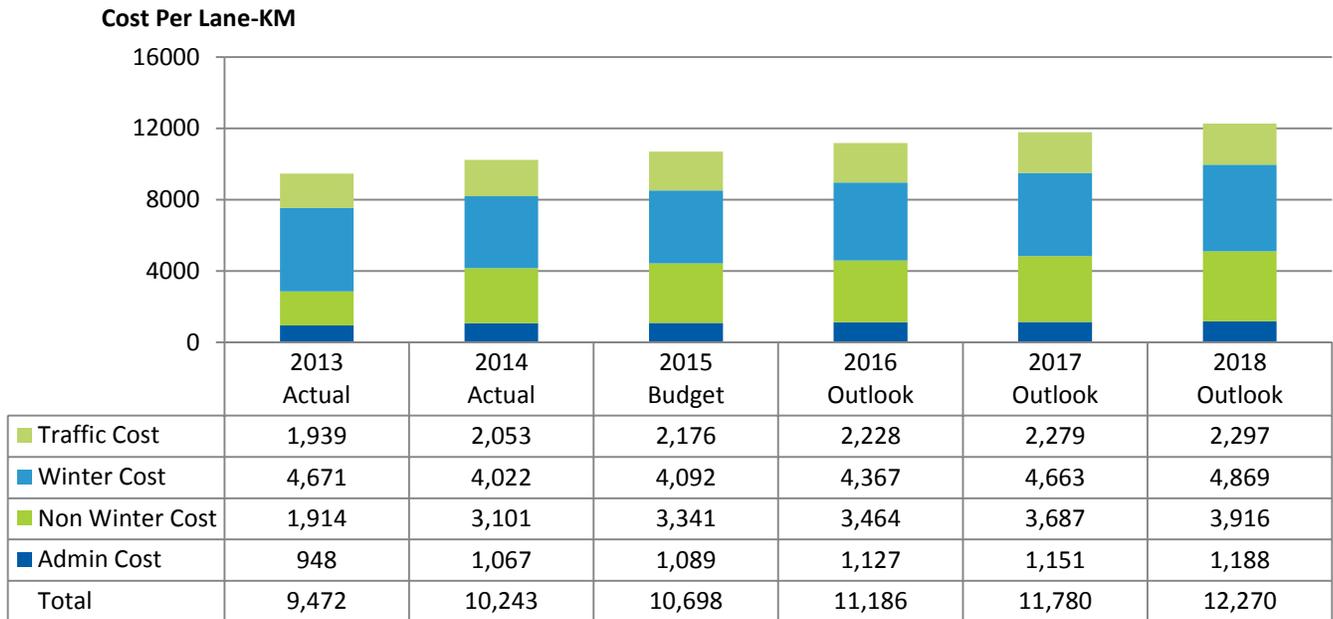
York Region continues to convert rural roads into urban roads

Percentage of Lane-KM
of Roads



By 2018, the department plans to complete another 126 lane kilometers. This includes the urbanization of existing rural roads, reflecting York Region's growing urban population.

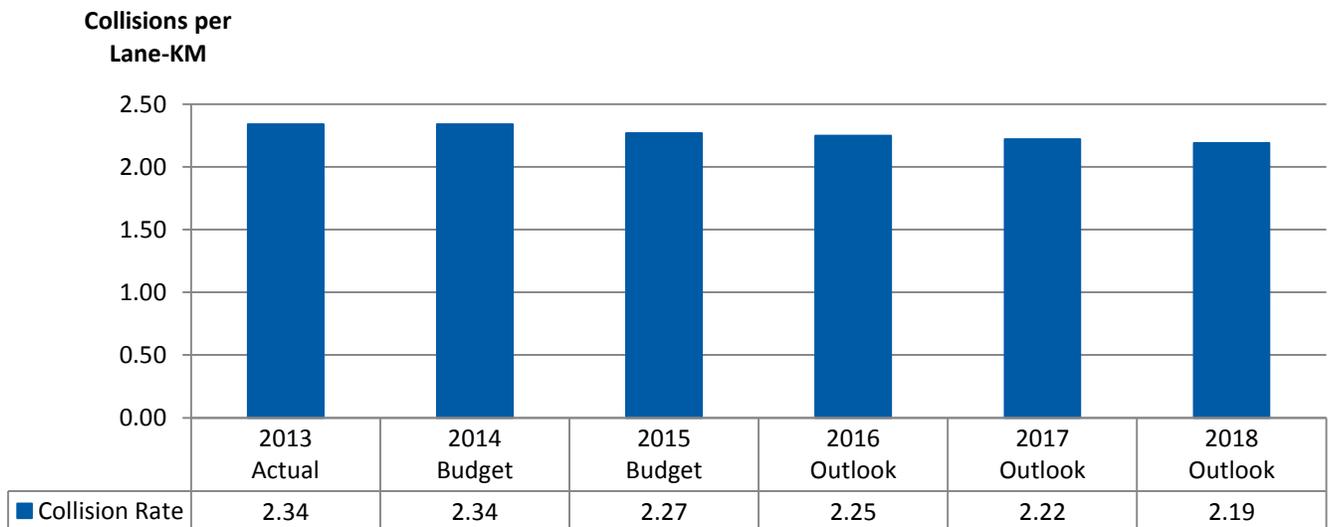
Rapidways and more urban roads are boosting maintenance costs



Note: Totals may not add due to rounding.

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

Traffic safety strategy expected to lower collision rates



Working with York Region Police, the department has developed a traffic safety strategy that is expected to help decrease the collision rate from 2015 to 2018, despite the expected growth in population.

York Region Rapid Transit Corporation

York Region Rapid Transit Corporation

York Region Rapid Transit Corporation, a wholly-owned subsidiary of York Region, is responsible for the planning, design and building of a rapid transit network and related infrastructure in the Region. It is governed by a five-member board, appointed by Regional Council and made up of the York Region Chairman and the mayors of Richmond Hill, Newmarket, Markham and Vaughan.

The corporation's current major projects are the building and commissioning of close to 35 kilometres of dedicated median bus lanes, or "rapidways," and related facilities and terminals along major Regional corridors. The rapidways will link York Region's Viva buses to urban centres and key transit connection points, including the Toronto-York Spadina Subway Extension, which will end at the Vaughan Metropolitan Centre.

The expertise of York Region Rapid Transit lies in project management – design and engineering, procurement and financial management and community relations. It contracts with engineering and construction firms to develop final designs and carry out construction. Because of the need to acquire land for the rapidways, it also looks into joint land development opportunities with all levels of government and the private sector. Finally, York Region Rapid Transit continues to work closely with York Region Transit on marketing and branding of Viva.

The current funded capital program for rapid transit infrastructure in York Region is \$3.2 billion, of which \$1.8 billion is for the 35 kilometres of rapidways and is fully provided by the province. The \$1.4 billion balance is cost-shared among the provincial and federal governments and York Region, with the Region responsible for roughly \$444.3 million in funding, mainly for the Toronto-York Spadina Subway Extension and related facilities and terminals.

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

- York Region Rapid Transit is building the rapidways as the project manager for Metrolinx. On completion, asset ownership will transfer to Metrolinx and York Region will become responsible for maintaining and operating the assets.
- In collaboration with the TTC, which is responsible for project management and construction of the subway extension, York Region Rapid Transit is providing oversight and support for construction in York Region, where three subway stations are being built. On project completion, the TTC will operate the subway.
- Upon completion of the facilities and terminals, including Park 'n' Ride facilities, that York Region Rapid Transit is currently building, York Region will own, operate and maintain them.

The rapidways will carry the Region's Viva high-capacity bus fleet. More details on the cost impact of operating and maintaining the new assets have been provided in the previous section, Transportation Services.

Looking ahead:

With a key section, Highway 7 from Bayview Avenue to Warden Avenue, already in service, the corporation is continuing to build a rapid transit system that allows people to move quickly, conveniently and reliably. Offering more attractive and convenient travel options for employees, it is giving businesses a stronger reason to locate in York Region. Many of the current projects are being built not just for current needs and modes of transit, but to support increasing urbanization that will need a strong, multi-modal transit system mapped to the Region's centres and corridors.

The current schedule is for the 35 kilometres of rapidways to be in service by end of 2019. The timelines for completing the related facilities and terminals extend to 2020.

Rapid transit is an important element of the Region's Transportation Master Plan. The current plan includes additional projects that would be needed to continue building a reliable and efficient transit system beyond 2020. In the mid-term, these include adding rapidways to sections of Yonge Street and Highway 7 not covered in the current program. Under the current Transportation Master Plan, the total program, including work already in progress, amounts to more than \$20 billion. York Region Rapid Transit continues to work with other levels of government to secure funding that would allow these projects to go ahead.

The balance of this section focuses on the main streams of the capital program that are under way.

Bus rapidways and stations

Rapidways, running on dedicated median lanes, are in service or under construction along 35 kilometres of York Region's major corridors. Segments are being built in order of priority based on their contribution to addressing traffic congestion and creating a seamless regional transit network.

The portion along Highway 7 from Bayview Avenue to Warden Avenue is currently open, and experience to date has confirmed travel time saving of at least 40% compared to when Viva was in mixed traffic along same corridor. With completion of the current rapidway projects, riders will be able to connect easily from the Viva rapid transit system to the TTC subway and light rapid transit routes. Viva will also provide direct connections to the GO bus/train system and the GO transitway proposed for Highway 407.

Facilities and terminals

A state-of-the-art operations, maintenance and storage facility at Headford Business Park in Richmond Hill will be completed in March 2015 and eventually house 250 articulated buses. Two new bus terminals are also planned — one at Markham's Cornell Centre district and the other at the Vaughan Metropolitan Centre — to provide a link to the extended Spadina subway. To support growth of ridership on buses using the rapidways, six Park 'n' Ride facilities are also planned. Construction of the first one, in the City of Markham at Warden Avenue and the 407, in support of the newly opened Highway 7 rapidway, will begin in 2015.

Subway extension

The Toronto-York Spadina Subway Extension will add 8.6 kilometres and six subway stations to the north end of the TTC Spadina subway line, starting from the existing Downsview Station. Three of the new stations – Pioneer Village, 407 and Vaughan Metropolitan Centre – will be in York Region. While the TTC has responsibility for construction of the line itself, York Region Rapid Transit is collaborating on the building of the stations and related above-ground infrastructure.

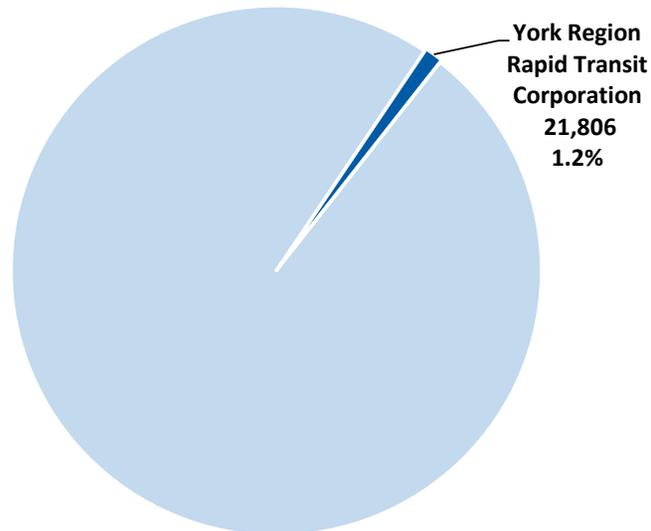
10 Year Capital Asset Map



The Operating Budget 2015 to 2018

2015 York Region Rapid Transit Corporation Gross Expenditures

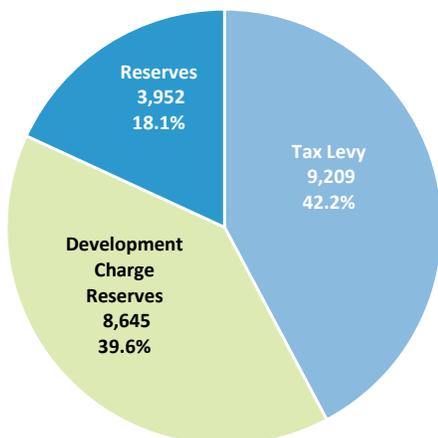
(in \$000s)



(in \$000s)	2015	2016	2017	2018
Total Gross Expenditures	21,806	22,757	19,809	19,193

2015 York Region Rapid Transit Corporation Funding Sources

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Tax Levy	9,209	7,911	4,919	4,468
Development Charge Reserves	8,645	10,204	10,185	10,069
Reserves	3,952	4,642	4,705	4,655
Total Funding Sources	21,806	22,757	19,809	19,193

York Region Rapid Transit Corporation Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	31,721	31,658	(63)	31,979	321	28,419	(3,560)	27,199	(1,221)
Contribution to Capital	-	-	-	-	-	-	-	-	-
Revenues	(10,287)	(12,597)	(2,310)	(14,846)	(2,249)	(14,890)	(44)	(14,724)	166
Allocations and Recoveries	(9,698)	(9,852)	(154)	(9,222)	629	(8,611)	612	(8,006)	605
Net Budget	11,735	9,209	(2,526)	7,911	(1,299)	4,919	(2,992)	4,468	(450)
% Change			(21.5%)		(14.1%)		(37.8%)		(9.2%)

York Region Rapid Transit Corporation Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	22,023	11,735	21,806	9,209	22,757	7,911	19,809	4,919	
Base Adjustments	225	225	(545)	(545)	(380)	(380)	(410)	(410)	
Efficiencies & Program Reductions	(383)	(383)	-	-	-	-	-	-	
Legislated & Contractual	-	-	-	-	-	-	-	-	
Impact of Capital	(214)	(2,523)	911	(1,338)	(2,992)	(3,036)	(657)	(491)	
Growth & Service Enhancements	155	155	585	585	423	423	451	451	
Proposed Total Budget	21,806	9,209	22,757	7,911	19,809	4,919	19,193	4,468	
Change from Prior Year	\$	(216)	(2,526)	951	(1,299)	(2,948)	(2,992)	(616)	(450)
	%	(1.0%)	(21.5%)	4.4%	(14.1%)	(13.0%)	(37.8%)	(3.1%)	(9.2%)

York Region Rapid Transit Corporation Staffing Summary

	2015	%	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change	Outlook	Change
Budget Base	48.0		48.0		43.0		39.0	
New	-		-		-		-	
Conversions	-		-		-		-	
Program Reductions	-		(5.0)	(10.4%)	(4.0)	(9.3%)	(1.0)	(2.6%)
Total Full-Time Equivalents	48.0	0.0%	43.0	(10.4%)	39.0	(9.3%)	38.0	(2.6%)

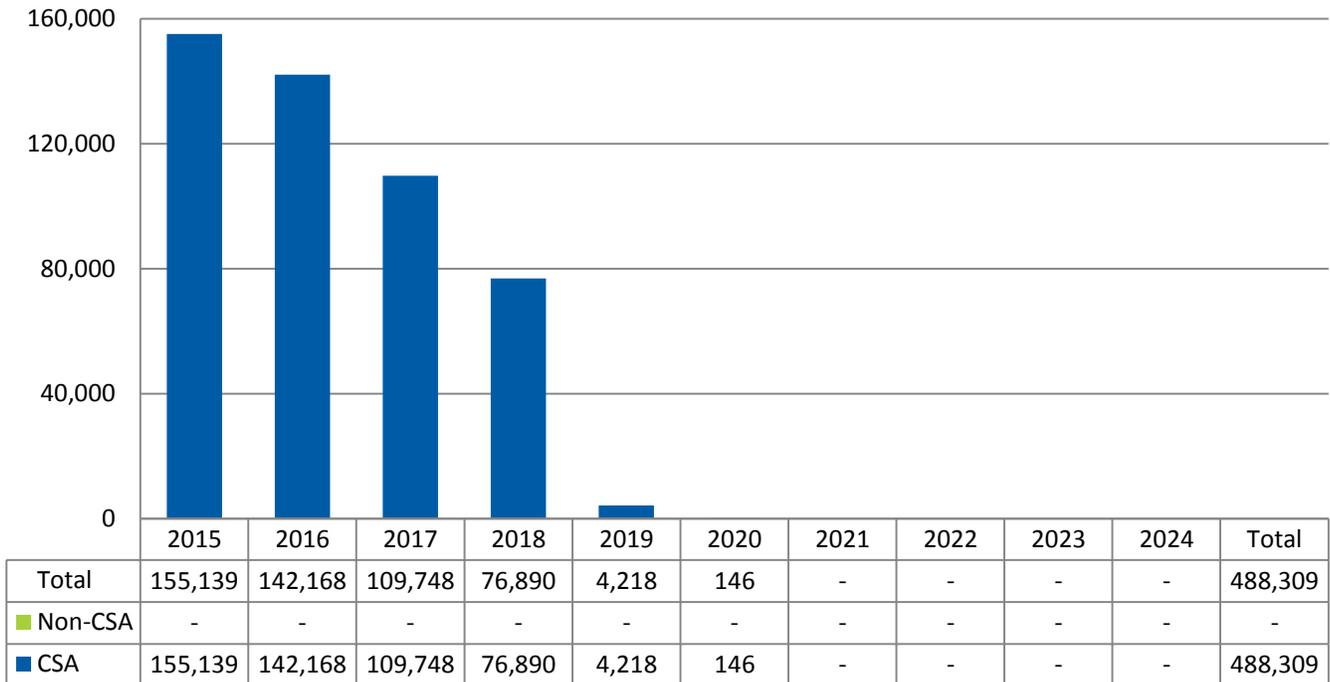
York Region Rapid Transit Corporation Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	22,023	11,735	21,806	9,209	22,757	7,911	19,809	4,919
Base Adjustments								
Compensation & Inflation	225	225	(545)	(545)	(380)	(380)	(410)	(410)
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	-	-	-	-	-	-	-	-
	225	225	(545)	(545)	(380)	(380)	(410)	(410)
Efficiencies & Program Reductions	(383)	(383)	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	(214)	(2,523)	911	(1,338)	(2,992)	(3,036)	(657)	(491)
Operating Impact of Capital	-	-	-	-	-	-	-	-
	(214)	(2,523)	911	(1,338)	(2,992)	(3,036)	(657)	(491)
Growth & Service Enhancements								
Maintain Existing Service	155	155	585	585	423	423	451	451
Enhance Service Levels	-	-	-	-	-	-	-	-
	155	155	585	585	423	423	451	451
Proposed Total Budget	21,806	9,209	22,757	7,911	19,809	4,919	19,193	4,468
Change from Prior Year								
\$	(216)	(2,526)	951	(1,299)	(2,948)	(2,992)	(616)	(450)
%	(1.0%)	(21.5%)	4.4%	(14.1%)	(13.0%)	(37.8%)	(3.1%)	(9.2%)

The Capital Budget 2015 to 2024

2015 York Region Rapid Transit Corporation 10 Year Plan & Capital Spending Authority

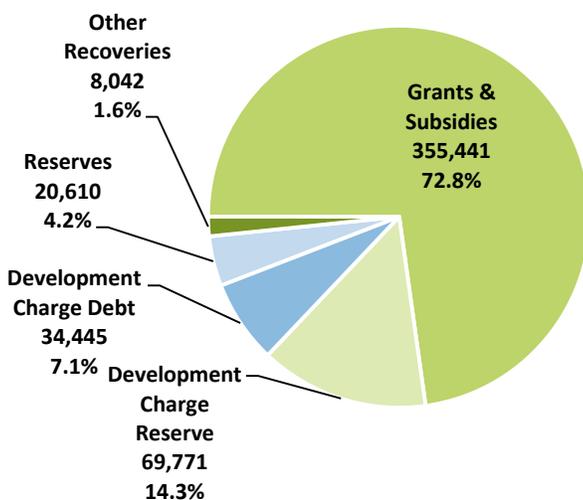
(in \$000s)



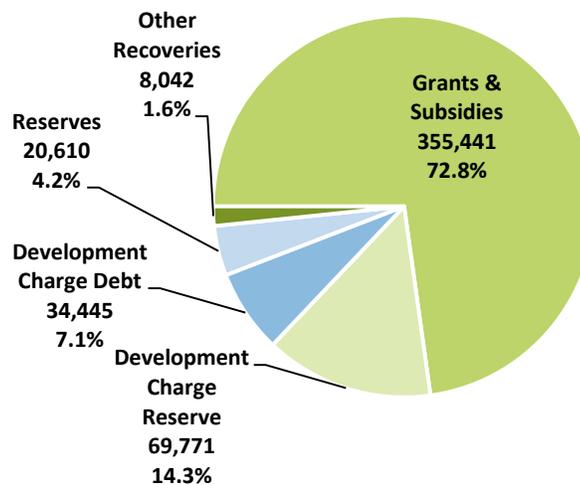
2015 York Region Rapid Transit Corporation Capital Financing

(in \$000s)

**Capital Spending Authority
(\$488 Million)**



**10-Year Plan
(\$488 Million)**



York Region Rapid Transit Corporation
2015 Capital Spending Authority and Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021 - 2024	Total CSA
2015 Capital Spending Authority	155,139	142,168	109,748	76,890	4,218	146	-	488,309
Financing Sources for 2015 Capital Spending Authority								
Current Tax Levy - Reserves	-	-	-	-	-	-	-	-
Debt Reduction Reserve	-	-	-	-	-	-	-	-
Reserves	7,143	3,457	20	9,990	-	-	-	20,610
Debenture*	23,767	10,678	-	-	-	-	-	34,445
User Rates	-	-	-	-	-	-	-	-
Development Charges	10,573	21,811	26,753	10,615	11	8	-	69,771
Grants and Subsidies	110,937	101,540	82,845	55,774	4,207	138	-	355,441
Other Recoveries	2,719	4,682	130	511	-	-	-	8,042
Total Financing Sources	155,139	142,168	109,748	76,890	4,218	146	-	488,309
*Debt Repayment Sources								
Development Charges	23,767	10,678	-	-	-	-	-	34,445
Total Debt Repayment Sources	23,767	10,678	-	-	-	-	-	34,445

Capital reports including the details by project are included in the Appendix starting on page 251.

Environmental Services

Environmental Services

The Environmental Services department plays an important role in protecting public health and the environment in York Region. It is responsible for drinking water, wastewater and waste management services, and for building many of the assets needed to deliver these services. It also invests in and nurtures “green infrastructure” like street trees and regional forests. Using outreach and education, it works to promote environmentally sustainable behaviour throughout York Region. To support innovation, it partners with researchers in the academic community and industry on best practices and ideas for improvement. Environmental Services is also responsible for York Region’s enterprise-wide energy management program.

Environmental Services accounts for \$519.8 million, or 27.6% of the Region’s total operating budget. The tax levy supports only a small portion of this, less than 10%, as the costs of water and wastewater —the department’s largest program —are recovered from users through rates and development charge reserves.

Environmental Services focuses on operational excellence and the principles of smart growth and “infrastructure stretching” (extending the life of existing assets) to help meet increased service demands as York Region’s population expands. This approach also supports the department in achieving regulatory compliance while improving efficiency and containing costs.

Provincial legislation and policies govern many of the department’s activities. Legislative and other changes can introduce uncertainty into the Region’s capital plans, especially if they do not fully align with other provincial direction. This can make it hard to meet the demands of population growth, (including growth allocated by the provincial government) in a timely fashion. To address this, the department advocates for direction from the province that takes into account all of its goals and priorities, particularly in the areas of environmental protection, municipal fiscal capacity and growth planning.

Through its environmental efforts and investments, the Region has achieved several major accomplishments:

- Overseeing the more than tripling of all environmental built assets from \$1.2 billion to \$4.0 billion between 2005 and 2014
- Delivering \$3.6 billion worth of water and wastewater capital, including cost-shared projects with Peel Region and Toronto, over the last 10 years to provide capacity out to 2017 and potentially beyond
- Meeting the major challenge of maintaining operational excellence while expanding to serve growth and complying with complex new regulatory requirements
- Through remedial work across the York-Durham Sewage System, reducing inflow and infiltration by roughly 8.0 megalitres, or 20% of the ultimate target
- Reaching a diversion rate from landfill of 87% in 2013, and coming first among large urban municipalities in waste diversion in the province’s most recent rankings

- Partnering with Durham Region to build and operate the Durham-York energy-from-waste facility
- Planting 325,907 trees to reach, in 2013, the milestone of one million trees planted since 2001.

While growth will call for continuing new investments, existing assets are themselves aging. Managing them properly to get maximum service and ensure they can be replaced when needed is increasingly critical. Asset management is thus emerging as an important driver of business practice and budgeting in water and wastewater, waste management, and natural heritage and forestry.

Through a rigorous planning and review process, Environmental Services has developed a 20-year capital improvement program that covers renewal of water, wastewater, waste management and forestry assets.

The goal is to ensure that each asset provides the level of service needed from it over its maximum lifespan at the lowest possible overall cost. This involves carefully planning, designing, operating, monitoring and maintaining assets through their service life, and being prepared when they need to be renewed or replaced.

The department's business planning is also affected by a number of Regional plans and strategies. These include the Region's long-term plan, Vision 2051, the four-year strategic plans derived from it, and the Region's fiscal strategy. The department has worked to ensure that its own strategic plans – the water and wastewater master plan, integrated waste management plan (also known as the SM4RT Living Plan), and Greening Strategy for natural heritage and forestry – align with all of this direction.

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

Water & Wastewater

Water and wastewater is the department's biggest program. It secures and protects drinking water and delivers it in bulk to York Region's nine local municipalities, which in turn distribute it to residents and businesses. This program area also collects wastewater from the local municipalities and moves it through trunk sewers to wastewater treatment plants. With responsibility for a significant portion of the Region's capital assets, planning and delivering infrastructure is a major activity.

York Region operates and maintains three water treatment facilities, 21 pumping stations, 44 elevated water tanks and reservoirs, 40 production wells and 338 kilometres of transmission mains. Because the Region lacks direct access to Lake Ontario, the department negotiates and manages agreements with neighbouring municipalities to deliver Lake Ontario water through their systems. This source meets about 85% of the demand for municipally provided water in the Region, with the balance coming from the Region's wells and surface water.

Most wastewater from York Region is conveyed to a treatment plant in Pickering that is jointly owned with Durham Region. In addition, treatment for a few communities takes place at Region-owned plants in the Lake Simcoe watershed. In total, the Region operates and maintains eight wastewater treatment plants, 19 pumping stations, two wastewater storage tanks and 298 kilometres of sewer pipe.

The department works with local municipal partners to improve water and wastewater services. This includes efforts to conserve water, as well as provincial requirements to address wastewater inflow (water going to sanitary sewers instead of stormwater sewers) and infiltration (caused by such defects as holes and cracks in manholes and sewer pipes). In addition, an emerging responsibility for the Region and its partners under provincial regulations is protecting drinking water sources.

Inflow and infiltration reduction and source water protection underscore the increasing level of effort and complexity associated with the regulatory framework for water and wastewater. The major pieces of legislation affecting water and wastewater in the Region include the *Clean Water Act*, *Safe Drinking Water Act*, *Water Opportunities* and *Water Conservation Act* and the *Lake Simcoe Protection Act*.

Looking ahead:

The past several years of major investments in water and wastewater infrastructure have left most communities in the Region well provided with water and wastewater capacity and services now and into the near future.

The table outlining the department's capital plan on page 75, reflects the need to continue to invest to meet new demands driven by growth and to replace or rehabilitate assets as they age, balanced against the overall financial capacity of the Region. The current capital plan, mapped on the following two pages, reflects this balance, with some projects now re-scheduled to take place over a longer time period, including beyond the next 10 years. More information appears in the discussion of the Region's capital budget starting on page 25.

This re-scheduling will delay planned increases in water and wastewater capacities to meet projected growth in some areas, particularly in parts of Newmarket, Aurora and Vaughan. In the meantime, the department is prioritizing projects to minimize operational risk by moving ahead with twinning the forcemain (pumped sewer line) between Newmarket and Aurora, which is one element of the deferred Upper York Sewage Solution Project. Environmental assessment and design work is continuing on the deferred projects with the aim of allowing construction to proceed, should an improvement in financial capacity provide this opportunity.

The change in scheduling is a reminder of the impacts of capital investments on financial capacity. Major assets like watermains and trunk sewers are costly to build, but designed to last for decades. To be efficient, planning for and investing in capital projects like these must take into account future growth as well as existing need. This increases the costs, which are further escalated by complex environmental regulations in the water and wastewater sector.

As a result, the Region finances much of its growth-related water and wastewater assets by issuing debt, with the aim of repaying most debt from development charge revenues when the future growth occurs. In the meantime, debt servicing is a significant expense.

At the same time, existing infrastructure is aging, requiring investment in rehabilitation and replacement. These projects are not growth-related, so they are funded mainly through water and wastewater rates. Some of the need, however, is covered by issuing debt, which further contributes to debt costs.

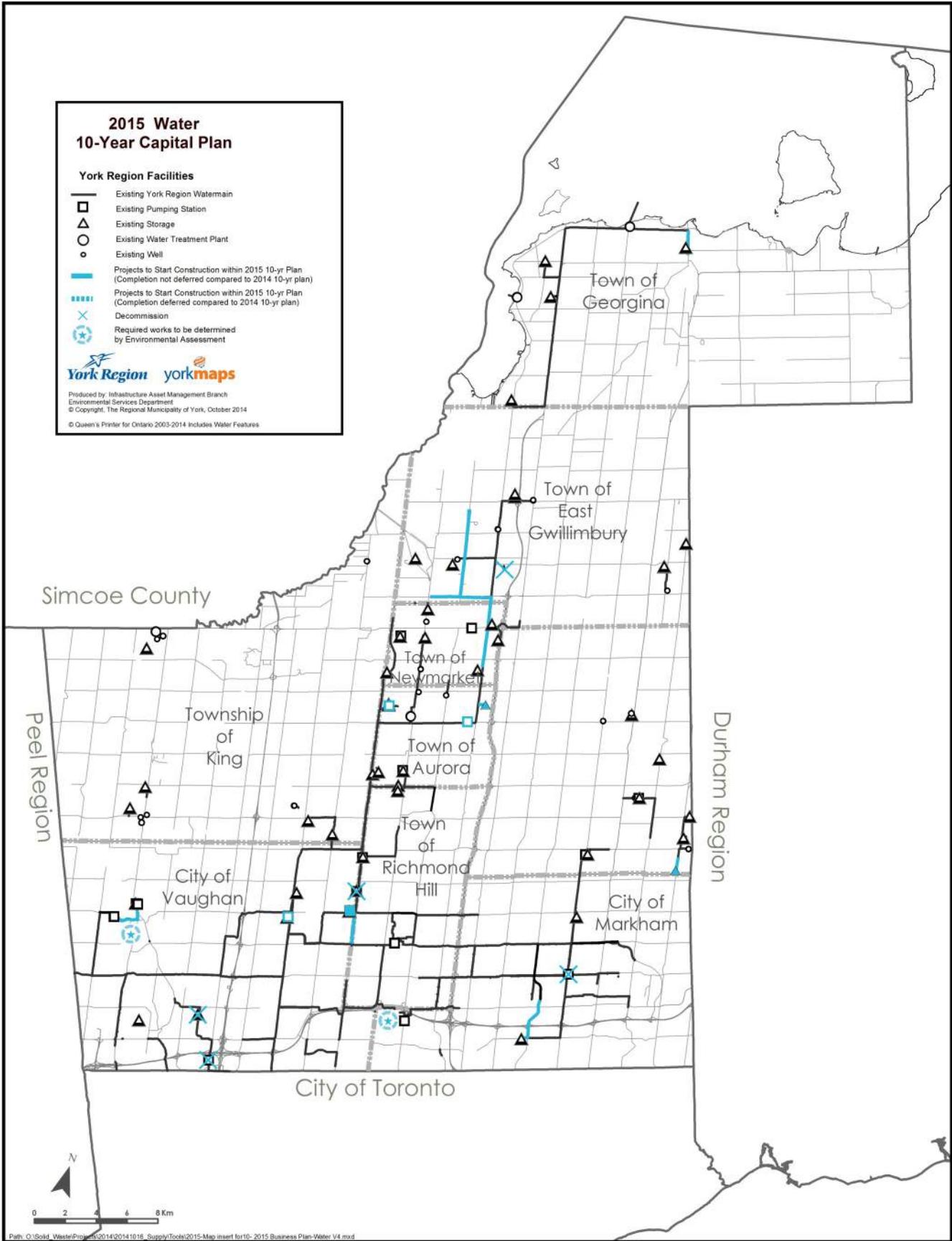
2015 Water 10-Year Capital Plan

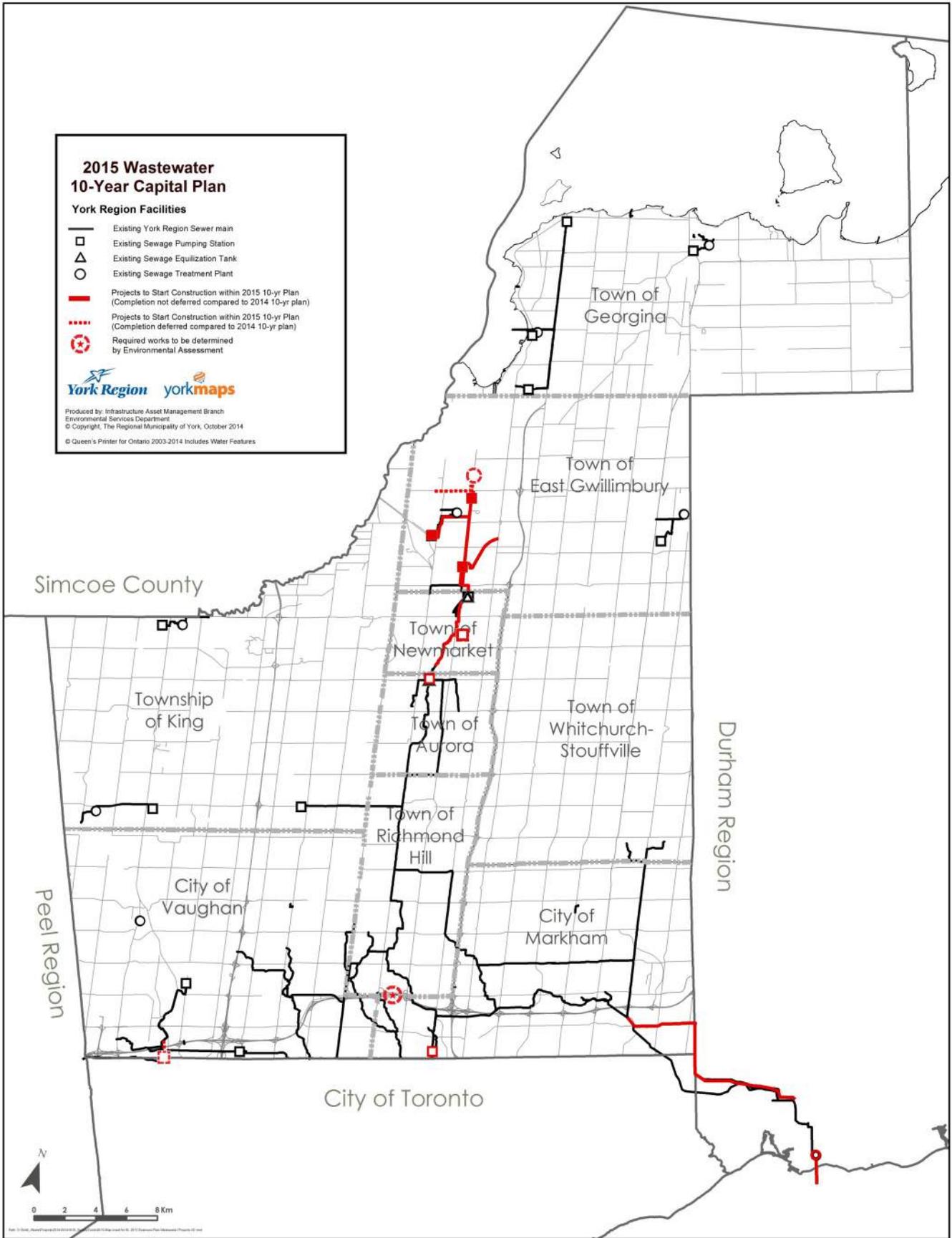
York Region Facilities

- ▣ Existing York Region Watermain
- ▣ Existing Pumping Station
- △ Existing Storage
- Existing Water Treatment Plant
- Existing Well
- Projects to Start Construction within 2015 10-yr Plan
(Completion not deferred compared to 2014 10-yr plan)
- Projects to Start Construction within 2015 10-yr Plan
(Completion deferred compared to 2014 10-yr plan)
- ✕ Decommission
- ⊙ Required works to be determined
by Environmental Assessment

York Region **yorkmaps**

Produced by: Infrastructure Asset Management Branch
Environmental Services Department
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In addition, with new capital assets come increased staffing needs and other operational costs. Together, debt service, staffing and other day-to-day expenses will continue to put upward pressure on operating costs for water and wastewater. The upcoming review of rates, discussed on page 12, will need to take this into consideration.

As the department updates the water and wastewater master plan to guide investments to 2041 and beyond, alignment with the Region's vision and fiscal strategy will mean:

- Increasingly allocating future population growth to areas where infrastructure is already in place, especially Regional centres and corridors
- Focusing new capital investment in areas of the greatest operational risk
- Aligning with the 2014 Provincial Policy Statement, which speaks to the need for more intensive urban development and more efficient use of land and infrastructure.

As well, the department is building on the source water protection framework under the *Clean Water Act* to help ensure that long-term decisions about water infrastructure and future land uses are strategic and informed by a comprehensive understanding of risks. Growing while remaining sustainable from an environmental point of view will involve looking at innovative approaches to reclaiming water and recovering nutrients from treated wastewater to better protect receiving waters.

Waste Management

This program area works in partnership with the local municipalities, which manage curbside collection of blue box, green bin, yard waste and residual waste and deliver the materials to York Region facilities for processing, energy recovery and/or disposal by external contractors. Municipalities pay half the net program costs of the blue box program, and Stewardship Ontario, representing a group of consumer good companies, provides the other half. The funds from Stewardship Ontario are shared among the Region and the local municipalities to help offset the costs of this very successful diversion program.

The Region continues to consider greater ownership of its own waste management infrastructure in the long term to balance reliance on third parties with regulatory compliance and environmental goals. The Durham York Energy Centre, a facility jointly owned with Durham Region that generates energy from waste, together with the Waste Management Centre and the Community Environmental Centres, form the foundation of a robust Region-owned waste management system.

Looking ahead:

Changes in product design and consumer preferences already affect the waste stream and will continue to do so. While paper products still represent the majority of blue box materials, an increase to online reading of news has reduced the amount of newsprint in the blue box. Manufacturers of many products are moving to lighter-weight packaging with a lower recycling value. New products, such as "pods" used in single-serve hot beverage machines, are a challenge for waste management because of the mix of materials they contain. These trends may require changes in the way that blue box materials are handled and processed at the Region's facilities.

Economic conditions also affect the markets for recyclable materials, with demand dropping during the 2009 recession, for example, then recovering sharply before softening again in 2012. Shifts in housing type also come into play. Multi-residential dwellings such as apartments and townhomes, which traditionally present challenges for recycling efforts, are expected to form a larger share of the Region's residences in future.

All of these factors will require continuous monitoring of waste streams, particularly the blue box, and advocacy with industry and other levels of government to try to anticipate changes and manage their effects. As well, managing organics, such as food waste, is becoming more costly and complex. Managing costs and ensuring the reliability of organics processing will call for a concerted strategy, which will be developed over the next four years. Even with these efforts, given increasing system complexity, there is likely to be upward pressure on net costs for waste management, including costs to address staffing needs.

Recently adopted by Council, the SM4RT Living Plan for integrated waste management aims to address this challenge. It signals a move from a focus largely on diverting waste from landfill, the major goal of Canadian programs over the past 30 years, towards a more sustainable model based on preventing waste being generated in the first place.

With its name a reminder of the "4 Rs" of waste management – reduce, reuse, recycle and recover – SM4RT Living identifies 17 strategies and 60 initiatives aiming to reduce waste by 166,000 tonnes and divert a further 62,000 tonnes into reuse by 2031. The plan strikes a balance between innovative, community-driven programs to reduce waste and key investments in infrastructure to manage it.

Natural Heritage & Forestry

The major activities of this program are protecting and increasing "green infrastructure" in the Region and preserving its natural environment for present and future generations. Green infrastructure – the use of nature and

Cutting waste and costs

A key goal of the SM4RT Living Plan is reducing food waste in the Region by 15% by 2031. Estimates of how much food is wasted every year in Canada range as high as 40%, with just over half occurring in the home. Cutting down on waste would reduce costs for the Region and local municipalities, especially in the green bin program, and shrink the environmental footprint of producing, processing and distributing food. It would also save residents money on their food budget.

Meeting the food waste reduction goal will require partnering with retailers and others to build awareness of the problem and educate consumers about solutions. A number of community partners and not-for-profit agencies, such as York Region Food Network, have already expressed interest in getting on board. This strategy also includes pilots and initiatives linking the benefits of local food and its distribution to waste reduction.

Apart from environmental benefits and lower food bills for consumers, the strategy represents major cost savings for the Region. A 15% cut in food waste would translate into roughly a cumulative \$62 million in avoided costs out to 2031. An allied strategy would further reduce the amount of organics going into the green bin by encouraging backyard and other on-site forms of composting. These initiatives could take the Region to a point where it does not need to expand its current processing capacity for organics.

its processes instead of built structures to carry out activities like air and water filtration – has environmental, economic and social benefits. In addition to costing less to create, green infrastructure reduces energy and other operating costs, protects source water and makes storm water easier to manage, helps cool urban areas and improve air quality, mitigates the impacts of climate change, provides ecotourism opportunities and encourages active and healthy communities.

Trees and other landscaping on Regional roads and transitways are an important element of green infrastructure, and planting and caring for these resources is a key activity, especially with the expansion of the transit and road systems. Another central responsibility is maintaining 21 Regional forests. The department's Greening Strategy sets out other activities of the department that improve the Region's natural environment, including building partnerships to help protect and preserve urban forests, woodlots, wetlands, meadows and agricultural lands.

Looking ahead:

In addition to the pressures arising directly from a growing network of Regional roads, the ongoing construction of the rapidways and the Great Regional Streets initiative will continue to require major capital investment in landscaping.

With both more people in the Region and greater awareness of the benefits of green spaces, use of the York Regional Forest properties is increasing, which creates pressures on the operating budget. As well, invasive species and greater climatic volatility continue to threaten the health of our forests, both within and outside built-up areas. Resources are needed on an ongoing basis to monitor risks of this nature and mitigate their impacts. A major priority in the immediate future is capital spending to replace tree species prone to emerald ash borer infestation.

Council has already put in place the Greening Strategy, and the program will continue to leverage partnerships to secure additional forest lands and manage the Region's green infrastructure for long-term sustainability.

Healthier Trees, Healthier Budget

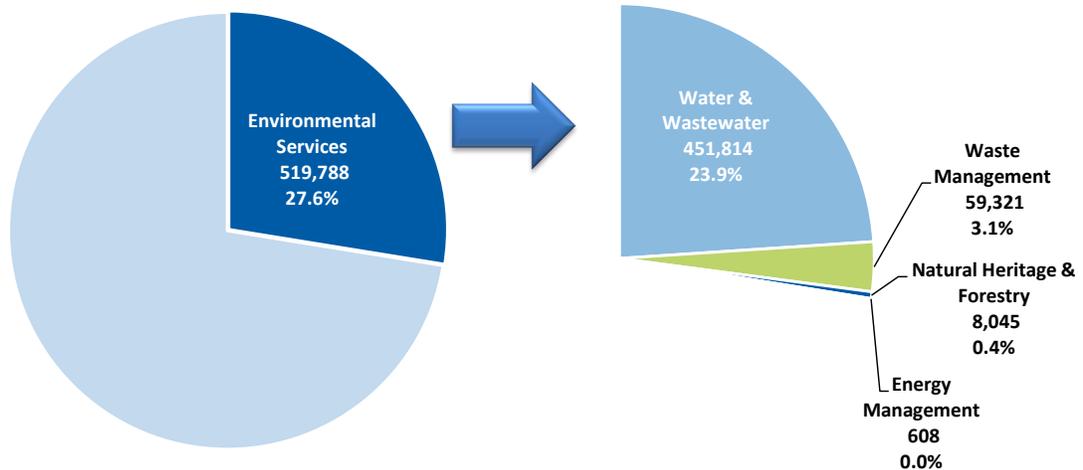
With its partners, York Region has planted more than one million trees and shrubs. Natural Heritage and Forestry has also significantly improved the return on green infrastructure investment by helping to ensure better survivability of street trees.

Street trees are provided by a contractor who sources trees from nurseries. By setting and monitoring rigorous standards for how trees are transported, planted, watered and otherwise cared for, the Region has significantly boosted street tree survival rates over the past several years. The rate has improved from 23% to 75% in recent years, representing major savings.

The Operating Budget 2015 to 2018

2015 Environmental Services Gross Expenditures

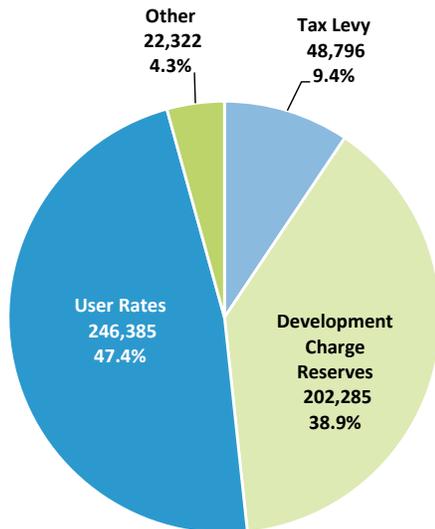
(in \$000s)



(in \$000s)	2015	2016	2017	2018
Water & Wastewater	451,814	471,674	489,546	511,876
Waste Management	59,321	61,128	63,069	65,018
Natural Heritage & Forestry	8,045	8,603	8,803	8,693
Energy Management	608	610	618	627
Total Gross Expenditures	519,788	542,015	562,036	586,214

2015 Environmental Services Funding Sources

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Tax Levy	48,796	50,625	52,421	53,908
Development Charge Reserves	202,285	198,358	191,036	186,474
User Rates	246,385	269,246	293,698	320,063
Other:				
Fees & Charges	13,745	15,102	16,040	16,766
3rd Party Recoveries	7,976	7,980	8,138	8,299
Reserves	600	705	705	705
Total Funding Sources	519,788	542,015	562,036	586,214

Environmental Services Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	493,885	498,227	4,343	505,212	6,985	517,551	12,339	563,798	46,247
Contribution to Capital	31,529	40,819	9,290	57,129	16,310	65,964	8,835	45,147	(20,817)
Revenues	(457,686)	(470,991)	(13,305)	(491,390)	(20,399)	(509,616)	(18,225)	(532,306)	(22,691)
Allocations and Recoveries	(18,582)	(19,258)	(676)	(20,327)	(1,068)	(21,479)	(1,152)	(22,731)	(1,252)
Net Budget	49,145	48,796	(349)	50,625	1,828	52,421	1,796	53,908	1,487
% Change			(0.7%)		3.7%		3.5%		2.8%

Environmental Services Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	506,831	49,145	519,788	48,796	542,015	50,625	562,036	52,421	
Base Adjustments	4,635	(738)	7,772	771	19,090	1,286	57,860	1,234	
Efficiencies & Program Reductions	(4,165)	(432)	(105)	(7)	(214)	(214)	(91)	(91)	
Legislated & Contractual	-	-	-	-	-	-	-	-	
Impact of Capital	12,146	32	12,392	332	(685)	36	(35,401)	(217)	
Growth & Service Enhancements	340	789	2,167	732	1,830	688	1,809	561	
Proposed Total Budget	519,788	48,796	542,015	50,625	562,036	52,421	586,214	53,908	
Change from Prior Year	\$	12,956	(349)	22,227	1,828	20,021	1,796	24,178	1,487
	%	2.6%	(0.7%)	4.3%	3.7%	3.7%	3.5%	4.3%	2.8%

Environmental Services Staffing Summary

	2015	%	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change	Outlook	Change
Budget Base	339.0		357.0		376.0		395.0	
New	18.0	5.3%	19.0	5.3%	19.0	5.1%	18.0	4.6%
Conversions	-		-		-		-	
Program Reductions	-		-		-		-	
Total Full-Time Equivalents	357.0	5.3%	376.0	5.3%	395.0	5.1%	413.0	4.6%

Environmental Services Budget by Program

(in \$000s)	2014 Approved		2015 Approved		% Change	2016 Outlook		% Change
	Gross	Net	Gross	Net	Net	Gross	Net	Net
Water & Wastewater								
Water	193,512	-	191,424	-		197,043	-	
Wastewater	243,579	-	260,390	-		274,631	-	
	437,090	-	451,814	-		471,674	-	
Waste Management								
Waste Diversion	40,298	29,942	39,299	29,271	(2.2%)	41,114	30,803	5.2%
Residual Waste Disposal	14,225	12,540	13,392	11,751	(6.3%)	13,251	11,592	(1.4%)
Waste Diversion Ontario Liability & Contribution	7,607	-	6,630	-		6,763	-	
	62,129	42,482	59,321	41,022	(3.4%)	61,128	42,395	3.3%
Natural Heritage & Forestry	7,013	6,192	8,045	7,295	17.8%	8,603	7,748	6.2%
Energy Management	598	470	608	480	2.1%	610	482	0.2%
Environmental Services	506,831	49,145	519,788	48,796	(0.7%)	542,015	50,625	3.7%

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
Water & Wastewater						
Water	203,048	-		217,125	-	
Wastewater	286,497	-		294,751	-	
	489,546	-		511,876	-	
Waste Management						
Waste Diversion	42,535	32,025	4.0%	43,951	33,237	3.8%
Residual Waste Disposal	13,636	11,957	3.2%	14,031	12,334	3.1%
Waste Diversion Ontario Liability & Contribution	6,898	-		7,036	-	
	63,069	43,982	3.7%	65,018	45,571	3.6%
Natural Heritage & Forestry	8,803	7,948	2.6%	8,693	7,838	(1.4%)
Energy Management	618	490	1.9%	627	499	1.8%
Environmental Services	562,036	52,421	3.5%	586,214	53,908	2.8%

Water & Wastewater Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	437,090	-	451,814	-	471,674	-	489,546	-
Base Adjustments								
Compensation & Inflation	1,708	-	5,814	-	6,023	-	5,396	-
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	4,750	-	964	-	11,643	-	51,090	-
	6,459	-	6,778	-	17,666	-	56,486	-
Efficiencies & Program Reductions	(3,733)	-	(98)	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	9,024	-	16,333	-	9,037	-	(20,624)	-
Debenture Financing	3,090	-	(4,273)	-	(9,759)	-	(14,560)	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	12,114	-	12,060	-	(722)	-	(35,184)	-
Growth & Service Enhancements								
Maintain Existing Service	(116)	-	1,120	-	927	-	1,028	-
Enhance Service Levels	-	-	-	-	0	-	-	-
	(116)	-	1,120	-	927	-	1,028	-
Proposed Total Budget	451,814	-	471,674	-	489,546	-	511,876	-
Change from Prior Year								
\$	14,724	-	19,860	-	17,872	-	22,330	-
%	3.4%		4.4%		3.8%		4.6%	

Water & Wastewater Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	291.0	306.0	322.0	336.0
New	15.0	16.0	14.0	16.0
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	306.0	322.0	336.0	352.0

Waste Management Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	62,129	42,482	59,321	41,022	61,128	42,395	63,069	43,982
Base Adjustments								
Compensation & Inflation	(1,268)	(253)	956	733	1,202	1,064	1,264	1,123
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	(1,139)	(1,139)	17	17	45	45	23	23
	(2,406)	(1,392)	973	750	1,247	1,109	1,287	1,146
Efficiencies & Program Reductions	(432)	(432)	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	(226)	(226)	-	-	-	-	-	-
	(226)	(226)	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	744	589	768	623	626	478	594	443
Enhance Service Levels	(489)	-	66	-	68	-	69	-
	256	589	834	623	694	478	663	443
Proposed Total Budget	59,321	41,022	61,128	42,395	63,069	43,982	65,018	45,571
Change from Prior Year								
\$	(2,809)	(1,461)	1,807	1,373	1,941	1,587	1,949	1,589
%	(4.5%)	(3.4%)	3.0%	3.3%	3.2%	3.7%	3.1%	3.6%

Waste Management Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	29.0	30.0	31.0	34.0
New	1.0	1.0	3.0	1.0
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	30.0	31.0	34.0	35.0

Natural Heritage & Forestry Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	7,013	6,192	8,045	7,295	8,603	7,748	8,803	7,948
Base Adjustments								
Compensation & Inflation	219	219	60	60	97	97	102	102
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	353	424	(47)	(47)	72	72	(24)	(24)
	573	644	13	13	168	168	78	78
Efficiencies & Program Reductions	-	-	-	-	(214)	(214)	(91)	(91)
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	196	196	(23)	(23)	(202)	(202)	(193)	(193)
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	70	70	-	-	-	-	-	-
VivaNext	(8)	(8)	355	355	238	238	(24)	(24)
Spadina Subway	-	-	-	-	-	-	-	-
	258	258	332	332	36	36	(217)	(217)
Growth & Service Enhancements								
Maintain Existing Service	200	200	214	109	209	209	118	118
Enhance Service Levels	-	-	-	-	-	-	-	-
	200	200	214	109	209	209	118	118
Proposed Total Budget	8,045	7,295	8,603	7,748	8,803	7,948	8,693	7,838
Change from Prior Year								
\$	1,031	1,102	558	454	200	200	(110)	(110)
%	14.7%	17.8%	6.9%	6.2%	2.3%	2.6%	(1.3%)	(1.4%)

Natural Heritage & Forestry Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	14.0	16.0	18.0	20.0
New	2.0	2.0	2.0	1.0
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	16.0	18.0	20.0	21.0

Energy Management Budget Changes

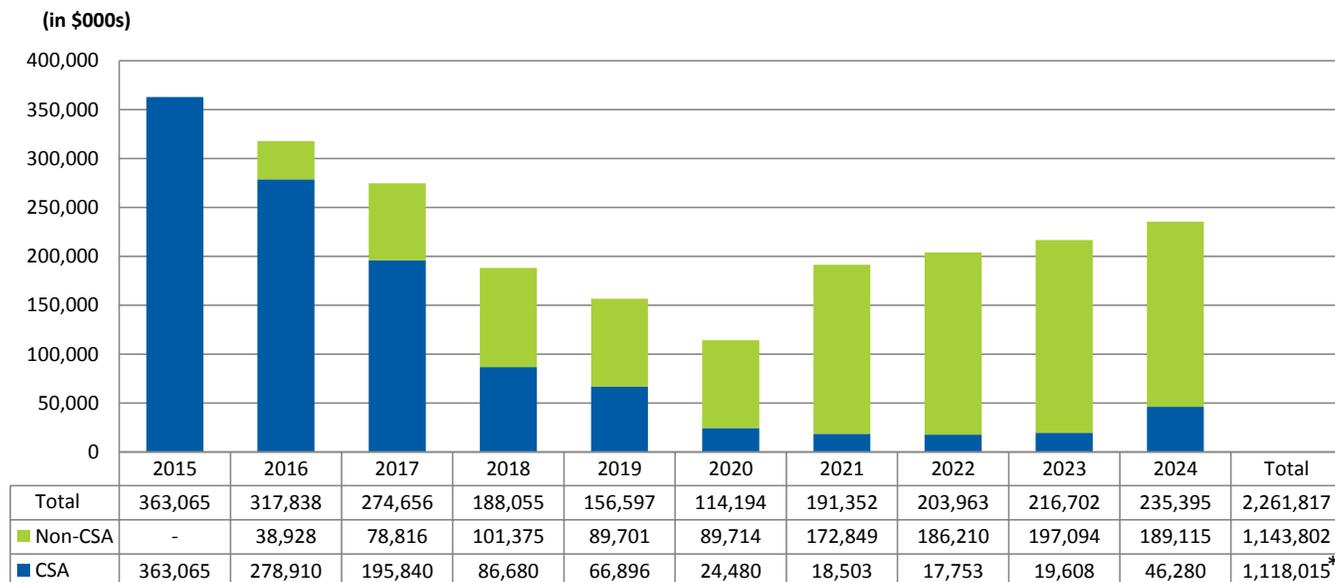
(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	598	470	608	480	610	482	618	490
Base Adjustments								
Compensation & Inflation	10	10	8	8	9	9	9	9
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	-	-	-	-	-	-	-	-
	10	10	8	8	9	9	9	9
Efficiencies & Program Reductions	-	-	(7)	(7)	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	-	-	-	-	-	-
Enhance Service Levels	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Proposed Total Budget	608	480	610	482	618	490	627	499
Change from Prior Year								
\$	10	10	1	1	9	9	9	9
%	1.7%	2.1%	0.2%	0.3%	1.4%	1.8%	1.4%	1.8%

Energy Management Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	5.0	5.0	5.0	5.0
New	-	-	-	-
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	5.0	5.0	5.0	5.0

The Capital Budget 2015 to 2024

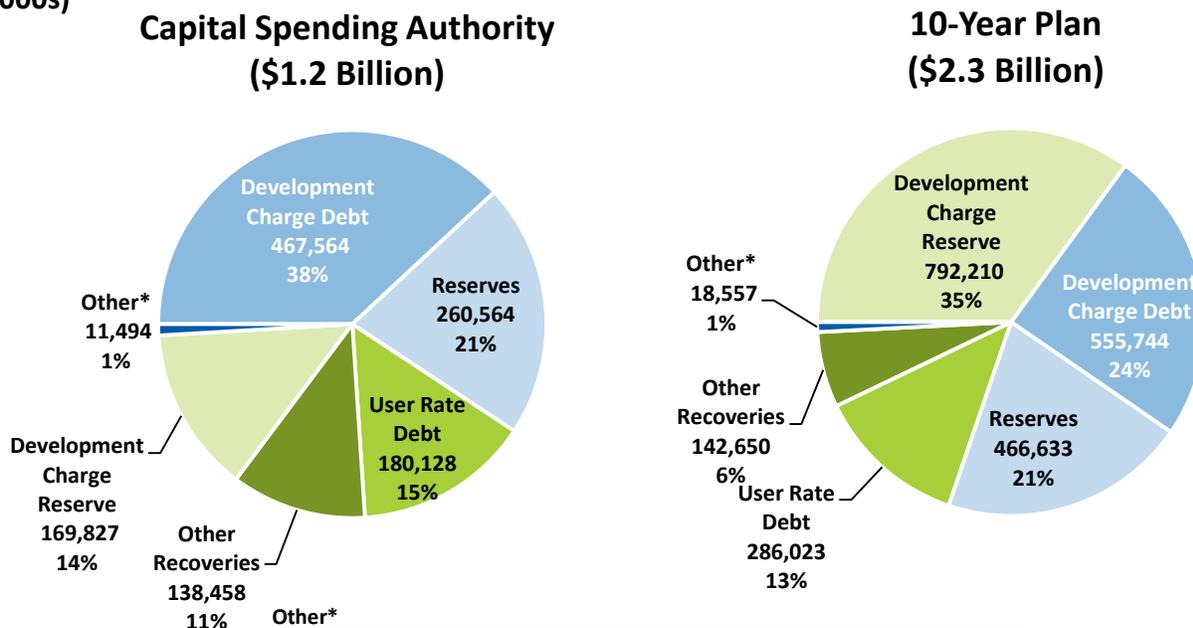
2015 Environmental Services 10-Year Plan & Capital Spending Authority



*Environmental Services also has an additional \$110,020K in the 2015 CSA incurred in years beyond 2024.

2015 Environmental Services Capital Financing

(in \$000s)



(in \$000s)	Capital Spending Authority	10-Year Plan
Debt Reduction Reserve	5,700	5,700
Grants & Subsidies	4,553	4,553
Tax Levy - Current	1,241	8,304
Total	11,494	18,557

Environmental Services

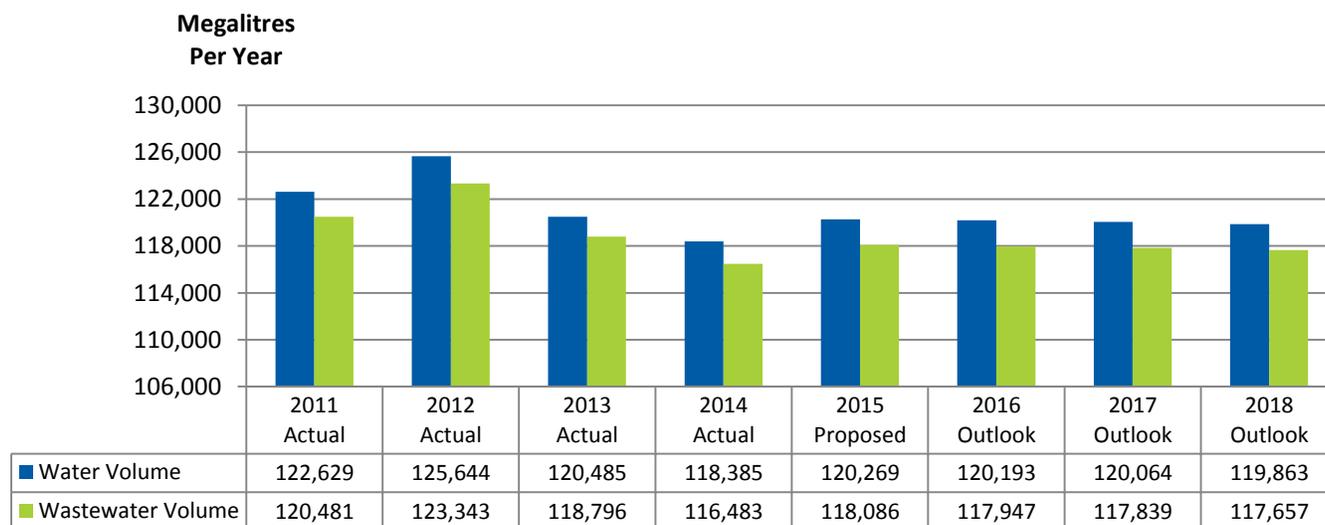
2015 Capital Spending Authority and Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021 - 2024	Balance to Complete	Total CSA
2015 Capital Spending Authority									
Water									
Rehabilitation & Replacement	22,824	25,365	22,135	480	4,210	840	30	-	75,884
Growth	100,039	70,740	45,750	29,890	11,990	6,920	13,860	1,560	280,749
Wastewater									
Rehabilitation & Replacement	35,793	47,655	52,705	35,800	32,836	1,230	47,695	87,560	341,274
Growth	187,630	128,080	75,030	20,290	17,860	15,490	40,559	20,900	505,839
Waste Management									
Rehabilitation & Replacement	2,673	2,620	-	-	-	-	-	-	5,293
Growth	10,960	4,450	220	220	-	-	-	-	15,850
Natural Heritage & Forestry	2,587	-	-	-	-	-	-	-	2,587
Energy Management	559	-	-	-	-	-	-	-	559
Total Capital Spending Authority	363,065	278,910	195,840	86,680	66,896	24,480	102,144	110,020	1,228,035
Financing Sources for 2015 Capital Spending Authority									
Current Tax Levy - Reserves	1,241	-	-	-	-	-	-	-	1,241
Debt Reduction Reserve	5,700	-	-	-	-	-	-	-	5,700
Reserves	48,328	41,047	37,010	14,970	15,133	1,105	24,661	78,310	260,564
Debenture*	251,012	197,256	143,310	14,980	15,363	703	19,568	5,500	647,692
Development Charges	3,898	1,110	-	50,180	29,850	22,410	45,419	16,960	169,827
Grants and Subsidies	520	4,033	-	-	-	-	-	-	4,553
Other Recoveries	52,366	35,464	15,520	6,550	6,550	262	12,496	9,250	138,458
Total Financing Sources	363,065	278,910	195,840	86,680	66,896	24,480	102,144	110,020	1,228,035
*Debt Repayment Sources									
Development Charges	208,299	146,997	97,768	-	-	-	9,000	5,500	467,564
User Rates	42,713	50,259	45,542	14,980	15,363	703	10,568	-	180,128
Total Debt Repayment Sources	251,012	197,256	143,310	14,980	15,363	703	19,568	5,500	647,692

Capital reports including the details by project are included in the Appendix starting on page 255.

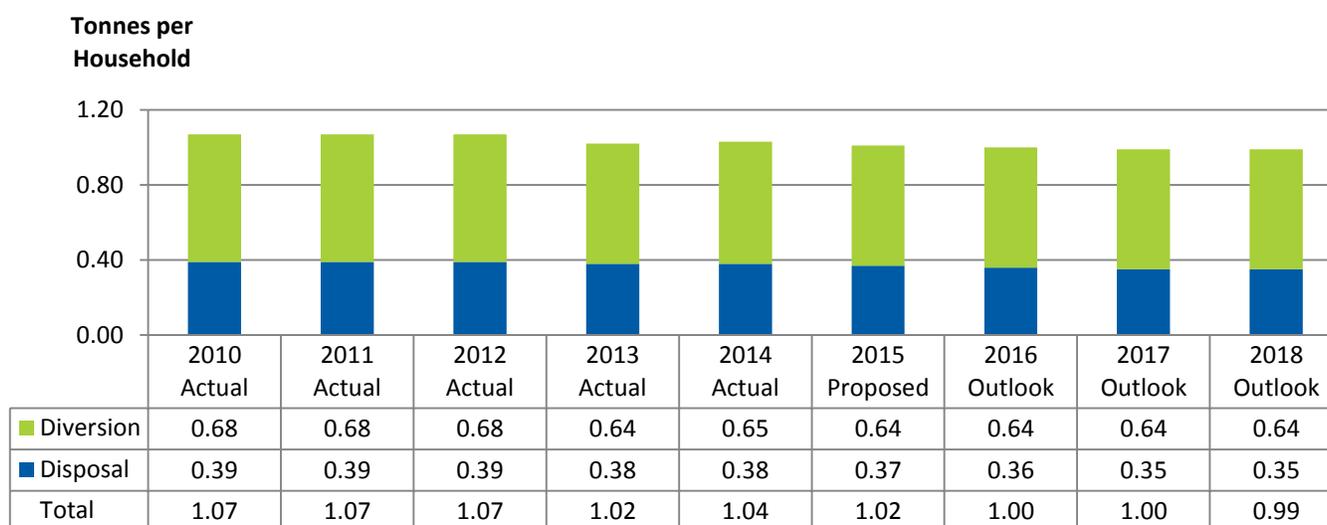
Environmental Services Metrics

Demand for water expected to moderate



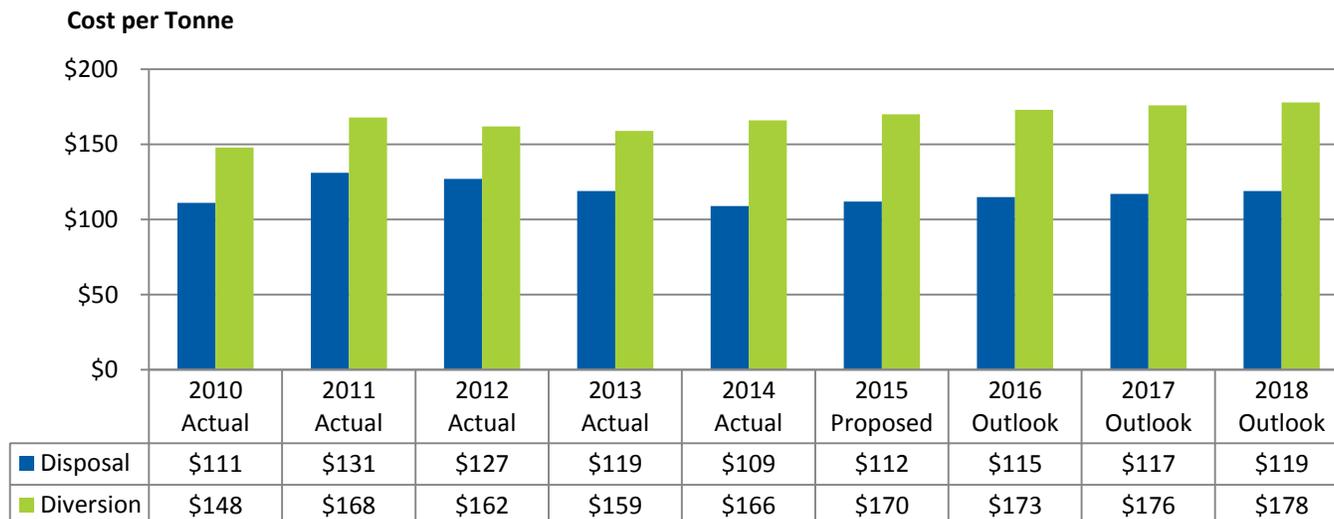
The total volume is expected to remain at current levels as population growth is offset by declining consumption per capita.

Solid waste per household is expected to stabilize



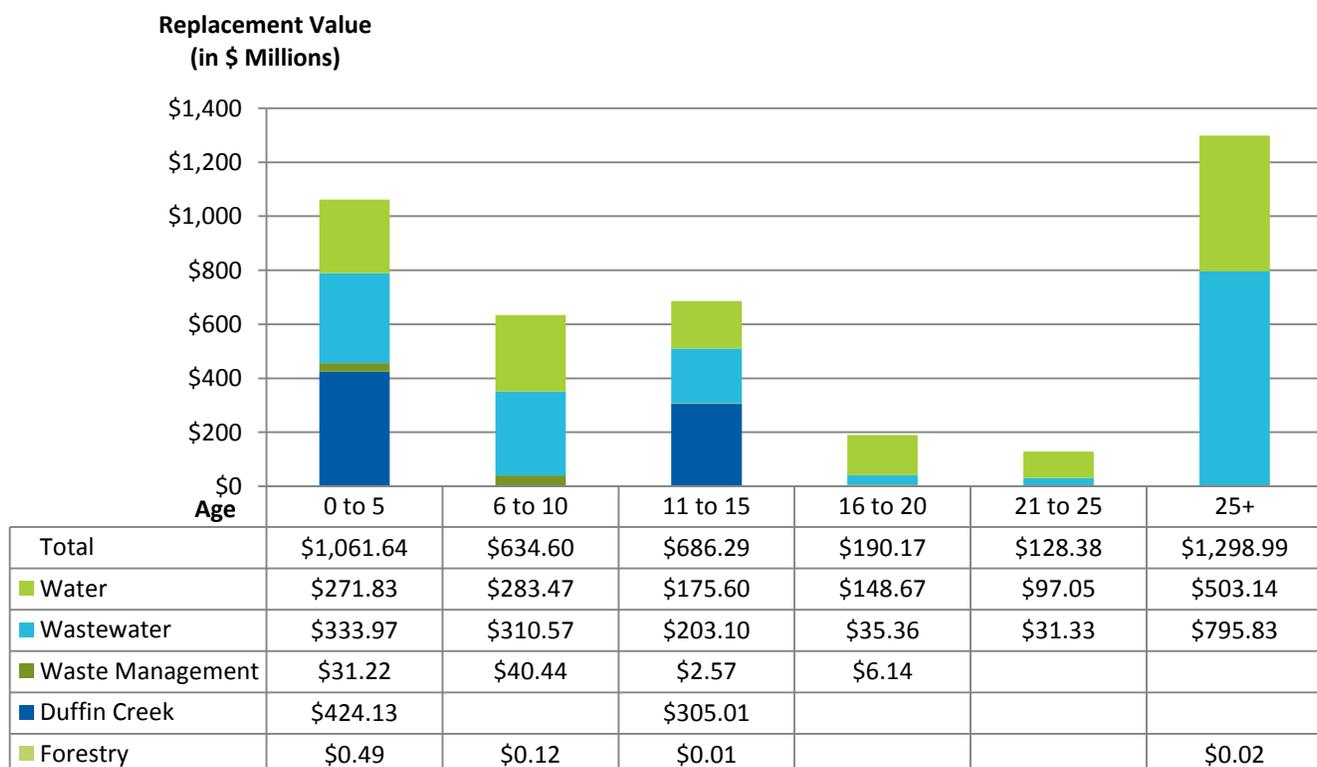
Individual households are producing less solid waste, reflecting advocacy, promotional efforts, lighter packaging and other changes in the waste stream. The SM4RT Living Plan aims to continue this trend, especially by reducing wasted food.

Disposal and diversion costs are expected to increase



Disposal costs have fallen, but will resume their rise in 2015. The net costs of diversion are also going up, but not as quickly. Cost savings from new green bin contracts and program efficiencies help offset weaker sales of recyclables.

Environmental assets are aging



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

Intentional Blank

Community and Health Services

Community and Health Services

This department creates, delivers and oversees health, housing and social services that touch the lives of residents every day and at every stage of life. The outcome it strives for is a high quality of service that helps residents contribute to the economy and engage in community life to the greatest extent possible.

The largest department in the Region by personnel, Community and Health Services employs roughly 1,700 people on a full-time equivalent basis. They work in 75 locations, including service and operations centres, paramedic response stations and community housing sites.

At \$442.7 million, the department's operating budget accounts for 23.5% of York Region's gross operating budget.

As the Region grows, the need for community, social and health services also rises. While generally still affluent, York Region is seeing an increase in its low-income population, and both low and moderate income households struggle with finding meaningful work in the current labour market. The rising cost of housing magnifies the impacts, taking an increasingly bigger share of incomes and creating a growing number of households in the Region that find it hard to make ends meet.

The department works constantly to meet the steadily increasing demand for its services by delivering programs as efficiently as possible. This involves understanding the unique needs of York Region and its residents, measuring the impacts of its activities and using evidence to achieve improvements.

Over the past four years, the department was guided by a multi-year plan that it developed with Council guidance and broad-based community input. It pinpointed key human service issues and challenges for the Region, identified responses, pointed to where new investments were needed most and provided a framework for setting priorities. Using the plan, the department worked with Council to:

- Ensure that 1,425 clients got vocational testing, job-related skills training and life skills programming between 2010 and 2013 to prepare for entry into the workforce. In 2013, new initiatives included helping clients explore self-employment, jobs in the green sector and the "hidden" job market, where openings are not formally posted.
- Use increased provincial funding in 2013 to help the parents of 974 children from low-income families with child care fee subsidies, enabling them to find or maintain employment, and enhance the Region's own funding support for early childhood services.
- Subsidize transit passes for work-related travel for Ontario Works and Ontario Disability Support Program clients starting in 2013, and increase the subsidy level in 2014.
- Leverage funding from senior levels of government to increase the stock of affordable housing, with four new Housing York buildings with a total of 360 units and seven new non-profit housing communities with a total of 303 units.
- Use Regional funding to help eligible seniors and people with disabilities pay for minor repairs or modifications that allow them to continue to live independently in their homes, and to enable housing providers to make their buildings more accessible to people with disabilities.

- Launch a housing stability pilot program in 2013 targeted to Ontario Works and Ontario Disability Support Program recipients, and increase annual funding for the Region’s homelessness prevention program.
- Enhance York Safe, a web-based inspection disclosure system, to provide inspection results for wading pools, splash pads, small drinking water systems and personal service settings, as well as food establishments.
- Outperform the response time performance targets for Emergency Medical Services, since the approval of the targets in 2012.
- Launch a study that used paramedics to deliver services in a proactive way and in people’s homes, to patients suffering from diabetes, chronic obstructive pulmonary disease, and heart disease.

The department also focuses on being effective – that is, creating lasting, long-term improvement in people’s lives. This involves developing an understanding of the many factors that often underlie complex problems, and trying to bring together all the people and services needed to address these. This client-centred focus can give people greater social and economic independence and avoid future interventions, making the system ultimately less costly. To achieve this goal, the department leverages existing relationships with hundreds of community agencies and other partners in the Region. It also works to integrate the programs offered by its own branches.

Other levels of government fund and mandate many programs

Community and Health Services receives much of its funding from the provincial and federal governments. In 2015, for example, grants and subsidies from other levels of government are projected to provide funding up to 58.1% of its operating budget. Those governments’ policy goals and legislation define roles and responsibilities and to a large extent shape how the programs they fund are designed and delivered. York Region shares in the costs of some of these programs. It also fully funds other programs that address specific community needs and provide more effective results, allowing the Region to take a leadership role in a number of program areas.

Where delivering services is involved, Community and Health Services has several roles. An important one is acting as service system manager in four areas: housing, homelessness, Ontario Works and Children’s Services. In this role, it takes the lead in planning, overseeing and evaluating how services are delivered, whether by it or another organization.

In other cases, such as long-term care, community support services for seniors, and some family and children’s services, it is one of many organizations providing services directly to residents, without a formal role as system manager.

Finally, Community and Health Services is the sole provider of York Region’s public health programs and paramedic services.

The department is working to respond to demographic challenges in the Region that include an aging population, more people moving into areas that currently have limited services, a rising share of residents who may be hard to reach because of language barriers, and an increasing number of singles and lone parents, who can be at risk of social isolation.

A change in service delivery

As well, the provincial government is changing the way human services are delivered. As a result, the Region will take on a greater role as service system manager, with more responsibility for planning, forecasting, engaging more with residents and developing its own rules, tools and policies to meet local needs.

Because provincial funding will be aligned with high-level goals and determined by outcomes, the Region will need to put more resources into collecting and assessing evidence about how well programs work. At the same time, province-wide reform of the computer system and software programs used for human services will have an impact on many programs and will call for new processes, skills and training.

It is not clear whether provincial funding will cover all the new costs arising from these changes. This underlines that funding from other levels of government can be uncertain and is often volatile. As a result, there is likely to be a continuing need for York Region to invest in Community and Health Services, especially if provincial funding falls and the Region wants to maintain and enhance programs.

A major benefit of the provincial shift giving York Region a larger service manager role is that the department will have greater flexibility in tailoring its services to residents. The plan is to use that opportunity to accelerate the move to smarter social services that identify and solve problems at the earliest possible stage.

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

Public Health

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

Working together for better mental health outcomes

Mental illness, especially in children and adolescents, is emerging as a major health concern not just in York Region but across Canada. Children with mental health issues are at much higher risk of mental illness as adults, and are also more likely to have other complicating health and social problems.

Recognizing that tackling mental illness is a complex process, the department has put forward an approach that involves three areas of focus, all involving collaboration across multiple service providers:

- **Resilience and prevention.** This will involve working across Regional government and with external partners in the community to assess and define the Region's role, current supports available, and service gaps. The next phases will build greater capacity to identify problems early and provide people with the help and skills they need to build resilience and prevent more serious issues.
- **Ongoing support for complex cases.** This element will strengthen coordination and integration among service providers, including developing intake processes, referral pathways, and providing wrap-around support, intensive case management and outreach for clients. It will also work to ensure York Region outreach workers and social workers are making effective use of existing supports, and add capacity to help clients with complex needs get specialized support.
- **Crisis intervention.** Working with York Regional Police and other partners, this aspect of the approach will develop a crisis intervention model with a special focus on integrated case management of the most complex clients.

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

Looking ahead:

Growth and urbanization are placing increasing demands on public health. Unlike other program areas, where a waiting list can help manage unmet demand for services, such activities as inspecting new restaurants and dealing with infectious disease outbreaks cannot be “waitlisted.” This puts constant upward pressure on resources, underscoring the need to deliver programs more efficiently as the population grows.

In the area of food premises, for example, this might involve a move toward mandatory certification of food handlers. The evidence shows that problems tend to occur most often in places where staff have not received this training. Reducing this risk by making training mandatory would both reduce the costs of repeat inspections and reduce the risk to the public of illness caused by improper food handling.

Emergency Medical Services

York Region Paramedics respond to medical emergency calls, assess patients, deliver lifesaving treatment when needed, stabilize and monitor patients, and transport them to where they will get continuing medical care.

Paramedics are also taking on an increasing role in visiting patients, including those known to call emergency services frequently, on a non-emergency basis. Through a pilot project with St. Michael’s Hospital, they are working with more than 200 patients to give them information and advice in such areas as taking medications as prescribed, managing chronic disease at home, and connecting to local supports and care. A detailed research report will follow the pilot. To date, the experience suggests that this intervention is improving the health outcomes of patients as well as reducing unnecessary emergency calls and hospital visits.

Looking ahead:

One of the challenges of growth for emergency services has been siting response stations in the best places. With development pushing up land prices, there is a tendency to avoid costs by purchasing land for stations outside the fastest-growing areas. This, however, can lengthen response times. The emergency service 10-year master plan supports a more effective approach to choosing sites.

With the increasing role of paramedics as part of a complete health care team, which the pilot program appears to support, as well as to manage the demands of growth, the service is looking over the long-

term at using less casual labour and more full-time employees to deliver services.

The first four years of the emergency medical services capital plan includes funding to purchase about 17 vehicles a year for vehicle replacement and fleet expansion, as well as to build or rehabilitate eight stations to address growth and to meet provincially-mandated response times.

Long-Term Care

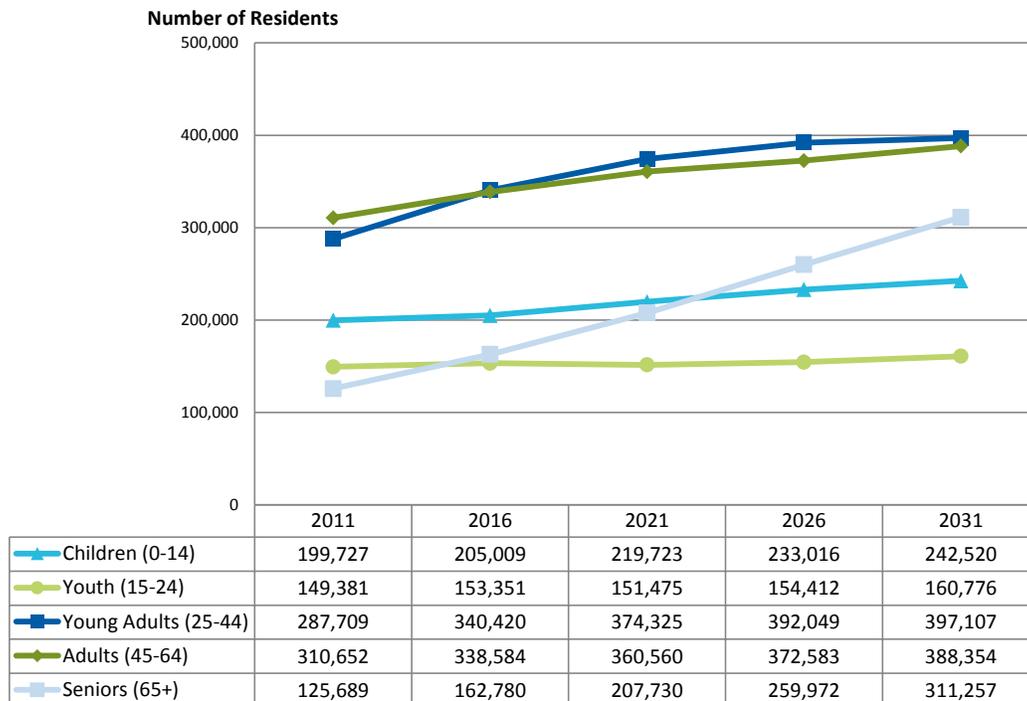
This program area supports people who require long-term healthcare services, including seniors and adults with disabilities, by providing a variety of day and outreach programs and operating two long-term care homes.

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

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

The two long-term care homes, Newmarket Health Centre (132 beds) and Maple Health Centre (100 beds), are for people with complex health needs who are unable to remain in their own homes, even with supports. The homes also offer convalescent/rehabilitation and respite care.

2011 to 2031 Population forecast by age group



Source: The Regional Municipality of York Long Range Planning Branch, Population Estimates and Projections, 2012.

Looking ahead:

People are living longer generally, and life expectancy in York Region is greater than the Ontario average. This is one of the reasons why older people make up the fastest-growing age cohort in the Region. Along with general population growth, the shift is increasing the demand for the programs offered by this branch. Because the Region is also experiencing growth in other age cohorts, including children, one of its challenges is adjusting programs overall to address aging and disabilities while continuing to serve other needs, including, for example, early intervention for children.

Employment and Financial Support

This program area helps its clients get and keep jobs by: providing skills training and opportunities to volunteer, working with local employers on placements and education through such supports as preparation for the job market. It also helps people find and keep housing through emergency, transitional and supportive housing and the licensing of many of these facilities; assistance with the costs of food, shelter and other necessities; outreach and other services for the homeless; and basic nursing services and homemaking supports. Much of its funding comes through the provincial Ontario Works program and Community Homelessness Prevention Initiative.

Looking ahead:

Changes to social assistance programs currently being made by the provincial government will likely have a major impact on this area. The province has announced that its efforts will focus on removing barriers and increasing opportunities for people to join the workforce.

Family and Children's Services

This program area plans and delivers services focused on children and their families. With funding from the province, it helps pay child care fees, administers funding for licensed child care programs and gives enhanced funding to allow children with special needs to be included. The Region also supports programs for summertime and year-round recreation, early child development and parenting. It works with agencies that provide services to children with special needs, manages the province-wide Ontario Child Care Management System (OCCMS), and collects data and evaluates programs to support the effectiveness of early years' initiatives.

Looking ahead:

York Region has experienced strong success in supporting children with special needs in the family home. With upcoming changes in provincial funding that would move these interventions to licensed care centres, continuing the successful in-home approach or a hybrid of the two approaches may require a greater funding commitment from the Region.

More generally, continued restructuring of child care in Ontario will redefine service delivery for children with special needs. New legislation to replace the *Day Nurseries Act* might expand the Region's role and responsibilities as a service system manager.

Strategies & Partnerships

In addition to providing strategic planning support for the department, this area looks after a community investment portfolio that funds community agencies each year. It is also leading the development of the Corporate seniors' strategy.

Looking ahead:

The work of this area is helping to balance the needs of a fast-growing older population with the demand for services across all age groups, especially by focusing on supports that allow seniors to age in place.

Housing Services

This program provides funding and acts as system manager for a total of roughly 6,600 housing units, of which 2,438 are owned and managed by Housing York Inc., York Region's municipal non-profit housing corporation, with the balance belonging to more than 40 additional non-profit housing providers. It helps more than 900 households through rent supplement and rent assistance programs in partnership with private-sector and not-for-profit landlords.

Financial arrangements vary across housing programs, reflecting initiatives put in place at different times in the past. Generally, in affordable and social housing, occupants pay rents geared to their income, and the shortfall between rents and the costs is covered by funding from government. Market rents charged on some Housing York units help to subsidize others.

Building housing solutions

One of the key goals of Vision 2051, the Region's long-term plan, is creating "a place where everyone can thrive." Meeting this goal means ensuring a full mix and range of housing options to meet the needs of York Region's diverse population. Although it is early days, the Region's new housing plan, Housing Solutions, identifies the actions York Region will take over the next decade to work towards that end.

Urgent among these is addressing a shortage of affordable rental housing. This particularly affects some of the Region's most vulnerable residents who, for financial and other reasons, have difficulty finding housing, and can find themselves forced into homelessness.

The Housing Stability Program and Homelessness Prevention Program provide support to keep residents housed and help get the homeless off the streets. This aid can include temporary shelter or immediate income support to pay rent or utility arrears. Longer-term help includes one-on-one financial coaching, access to mental health and addiction services, legal support and so on to help them stabilize their lives and address the root causes of their problems. This is in line with a new approach that helps people with complex problems by getting them housed first, before tackling their other concerns

In 2013, to help raise awareness of the importance to the Region of affordable rental housing, Human Services Planning Board of York Region conducted a social media campaign (#MakeRentalHappen) with a potential audience of 220,000.

This area also manages a regional waiting list/access system of more than 11,000 applicants for subsidized housing. Finally, to help ensure consistency and quality, it offers housing providers advice, educational tools and training in such areas as governance and long-term asset management.

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

Looking ahead:

Although average incomes in York Region are relatively high, so is the cost of housing. Almost half of all renters are paying 30% or more of their household income on housing, exceeding the affordability threshold set by the Canada Mortgage and Housing Corporation. This is the highest level in the GTA. Housing affordability will continue to be a key issue, intensified by a limited supply of rentals, particularly in the private market, and uncertain federal and provincial long-term funding support.

York Region is addressing these challenges, in part, through its 10-year plan for housing. The plan has a goal of increasing the supply of government-funded units and rent subsidies, but uses levers that reflect other roles of the Region that touch on housing. Through its role in community planning, for example, the Region is able to ensure that policies and the Official Plan meet a goal of including 35% affordable housing in new development centres and key development areas and 25% outside them. It also has a role advocating for stronger support for affordable housing, especially in the private rental market. The Region will also be evolving and expanding its role in homelessness prevention and supporting those at risk of homelessness.

The first four years of the current capital plan will see the completion of two housing projects:

- Belinda's Place in Newmarket, an emergency shelter for women (37 units), in 2015
- Richmond Hill Housing and Community Hub (202 units), in 2016.

As well, the Woodbridge Redevelopment (150 units to replace three existing but smaller buildings), is expected to be completed by 2019.

The budget also includes \$75 million for a new housing project of 250 units, which would be completed around 2018.

The department is working on its asset management plan, particularly as it relates to the housing portfolio. This involves continuing to assess the needs of both Housing York Inc. and other housing providers. While the plan will not be complete until mid-2016, preliminary analysis suggests that asset management needs can be accommodated under current financial arrangements.

Business Operations & Quality Assurance

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

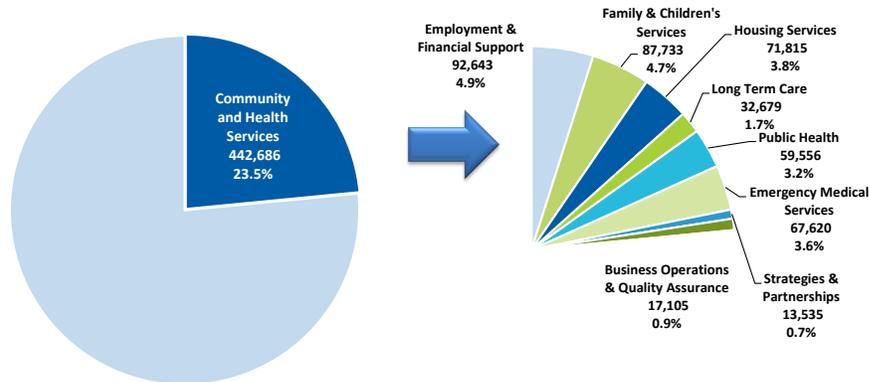
Looking ahead:

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

The Operating Budget 2015 to 2018

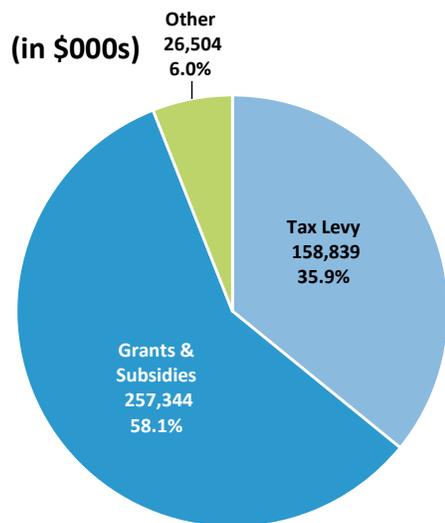
2015 Community and Health Services Gross Expenditures

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Employment & Financial Support	92,643	95,969	98,010	100,041
Family & Children's Services	87,733	89,127	90,313	90,805
Housing Services	71,815	75,255	77,402	78,208
Long Term Care	32,679	33,215	33,827	34,419
Public Health	59,556	61,159	63,129	64,934
Emergency Medical Services	67,620	70,899	73,974	77,693
Strategies & Partnerships	13,535	14,024	14,159	14,543
Business Operations & Quality Assurance	17,105	17,692	17,649	18,001
Total Gross Expenditures	442,686	457,338	468,462	478,644

2015 Community and Health Services Funding Sources



(in \$000s)	2015	2016	2017	2018
Tax Levy	158,839	167,953	172,377	178,155
Grants & Subsidies	257,344	263,683	271,111	277,101
Other:				
Reserves	10,826	10,016	8,850	6,889
Fees & Charges	14,451	14,469	14,932	15,288
3rd Party Recoveries	1,010	1,028	1,046	1,064
Development Charge Reserves	216	189	147	147
Total Funding Sources	442,686	457,338	468,462	478,644

Community and Health Services Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	437,805	442,479	4,674	457,125	14,646	468,244	11,119	478,419	10,175
Contribution to Capital	125	-	(125)	-	-	-	-	-	-
Revenues	(283,247)	(283,847)	(601)	(289,385)	(5,537)	(296,085)	(6,700)	(300,489)	(4,404)
Allocations and Recoveries	215	207	(9)	212	6	218	6	224	6
Net Budget	154,899	158,839	3,939	167,953	9,115	172,377	4,424	178,155	5,777
% Change			2.5%		5.7%		2.6%		3.4%

Community and Health Services Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	438,146	154,899	442,686	158,839	457,338	167,953	468,462	172,377	
Base Adjustments	6,769	(456)	6,456	832	6,481	760	4,529	1,703	
Efficiencies & Program Reductions	(9,904)	(1,843)	(919)	(101)	(575)	(412)	-	-	
Legislated & Contractual	-	-	521	45	546	31	1,042	497	
Impact of Capital	2,098	1,770	3,592	3,619	2,055	1,895	2,189	2,011	
Growth & Service Enhancements	5,577	4,468	5,003	4,720	2,617	2,151	2,422	1,566	
Proposed Total Budget	442,686	158,839	457,338	167,953	468,462	172,377	478,644	178,155	
Change from Prior Year	\$	4,540	3,939	14,652	9,115	11,125	4,424	10,181	5,777
	%	1.0%	2.5%	3.3%	5.7%	2.4%	2.6%	2.2%	3.4%

Community and Health Services Staffing Summary

	2015	%	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change	Outlook	Change
Budget Base	1,716.1		1,747.4		1,788.9		1,819.9	
New	44.0	2.6%	35.0	2.0%	28.0	1.6%	26.0	1.4%
Conversions	35.0	2.0%	6.5	0.4%	3.0	0.2%	1.0	0.1%
Program Reductions	(47.8)	(2.8%)	-		-		-	
Total Full-Time Equivalents*	1,747.4	1.8%	1,788.9	2.4%	1,819.9	1.7%	1,846.9	1.5%

* Numbers may not add due to rounding

Community and Health Services Budget by Program

(in \$000s)	2014 Approved		2015 Approved		% Change Net	2016 Outlook		% Change Net
	Gross	Net	Gross	Net		Gross	Net	
Public Health								
Child and Family Health	17,024	10,806	17,852	11,656	7.9%	18,519	12,320	5.7%
Health Protection	13,676	11,710	14,382	12,402	5.9%	14,892	12,911	4.1%
Healthy Living	16,080	15,579	16,957	16,451	5.6%	17,407	16,898	2.7%
Infectious Disease Control	9,572	8,719	10,365	9,188	5.4%	10,339	9,487	3.2%
Program Based Grants (Cost Share Revenues)	-	(36,618)	-	(38,097)	4.0%	-	(38,844)	2.0%
	56,352	10,197	59,556	11,600	13.8%	61,159	12,772	10.1%
Emergency Medical Services	63,090	31,240	67,620	31,020	(0.7%)	70,899	32,992	6.4%
Long-Term Care								
Facilities	28,483	10,281	29,287	10,877	5.8%	29,772	11,091	2.0%
Community Programs	8,031	1,675	3,392	733	(56.3%)	3,443	733	0.1%
	36,514	11,956	32,679	11,610	(2.9%)	33,215	11,825	1.9%
Employment & Financial Support								
Ontario Works	78,321	9,482	76,022	9,039	(4.7%)	77,470	9,222	2.0%
Homelessness Community Programs	16,048	5,339	16,621	5,569	4.3%	18,499	7,447	33.7%
	94,369	14,821	92,643	14,608	(1.4%)	95,969	16,669	14.1%
Family & Children's Services								
Children's Services	82,537	13,874	84,790	13,704	(1.2%)	86,141	14,055	2.6%
Children's Services Community Partnerships	2,786	824	2,943	920	11.7%	2,986	938	1.9%
	85,323	14,698	87,733	14,624	(0.5%)	89,127	14,993	2.5%
Strategies & Partnerships	12,791	12,311	13,535	13,161	6.9%	14,024	13,775	4.7%
Housing Services								
Housing Asset Management	19,831	8,968	15,045	8,413	(6.2%)	17,961	10,470	24.4%
Housing Programs	54,545	35,378	56,770	36,697	3.7%	57,293	36,766	0.2%
	74,377	44,346	71,815	45,110	1.7%	75,255	47,236	4.7%
Business Operations & Quality Assurance	15,331	15,331	17,105	17,105	11.6%	17,692	17,692	3.4%
Community and Health Services	438,146	154,899	442,686	158,839	2.5%	457,338	167,953	5.7%

Community and Health Services Budget by Program

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
Public Health						
Child and Family Health	19,067	12,865	4.4%	19,588	13,383	4.0%
Health Protection	15,401	13,418	3.9%	15,790	13,805	2.9%
Healthy Living	17,976	17,463	3.3%	18,552	18,035	3.3%
Infectious Disease Control	10,686	9,833	3.7%	11,005	10,152	3.2%
Program Based Grants (Cost Share Revenues)	-	(39,606)	2.0%	-	(40,383)	2.0%
	63,129	13,973	9.4%	64,934	14,991	7.3%
Emergency Medical Services	73,974	34,536	4.7%	77,693	36,255	5.0%
Long-Term Care						
Facilities	30,331	11,378	2.6%	30,870	11,637	2.3%
Community Programs	3,496	735	0.2%	3,549	735	0.1%
	33,827	12,112	2.4%	34,419	12,373	2.2%
Employment & Financial Support						
Ontario Works	79,084	9,080	(1.5%)	81,080	9,215	1.5%
Homelessness Community Programs	18,926	7,874	5.7%	18,961	8,409	6.8%
	98,010	16,954	1.7%	100,041	17,625	4.0%
Family & Children's Services						
Children's Services	87,282	14,197	1.0%	87,730	14,612	2.9%
Children's Services Community Partnerships	3,030	956	1.9%	3,074	974	1.9%
	90,313	15,152	1.1%	90,805	15,586	2.9%
Strategies & Partnerships	14,159	13,935	1.2%	14,543	14,523	4.2%
Housing Services						
Housing Asset Management	18,657	10,523	0.5%	18,477	10,548	0.2%
Housing Programs	58,744	37,543	2.1%	59,731	38,252	1.9%
	77,402	48,066	1.8%	78,208	48,800	1.5%
Business Operations & Quality Assurance	17,649	17,649	(0.2%)	18,001	18,001	2.0%
Community and Health Services	468,462	172,377	2.6%	478,644	178,155	3.4%

Public Health Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	56,352	10,197	59,556	11,600	61,159	12,772	63,129	13,973
Base Adjustments								
Compensation & Inflation	1,620	1,620	1,070	1,070	1,135	1,135	1,140	1,140
Revenue Adjustments	-	(1,461)	-	(755)	-	(770)	-	(785)
General Base Adjustments	655	314	(372)	(48)	(36)	(36)	(42)	(42)
	2,275	474	698	267	1,099	329	1,098	312
Efficiencies & Program Reductions	(214)	(214)	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	993	993	655	655	872	872	707	707
Enhance Service Levels	150	150	250	250	-	-	-	-
	1,143	1,143	905	905	872	872	707	707
Proposed Total Budget	59,556	11,600	61,159	12,772	63,129	13,973	64,934	14,991
Change from Prior Year								
\$	3,204	1,403	1,603	1,172	1,971	1,201	1,804	1,019
%	5.7%	13.8%	2.7%	10.1%	3.2%	9.4%	2.9%	7.3%

Public Health Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	440.8	448.8	454.3	461.3
New	8.0	5.0	7.0	6.0
Conversions	-	0.5	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	448.8	454.3	461.3	467.3

Emergency Medical Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	63,090	31,240	67,620	31,020	70,899	32,992	73,974	34,536
Base Adjustments								
Compensation & Inflation	1,444	1,444	1,770	1,770	1,649	1,649	1,708	1,708
Revenue Adjustments	-	(3,696)	-	(2,000)	-	(2,000)	-	(2,000)
General Base Adjustments	187	27	(160)	-	-	-	-	-
	1,631	(2,224)	1,610	(230)	1,649	(351)	1,708	(292)
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	(264)	(264)	-	-	-	-	-	-
Debenture Financing	(397)	(359)	(180)	(153)	(284)	(242)	-	-
Operating Impact of Capital	2,301	2,301	2,355	2,355	2,137	2,137	2,011	2,011
	1,641	1,678	2,175	2,202	1,852	1,895	2,011	2,011
Growth & Service Enhancements								
Maintain Existing Service	326	326	-	-	-	-	-	-
Enhance Service Levels	932	-	(506)	-	(427)	-	-	-
	1,258	326	(506)	-	(427)	-	-	-
Proposed Total Budget	67,620	31,020	70,899	32,992	73,974	34,536	77,693	36,255
Change from Prior Year								
\$	4,530	(220)	3,279	1,972	3,075	1,544	3,720	1,720
%	7.2%	(0.7%)	4.8%	6.4%	4.3%	4.7%	5.0%	5.0%

Emergency Medical Services Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	402.0	445.0	465.0	481.0
New	20.0	20.0	16.0	16.0
Conversions	23.0	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	445.0	465.0	481.0	497.0

Long-Term Care Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	36,514	11,956	32,679	11,610	33,215	11,825	33,827	12,112
Base Adjustments								
Compensation & Inflation	946	907	551	546	575	571	573	568
Revenue Adjustments	-	(352)	-	(315)	-	(320)	-	(327)
General Base Adjustments	(45)	(45)	18	18	19	19	20	20
	901	510	569	248	594	269	592	261
Efficiencies & Program Reductions	(4,623)	(815)	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	(131)	(59)	(33)	(33)	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	(131)	(59)	(33)	(33)	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	-	-	-	-	-	-
Enhance Service Levels	18	18	-	-	18	18	-	-
	18	18	-	-	18	18	-	-
Proposed Total Budget	32,679	11,610	33,215	11,825	33,827	12,112	34,419	12,373
Change from Prior Year	\$ (3,835)	(346)	535	215	612	288	592	261
	% (10.5%)	(2.9%)	1.6%	1.9%	1.8%	2.4%	1.8%	2.2%

Long-Term Care Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	301.9	261.2	261.2	261.2
New	-	-	-	-
Conversions	7.0	-	-	-
Program Reductions	(47.8)	-	-	-
Total Full-Time Equivalents	261.2	261.2	261.2	261.2

Employment & Financial Support Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	94,369	14,821	92,643	14,608	95,969	16,669	98,010	16,954
Base Adjustments								
Compensation & Inflation	479	479	667	667	757	757	751	751
Revenue Adjustments	-	(1,823)	-	(1,519)	-	(1,804)	-	(1,723)
General Base Adjustments	23	1,243	(3)	1,218	(2)	1,218	(502)	1,261
	502	(101)	665	366	755	171	249	289
Efficiencies & Program Reductions	(2,556)	(439)	(298)	-	(162)	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	521	45	546	31	560	15
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	521	45	546	31	560	15
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	150	150	1,450	1,450	-	-	-	-
	150	150	1,450	1,450	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	178	178	893	106	903	83	1,023	167
Enhance Service Levels	0	0	94	94	-	-	199	199
	178	178	987	200	903	83	1,222	366
Proposed Total Budget	92,643	14,608	95,969	16,669	98,010	16,954	100,041	17,625
Change from Prior Year	\$ (1,726)	(212)	3,325	2,061	2,042	285	2,031	670
	% (1.8%)	(1.4%)	3.6%	14.1%	2.1%	1.7%	2.1%	4.0%

Employment & Financial Support Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	154.0	162.0	169.0	169.0
New	3.0	3.0	-	3.0
Conversions	5.0	4.0	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	162.0	169.0	169.0	172.0

Family & Children's Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	85,323	14,698	87,733	14,624	89,127	14,993	90,313	15,152
Base Adjustments								
Compensation & Inflation	847	847	1,027	1,027	996	996	360	360
Revenue Adjustments	(52)	(1,061)	-	(1,025)	-	(1,026)	-	(26)
General Base Adjustments	1,615	140	6	6	5	5	38	6
	2,410	(74)	1,032	7	1,001	(25)	398	340
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	362	362	184	184	94	94
Enhance Service Levels	-	-	-	-	-	-	-	-
	-	-	362	362	184	184	94	94
Proposed Total Budget	87,733	14,624	89,127	14,993	90,313	15,152	90,805	15,586
Change from Prior Year								
\$	2,410	(74)	1,394	369	1,186	159	492	434
%	2.8%	(0.5%)	1.6%	2.5%	1.3%	1.1%	0.5%	2.9%

Family & Children's Services Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	134.0	134.0	138.0	141.0
New	-	4.0	2.0	1.0
Conversions	-	-	1.0	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	134.0	138.0	141.0	142.0

Strategies & Partnerships Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	12,791	12,311	13,535	13,161	14,024	13,775	14,159	13,935
Base Adjustments								
Compensation & Inflation	199	199	127	127	136	136	135	135
Revenue Adjustments	-	21	-	25	-	25	-	204
General Base Adjustments	-	-	(1)	(1)	(1)	(1)	(1)	(1)
	199	220	126	151	135	160	134	338
Efficiencies & Program Reductions	-	-	(150)	(50)	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	445	530	262	262	-	-	25	25
Enhance Service Levels	100	100	250	250	-	-	225	225
	545	630	512	512	-	-	250	250
Proposed Total Budget	13,535	13,161	14,024	13,775	14,159	13,935	14,543	14,523
Change from Prior Year								
\$	744	850	489	614	135	160	384	588
%	5.8%	6.9%	3.6%	4.7%	1.0%	1.2%	2.7%	4.2%

Strategies & Partnerships Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	47.0	49.0	50.0	50.0
New	2.0	1.0	-	-
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	49.0	50.0	50.0	50.0

Housing Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	74,377	44,346	71,815	45,110	75,255	47,236	77,402	48,066
Base Adjustments								
Compensation & Inflation	12	(121)	252	149	234	120	241	129
Revenue Adjustments	-	(239)	(78)	(397)	-	(288)	(39)	(33)
General Base Adjustments	(1,895)	365	1,268	(44)	645	6	(204)	6
	(1,884)	5	1,441	(292)	880	(162)	(3)	103
Efficiencies & Program Reductions	(2,512)	(375)	(420)	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	482	482
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	482	482
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	178	-
Operating Impact of Capital	438	-	-	-	203	-	-	-
	438	-	-	-	203	-	178	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	-	-	-	-	-	-
Enhance Service Levels	1,396	1,135	2,419	2,418	1,064	993	149	149
	1,396	1,135	2,419	2,418	1,064	993	149	149
Proposed Total Budget	71,815	45,110	75,255	47,236	77,402	48,066	78,208	48,800
Change from Prior Year								
\$	(2,562)	765	3,440	2,125	2,147	830	806	734
%	(3.4%)	1.7%	4.8%	4.7%	2.9%	1.8%	1.0%	1.5%

Housing Services Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	95.5	102.5	103.5	106.5
New	7.0	1.0	3.0	-
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	102.5	103.5	106.5	106.5

Business Operations & Quality Assurance Budget Changes

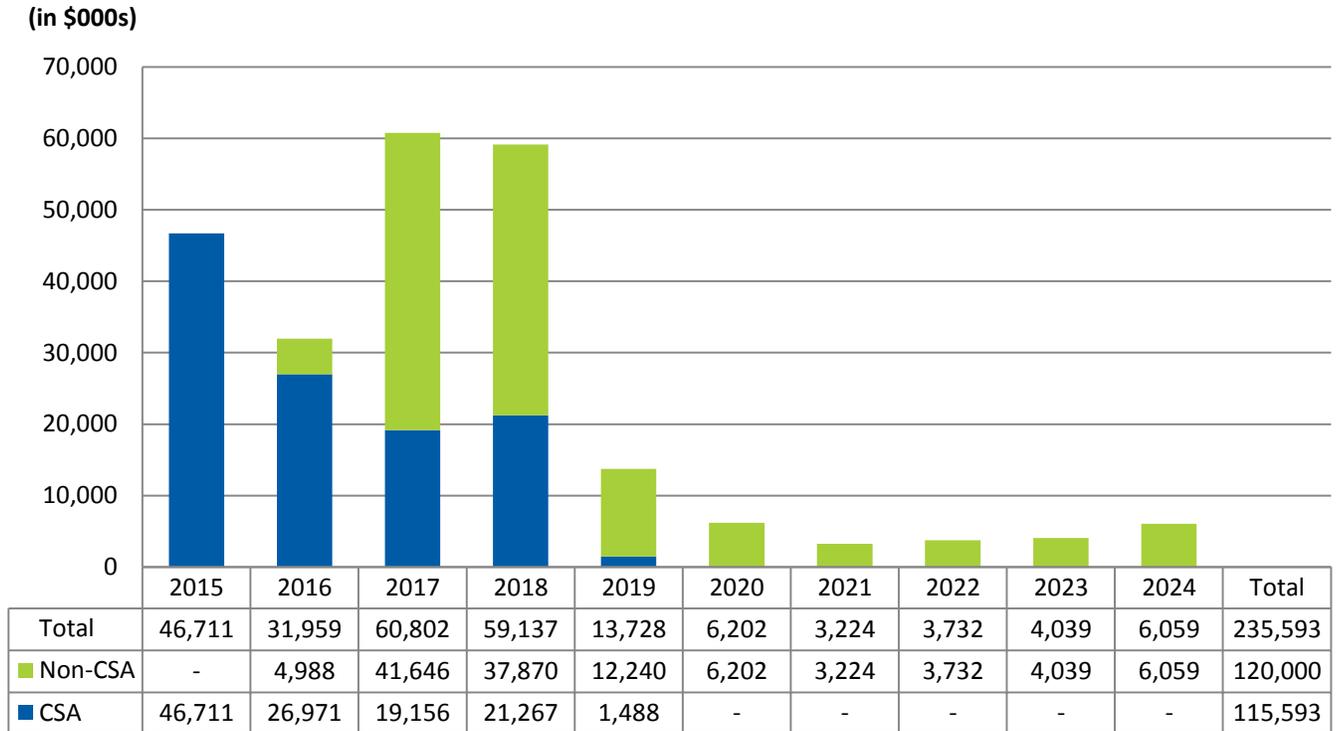
(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	15,331	15,331	17,105	17,105	17,692	17,692	17,649	17,649
Base Adjustments								
Compensation & Inflation	551	551	316	316	372	372	355	355
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	183	183	(2)	(2)	(2)	(2)	(2)	(2)
	735	735	314	314	369	369	352	352
Efficiencies & Program Reductions	-	-	(51)	(51)	(412)	(412)	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	-	-	-	-	-	-
Enhance Service Levels	1,040	1,040	324	324	-	-	-	-
	1,040	1,040	324	324	-	-	-	-
Proposed Total Budget	17,105	17,105	17,692	17,692	17,649	17,649	18,001	18,001
Change from Prior Year								
\$	1,774	1,774	587	587	(43)	(43)	352	352
%	11.6%	11.6%	3.4%	3.4%	(0.2%)	(0.2%)	2.0%	2.0%

Business Operations & Quality Assurance Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	140.9	144.9	147.9	149.9
New	4.0	1.0	-	-
Conversions	-	2.0	2.0	1.0
Program Reductions	-	-	-	-
Total Full-Time Equivalents	144.9	147.9	149.9	150.9

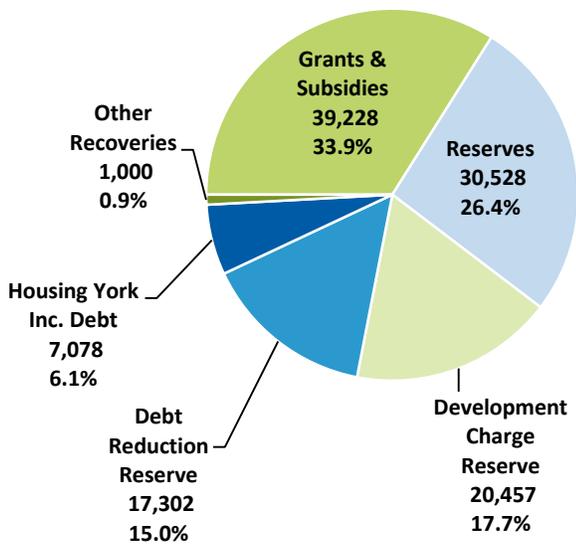
The Capital Budget 2015 to 2024

Community and Health Services 10-Year Plan & Capital Spending Authority

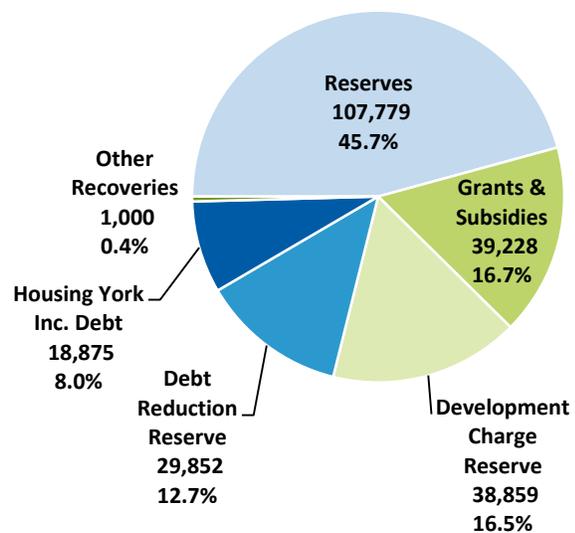


Community and Health Services Capital Financing

(in \$000s) **Capital Spending Authority (\$116 Million)**



10-Year Plan (\$236 Million)



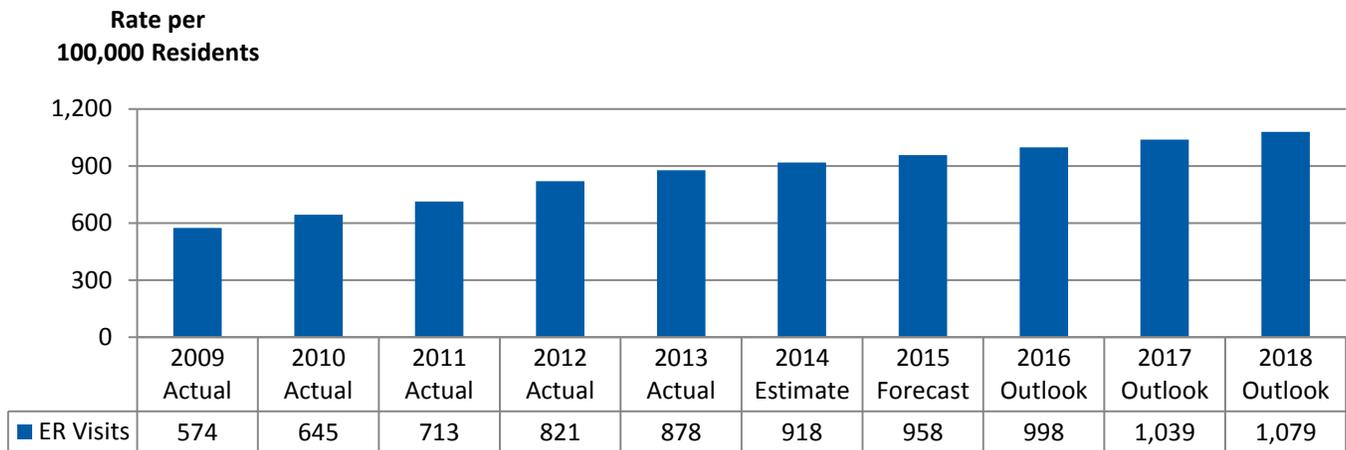
Community and Health Services 2015 Capital Spending Authority and Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021 - 2024	Total CSA
2015 Capital Spending Authority								
Housing Services	28,295	15,371	17,670	21,267	1,488	-	-	84,091
Long-Term Care	3,488	500	-	-	-	-	-	3,988
Emergency Medical Services	14,928	11,100	1,486	-	-	-	-	27,514
Total Capital Spending Authority	46,711	26,971	19,156	21,267	1,488	-	-	115,593
Financing Sources for 2015 Capital Spending Authority								
Current Tax Levy - Reserves	-	-	-	-	-	-	-	-
Debt Reduction Reserve	9,033	7,325	944	-	-	-	-	17,302
Reserves	19,149	(991)	17,170	12,227	(17,027)	-	-	30,528
Debenture*	-	-	-	-	7,078	-	-	7,078
User Rates	-	-	-	-	-	-	-	-
Development Charges	4,020	10,518	542	-	5,377	-	-	20,457
Grants and Subsidies	13,509	10,119	500	9,040	6,060	-	-	39,228
Other Recoveries	1,000	-	-	-	-	-	-	1,000
Total Financing Sources	46,711	26,971	19,156	21,267	1,488	-	-	115,593
*Debt Repayment Sources								
Housing York Inc.	-	-	-	-	7,078	-	-	7,078
Total Debt Repayment Sources	-	-	-	-	7,078	-	-	7,078

Capital reports including the details by project are included in the Appendix starting on page 297.

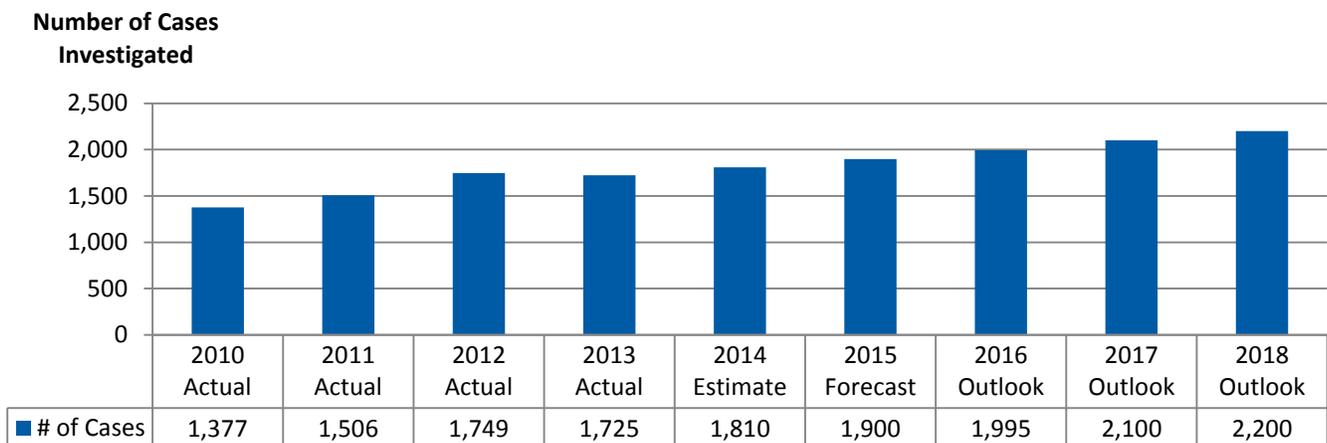
Community and Health Services Metrics

Mental illness emergency room visits among youths are growing



Ontario’s Open Minds, Healthy Minds Mental Health and Addictions Strategy promotes positive mental health of children. This is recognized as fundamental to the development of healthy behaviours in children and youth. Public health nurses work with schools to develop comprehensive mental health initiatives to address knowledge and skill building for teachers, staff and students. To do this, the budget includes new resources for public health school services.

Number of infectious diseases case investigations continues to increase

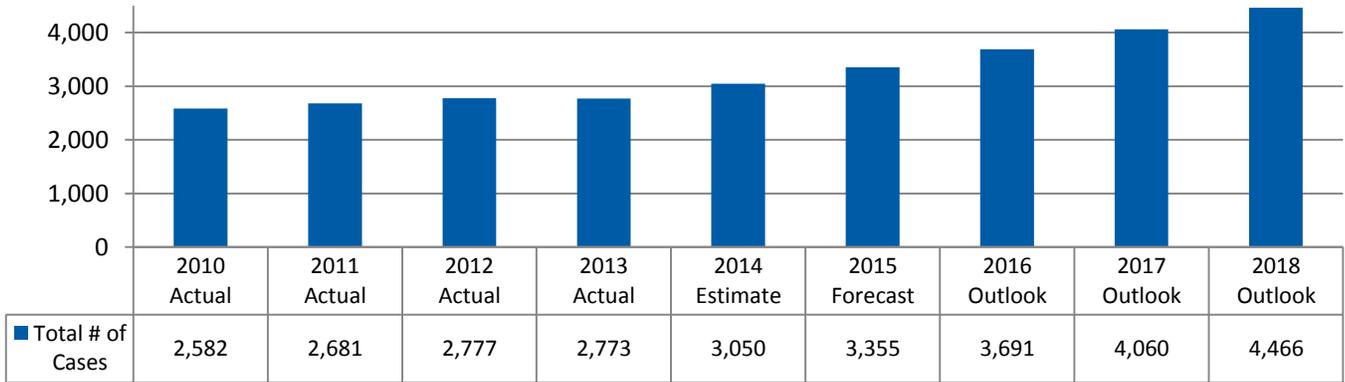


The steadily increasing number of investigations in York Region is predicted to continue over the coming four years as a result of the increase in York Region’s population and the emergence of new diseases such as MERS-CoV (Middle East Respiratory Syndrome Coronavirus). In 2014 the program investigated a cluster of four cases of Measles related to international travel that required contacting over 400 contacts in the community.

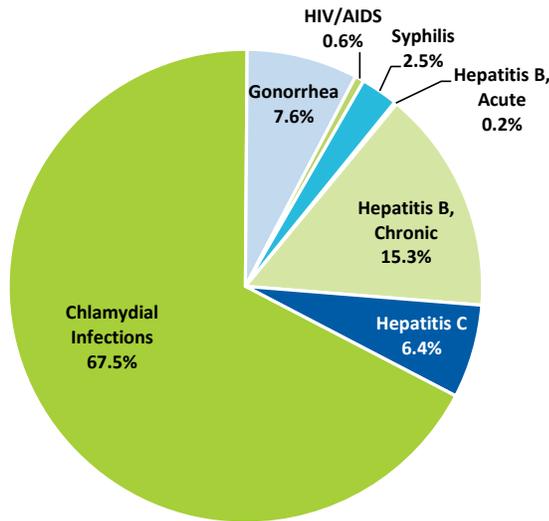
Note: MERS-CoV is a coronavirus. Coronaviruses are the cause of the common cold, but can also be the cause of more severe illnesses with flu-like symptoms. Serious illness and death have been seen in patients with underlying medical conditions and/or in older individuals. Source: Public Health Agency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

Number of Sexually Transmitted Infections (STI) and Blood-Borne Infections (BBI)

Number of Cases



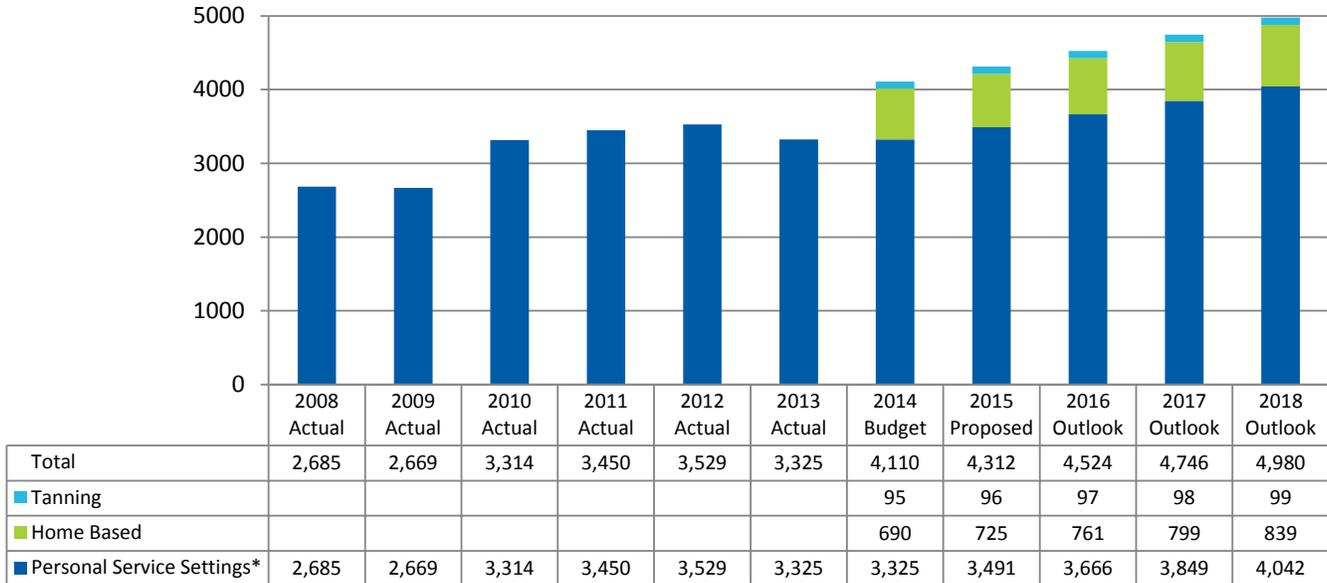
Average proportion of STI/BBI cases for 2015-2018



The projected increase in the number of cases is due to population growth, increasing numbers of vulnerable populations such as street youth, homeless individuals, individuals negatively impacted by social determinants of health and a growing resistance to treatment for cases of gonorrhea.

Public health inspections help keep personal services safe

Total Number of Personal Service Settings

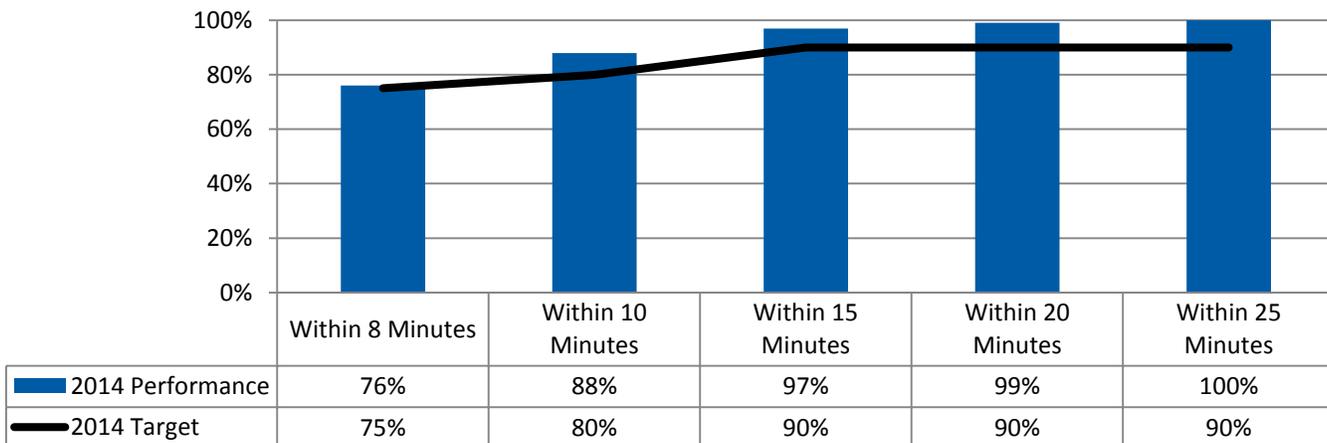


*For example: spas, aesthetic services, tattoo parlours etc.

Public health inspectors educate providers to ensure infection protection and control measures are in place and practiced.

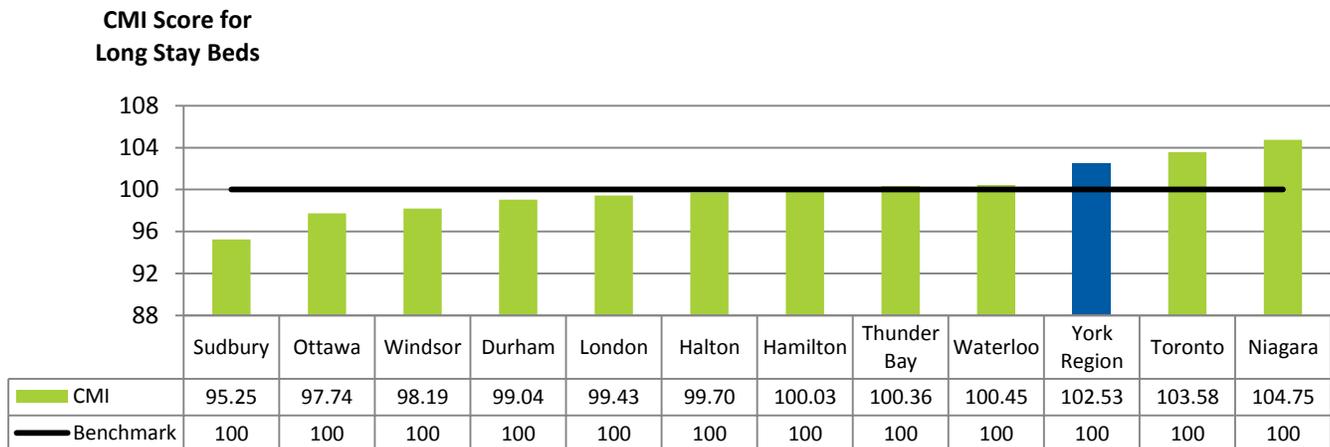
Emergency medical services outperform target response rate

Proportion of EMS Arriving Within Each Time Frame



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

York Region long-term care case mix index scores are higher than surrounding municipalities in 2013

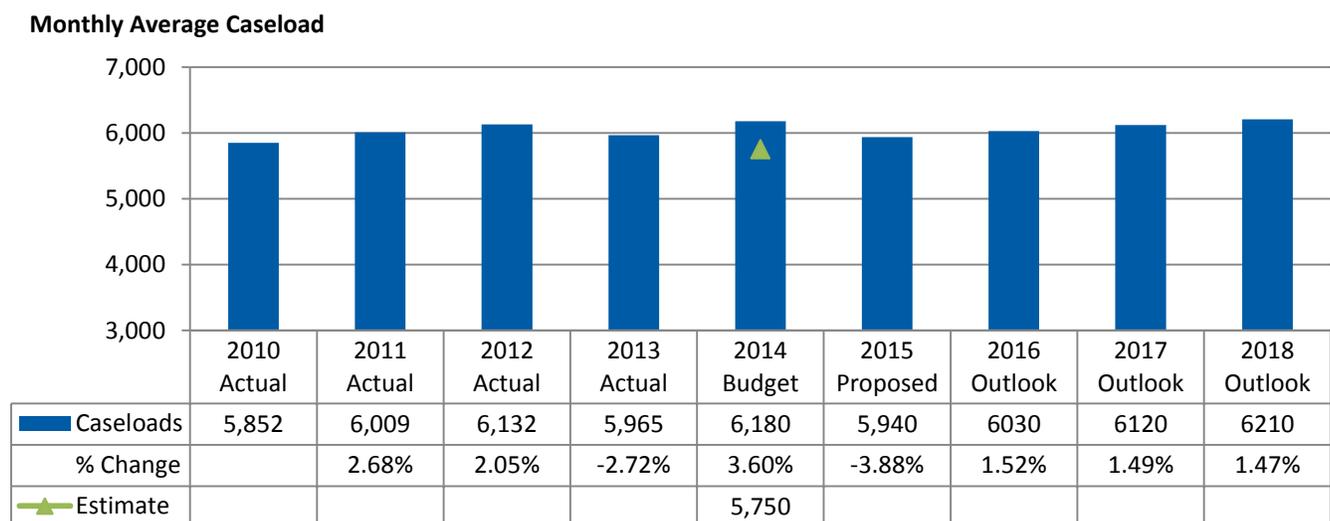


Note: Case Mix Index reflects the amount of resources each long stayed patient requires compared to the average resident in the community. The amount of resources needed is based on the patient's need for healthcare providers and equipment. Therefore, a higher CMI score reflects that York Region is treating more complex, resource intensive patients, and thus receives higher funding for healthcare services. A higher CMI score also reflects that the Region is documenting all resources used in providing healthcare services to its patients. York Region operates 34 convalescent care beds that do not get a CMI calculation, and are maintained at 100 CMI.

Source: OMBI 2013 Data Warehouse – LTRC230

York Region has higher CMI scores than most of the surrounding municipalities except for Niagara Region and Toronto.

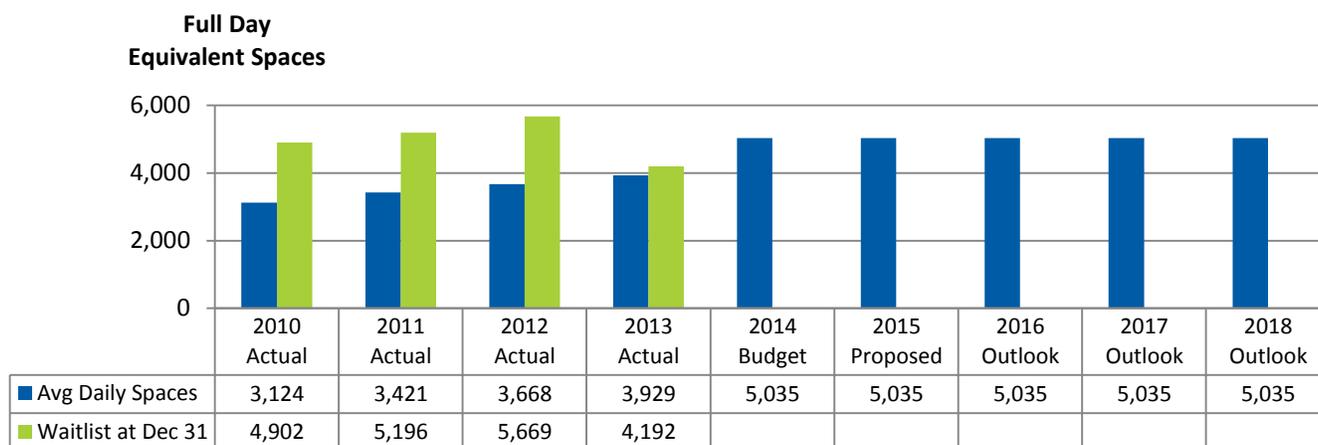
Ontario Works caseload expected to grow modestly relative to population growth



Source: Provincial statistical reports

Ontario Works caseload for 2014 is expected to stabilize. The outlook years are expected to show modest growth relative to population growth.

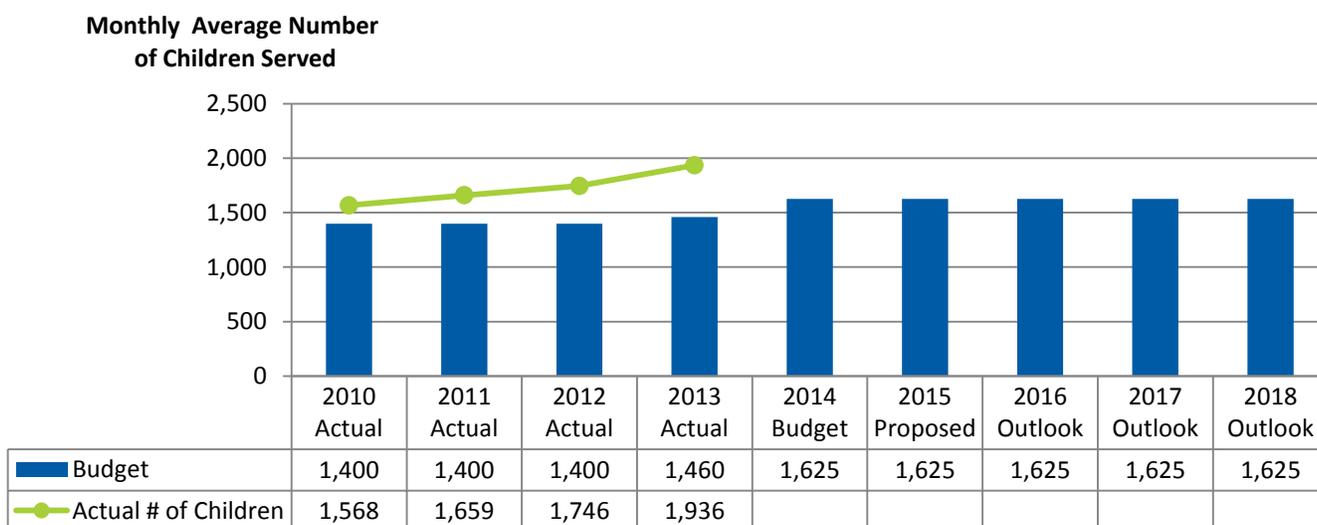
The waitlist for child care fee subsidy decreased from 2012 to 2013



Source: Ontario Child Care Management System

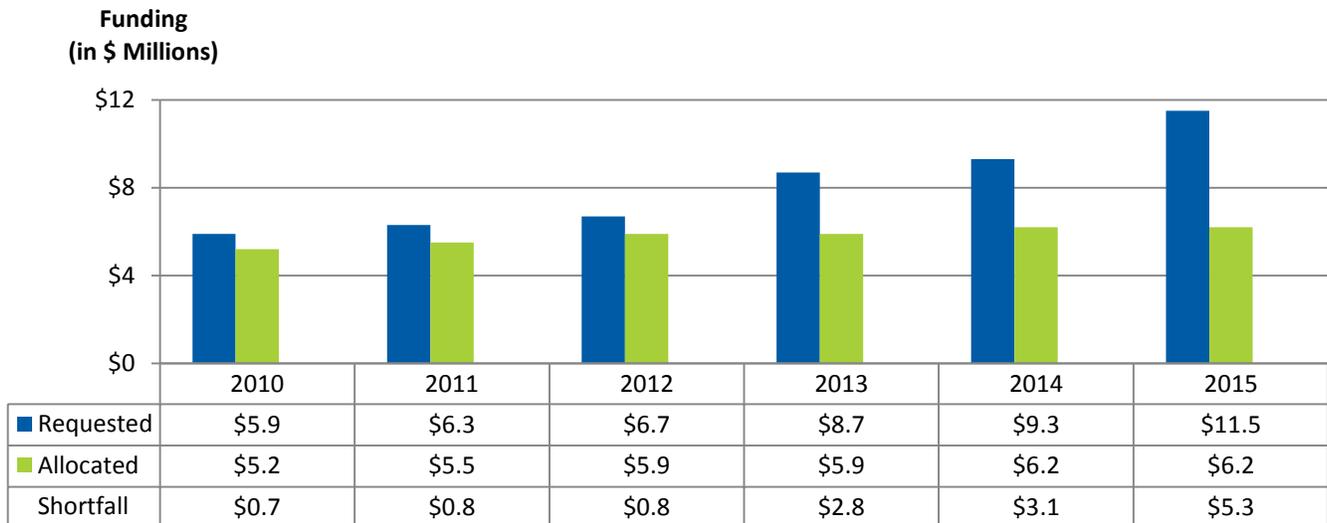
The number of waitlisted families fell from 2012 to 2013 due to new funding and increased contact with families. It is likely that the waitlist will continue to decrease through 2014 as service delivery catches up with the increased funding levels. However, the number of waitlisted families and spaces available is expected to increase from 2015, as the Region continues to grow.

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



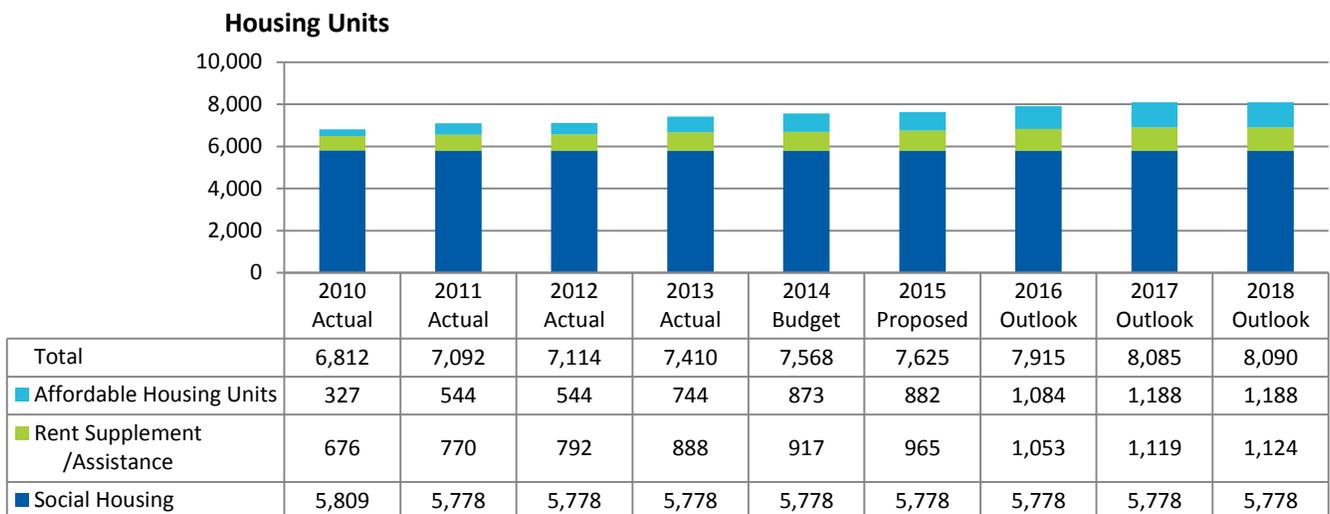
Additional funding was available in 2013, which allowed the program to include more participants. An increase in 2014 in the **budgeted** average number of children served is anticipated due to new provincial funding. Outlook years reflect no increase in resources.

Requests for funding through the Region's Community Investment Program continue to grow



Non-profit organizations in the community can request funding from York Region to provide services to low and moderate income residents.

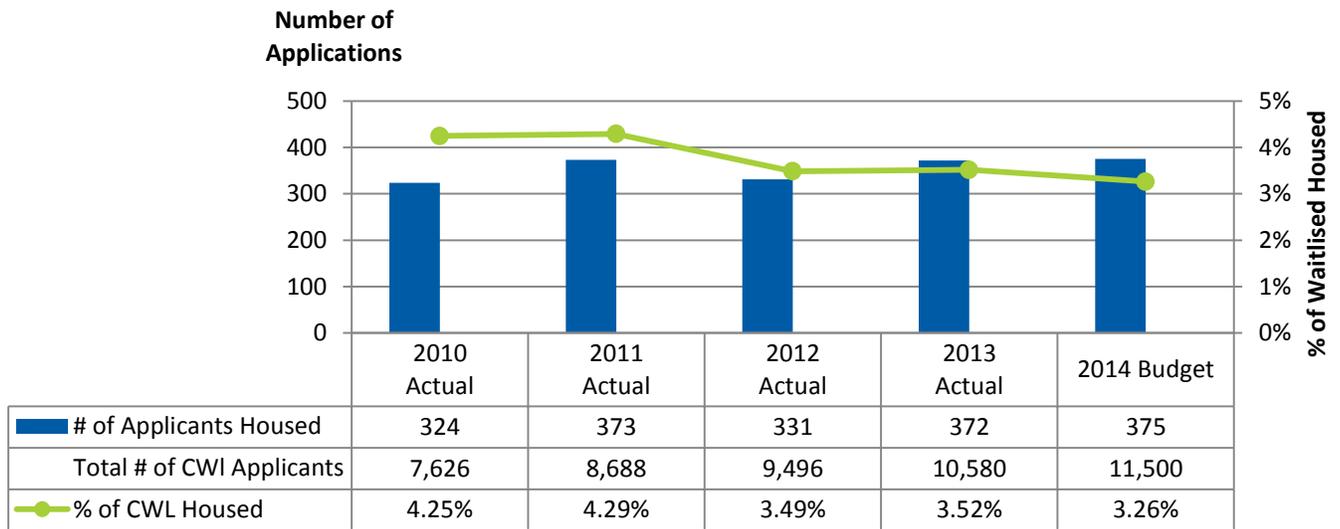
Total number of housing units funded continue to increase



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

The Rent Supplement/Assistance program increased in 2014 with additional funding and subsidies targeted to support low income households. By 2018, the affordable housing portfolio will increase by 444 units.

Number of applicants for subsidized housing units has been increasing



Note: CWL: Centralized Waiting List

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

Since the recession in 2008, applicant numbers have continued to increase and turnover rates for subsidized units have decreased. The Region will continue to leverage federal and provincial funding to increase the supply of affordable housing.

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Corporate Management and Governance

Corporate Management and Governance

Overall direction for the policies and activities of York Region is set by Regional Council, headed by its Chair.

Corporate management provides leadership, offers professional services and works to achieve enterprise-wide goals efficiently. Three departments are responsible for these activities.

Office of the Chief Administrative Officer:

- **Strategies and Initiatives** leads various enterprise-wide activities that support better program delivery, including the Strategic Plan, and delivers emergency management, customer service and corporate continuous improvement programs.
- **Legal Services** provides legal advice, helps ensure the Region complies with legislation, negotiates contracts and agreements, and represents the Region in court and similar proceedings. Court Services is discussed starting on page 141.
- **Audit Services** assesses the Region's business activities and structures to identify and reduce risk, and looks for ways to improve operations.

Corporate Services:

- **Communications, Information & Data** includes Corporate Communications, The Office of the Regional Clerk and Geographical Information Services. Corporate Communications conveys Council decisions and provides other communications, media relations and corporate design services, and is also responsible for the Region's internet and intranet websites. The Office of the Regional Clerk acts as corporate secretary to Regional Council and its committees, leads the management of the Region's electronic and paper information assets, and heads its access to information and privacy program. Geographic Information Services provides mapping, data and analytics using geospatial information to all departments, York Regional Police, the York Region Rapid Transit Corporation, local municipal and external partners.
- **Human Resource Services** ensures positive workplace culture through leadership in compensation, labour relations, employee development, performance management, legislative compliance and a focus on employee health, safety and wellness.
- **Property Services** acquires property, is responsible for facility maintenance, security and parking services, manages facilities related capital construction projects (for example, Emergency Medical Services facilities, community housing and administrative space) , plans and designs space and oversees efficient delivery of day-to-day facility operations. As part of its capital plan, Property Services is working on the design and delivery of the Annex Service Centre.
- **Planning and Economic Development**, headed by the Region's Chief Planner, leads development and defence of Regional policy to guide growth management and land use planning decisions and works to align the Regional Official Plan with the goals of Vision 2051. It also ensures that development conforms to and is consistent with the planning frameworks of the provincial government and the Region. The goals of the economic development function are to attract new business investment, to keep existing businesses and help them grow.

Focusing on innovative jobs

York Region's strategic plan places a major focus on strengthening the Region's economy. Through the Council-approved Economic Development Action Plan, the Region is fostering business innovation by:

- Working to attract new businesses, keep existing ones and help them expand, with a focus on innovative knowledge sectors
- Continuing to provide entrepreneurs and early-stage small businesses in the region's northern six municipalities with marketing, business planning and other advice
- Conducting economic research on York Region's business community and labour markets
- Supporting work force development initiatives with internal and external stakeholders
- Working with local municipal partners, the real estate sector, and the business community on a joint office attraction plan for regional centres and corridors
- Continuing to implement the Region's post-secondary attraction strategy, with a near-term focus on supporting York University's provincial bid for a campus in Downtown Markham
- Continuing to help local municipal partners with plans to develop business innovation hubs and put in place innovation-enabling infrastructure such as internet broadband
- Continuing to support and collaborate with external stakeholders where there is demonstrated value in the outcomes for the Region's economy.

Finance:

- **The Office of the Budget** oversees the development of the Region's multi-year operating and capital budgets, advises senior management and Council on departmental business plans and budgets, provides periodic updates on spending during the fiscal year, and carries out long-term planning and analysis.
- **The Controllership Office** manages the Region's financial processes, keeps its accounts, prepares its financial statements and puts in place controls, policies and procedures to safeguard its financial resources.
- **Treasury Office** analyzes revenue sources, including property taxes and development charge collections, draws up the Region's annual long-term debt management plan and ensures compliance with provincial requirements, manages financial risks and is responsible for the Region's relationships with financial institutions and credit rating agencies.
- **Information Technology Services** assesses options for technology investments, implements solutions, manages systems and assets, sets technology standards, supports users, and provides security and disaster recovery. The 2015-2034 Information Technology capital program represents life cycle or replacement investments that maintain the quality of services while minimizing the costs of replacing assets. Asset management generally involves replacing or rehabilitating the equipment, because these assets generally have a service life of only three to five years.
- Finance is also responsible for centralized procurement, the print shop and the mailroom.

Accomplishments

Providing central guidance, oversight and advice, the corporate management and governance function has helped Regional departments to work together and respond effectively to the challenges of growth and change. Between 2010 and 2014, some key accomplishments included:

- Creating Vision 2051, the Region’s long-term vision document, which helps ensure “strong, caring and safe communities” that are designed with sustainability in mind
- Drawing up related four-year strategic plans to align shorter-term activities with the vision
- Finalizing a growth management strategy and new Official Plan to accommodate growth allocated to the Region through the Growth Plan for the Greater Golden Horseshoe, out to 2031
- Reviewing, revising and implementing updated purchasing bylaws for York Region, York Regional Police and Housing York Inc.
- Leading the YorkInfo Partnership, a collaboration among all nine local municipalities, two conservation authorities, two school boards and the Region, to capture geospatial data, mapping and share it among the partners
- Putting in place a new Regional fiscal strategy for managing debt and building reserves, with the aim of significantly lowering the Region’s peak outstanding debt level and improving its financial sustainability
- Introducing a new multi-year budgeting process
- Achieving above-benchmark returns on Regional investments through an active management strategy, with average realized returns of roughly \$68 million a year between 2010 and 2013
- Identifying an average of roughly \$7.5 million a year in savings through the annual budget process
- Project managing the construction of four EMS stations, a transit facility, five social housing complexes, as well as a consolidated service centre at 9060 Jane Street in Vaughan
- Acquiring over 600 properties for infrastructure projects, including 286 related to Viva, on behalf of the Region

Investment earnings

Using an active investment strategy, York Region has consistently earned above-benchmark returns on its portfolio of reserves and other financial assets.

In an active strategy, the investment manager makes decisions about when to move into or out of markets or market sectors, or when to buy or divest specific products in a market. The goal is to earn more than average returns. In a passive strategy, in contrast, the manager seeks to get exactly the same average return as the market or an index of selected investments within it.

York Region’s strategy is based on a very prudent framework that limits its investments almost entirely to fixed-income securities.

The Region achieves its returns mainly by watching what investors call “the yield curve,” which maps out the differences among short-, medium- and long-term interest rates. With a portfolio the size of the Region’s, acting on even very small shifts – far less than a full percentage point – in an interest rate can provide above-market returns if the timing is right.

Recognizing the superior performance of the investment strategy, Council has opened the door to York Region investing on behalf of other municipalities, a move that was reviewed and approved by regulatory authorities.

- Implementing electronic agendas for Members of Council and Regional staff
- Entering into a new contract for external storage of paper records at a projected saving of \$500,000 to \$700,000 over its ten-year term
- Launching a revitalized York Region website re-designed to be more accessible and compatible with emerging media
- Successfully negotiating three-year collective agreements with the Canadian Union of Public Employees and the Ontario Nurses Association.

Looking ahead:

The number and complexity of governance and management issues for Regional government has risen sharply in recent years, largely as a result of population growth. Other factors, including higher expectations on the part of service users, new technologies and legislative changes at the federal and provincial level, have also contributed. Even global factors like the world economic situation have had an impact.

These changes are expected to continue and accelerate with the Region's increasing growth and urbanization. York Region will need to continue to ensure that its governance and management activities and decisions are based on good information and analysis and reflect leading practices. This will involve constant monitoring of internal and external trends and events, and taking action as needed to stay on the path laid out by Vision 2051. Communicating Regional decisions and actions effectively and offering more ways to access services will also be important, as residents expect more information and easier interaction through a wider variety of channels.

Reducing risk across the organization

Across the organization, efforts in a number of areas are in place or under way to manage risks to financial and organizational performance:

Every York Region staff member actively takes part in managing operational risks within their areas of responsibility. The goal of the insurance and risk management program is to reach the optimal balance between carrying out activities efficiently and reducing the associated risks. This is done by applying risk management practices, putting in place operational controls, loss prevention and mitigation, educating staff and using insurance products. Cost of risk and insurance is controlled through large deductible insurance policies, effective claims handling and other risk transfer mechanisms.

A key high-level element of risk management is developing the budget, including the move to multi-year budgeting to take into account potential longer-term challenges. Reporting during the year helps to ensure targets are being met. Providing audited financial statements at the end of the year gives assurance as to how financial resources were used.

Controls and policies on transactions range from basic procedures such as who may authorize spending, and to what level, to policies on acceptable exposure to financial market risks such as interest rates and currency fluctuations. Policies also deal with reducing exposure to changing market prices. For example, fluctuations in the prices of commodities such as fuel used by transit vehicles are a source of financial risk. To better manage this, the Region uses a commodity price hedging policy with the goal of greater price stability.

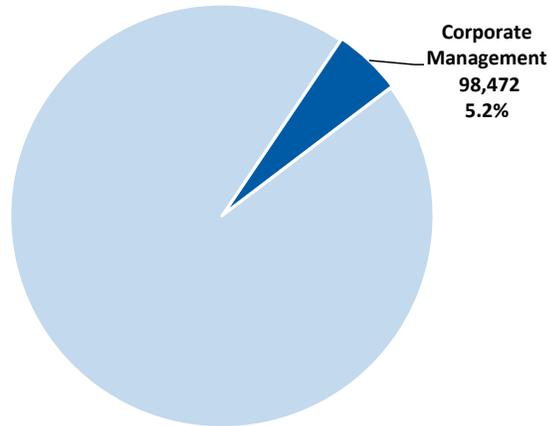
The corporate audit function reports directly to Council through the Audit Committee and to the Chief Administrative Officer. The branch provides independent, objective services to assess the Region's business activities and control and governance structures, identify and reduce risk, and look for ways to improve operations, using a systematic, disciplined approach.

Human resources risks arise when there are gaps between the needs of an organization and its capacity (size, skill level, experience) to meet them. York Region is assessing the risks and opportunities relating to the expected retirement over the next decade of a significant share of its workforce, and developing a human capital plan to manage this.

The Operating Budget 2015 to 2018

2015 Corporate Management and Governance Gross Expenditures

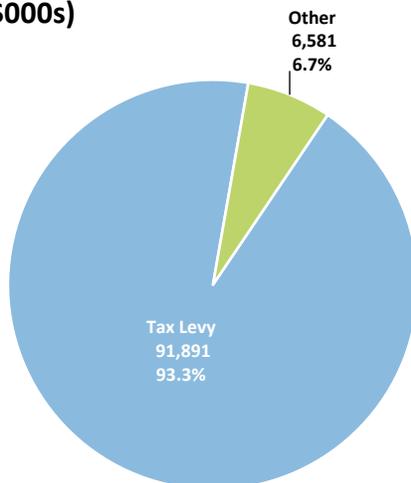
(in \$000s)



(in \$000s)	2015	2016	2017	2018
Chair & Council	2,148	2,184	2,222	2,261
Office of the CAO	5,826	5,974	6,116	6,395
Legal Services	4,745	4,981	5,188	5,602
Financial Management	15,579	16,197	16,729	17,464
Information Technology Services	24,462	25,741	26,111	26,728
Communications, Information & Data	6,802	7,147	7,520	8,021
Human Resource Services	9,551	10,132	10,362	11,107
Property Services	20,649	21,171	21,746	22,290
Planning and Economic Development	8,711	9,031	9,330	9,509
Total Gross Expenditures	98,472	102,557	105,324	109,376

2015 Corporate Management and Governance Funding Sources

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Tax Levy	91,891	96,291	98,867	102,668
Other:				
Reserves	1,751	1,471	1,492	1,633
Fees & Charges	3,292	3,252	3,352	3,453
3rd Party Recoveries	898	903	907	911
Development Charge Reserves	539	541	607	610
Grants & Subsidies	100	100	100	100
Total Funding Sources	98,472	102,557	105,324	109,376

Corporate Management and Governance Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	105,282	106,639	1,357	111,688	5,049	114,395	2,707	118,389	3,994
Contribution to Capital	3,182	3,202	20	3,202	-	3,202	-	3,202	-
Revenues	(8,621)	(6,581)	2,040	(6,267)	315	(6,458)	(191)	(6,707)	(250)
Allocations and Recoveries	(10,600)	(11,369)	(769)	(12,333)	(964)	(12,272)	61	(12,215)	57
Net Budget	89,243	91,891	2,647	96,291	4,400	98,867	2,576	102,668	3,802
% Change			3.0%		4.8%		2.7%		3.8%

Corporate Management and Governance Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	97,864	89,243	98,472	91,891	102,557	96,291	105,324	98,867	
Base Adjustments	2,534	1,767	1,643	1,658	1,649	1,525	2,361	2,233	
Efficiencies & Program Reductions	(730)	(730)	(183)	(183)	(265)	(265)	(102)	(102)	
Legislated & Contractual	(3,200)	-	(300)	-	-	-	-	-	
Impact of Capital	(179)	(179)	402	402	(4)	(4)	(29)	(29)	
Growth & Service Enhancements	2,182	1,789	2,522	2,522	1,387	1,320	1,821	1,699	
Proposed Total Budget	98,472	91,891	102,557	96,291	105,324	98,867	109,376	102,668	
Change from Prior Year	\$	607	2,647	4,085	4,400	2,767	2,576	4,051	3,802
	%	0.6%	3.0%	4.1%	4.8%	2.7%	2.7%	3.8%	3.8%

Corporate Management and Governance Staffing Summary

	2015	2016	2017	2018
	Approved	Outlook	Outlook	Outlook
Budget Base	560.0	593.0	619.0	632.0
New	23.0	26.0	11.0	13.0
Conversions	10.0	-	2.0	3.0
Program Reductions	-	-	-	(1.5)
Total Full-Time Equivalents	593.0	619.0	632.0	646.5

Corporate Management and Governance Budget by Program

(in \$000s)	2014 Approved		2015 Approved		% Change	2016 Outlook		% Change
	Gross	Net	Gross	Net	Net	Gross	Net	Net
Chair & Council	2,173	2,113	2,148	2,148	1.6%	2,184	2,184	1.7%
Office of the C.A.O.	8,637	4,985	5,826	5,214	4.6%	5,974	5,660	8.6%
Legal Services	4,521	4,163	4,745	4,387	5.4%	4,981	4,623	5.4%
Financial Management	15,066	13,152	15,579	13,833	5.2%	16,197	14,570	5.3%
Information Technology Services	23,466	23,466	24,462	24,462	4.2%	25,741	25,741	5.2%
Communications, Information & Data	6,389	6,287	6,802	6,549	4.2%	7,147	6,891	5.2%
Human Resource Services	9,295	9,231	9,551	9,487	2.8%	10,132	10,068	6.1%
Property Services	20,467	19,537	20,649	19,344	(1.0%)	21,171	19,866	2.7%
Planning and Economic Development	7,850	6,308	8,711	6,467	2.5%	9,031	6,687	3.4%
Corporate Management	97,864	89,243	98,472	91,891	3.0%	102,557	96,291	4.8%

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
Chair & Council	2,222	2,222	1.7%	2,261	2,261	1.7%
Office of the C.A.O.	6,116	5,800	2.5%	6,395	6,076	4.8%
Legal Services	5,188	4,830	4.5%	5,602	5,244	8.6%
Financial Management	16,729	15,017	3.1%	17,464	15,606	3.9%
Information Technology Services	26,111	26,111	1.4%	26,728	26,728	2.4%
Communications, Information & Data	7,520	7,262	5.4%	8,021	7,760	6.9%
Human Resource Services	10,362	10,298	2.3%	11,107	11,043	7.2%
Property Services	21,746	20,442	2.9%	22,290	20,986	2.7%
Planning and Economic Development	9,330	6,886	3.0%	9,509	6,964	1.1%
Corporate Management	105,324	98,867	2.7%	109,376	102,668	3.8%

Chair & Council Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	2,173	2,113	2,148	2,148	2,184	2,184	2,222	2,222
Base Adjustments								
Compensation & Inflation	35	35	37	37	38	38	38	38
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	(61)	(1)	-	-	-	-	-	-
	(26)	34	37	37	38	38	38	38
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	-	-	-	-	-	-
Enhance Service Levels	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Proposed Total Budget	2,148	2,148	2,184	2,184	2,222	2,222	2,261	2,261
Change from Prior Year								
\$	(26)	34	37	37	38	38	38	38
%	(1.2%)	1.6%	1.7%	1.7%	1.7%	1.7%	1.7%	1.7%

Chair & Council Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	3.0	3.0	3.0	3.0
New	-	-	-	-
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	3.0	3.0	3.0	3.0

Office of the Chief Administrative Officer Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	8,637	4,985	5,826	5,214	5,974	5,660	6,116	5,800
Base Adjustments								
Compensation & Inflation	279	119	(19)	(21)	142	139	119	116
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	-	-	-	-	-	-	-	-
	279	119	(19)	(21)	142	139	119	116
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	(3,200)	-	(300)	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	(3,200)	-	(300)	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	109	109	467	467	-	-	160	160
Enhance Service Levels	-	-	-	-	-	-	-	-
	109	109	467	467	-	-	160	160
Proposed Total Budget	5,826	5,214	5,974	5,660	6,116	5,800	6,395	6,076
Change from Prior Year								
\$	(2,812)	229	149	446	142	139	279	276
%	(32.6%)	4.6%	2.5%	8.6%	2.4%	2.5%	4.6%	4.8%

Office of the Chief Administrative Officer Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	27.0	29.0	32.0	32.0
New	2.0	3.0	-	-
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	29.0	32.0	32.0	32.0

Legal Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	4,521	4,163	4,745	4,387	4,981	4,623	5,188	4,830
Base Adjustments								
Compensation & Inflation	162	162	139	139	155	155	110	110
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	82	82	(34)	(34)	(49)	(49)	(5)	(5)
	244	244	106	106	105	105	105	105
Efficiencies & Program Reductions	(19)	(19)	(19)	(19)	(13)	(13)	(6)	(6)
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	-	-	-	-	-	-
Enhance Service Levels	(1)	(1)	149	149	115	115	315	315
	(1)	(1)	149	149	115	115	315	315
Proposed Total Budget	4,745	4,387	4,981	4,623	5,188	4,830	5,602	5,244
Change from Prior Year								
\$	224	224	236	236	207	207	414	414
%	5.0%	5.4%	5.0%	5.4%	4.2%	4.5%	8.0%	8.6%

Legal Services Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	45.0	52.0	54.0	55.0
New	3.0	2.0	1.0	2.0
Conversions	4.0	-	-	-
Program Reductions	-	-	-	(0.5)
Total Full-Time Equivalents	52.0	54.0	55.0	56.5

Financial Management Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	15,066	13,152	15,579	13,833	16,197	14,570	16,729	15,017
Base Adjustments								
Compensation & Inflation	469	469	17	17	190	190	277	277
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	(334)	(137)	120	240	(119)	(138)	227	203
	135	333	137	257	71	52	503	480
Efficiencies & Program Reductions	(210)	(210)	(24)	(24)	(17)	(17)	(14)	(14)
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	587	558	504	503	479	411	245	123
Enhance Service Levels	-	-	-	-	-	-	-	-
	587	558	504	503	479	411	245	123
Proposed Total Budget	15,579	13,833	16,197	14,570	16,729	15,017	17,464	15,606
Change from Prior Year								
\$	513	681	618	737	533	446	734	590
%	3.4%	5.2%	4.0%	5.3%	3.3%	3.1%	4.4%	3.9%

Financial Management Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	113.0	117.0	121.0	125.0
New	3.0	4.0	4.0	2.0
Conversions	1.0	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	117.0	121.0	125.0	127.0

Information Technology Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	23,466	23,466	24,462	24,462	25,741	25,741	26,111	26,111
Base Adjustments								
Compensation & Inflation	418	418	473	473	524	524	543	543
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	63	63	10	10	9	9	9	9
	481	481	483	483	532	532	552	552
Efficiencies & Program Reductions	-	-	-	-	(163)	(163)	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	292	292	401	401	-	-	-	-
	292	292	401	401	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	223	223	395	395	-	-	65	65
Enhance Service Levels	-	-	-	-	-	-	-	-
	223	223	395	395	-	-	65	65
Proposed Total Budget	24,462	24,462	25,741	25,741	26,111	26,111	26,728	26,728
Change from Prior Year								
\$	996	996	1,279	1,279	370	370	617	617
%	4.2%	4.2%	5.2%	5.2%	1.4%	1.4%	2.4%	2.4%

Information Technology Services Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	89.0	93.0	98.0	100.0
New	4.0	5.0	-	-
Conversions	-	-	2.0	3.0
Program Reductions	-	-	-	-
Total Full-Time Equivalents	93.0	98.0	100.0	103.0

Communications, Information & Data* Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	6,389	6,287	6,802	6,549	7,147	6,891	7,520	7,262
Base Adjustments								
Compensation & Inflation	159	(69)	134	133	146	144	151	150
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	(9)	68	(3)	(4)	(3)	(4)	(3)	(4)
	150	(1)	131	129	143	140	148	146
Efficiencies & Program Reductions	-	-	(7)	(7)	(12)	(12)	(6)	(6)
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	118	118	-	-	139	139	125	125
Enhance Service Levels	145	145	221	221	104	104	233	233
	263	263	221	221	243	243	358	358
Proposed Total Budget	6,802	6,549	7,147	6,891	7,520	7,262	8,021	7,760
Change from Prior Year								
\$	413	262	345	342	373	371	501	498
%	6.5%	4.2%	5.1%	5.2%	5.2%	5.4%	6.7%	6.9%

Communications, Information & Data* Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	65.0	67.0	69.0	71.0
New	2.0	2.0	2.0	3.0
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	67.0	69.0	71.0	74.0

*Branch includes: Corporate Communications, The Office of the Regional Clerk and Geographical Information Services

Human Resource Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	9,295	9,231	9,551	9,487	10,132	10,068	10,362	10,298
Base Adjustments								
Compensation & Inflation	534	534	192	192	67	67	413	413
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	(33)	(33)	(6)	(6)	(135)	(135)	(6)	(6)
	502	502	186	186	(68)	(68)	407	407
Efficiencies & Program Reductions	(371)	(371)	(6)	(6)	(6)	(6)	(12)	(12)
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	-	-	-	-	-	-	-	-
Enhance Service Levels	125	125	401	401	304	304	350	350
	125	125	401	401	304	304	350	350
Proposed Total Budget	9,551	9,487	10,132	10,068	10,362	10,298	11,107	11,043
Change from Prior Year								
\$	256	256	581	581	230	230	746	746
%	2.8%	2.8%	6.1%	6.1%	2.3%	2.3%	7.2%	7.2%

Human Resource Services Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	74.0	77.0	81.0	83.0
New	2.0	4.0	2.0	3.0
Conversions	1.0	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	77.0	81.0	83.0	86.0

Property Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	20,467	19,537	20,649	19,344	21,171	19,866	21,746	20,442
Base Adjustments								
Compensation & Inflation	674	674	689	689	657	657	609	609
Revenue Adjustments	-	(10)	-	-	-	-	-	-
General Base Adjustments	(312)	(312)	(276)	(276)	(155)	(155)	(298)	(298)
	362	352	413	413	502	502	311	311
Efficiencies & Program Reductions	(130)	(130)	(127)	(127)	(54)	(54)	(64)	(64)
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	(421)	(421)	-	-	(4)	(4)	(29)	(29)
Operating Impact of Capital	(50)	(50)	1	1	-	-	-	-
	(471)	(471)	1	1	(4)	(4)	(29)	(29)
Growth & Service Enhancements								
Maintain Existing Service	421	421	235	235	132	132	326	326
Enhance Service Levels	-	(365)	-	-	-	-	-	-
	421	56	235	235	132	132	326	326
Proposed Total Budget	20,649	19,344	21,171	19,866	21,746	20,442	22,290	20,986
Change from Prior Year								
\$	182	(193)	522	522	575	575	544	544
%	0.9%	(1.0%)	2.5%	2.7%	2.7%	2.9%	2.5%	2.7%

Property Services Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	87.0	93.0	98.0	99.0
New	3.0	5.0	1.0	3.0
Conversions	3.0	-	-	-
Program Reductions	-	-	-	(1.0)
Total Full-Time Equivalents	93.0	98.0	99.0	101.0

Planning & Economic Development Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	7,850	6,308	8,711	6,467	9,031	6,687	9,330	6,886
Base Adjustments								
Compensation & Inflation	118	115	166	166	176	176	177	177
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	289	(411)	4	(96)	9	(91)	1	(99)
	407	(296)	169	69	185	85	178	78
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	454	454	150	150	114	114	1	1
Enhance Service Levels	-	-	-	-	-	-	-	-
	454	454	150	150	114	114	1	1
Proposed Total Budget	8,711	6,467	9,031	6,687	9,330	6,886	9,509	6,964
Change from Prior Year								
\$	861	158	320	220	299	199	179	79
%	11.0%	2.5%	3.7%	3.4%	3.3%	3.0%	1.9%	1.1%

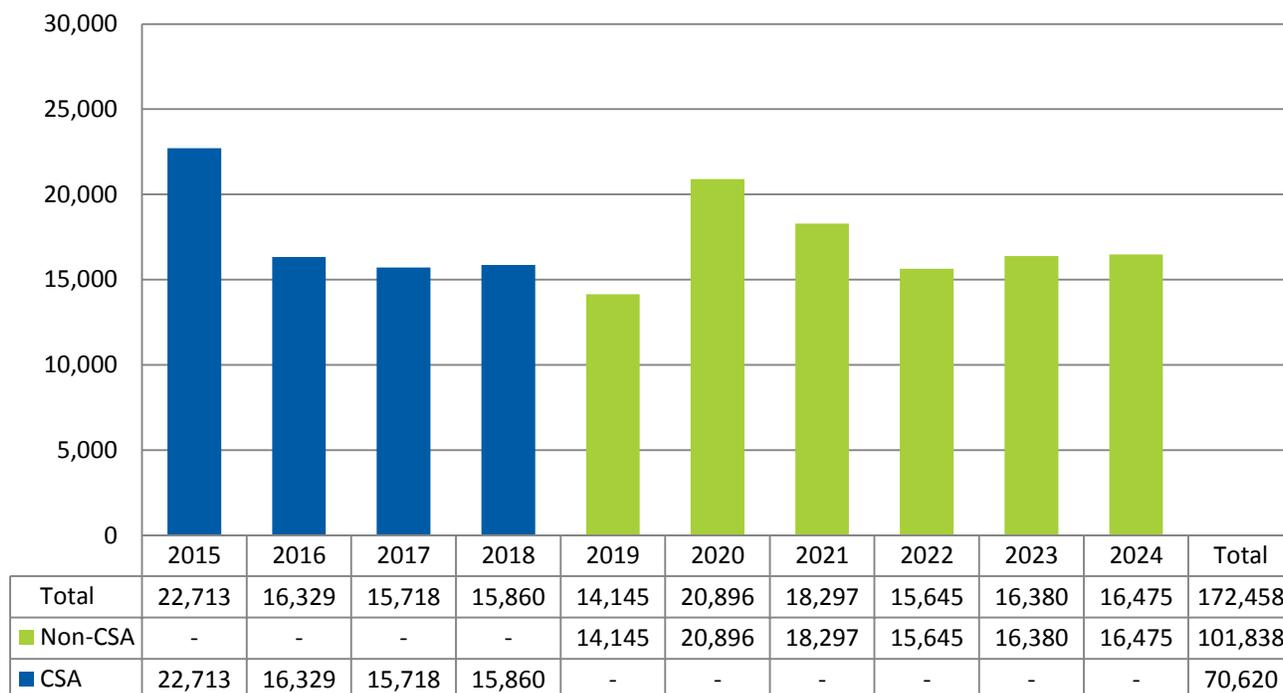
Planning & Economic Development Staffing Summary

	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Base	57.0	62.0	63.0	64.0
New	4.0	1.0	1.0	-
Conversions	1.0	-	-	-
Program Reductions	-	-	-	-
Total Full-Time Equivalents	62.0	63.0	64.0	64.0

The Capital Budget 2015 to 2024

2015 Information Technology Services 10-Year Plan & Capital Spending Authority

(in \$000s)



Information Technology Services 2015 Capital Spending Authority and Funding

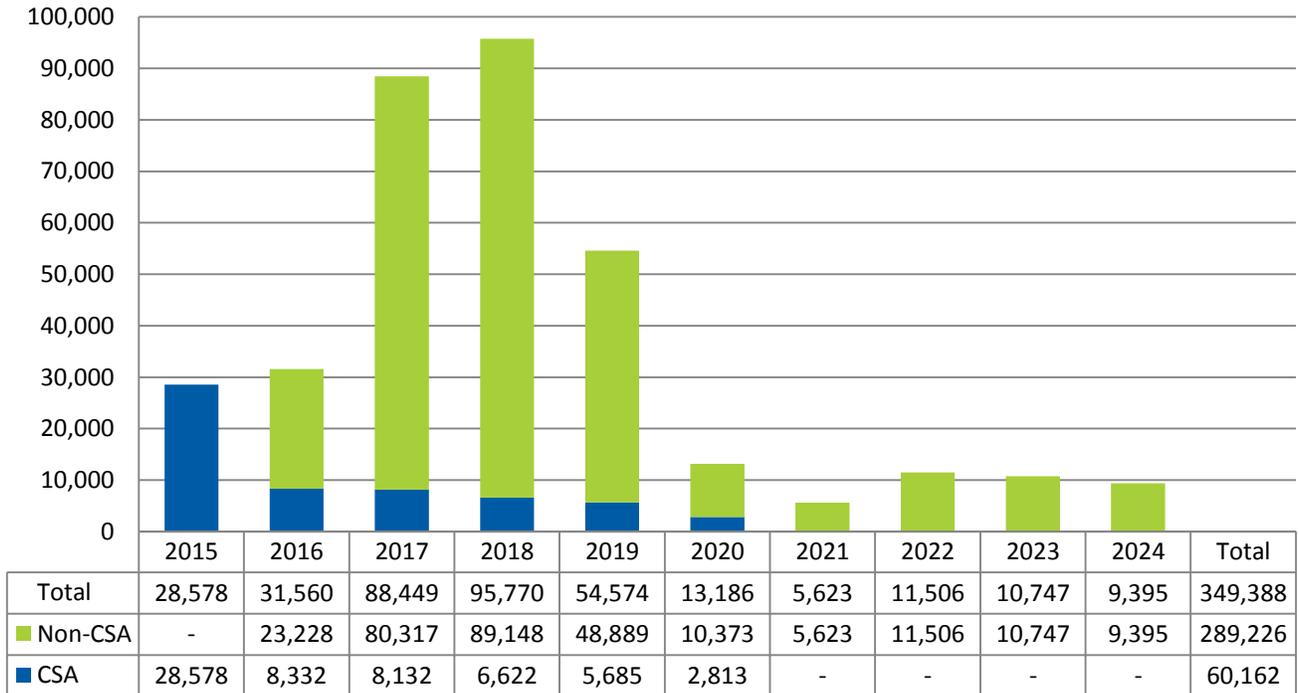
(in \$000s)	2015	2016	2017	2018	2019	2020	2021 - 2024	Total CSA
2015 Capital Spending Authority	22,713	16,329	15,718	15,860	-	-	-	70,620
Financing Sources for 2015 Capital Spending Authority								
Current Tax Levy - Reserves	-	-	-	-	-	-	-	-
Debt Reduction Reserve	-	-	-	-	-	-	-	-
Reserves	22,713	16,329	15,718	15,860	-	-	-	70,620
Debenture	-	-	-	-	-	-	-	-
User Rates	-	-	-	-	-	-	-	-
Development Charges	-	-	-	-	-	-	-	-
Grants and Subsidies	-	-	-	-	-	-	-	-
Other Recoveries	-	-	-	-	-	-	-	-
Total Financing Sources	22,713	16,329	15,718	15,860	-	-	-	70,620

Capital reports including the details by project are included in the Appendix starting on page 311.

The Capital Budget 2015 to 2024

2015 Property Services 10-Year Plan & Capital Spending Authority

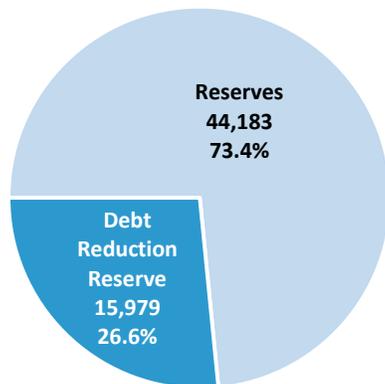
(in \$000s)



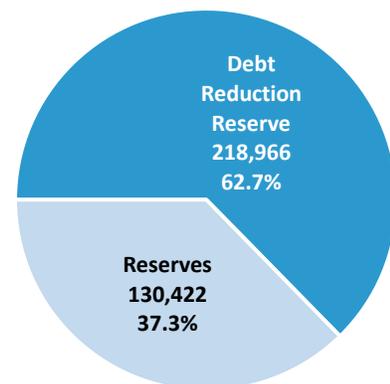
2015 Property Services Capital Financing

(in \$000s)

**2015 Capital Spending Authority
(\$60 Million)**



**10-Year Plan
(\$349 Million)**



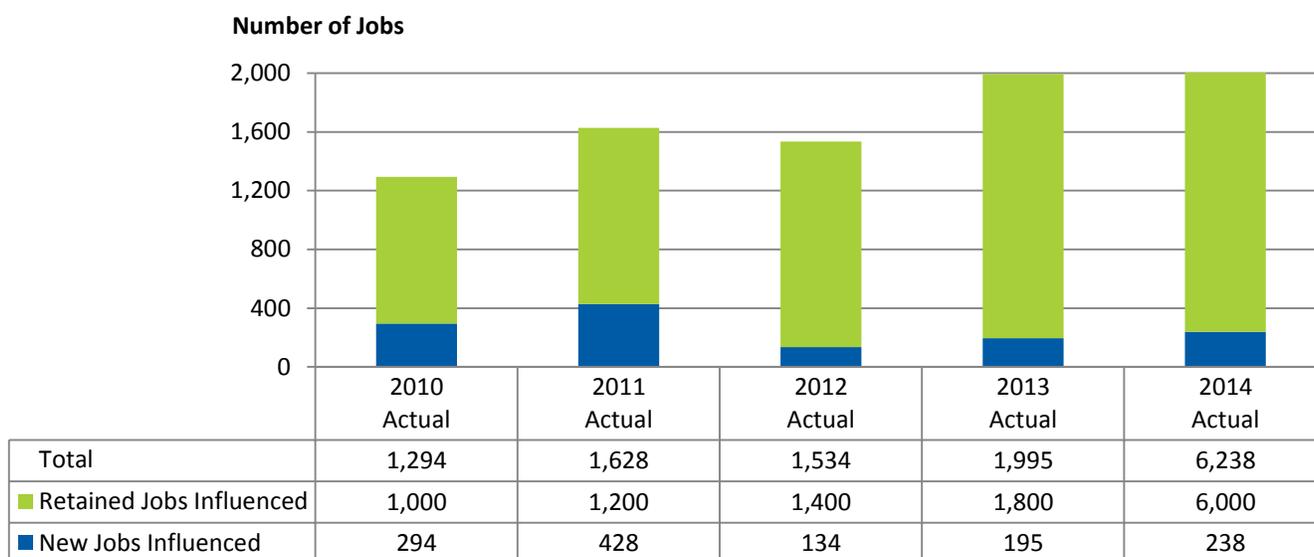
Property Services 2015 Capital Spending Authority and Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021 - 2024	Total CSA
2015 Capital Spending Authority								
Property Services								
Business Initiatives	25,663	8,332	8,132	6,622	5,685	2,813	-	57,247
Rehabilitation & Repair	2,915	-	-	-	-	-	-	2,915
Total Capital Spending Authority	28,578	8,332	8,132	6,622	5,685	2,813	-	60,162
Financing Sources for 2015 Capital Spending Authority								
Current Tax Levy - Reserves	-	-	-	-	-	-	-	-
Debt Reduction Reserve	11,987	1,159	957	1,045	685	146	-	15,979
Reserves	16,591	7,173	7,175	5,577	5,000	2,667	-	44,183
Debenture	-	-	-	-	-	-	-	-
User Rates	-	-	-	-	-	-	-	-
Development Charges	-	-	-	-	-	-	-	-
Grants and Subsidies	-	-	-	-	-	-	-	-
Other Recoveries	-	-	-	-	-	-	-	-
Total Financing Sources	28,578	8,332	8,132	6,622	5,685	2,813	-	60,162

Capital reports including the details by project are included in the Appendix starting on page 315.

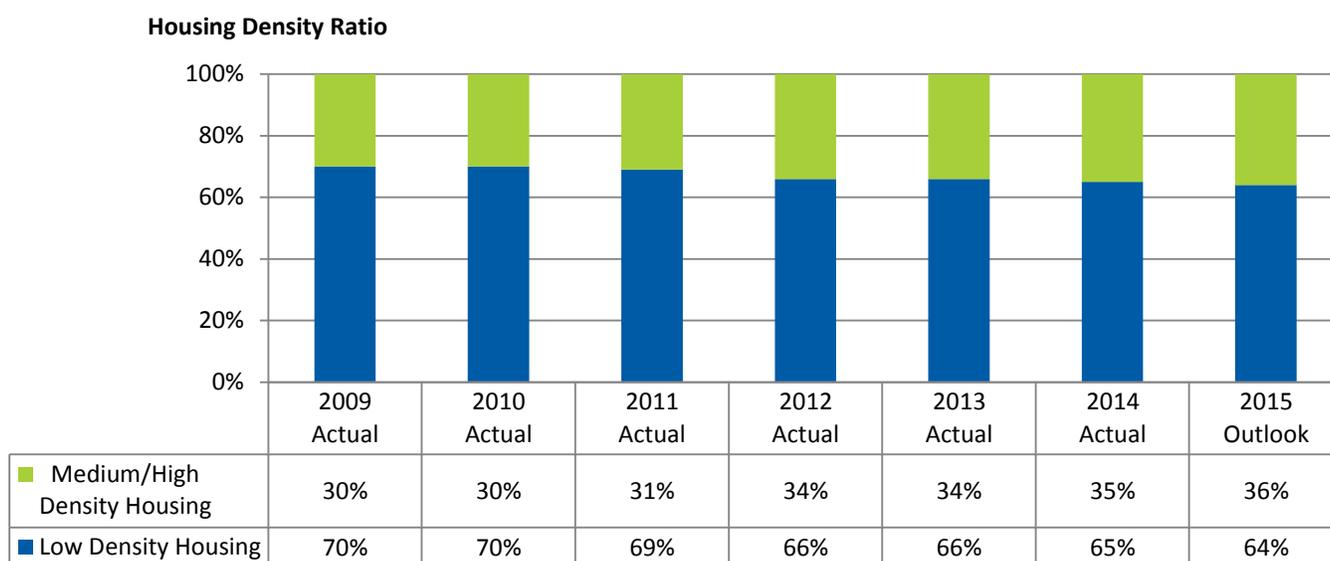
Corporate Management and Governance Metrics

The Region is influencing job creation and retention in York Region



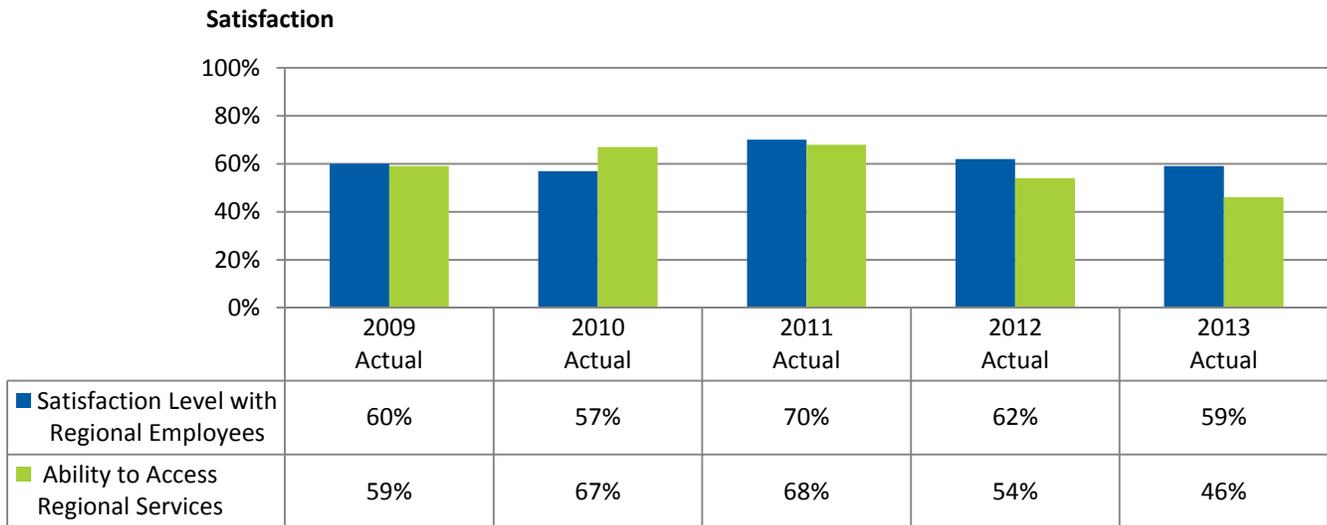
Regional programs influenced the creation of over 1,000 new jobs since 2010. Regional programs are impacting job growth and retention through direct engagement with existing growing businesses and potential investors. In 2014, the contributing factors to the increase in job retention were targeted business advisory services and economic development initiatives delivered by staff in direct support of several large employers in York Region.

The diversity of housing options in the Region is changing



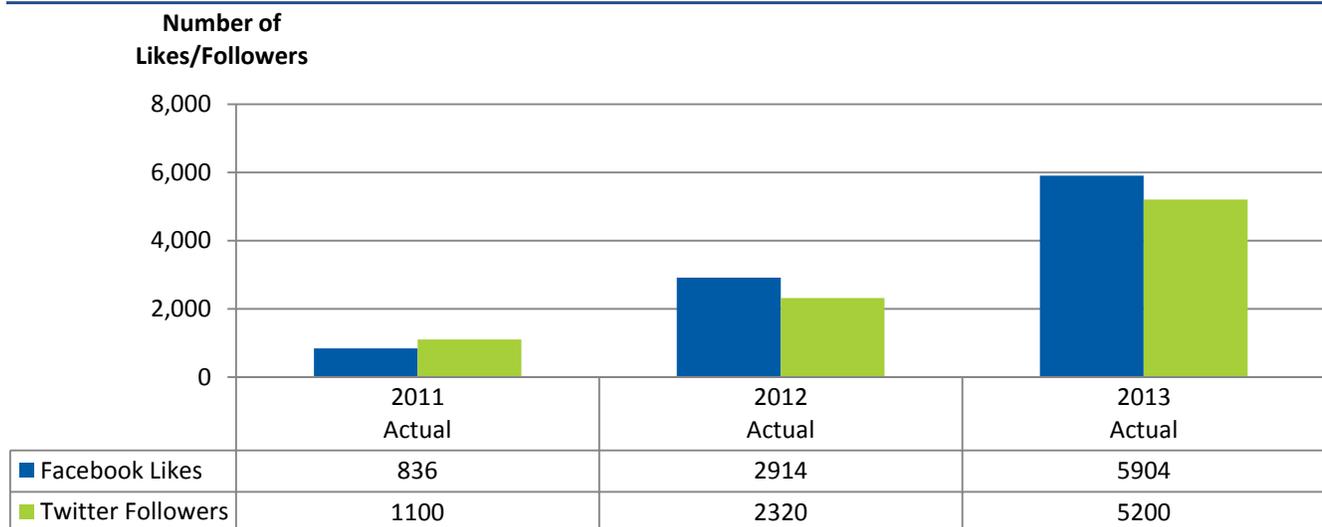
A key goal is to further diversify the Region's housing stock, as reflected by an increasing proportion of medium/high density housing.

York Region Residents are looking for more and easier ways to access service



York Region is currently engaged in an internal customer service project focused on a “no wrong door” approach to service including a Corporate Customer Service Relationship Management system, a Corporate Contact Centre and an updated Customer Service Strategy. This approach will enable staff to provide more fulsome and detailed information to better serve our customers.

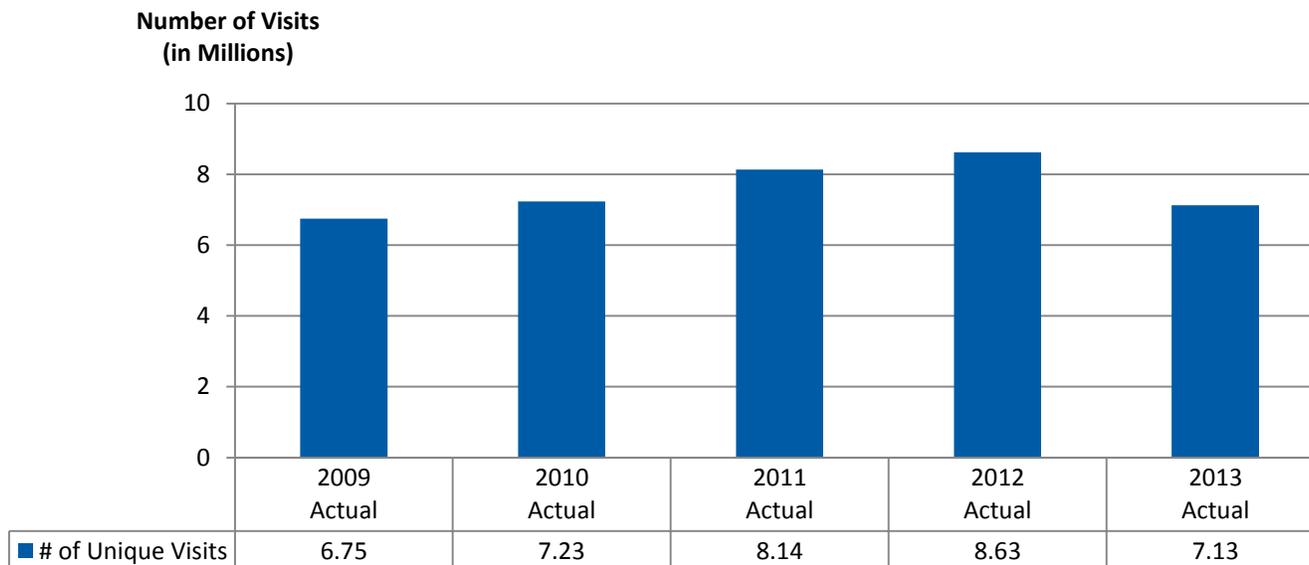
The Region’s media presence is growing



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

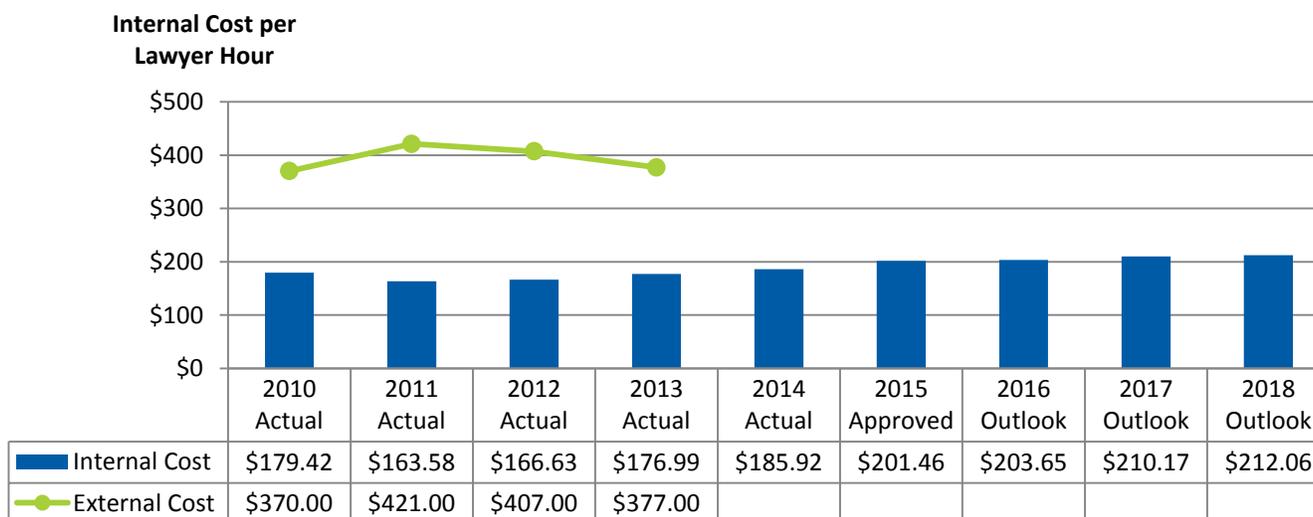
In addition to the above platforms, York Region is developing a growing presence on platforms like LinkedIn, YouTube, Instagram, Flickr and Pinterest. This presence respects our residents changing communication preferences.

The newly redesigned York.ca is expected to draw more visitors



Population growth and improvements to York.ca are key drivers for the increase in the number of visitors since 2009. The increase of visitors in 2011 was influenced by residents searching for updates on the transit strike. The decline in 2013 comes as the public chooses Facebook and Twitter in place of our Regional website.

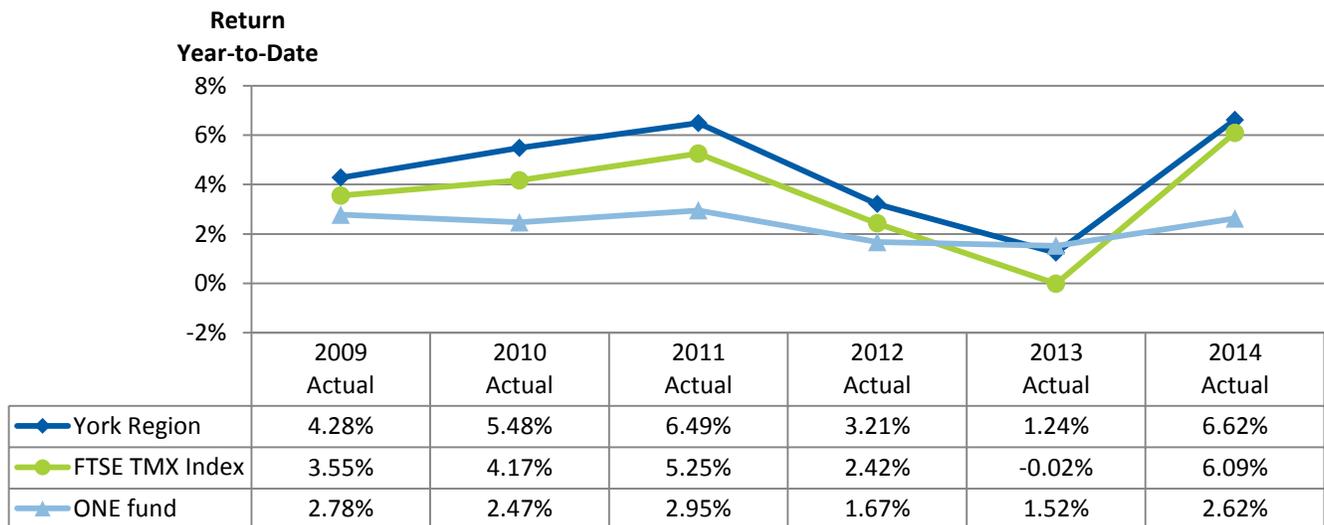
Hourly internal counsel costs are significantly lower than external cost of counsel



Source: Internal Cost: Total Gross Costs divided by Total Service Hours
 External Cost: Total External Legal Costs divided by Total External Legal Hours

Additional legal staff in 2014 to 2018 are driving up the internal cost per lawyer. However, the internal cost of counsel have historically been lower than external costs and this trend is expected to continue. In addition, there is greater knowledge retention by increasing the number of internal counsel.

York Region earns strong returns on its investment portfolio

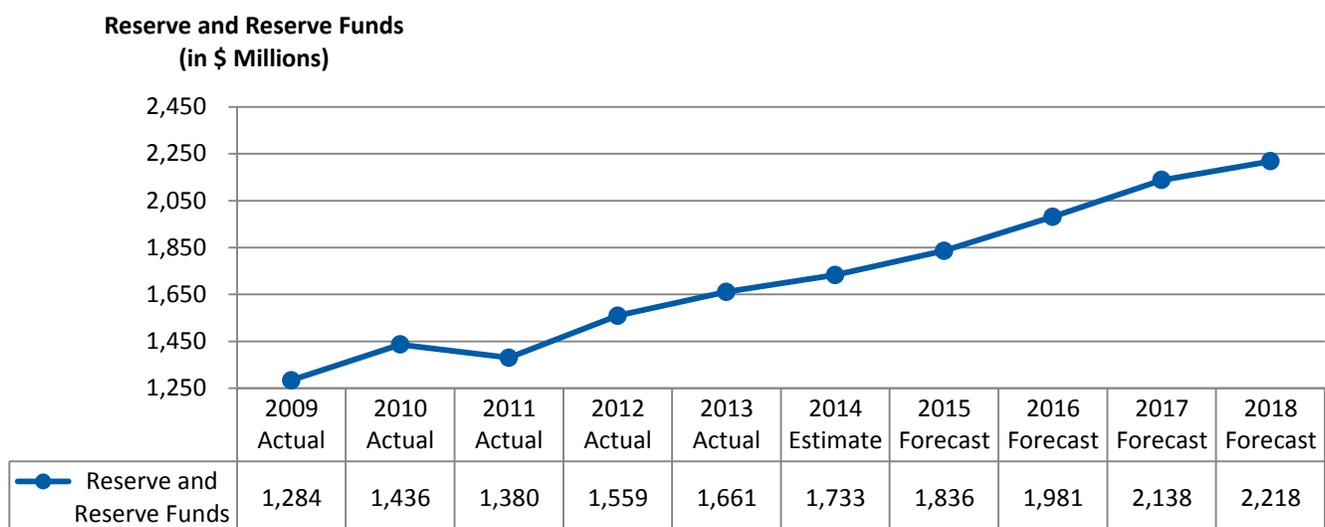


Note: The FTSE TMX Canada Universe Bond Index: The index consists of a broadly diversified selection of investment-grade Government of Canada, provincial, corporate and municipal bonds issued domestically in Canada and denominated in Canadian dollars.

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

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

York Region's reserves continue to grow



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

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

**Number of ITS FTE
per 100,000 Residents**

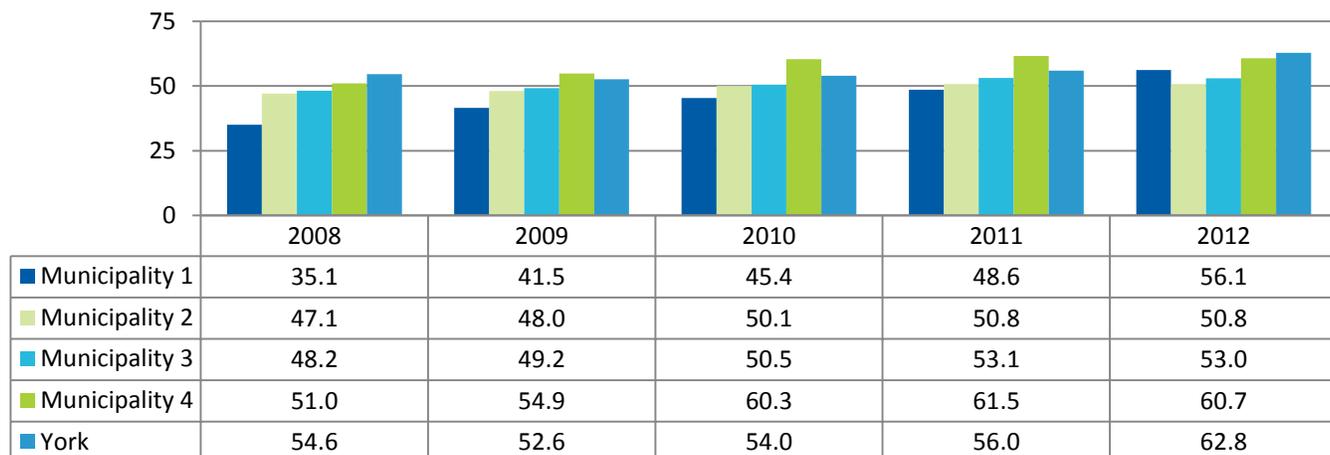


Source: 2008 to 2012 Ontario Municipal Benchmarking Initiative (OMBI) Data

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

Each member of Information Technology supports more devices every year

**Number of IT Devices
Supported per ITS FTE**

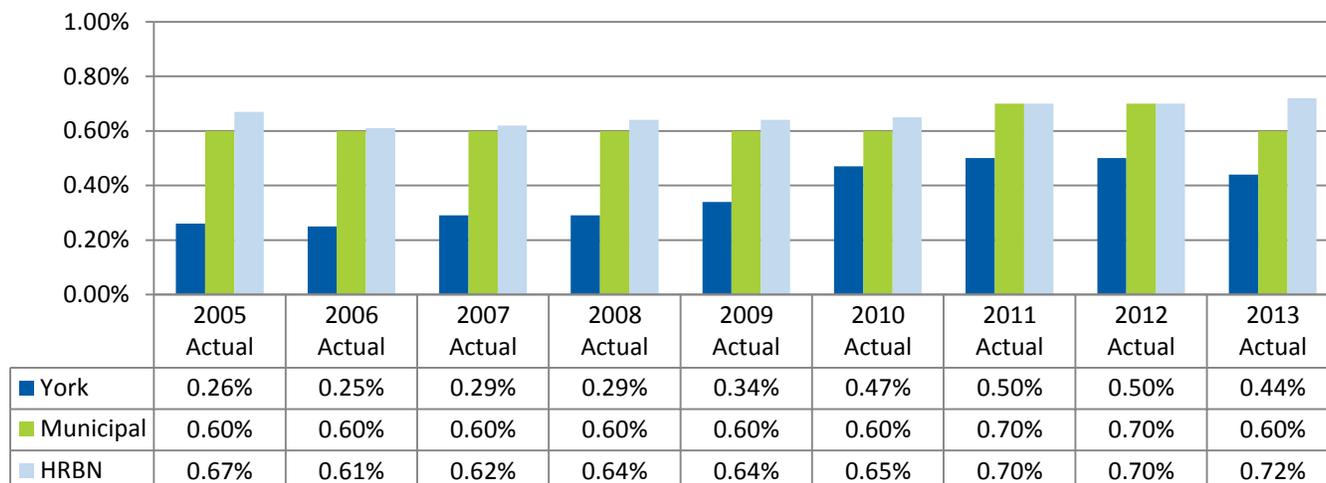


Source: 2008 to 2012 Ontario Municipal Benchmarking Initiative (OMBI) Data.

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

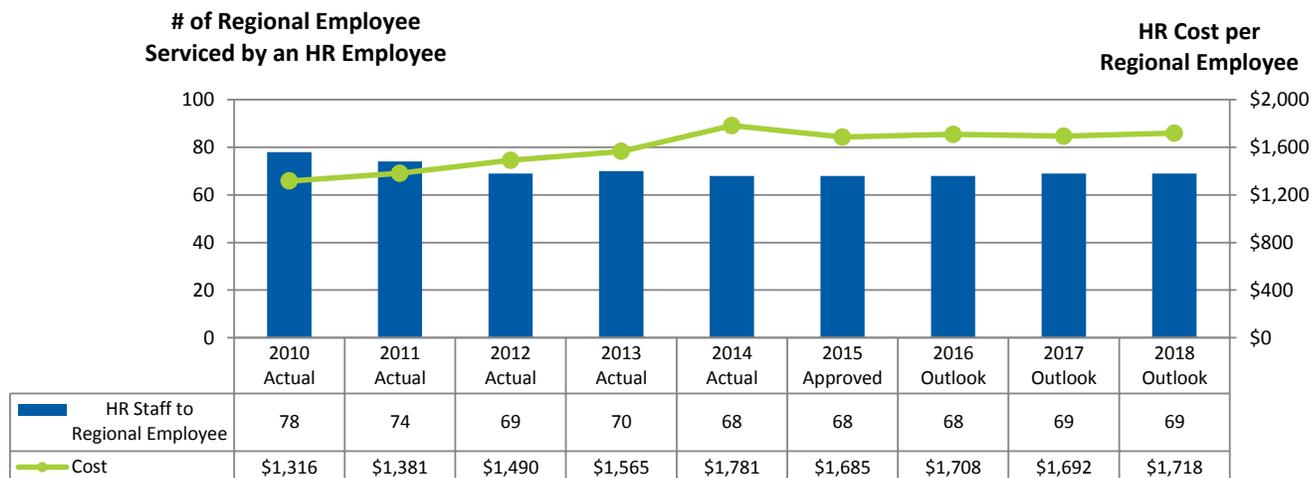
York's Human Resource costs are comparatively low

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



York Region's human resource costs have consistently been lower than the Human Resources Benchmarking Network (HRBN) and Ontario Municipal Benchmarking Initiative (OMBI) benchmarks and this trend is expected to continue through the next four years.

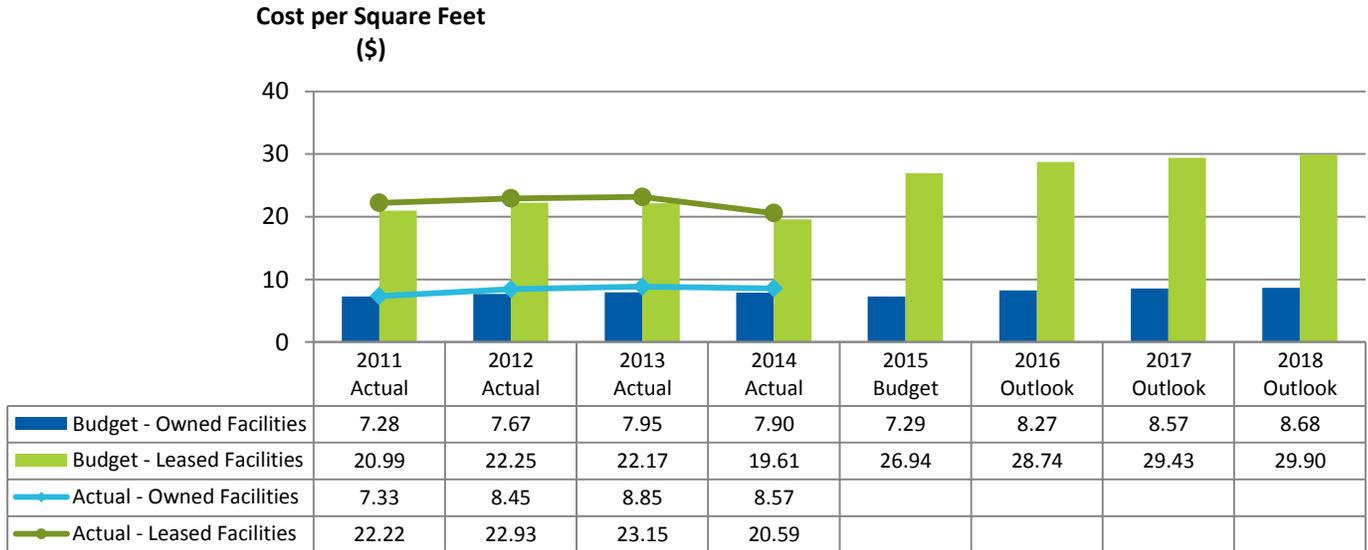
Human Resource Services' costs are stable



Note: 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.

The cost of human resource services remains stable.

Owning facilities is more cost effective than leasing



Note: The total costs of operating all leased and owned properties within Property Services Portfolio, including lease, janitorial, repair and maintenance of building and equipment, security and costs of debt financing. The staff related costs were not included in the analysis

Over time, the cost to operate leased Regional facilities will increase at a rate higher than owned facilities due to inflationary lease escalations, as well as growth in market rates across the Region, especially in its southern parts. With regards, to owned facilities, Property Services is strategically limiting investments in existing owned facilities that will be vacated once the Annex is completed.

Intentional Blank

Financial Initiatives

Financial Initiatives

This area includes funding for corporate-wide initiatives that manage key risks and contribute to a stronger organization.

As an element of implementing the fiscal strategy, described in the Achieving Financial Sustainability section starting on page 171, financial initiatives include additions to key reserves maintained by the Region.

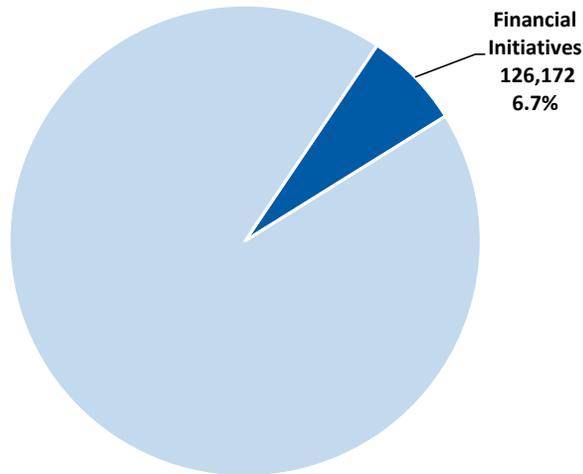
Non-program costs include creating the annual report, ensuring buildings are accessible to visitors, surveying employees, and similar enterprise-wide initiatives.

Such ongoing organizational costs as Workers Compensation, long-term disability program and financial working capital are included in this section. It also includes funding for special projects, such as support for a university campus in the Region, that are not included elsewhere in the budget .

The Operating Budget 2015 to 2018

2015 Financial Initiatives Gross Expenditures

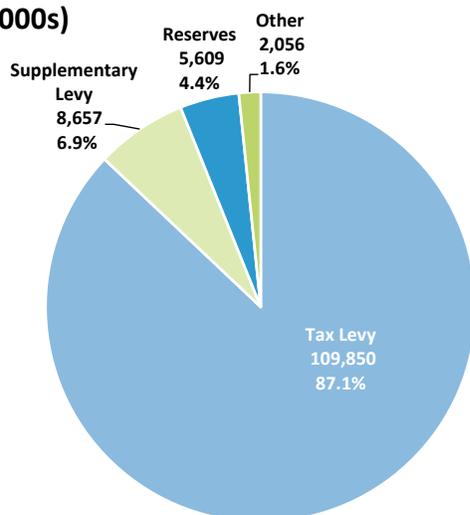
(in \$000s)



(in \$000s)	2015	2016	2017	2018
Fiscal Strategy	105,566	127,479	155,299	171,191
Non-Program Items	20,606	21,079	19,656	16,331
Total Gross Expenditures	126,172	148,558	174,955	187,522

2015 Financial Initiatives Funding Sources

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Tax Levy	109,850	130,934	157,062	170,536
Supplementary Levy	8,657	9,153	8,655	8,755
Reserves	5,609	6,166	6,497	6,376
Other				
Development Charges	2,046	2,296	2,731	1,845
Fees & Charges	10	10	10	10
Total Funding Sources	126,172	148,558	174,955	187,522

Financial Initiatives Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	19,752	20,606	853	21,079	474	19,655	(1,424)	16,330	(3,325)
Fiscal Strategy	88,897	105,566	16,669	127,479	21,913	155,299	27,820	171,191	15,892
Revenues	(16,516)	(16,322)	194	(17,624)	(1,302)	(17,893)	(269)	(16,986)	907
Allocations and Recoveries	-	-	-	-	-	-	-	-	-
Net Budget	92,133	109,850	17,717	130,934	21,084	157,062	26,128	170,536	13,474
% Change			19.2%		19.2%		20.0%		8.6%

Financial Initiatives Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	108,680	92,164	126,172	109,850	148,558	130,934	174,954	157,062	
Base Adjustments	(542)	(2,391)	453	(354)	(1,446)	(2,213)	(3,347)	(2,339)	
Efficiencies & Program Reductions	(93)	(93)	-	-	-	-	-	-	
Legislated & Contractual	-	-	-	-	-	-	-	-	
Fiscal Strategy	16,669	18,713	21,913	21,417	27,820	28,318	15,892	15,792	
Impact of Capital	-	-	-	-	-	-	-	-	
Growth & Service Enhancements	1,457	1,457	21	21	22	22	22	22	
Proposed Total Budget	126,172	109,850	148,558	130,934	174,954	157,062	187,522	170,536	
Change from Prior Year	\$	17,492	17,686	22,386	21,084	26,396	26,128	12,567	13,474
	%	16.1%	19.2%	17.7%	19.2%	17.8%	20.0%	7.2%	8.6%

Financial Initiatives Budget by Program

(in \$000s)	2014 Approved		2015 Approved		% Change	2016 Outlook		% Change
	Gross	Net	Gross	Net	Net	Gross	Net	Net
Fiscal Strategy	88,897	78,197	105,566	96,910	23.9%	127,479	118,326	22.1%
Non-Program Items	19,752	13,936	20,606	12,940	(7.1%)	21,079	12,608	(2.6%)
Financial Initiatives	108,649	92,133	126,172	109,850	19.2%	148,558	130,934	19.2%

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net
Fiscal Strategy	155,299	146,644	23.9%	171,191	162,436	10.8%
Non-Program Items	19,656	10,418	(17.4%)	16,331	8,101	(22.2%)
Financial Initiatives	174,955	157,062	20.0%	187,522	170,536	8.6%

Financial Initiatives Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	108,649	92,133	126,172	109,850	148,558	130,934	174,955	157,062
Base Adjustments								
Compensation & Inflation	(835)	107	1,093	363	2,469	1,719	(729)	297
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	325	(2,467)	(640)	(717)	(3,914)	(3,931)	(2,618)	(2,636)
	(511)	(2,360)	453	(354)	(1,445)	(2,212)	(3,347)	(2,339)
Efficiencies & Program Reductions	(93)	(93)	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Fiscal Strategy								
Capital Asset Replacement	13,249	14,271	17,258	17,010	19,643	19,892	4,779	4,729
Debt Reduction	3,420	4,442	4,655	4,407	8,177	8,426	11,113	11,063
	16,669	18,713	21,913	21,417	27,820	28,318	15,892	15,792
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	12	12	-	-	-	-	-	-
Enhance Service Levels	1,445	1,445	21	21	22	22	22	22
	1,457	1,457	21	21	22	22	22	22
Proposed Total Budget	126,172	109,850	148,558	130,934	174,955	157,062	187,522	170,536
Change from Prior Year								
\$	17,523	17,717	22,386	21,084	26,397	26,128	12,567	13,474
%	16.1%	19.2%	17.7%	19.2%	17.8%	20.0%	7.2%	8.6%

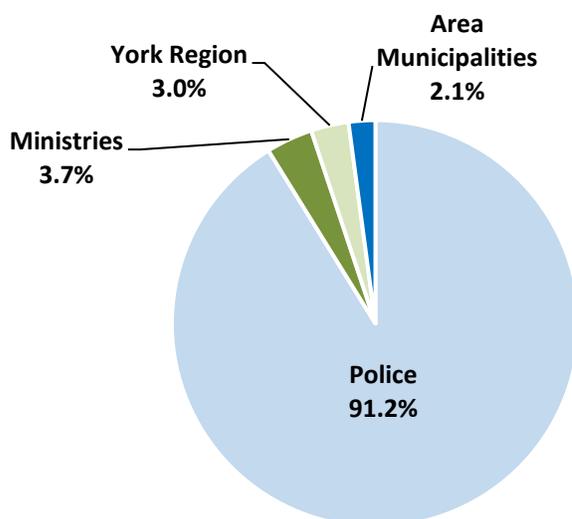
Court Services

Court Services

Court Services administers the provincial offences court system in York Region, which deals with a range of non-criminal charges, and provides related prosecution services. It is the second largest provincial offences court operation in Ontario by number of charges filed. Services are provided through two court offices, in Newmarket and Richmond Hill, that together offer six trial courtrooms, two intake courtrooms and three early resolution meeting rooms.

While the system handles charges laid by more than 30 law enforcement and regulatory agencies operating in York Region, including bylaw enforcement officers, the bulk of its workload results from the activities of York Regional Police and the Ontario Provincial Police, which together account for more than 90% of charges laid. Almost 145,000 tickets were issued in 2013, the last full year for which information is available, with traffic-related offences dominating.

2013 Caseload sources



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

Prosecution services are provided by paralegal professionals and lawyers licensed by the Law Society of Upper Canada. They review briefs from enforcement agencies, conduct early resolution meetings, prosecute at trial, and conduct appeals. They provide training to, as well as consult with, enforcement authorities on issues around investigations and charges to be laid.

The court administration manager meets regularly with the judiciary, police, officials from other provincial offences courts and other stakeholders on issues of mutual concern.

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

Looking ahead:

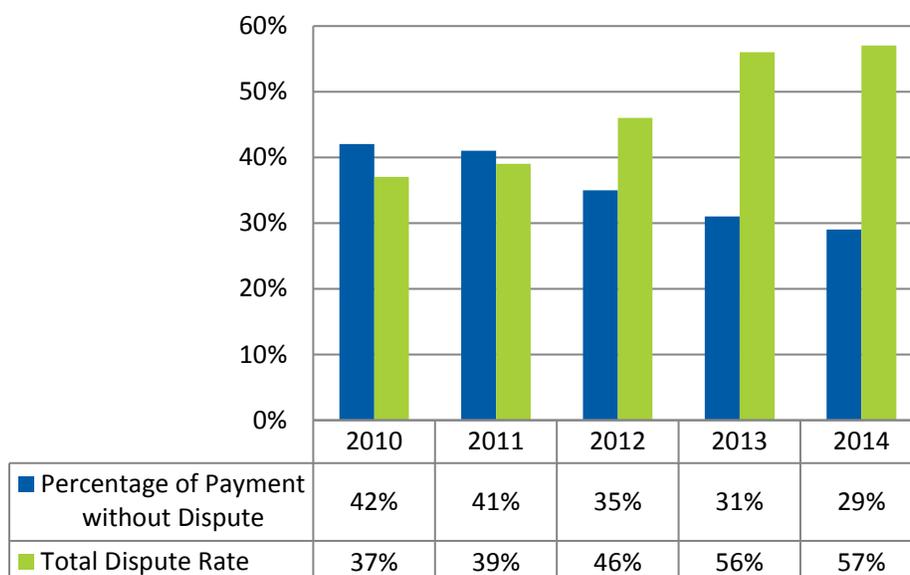
A major concern in York Region is that, unlike other municipalities, the fine and other revenues collected by the provincial offences court do not cover its costs. The financial summary on page 145 shows a small surplus of revenues over expenses, but this is before taking into account the branch’s share of Regional Corporate costs.

While the ratio of revenues to costs has been slightly better over the past three years than the historic average, several new factors are putting pressure on the court system.

The most significant of these is a rising dispute rate. Disputing a ticket means going to trial or requesting an early resolution meeting instead of simply accepting the ticket and paying it in full. At the end of March 2012, provincial legislation introduced a new dispute option called early resolution. This less formal process allows the defendant and prosecutor to meet outside the courtroom and determine if the charge can be reduced or, less commonly, dropped.

York Region has historically had a relatively high dispute rate. While the exact causes are not known, it is assumed that, because so many offences are traffic-related, they include fear of insurance rate increases and, to a lesser extent, licence demerit points.

Key workload drivers



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

With the introduction of early resolution, the dispute rate rose further. Many defendants chose early resolution, and the over-all demand for trials also edged up slightly. As a result, the total dispute rate, which was between 35% and 40% in 2010 and 2011, went to 46% in 2012, and rose again, to 56%, in 2013.

This means that the share of offenders who pay their tickets without dispute fell from almost two-thirds to less than half in two years. (Evidence to date suggests figures for 2014 are similar to those for 2013.) This is a problem, because payment without dispute is the least costly option for the court system, creates no workload for prosecutors, and provides the greatest revenue. While early resolution is less expensive than a trial, the new cases being added this way further increase the system's total operating costs and workload, and – like a trial – can also result in lower revenues.

New technology is also creating pressures. With the rollout of in-car cameras in York Regional Police vehicles, prosecutor time is now going into reviewing a video when a charge is disputed. The rising dispute rate has also pushed up requests for disclosure of police evidence, which has been complicated by the introduction of electronic tickets and related notes. Reviewing these electronic files, the in-car video, and in some cases handwritten notes as well, means it can take up to an hour to process a disclosure request. As well, new legislation allows a police officer to provide certified evidence instead of appearing in court in some limited instances, creating a new time demand on the prosecutors to determine the cases where it can be used.

The changing demographics of the Region are also pushing costs up, as interpreters are now needed more often. The demand for interpreters has also increased as a result of the rising dispute rate.

On the revenue side, the Region has introduced red light cameras at 20 intersections, which produce images that may, after review, result in charges being laid. Early estimates of the number of tickets they would generate turned out to be much higher than actual experience, reducing expected revenue.

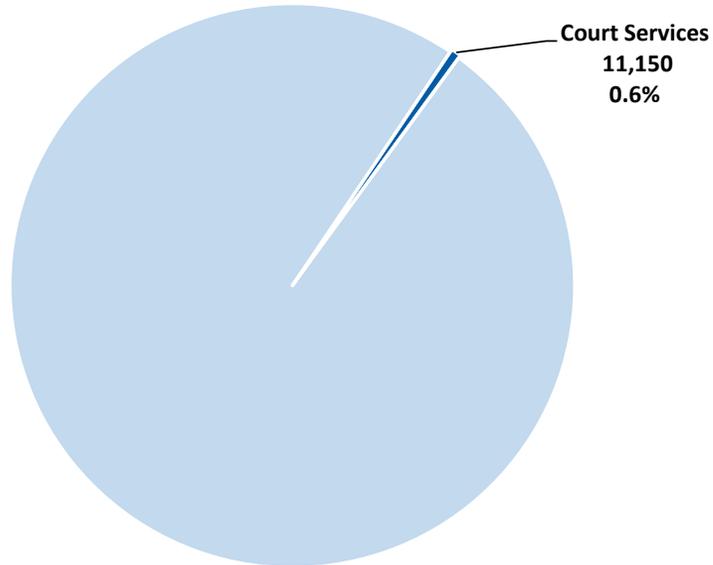
Court Services is working to reduce costs, improve revenues and make its operations more efficient. It has recently changed staff scheduling, with the expectation of reducing the need for casual labour. It is also working to widen its use of information technology, for example by automating requests for disclosure materials and uploading electronic notes taken by police to the province-wide computer system used for court administration.

The collections rate for unpaid fines is low in provincial offences courts across the province, typically 40 to 50%. The provincial government is expected to pass legislation that would prevent drivers with unpaid traffic fines from renewing their vehicles' licence plates. This is felt to be more effective at improving collections, because an unexpired vehicle licence is more visible. Court Services is also advocating for a sanction already in use in a number other Canadian provinces: linking unpaid fine amounts to personal income tax payments or refunds. It will also look into the possibility of collecting unpaid fines through the municipal property tax roll.

The Operating Budget 2015 to 2018

2015 Court Services Gross Expenditures

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Total Gross Expenditures	11,150	10,646	9,988	9,935

2015 Court Services Funding Sources

(in \$000s)	2015	2016	2017	2018
Tax Levy	(962)	(1,466)	(2,124)	(2,177)
Court Revenues	12,112	12,112	12,112	12,112
Total Funding Sources	11,150	10,646	9,988	9,935

Court Services Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	10,971	11,117	146	10,613	(504)	9,955	(658)	9,901	(54)
Contribution to Capital	-	-	-	-	-	-	-	-	-
Revenues	(13,142)	(12,112)	1,030	(12,112)	-	(12,112)	-	(12,112)	-
Allocations and Recoveries	-	33	33	33	-	33	-	33	-
Net Budget	(2,171)	(962)	1,209	(1,466)	(504)	(2,124)	(658)	(2,177)	(54)
% Change			55.7%		(52.4%)		(44.8%)		(2.5%)

Court Services Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	10,971	(2,171)	11,150	(962)	10,646	(1,466)	9,988	(2,124)	
Base Adjustments	162	1,192	157	157	83	83	164	164	
Efficiencies & Program Reductions	(343)	(343)	(661)	(661)	(824)	(824)	(218)	(218)	
Legislated & Contractual	-	-	-	-	-	-	-	-	
Impact of Capital	-	-	-	-	-	-	-	-	
Growth & Service Enhancements	360	360	0	0	83	83	(0)	(0)	
Proposed Total Budget	11,150	(962)	10,646	(1,466)	9,988	(2,124)	9,934	(2,177)	
Change from Prior Year	\$	179	1,209	(504)	(504)	(658)	(658)	(54)	(54)
	%	1.6%	55.7%	(4.5%)	(52.4%)	(6.2%)	(44.8%)	(0.5%)	(2.5%)

Court Services Staffing Summary

	2015	%	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change	Outlook	Change
Budget Base	77.0		80.0		80.0		81.0	
New	3.0	3.9%	-		1.0	1.3%	-	
Conversions	-		-		-		-	
Program Reductions	-		-		-		-	
Total Full-Time Equivalents	80.0	3.9%	80.0	0.0%	81.0	1.3%	81.0	0.0%

Court Services Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	10,971	(2,171)	11,150	(962)	10,646	(1,466)	9,988	(2,124)
Base Adjustments								
Compensation & Inflation	128	128	155	155	83	83	164	164
Revenue Adjustments	-	1,030	-	-	-	-	-	-
General Base Adjustments	34	34	2	2	1	1	1	1
	162	1,192	157	157	83	83	164	164
Efficiencies & Program Reductions	(343)	(343)	(661)	(661)	(824)	(824)	(218)	(218)
Legislated & Contractual								
Legislated Programs	-	-	-	-	-	-	-	-
Contractual Requirements	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	360	360	-	-	83	83	-	-
Enhance Service Levels	-	-	-	-	-	-	-	-
	360	360	-	-	83	83	-	-
Proposed Total Budget	11,150	(962)	10,646	(1,466)	9,988	(2,124)	9,934	(2,177)
Change from Prior Year								
\$	179	1,209	(504)	(504)	(658)	(658)	(54)	(54)
%	1.6%	(55.7%)	(4.5%)	52.4%	(6.2%)	44.8%	(0.5%)	2.5%

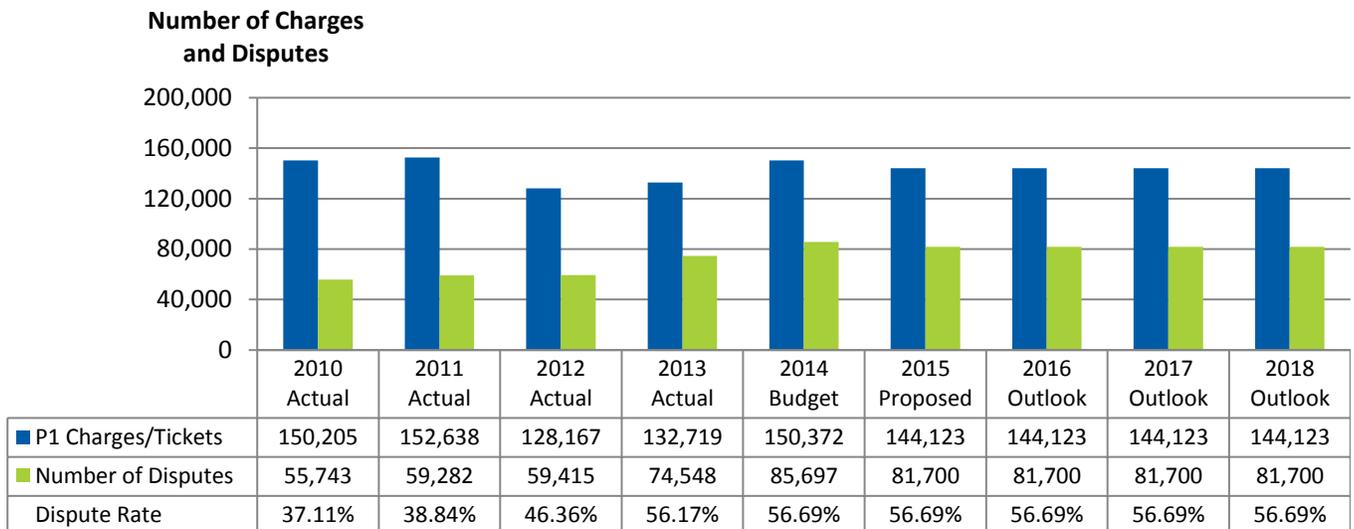
Court Services Metrics

New Red Light Camera Charges Increased the Number of New Charges Filed in 2014



The increase in charges filed in 2014 was due to the newly implemented Red Light Camera program. The significant increase in the cost per charge in 2012 was due to the addition of three new staff. Costs are expected to stabilize with the additional Red Light Camera Charges.

Since 2012, Disputed Charges are Higher Due to New Legislation



Note: Part 1 Tickets are relatively minor offences that can be settled out of court by payment of the amount written on the offence notice/ticket.

The Early Resolution Legislation came into effect on March 31st, 2012 which effectively increased the dispute rate. The decrease in the number of Part 1 Ticket charges in 2012 is outside the control of Court Services.

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Boards and Authorities

Boards and Authorities

York Region Council provides funding, generally reflecting a Regional agreement or provincial mandate, to several outside organizations that provide public services in the Region:

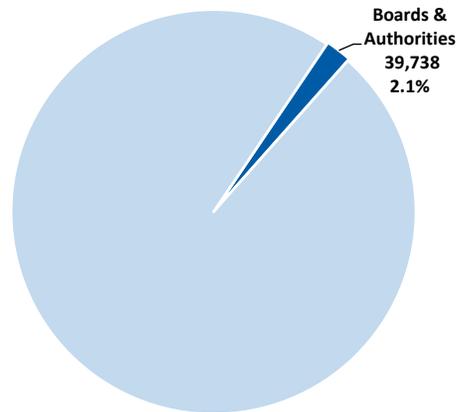
- Under provincial legislation, conservation authorities receive funding from the municipalities in the watersheds for which they are responsible. York Region, along with other area municipalities, funds the Toronto and Region Conservation Authority and the Lake Simcoe Region Conservation Authority. Originally created to focus on floodplain management, conservation authorities now provide a range of environmental, educational and recreational programs and services related to lakes, rivers and lands in their watersheds. They also have specific responsibilities under such provincial legislation as the *Lake Simcoe Protection Act*.
- Area hospitals receive a portion of their capital costs from the Region. The province funds up to 90% of the “bricks and mortar” costs of hospital construction, but a smaller share of equipment and furnishings. This leaves roughly 35% of total costs to be funded from community sources. Under a 2009 agreement that runs to 2031, York Region helps the three existing hospitals within its boundaries, plus one in the planning stage, to meet their capital requirements. The Region’s maximum contribution was set at \$12 million in 2009 and is indexed annually based on the higher of growth assessment growth or inflation.
- GO Transit provides rail and bus service in York Region, linking to Regional transit services. While the province fully funds the shortfall between its operating costs and fare revenues, capital costs are shared with the federal government and the municipalities GO serves, including York Region. GO is undertaking several projects in York Region to upgrade and improve its services.
- As a member of the Municipal Property Assessment Corporation, along with all other Ontario municipalities, York Region is required to provide a share of its funding. The non-profit corporation carries out property assessments for all Ontario municipalities.

In 2015, the proposed net funding for these organizations is \$37.2 million.

The Operating Budget 2015 to 2018

2015 Boards & Authorities Gross Expenditures

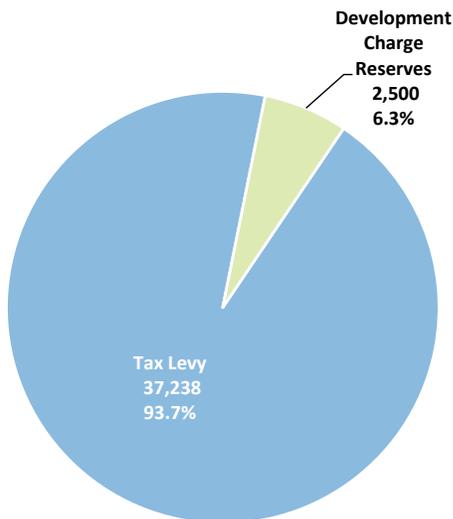
(in \$000s)



(in \$000s)	2015	2016	2017	2018
Conservation Authorities	5,572	5,761	6,034	6,222
Hospital Capital	13,931	14,201	14,458	14,707
Property Assessment (MPAC)	17,735	18,729	19,282	19,852
GO Transit	2,500	2,500	2,500	2,500
Total Gross Expenditures	39,738	41,191	42,275	43,281

2015 Boards & Authorities Funding Sources

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Tax Levy	37,238	38,691	39,775	40,781
Development Charge Reserves	2,500	2,500	2,500	2,500
Total Funding Sources	39,738	41,191	42,275	43,281

Boards & Authorities Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	40,530	39,738	(792)	41,191	1,453	42,275	1,083	43,281	1,007
Contribution to Capital	-	-	-	-	-	-	-	-	-
Revenues	(2,500)	(2,500)	-	(2,500)	-	(2,500)	-	(2,500)	-
Allocations and Recoveries	-	-	-	-	-	-	-	-	-
Net Budget	38,030	37,238	(792)	38,691	1,453	39,775	1,083	40,781	1,007
% Change			(2.1%)		3.9%		2.8%		2.5%

Boards & Authorities Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	40,530	38,030	39,738	37,238	41,191	38,691	42,275	39,775	
Base Adjustments	(1,774)	(1,774)	189	189	273	273	187	187	
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-	
Legislated & Contractual	689	689	994	994	553	553	570	570	
Impact of Capital	-	-	-	-	-	-	-	-	
Growth & Service Enhancements	293	293	270	270	257	257	249	249	
Proposed Total Budget	39,738	37,238	41,191	38,691	42,275	39,775	43,281	40,781	
Change from Prior Year	\$	(792)	(792)	1,453	1,453	1,083	1,083	1,007	1,007
	%	(2.0%)	(2.1%)	3.7%	3.9%	2.6%	2.8%	2.4%	2.5%

Boards & Authorities Budget by Program

(in \$000s)	2014 Approved		2015 Proposed		% Change	2016 Outlook		% Change
	Gross	Net	Gross	Net	Net	Gross	Net	Net
Conservation Authorities								
Toronto & Region Conservation Authority	4,598	4,598	2,946	2,946	(35.9%)	3,072	3,072	4.3%
Lake Simcoe Region Conservation Authority	2,748	2,748	2,626	2,626	(4.5%)	2,689	2,689	2.4%
	7,346	7,346	5,572	5,572	(24.2%)	5,761	5,761	3.4%
Hospital Funding	13,638	13,638	13,931	13,931	2.1%	14,201	14,201	1.9%
MPAC	17,046	17,046	17,735	17,735	4.0%	18,729	18,729	5.6%
GO Transit	2,500	-	2,500	-		2,500	-	
Boards & Authorities	40,530	38,030	39,738	37,238	(2.1%)	41,191	38,691	3.9%

(in \$000s)	2017 Outlook		% Change	2018 Outlook		% Change		
	Gross	Net	Net	Gross	Net	Net		
Conservation Authorities								
Toronto & Region Conservation Authority			3,197	3,197	4.1%	3,322	3,322	3.9%
Lake Simcoe Region Conservation Authority			2,837	2,837	5.5%	2,900	2,900	2.2%
			6,034	6,034	4.7%	6,222	6,222	3.1%
Hospital Funding			14,458	14,458	1.8%	14,707	14,707	1.7%
MPAC			19,282	19,282	3.0%	19,852	19,852	3.0%
GO Transit			2,500	-		2,500	-	
Boards & Authorities			42,275	39,775	2.8%	43,281	40,781	2.5%

The Conservation Authority lines above reflect the amounts which are funded from tax levy. The funding of Conservation Authorities is changing in 2015 to include more support from the user rate. The total support for Conservation Authorities including user rate is \$12.7 million in 2014 and \$13.1 million in 2015 as shown in the tables on pages 154 and 155.

Boards & Authorities Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	40,530	38,030	39,738	37,238	41,191	38,691	42,275	39,775
Base Adjustments								
Compensation & Inflation	(1,774)	(1,774)	189	189	273	273	187	187
Revenue Adjustments	-	-	-	-	-	-	-	-
General Base Adjustments	-	-	-	-	-	-	-	-
	(1,774)	(1,774)	189	189	273	273	187	187
Efficiencies & Program Reductions	-	-	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	689	689	994	994	553	553	570	570
Contractual Requirements	-	-	-	-	-	-	-	-
	689	689	994	994	553	553	570	570
Impact of Capital								
Contribution to Capital	-	-	-	-	-	-	-	-
Debenture Financing	-	-	-	-	-	-	-	-
Operating Impact of Capital	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-
Growth & Service Enhancements								
Maintain Existing Service	293	293	270	270	257	257	249	249
Enhance Service Levels	-	-	-	-	-	-	-	-
	293	293	270	270	257	257	249	249
Proposed Total Budget	39,738	37,238	41,191	38,691	42,275	39,775	43,281	40,781
Change from Prior Year								
\$	(792)	(792)	1,453	1,453	1,083	1,083	1,007	1,007
%	(2.0%)	(2.1%)	3.7%	3.9%	2.6%	2.8%	2.4%	2.5%

**Toronto & Region Conservation Authority
Operating Financial Summary**

(in \$000s)	2014	2015	2016	2017	2018
	Approved	Approved	Outlook	Outlook	Outlook
Tax Levy	2,832	2,946	3,072	3,197	3,322
Special Capital Levy					
Watershed Studies and Strategies	55	35	39	40	42
Water Risk Management	1,801	1,901	1,918	1,948	1,965
Regional Biodiversity	948	965	986	1,016	1,044
Land Securement and Management	456	410	385	356	333
Tourism and Recreation	62	-	-	-	-
Planning and Development Review	147	156	168	174	179
Education and Outreach	628	640	655	674	687
Sustainable Communities	541	500	511	507	525
Corporate Services	228	353	290	290	290
Less Unaccommodated Inflation	-	-	(78)	(158)	(219)
	4,866	4,960	4,874	4,847	4,846
Total Operating & Capital	7,698	7,906	7,946	8,044	8,168
Other Expenditures					
Reforestation ¹	40	40	40	40	40
	40	40	40	40	40
Total Gross Expenditures	7,738	7,946	7,986	8,084	8,208
Funded by:					
Tax Levy	(4,638)	(2,986)	(3,112)	(3,237)	(3,362)
User Rate - Water	(2,232)	(3,571)	(3,509)	(3,490)	(3,489)
User Rate - Wastewater	(868)	(1,389)	(1,365)	(1,357)	(1,357)
Total Funding	(7,738)	(7,946)	(7,986)	(8,084)	(8,208)

¹ Reforestation is included in the Natural Heritage and Forestry budget in Environmental Services

Lake Simcoe Region Conservation Authority
Operating Financial Summary

(in \$000s)	2014	2015	2016	2017	2018
	Approved	Approved	Outlook	Outlook	Outlook
Tax Levy	2,748	2,626	2,689	2,837	2,900
Special Capital Levy					
Natural Hazard Mapping	50	50	50	50	50
Natural Heritage Mapping	57	57	57	57	57
Flood/Forecasting/Warning	105	105	105	105	105
Watershed Monitoring	364	364	364	364	364
Lake Simcoe Protection Plan	135	135	135	135	135
Watershed Special Studies (LEAP)	477	608	608	608	608
Conservation Area Management	70	70	70	70	70
Program Information Management	58	81	81	81	81
Conservation Area Moraine Coalition	5	5	5	5	5
Scanlon Infrastructure	150	-	-	-	-
Groundwater Management/Basin-wide Initiative	203	203	203	203	203
Watershed/Subwatershed Planning	276	276	276	276	276
Forestry Management	-	110	110	110	110
Streambank Erosion	-	43	43	43	43
Conservation Area Maintenance	-	65	65	65	65
	1,951	2,172	2,172	2,172	2,172
Cola and Step on Special Capital Programs		50	53	54	56
Total Operating & Capital	4,699	4,848	4,914	5,063	5,128
Other Expenditures					
Reforestation ¹	40	40	40	40	40
Forgivable Loan - Administrative Building ²	224	224	224	-	-
	263	264	264	40	40
Total Gross Expenditures	4,962	5,111	5,178	5,103	5,168
Funded by:					
Tax Levy	(3,011)	(2,889)	(2,953)	(2,877)	(2,940)
User Rate - Water	(1,474)	(1,600)	(1,602)	(1,603)	(1,604)
User Rate - Wastewater	(477)	(622)	(623)	(623)	(624)
Total Funding	(4,962)	(5,111)	(5,178)	(5,103)	(5,168)

¹ Reforestation is included in the Natural Heritage and Forestry budget in Environmental Services

² The forgivable loan is included in the Financial Initiatives budget.

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York Regional Police

York Regional Police

The York Regional Police Service prides itself on being at the leading edge of policing practice. Its work contributes to the Region's high level of safety and security. With the lowest crime rates and lowest policing costs per resident among municipalities of its size, it also delivers its services effectively and at a reasonable cost.

Like other police services in Ontario, York Regional Police is governed by the provincial *Police Services Act*. The principles in the Act speak to ensuring the safety and security of people and property, safeguarding fundamental rights, co-operating with local communities, respecting and understanding the needs of the victims of crime, and being sensitive to the diverse character of Ontario society.

A seven-member civilian Police Services Board oversees York Regional Police and, as part of its oversight, reviews and approves its budget before it is presented to Council for final approval. The proposed budget, which the Police Services Board approved in November 2014, sets out total operating spending of \$315.7 million for 2015. Net spending is expected to increase by slightly more than 3.4% a year, on average, out to 2018.

The police service's executive branch comprises the Office of the Chief of Police and several functions that support service-wide goals and standards. An administrative branch deals with information, financial, court and related services, as well as capital projects and facilities management. The operations branch delivers policing and related services.

The operations of the service take place in five districts, each of which has a district headquarters building, across the nine York Region municipalities. Within each district, there are patrol, criminal investigation, and community-oriented units that deal with crime prevention and first-line response.

A district may, as needed, call on more specialized resources managed out of police headquarters in Aurora. These include front-line duty inspectors, major emergency response, marine, air and canine units, collision investigations, criminal investigation and forensics. Other centralized services include intelligence, traffic enforcement and safety programs.

Looking ahead:

Population growth, increasing cultural diversity and greater urbanization are all potential challenges for policing. The police service is addressing these through a business plan that focuses on preventing crime, targeting serious and organized crime, engaging more with youth, enhancing services for victims, making business processes more efficient, being more inclusive and building partnerships with diverse communities, and maintaining a high level of public trust and satisfaction. Its operating budget and investments in capital support these goals.

Cadet program

More than other jobs, policing is a calling. To help young people discover if it is their calling, York Regional Police has recently reintroduced its police cadet program.

Under the new program, up to 20 young people a year will be hired to gain first-hand exposure to policing by working part-time in low-risk environments throughout the force.

The average age of recruits to the York Regional Police is currently 28. The police hope that, with the cadet program, they can widen the pool of the highly educated and qualified candidates they need by targeting them before they settle on another career.

Cadets must be under the age of 21 and possess a diploma in law enforcement or its equivalent from a Canadian college. In addition, they will be required to pass the same physical tests and background checks as potential police constables. They will be hired for an initial period of one year, with the option, should they prove suitable, for an additional one-year contract after that. While they learn about policing, their supervisors will also have the chance to assess their suitability for a career in police work.

The police service has developed a 10-year capital plan backed up by an internal 100-year outlook to ensure assets are purchased, constructed and maintained in a responsible way that meets future demand and gives taxpayers the best value for money. The police budget proposes Capital Spending Authority of \$47.0 million over the next two years.

Investment in new facilities and renovation of existing ones aims to support the Region's fast-growing population and increasing urbanization, correct an imbalance in workload between districts and address the needs of centralized facilities.

To enhance and consolidate training, work is under way on a new, 70,000-square-foot training facility. The new training centre will provide more classroom space, as well as specialized facilities that include an 18-lane gun range built to exacting safety standards. It will allow officers to be trained using state-of-the-art approaches, including simulations, that will prepare them to respond to a wide variety of situations. With the facility's expected opening in 2016, such operating costs as utilities and cleaning will rise, partially offset by savings for travel, as it will be possible to bring trainers to the new facility instead of having to send officers away for certain types of training, and for rental of additional space that was sometimes required in the past.

Replacing the service's radios, which dated from 1993, will increase operating costs, particularly for maintenance. The new equipment will offer major benefits, however, in terms of interoperability with neighbouring police services and encrypted transmission security.

A new facility for the marine unit is under construction and expected to be in service in 2016. Medium-term plans include replacing Newmarket district headquarters and building new sub-stations in southwest Vaughan, southeast Buttonville, Oak Ridges and Thornhill.

The plan also includes continued investment in police fleet, communications equipment, information technology and specialized equipment.

Asset management planning reflects the relatively short service life of many of the police service's assets, such as vehicles. York Regional Police published a state of infrastructure report in December 2013. In preparing the report, the service reviewed its capital assets to inform the capital business plan. Looking at the condition, lifecycle and replacement cost of existing assets resulted in several new specialized equipment projects.

Human trafficking

She could be the girl next door or a frightened newcomer from halfway around the world. But whoever she is, York Regional Police understand that a woman working in the sex trade is very often a victim, not a criminal.

This has led them to focus on the real crime: human trafficking. It keeps its victims in check by subtle coercion and sometimes overt violence. Friendless and frequently without money, the women have nowhere to turn for help.

But a program launched by York Regional Police with grant funding from the Ministry of Community Safety and Correctional Services is changing that.

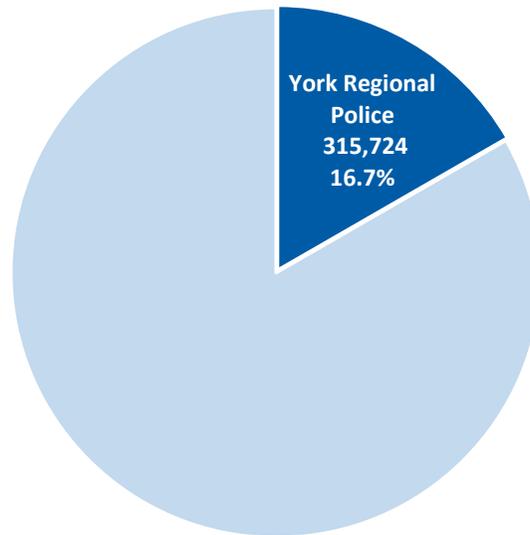
Working undercover, members of York Region's vice squad identify women they believe are trafficking victims and try to connect with them, staying in constant touch by phone or text message. By patiently building trust, police hope they can get these women to turn in the people exploiting them – and free themselves.

In addition to working directly with these women, York's vice squad also provides front-line officers with training on investigating human trafficking and works with forces across the GTA to raise awareness of what the United Nations calls "The crime that shames us all."

The Operating Budget 2015 to 2018

2015 York Regional Police Gross Expenditures

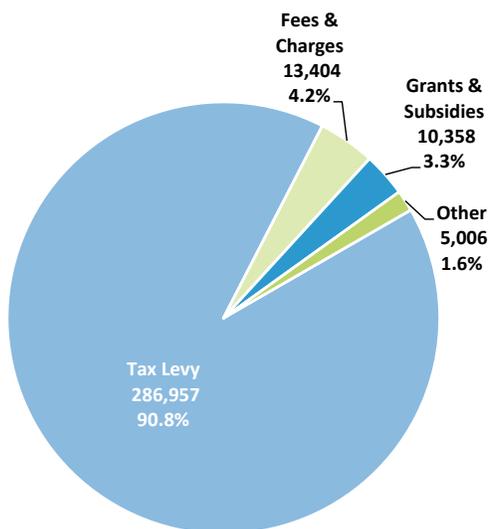
(in \$000s)



(in \$000s)	2015	2016	2017	2018
Total Gross Expenditures	315,724	328,984	341,656	354,613

2015 York Regional Police Funding Sources

(in \$000s)



(in \$000s)	2015	2016	2017	2018
Tax Levy	286,957	294,525	306,022	318,331
Fees & Charges	13,404	17,724	18,224	18,724
Grants & Subsidies	10,358	11,139	11,920	12,115
Other				
Development Charge Reserves	3,185	3,775	3,670	3,622
Third Party Recoveries	1,746	1,746	1,746	1,746
Reserves	75	75	75	75
Total Funding Sources	315,724	328,984	341,656	354,613

York Regional Police Financial Summary

(in \$000s)	2014	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Approved	Approved	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	302,803	314,637	11,834	327,738	13,100	340,402	12,665	353,015	12,612
Contribution to Capital	-	-	-	-	-	-	-	-	-
Revenues	(26,435)	(28,767)	(2,333)	(34,459)	(5,691)	(35,634)	(1,176)	(36,281)	(647)
Allocations and Recoveries	1,701	1,087	(615)	1,246	160	1,254	8	1,598	344
Net Budget	278,070	286,957	8,887	294,525	7,568	306,022	11,497	318,331	12,309
% Change			3.2%		2.6%		3.9%		4.0%

York Regional Police Incremental Changes to Budget

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Restated Base	304,505	278,070	315,724	286,957	328,984	294,525	341,656	306,022	
Base Adjustments	10,630	8,077	11,138	6,818	10,862	10,362	11,149	10,649	
Efficiencies & Program Reductions	(88)	(88)	-	-	-	-	-	-	
Legislated & Contractual	-	(781)	-	(781)	-	(781)	-	(195)	
Impact of Capital	(1,136)	(134)	396	(194)	(41)	64	(117)	(69)	
Growth & Service Enhancements	1,813	1,813	1,725	1,725	1,851	1,851	1,924	1,924	
Proposed Total Budget	315,724	286,957	328,984	294,525	341,656	306,022	354,613	318,331	
Change from Prior Year	\$	11,219	8,887	13,260	7,568	12,672	11,497	12,957	12,309
	%	3.7%	3.2%	4.2%	2.6%	3.9%	3.9%	3.8%	4.0%

York Regional Police Staffing Summary

	2015	%	2016	%	2017	%	2018	%
	Approved	Change	Outlook	Change	Outlook	Change	Outlook	Change
Budget Base	2,134.0		2,180.0		2,223.0		2,268.0	
New	46.0	2.2%	43.0	2.0%	45.0	2.0%	46.0	2.0%
Conversions	-		-		-		-	
Program Reductions	-		-		-		-	
Total Full-Time Equivalents	2,180.0	2.2%	2,223.0	2.0%	2,268.0	2.0%	2,314.0	2.0%

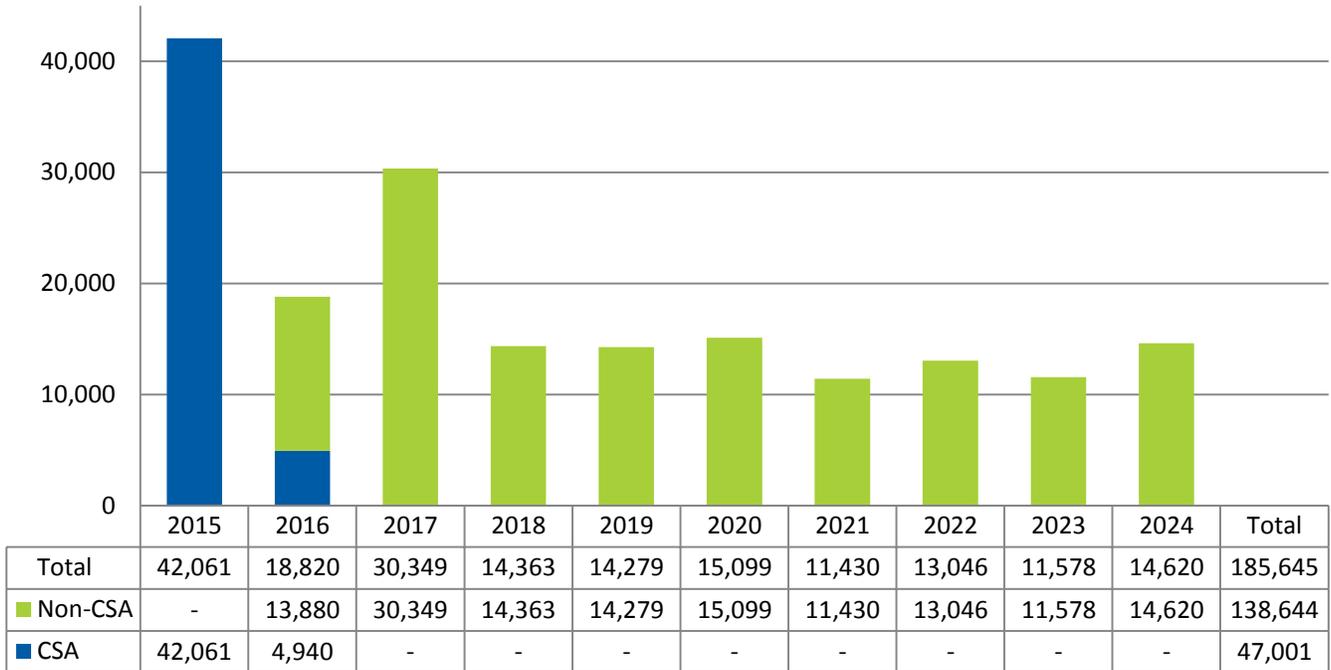
York Regional Police Budget Changes

(in \$000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Budget Base	304,505	278,070	315,724	286,957	328,984	294,525	341,656	306,022
Base Adjustments								
Compensation & Inflation	10,630	10,631	11,138	11,138	10,862	10,862	11,150	11,150
Revenue Adjustments	-	(2,554)	-	(4,320)	-	(500)	-	(500)
General Base Adjustments	-	-	-	-	-	-	-	-
	10,630	8,077	11,138	6,818	10,862	10,362	11,150	10,649
Efficiencies & Program Reductions	(88)	(88)	-	-	-	-	-	-
Legislated & Contractual								
Legislated Programs	-	(781)	-	(781)	-	(781)	-	(195)
Contractual Requirements	-	-	-	-	-	-	-	-
	-	(781)	-	(781)	-	(781)	-	(195)
Impact of Capital								
Contribution to Capital	615	615	-	-	-	-	-	-
Debenture Financing	(1,751)	(749)	396	(194)	(41)	64	(117)	(69)
Operating Impact of Capital	-	-	-	-	-	-	-	-
	(1,136)	(134)	396	(194)	(41)	64	(117)	(69)
Growth & Service Enhancements								
Maintain Existing Service	1,813	1,813	1,725	1,725	1,851	1,851	1,924	1,924
Enhance Service Levels	-	-	-	-	-	-	-	-
	1,813	1,813	1,725	1,725	1,851	1,851	1,924	1,924
Proposed Total Budget	315,724	286,957	328,984	294,525	341,656	306,022	354,613	318,331
Change from Prior Year								
\$	11,219	8,887	13,260	7,568	12,672	11,497	12,957	12,309
%	3.7%	3.2%	4.2%	2.6%	3.9%	3.9%	3.8%	4.0%

The Capital Budget 2015 to 2024

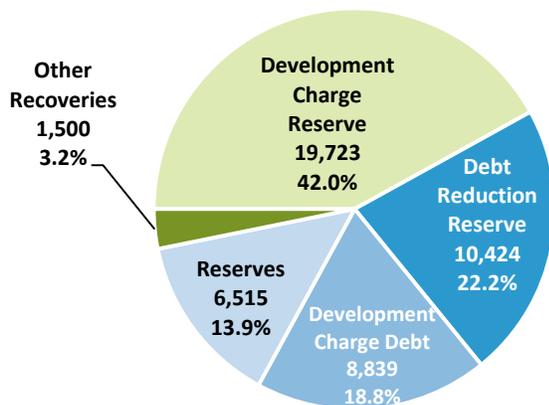
2015 York Regional Police 10-Year Plan & Capital Spending Authority

(in \$000s)

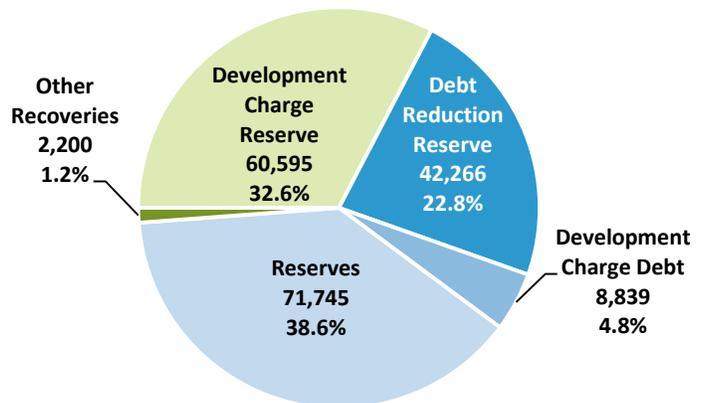


2015 York Regional Police Capital Financing

(in \$000s) **Capital Spending Authority (\$47 Million)**



10-Year Plan (\$186 Million)



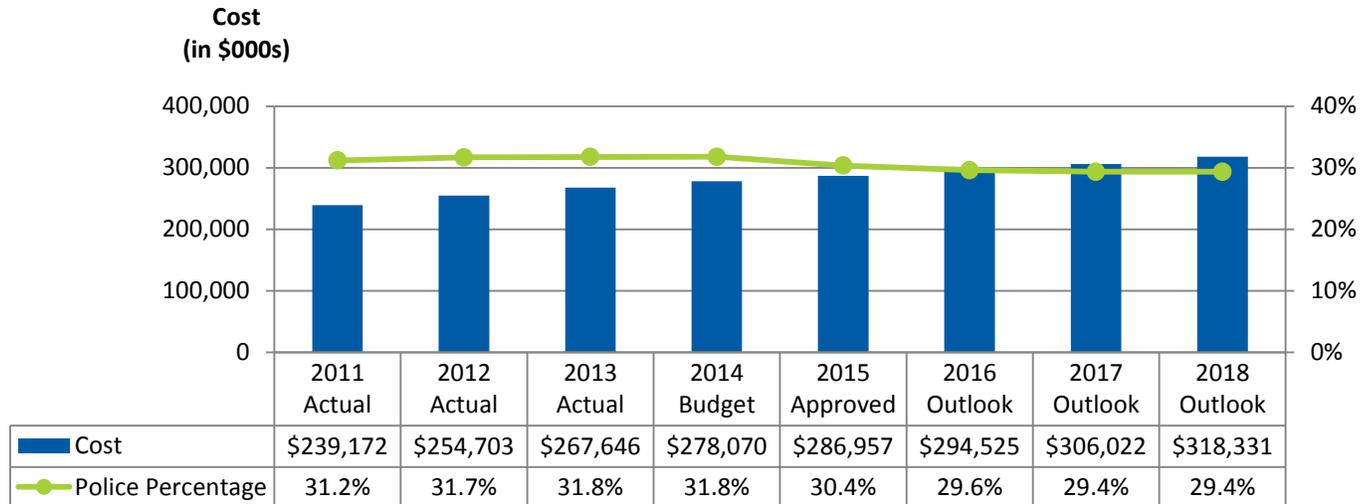
York Regional Police 2015

(in \$000s)	2015	2016	2017	2018	2019	2020	2021 - 2024	Total CSA
2015 Capital Spending Authority	42,061	4,940	-	-	-	-	-	47,001
Financing Sources for 2015 Capital Spending Authority								
Current Tax Levy - Reserves	-	-	-	-	-	-	-	-
Debt Reduction Reserve	8,220	2,204	-	-	-	-	-	10,424
Reserves	6,515	-	-	-	-	-	-	6,515
Debenture*	8,839	-	-	-	-	-	-	8,839
User Rates	-	-	-	-	-	-	-	-
Development Charges	16,987	2,736	-	-	-	-	-	19,723
Grants and Subsidies	-	-	-	-	-	-	-	-
Other Recoveries	1,500	-	-	-	-	-	-	1,500
Total Financing Sources	42,061	4,940	-	-	-	-	-	47,001
*Debt Repayment Sources								
Development Charges	8,839	-	-	-	-	-	-	8,839
Total Debt Repayment Sources	8,839	-	-	-	-	-	-	8,839

Capital reports including the details by project are included in the Appendix starting on page 325.

York Regional Police Metrics

The Police percentage of Regional tax levy is expected to remain moderate



Managing costs in times of growth, York Regional Police’s portion of the regional tax-levy is expected to remain moderate.

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Financial Policies

Accrual-Based Budget

Accrual-Based Budgeting

Reconciling the budget to full accrual

York Region's budget is presented on a modified accrual basis of accounting. It follows the accrual basis of accounting by recognizing revenues as they are earned, even if the money has not been received, and expenditures on goods and services when they are incurred, even if the invoice has not yet been paid. In contrast, under the cash basis of accounting, nothing is recorded as revenue or spending until the actual cash is received or paid.

This agrees with the guidance on recognizing revenue and spending set out by the Public Sector Accounting Board (PSAB), which develops accounting standards for governments in Canada. In other ways, however, York Region and other Ontario municipalities present their budgets in ways that differ from PSAB guidance.

The Region's budget, for example, treats the money received by issuing debt as a funding source like tax revenues, which is also the way it treats transfers from Regionally-owned reserves. Conversely, repaying debt and transferring money into those reserves are treated as spending. Although this is in line with municipal budgeting practice in Canada, PSAB would not define these items as revenues or expenditures.

As well, the Region treats the cost to build or buy tangible capital assets as an expense in the year the activity takes place. This differs from the PSAB's full accrual accounting, where a share of the cost is recorded every year over the time the asset is expected to provide service. This annual cost is called amortization expense. In the view of accountants and others familiar with financial statements, this shows more clearly on the income statement how assets decline in value over time.

York Region also excludes from its budget what are called post-employment benefits expenses, which are employee benefits that have been earned but not yet paid. PSAB would include them since they represent the Region's obligation to pay in the future.

The Ontario government's regulation 284/09, created in 2009, allows municipalities to exclude these items – amortization expense and post-employment benefits expenses – from their budgets. A report on the excluded items must be prepared and adopted by resolution, however, before the budget is adopted. York Region follows this practice.

Like other Ontario municipalities, and as required by the province, York Region reports its results at the end of its fiscal year on the full accrual basis of accounting as defined by PSAB. The table on the next

page reconciles the budget to the PSAB basis of accounting which is used for our audited financial statements. This reconciliation is helpful for readers more familiar with full accrual accounting, and also allows comparison between budgeted and actual results.

There is considerable discussion about the differing approaches in use for budgeting and reporting. The view of the Municipal Financial Officers Association of Ontario is that, at present, “budgets are laid out in a manner to be meaningful to both Councillors and the public” and that, in particular, capital amortization is little understood outside the accounting community. Most critically, the association points out, provincial legislation dictates the main rules for preparing municipal budgets and also requires municipalities to balance their budgets on that basis.

Reconciling the budget with PSAB standards

(in \$000's)	2015 Approved	2016 Outlook	2017 Outlook	2018 Outlook
Budget Funding				
Operating	1,886,626	1,972,191	2,051,761	2,126,679
Capital	825,615	810,017	856,245	720,152
	2,712,241	2,782,208	2,908,006	2,846,831
Less the following items, which are not defined as revenues by PSAB:				
Transfer from reserves	254,957	255,492	361,581	345,821
Issue of new debt	357,759	329,951	261,237	45,501
	612,716	585,443	622,818	391,322
Total Revenue on a PSAB Basis	2,099,525	2,196,766	2,285,188	2,455,509
Budget Spending				
Operating	1,886,626	1,972,191	2,051,761	2,126,679
Capital	825,615	810,017	856,245	720,152
	2,712,241	2,782,208	2,908,006	2,846,831
Less the following items, which are not defined as expenses by PSAB:				
Transfer to reserves	293,386	336,548	380,940	425,590
Payment of debt principal	172,751	155,453	142,065	125,008
Building/acquiring tangible capital assets	779,396	756,035	807,407	675,177
	1,245,533	1,248,036	1,330,412	1,225,775
<i>Add:</i>				
Amortization of tangible capital assets	204,846	227,614	251,030	265,096
Post-employment benefits	6,944	7,267	7,797	8,563
	211,789	234,881	258,826	273,659
Total Spending on a PSAB Basis	1,678,498	1,769,053	1,836,421	1,894,715
Annual Surplus	421,028	427,713	448,767	560,794

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Achieving Financial Sustainability

Achieving Financial Sustainability

Good financial management involves balancing service needs and expectations with the costs of providing them. Getting this balance right over time is important for York Region, because it will allow residents to get the services they need now and in the future in a way that is financially sustainable.

Financial sustainability, however, does not just happen. It requires long-term planning. In essence, for York Region, financial sustainability revolves around its ongoing need to build and maintain a growing stock of assets – roads, bridges, watermains, sewer lines, buses and rapidways – without relying too heavily on debt.

To do this, it must craft an affordable capital plan and set aside savings to pay more of its future costs. Financial sustainability thus brings together three distinct strands of activity:



Together, actions in each area create a strong, interconnected plan for financial sustainability.

In acting on its plan, York Region is taking the steps needed now to manage long-term risks arising from when and how it invests in infrastructure. It is addressing these risks from two perspectives: when assets are initially put in place, and as they need to be cared for and renewed over time.

The challenge of growth

For decades, most of the Region's infrastructure investment has been driven by growth. When building new infrastructure assets, the Region must often undertake a capital project in advance of future needs. While development charges will ultimately cover much of the cost, it must rely on debt in the meantime. The impact of growth-related debt increases if the expected development charge collections arrive more slowly than expected, as has been the case in York Region in the past two years.

Development is linked to population growth. York Region's population continues to increase, but the rate has moderated in recent years. This is characteristic of the Region's history, which has alternated between stronger and more moderate growth periods. The magnitude and duration of these cycles has been unpredictable. As well, even though there is a link between population growth and development,

there is no strong year-to-year correlation, for reasons discussed in the section on economics and demographics starting on page 3. As a result, development charge collections are more volatile and less predictable than population growth.

Recognizing the uncertainties associated with development charge collections and the costs of an increasing debt load, the Region has recently taken actions to reduce the risks and costs associated with building for growth:

- It has adjusted its capital plans in 2014 and 2015, as discussed in the capital budget section starting on page 25, and is working to improve the timing of the capital plan to reduce related financing needs.
- Going forward, it is increasingly planning and staging development to take advantage of infrastructure already in place, also discussed in the capital budget section.
- On the financial side, it is continuing to optimize the way it uses development charge reserves. When development charges are collected before the related infrastructure is built, a prescribed share of the funds must go into a dedicated deferred revenue fund. The Region has a policy of keeping a minimum of one year's principal and interest obligations in this fund. By applying development charge collections over and above this amount directly to projects, Region reduces its need to issue debt.

These measures will help to ensure that future capital projects are highly cost-effective and minimize required borrowings, while continuing to serve a growing population.

Recognizing the challenge of building for growth, one rating agency, Standard & Poor's, has changed York Region's rating from AAA, defined as having "extremely strong" capacity to meet financial commitments, to AA+, "very strong" capacity. The agency specifically cited very large growth-related capital spending requirements in its decision to change the rating. Moody's Investors Service continues to rate the Region Aaa, its highest rating. In confirming its rating, Moody's said "we are confident that medium-term pressures will be addressed successfully through the budgetary process." Both agencies note, as positives, the Region's very strong sustained economic growth, exceptional levels of reserves and strong financial management.

The stewardship challenge

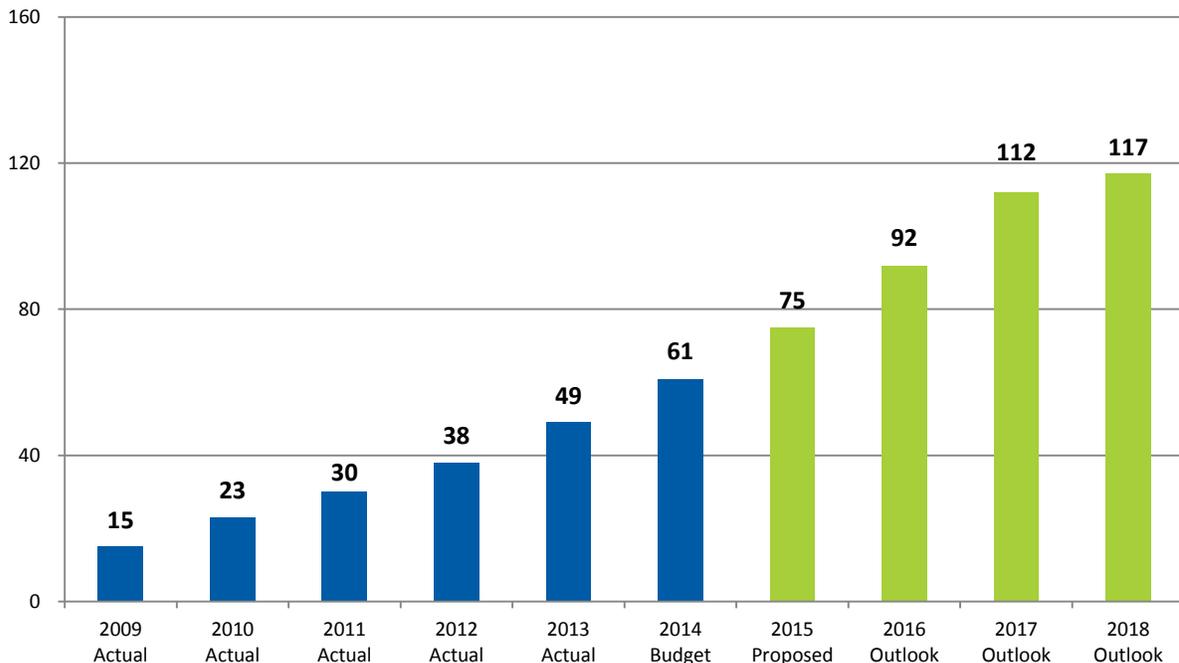
As more assets are built and age, there is a growing need to rehabilitate, upgrade or replace them. The costs of these investments are not covered by development charges, and can represent a major fiscal shock to the municipal budget – through the tax levy, additional debt funding, or both – if not carefully planned for.

There are two ways in which York Region is meeting the stewardship challenge:

- It is emphasizing the need for asset management planning as the basis of good capital planning. Asset management planning ensures that assets are operated and maintained properly to avoid premature failures and that plans are in place for replacement, rehabilitation and/or upgrades when needed. The section on asset management beginning on page 10 discusses the Region’s progress to date on planning. As well, the descriptions of individual departments with major asset portfolios provide information specific to them.
- In funding projects for existing assets, for example undertaking a replacement, it is planning to rely on reserves it has built up for that purpose instead of issuing more debt. It has taken action to create larger reserves. In 2013, Council approved increases to the annual contribution to reserves set up to fund capital asset replacements. The annual increase in the contribution to these reserves had been 1% of the prior year’s tax levy. The annual increase is now increasing by a further 0.2 of a percentage point a year, until it reaches 2% of the prior year’s tax levy in 2017. The graphs below show the projected impacts on asset replacement reserves.

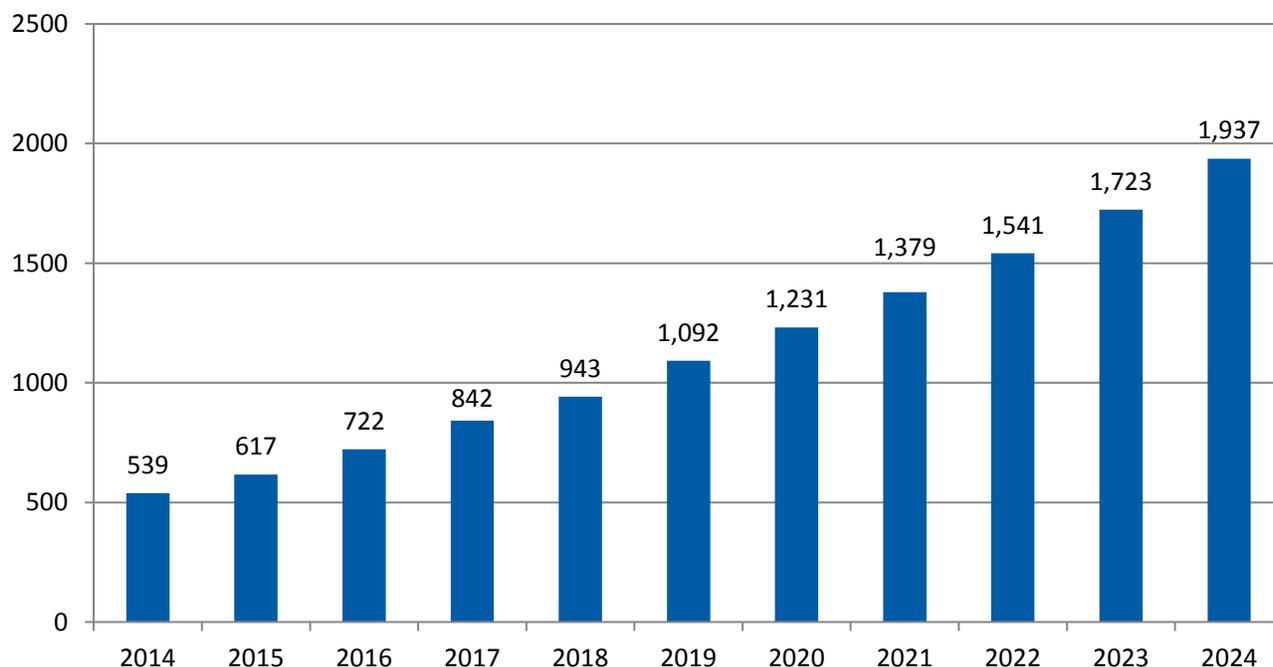
Contributions to the asset replacement reserves

(in \$ Millions)



Growth in asset replacement reserves

(in \$ Millions)



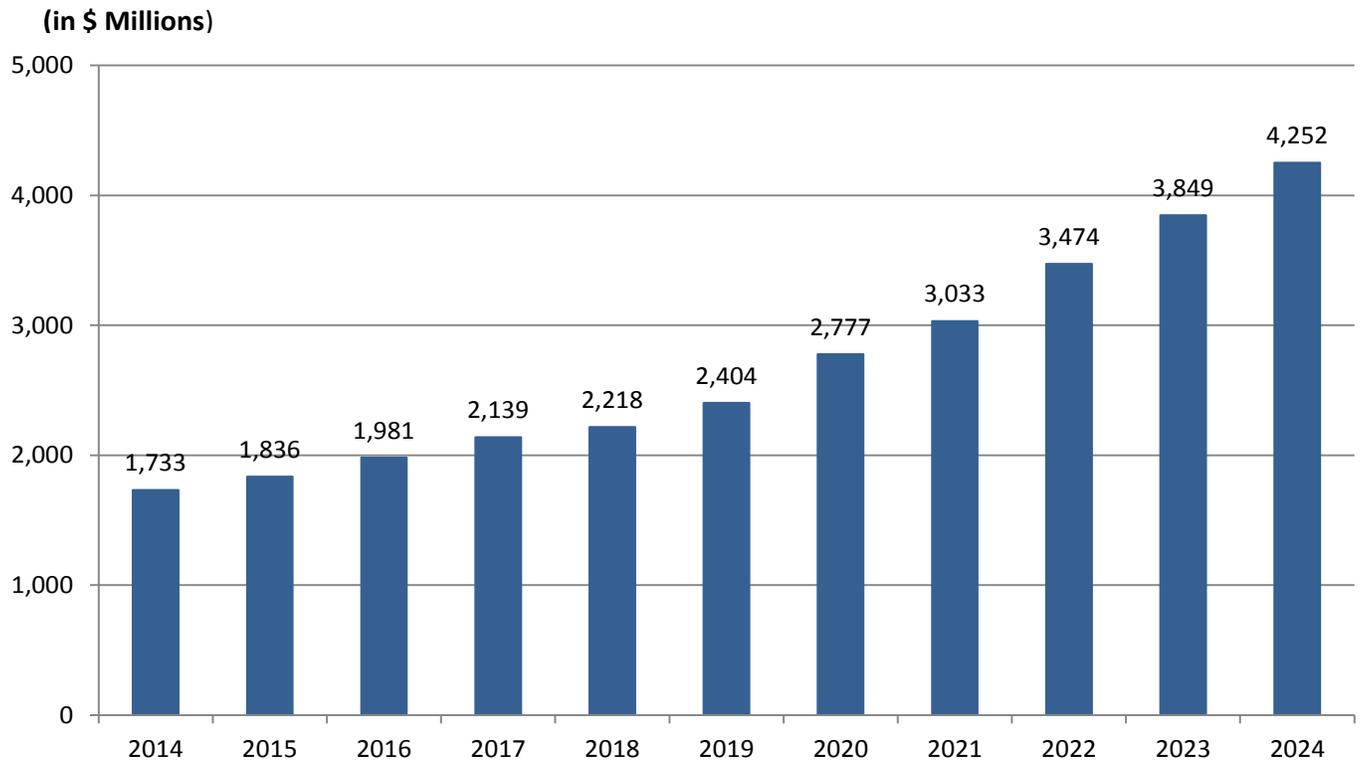
These actions are helping to ensure that the Region has plans in place so it knows when and how much it needs to invest in its capital assets, and well-funded reserves to cover those costs.

Reduced reliance on debt

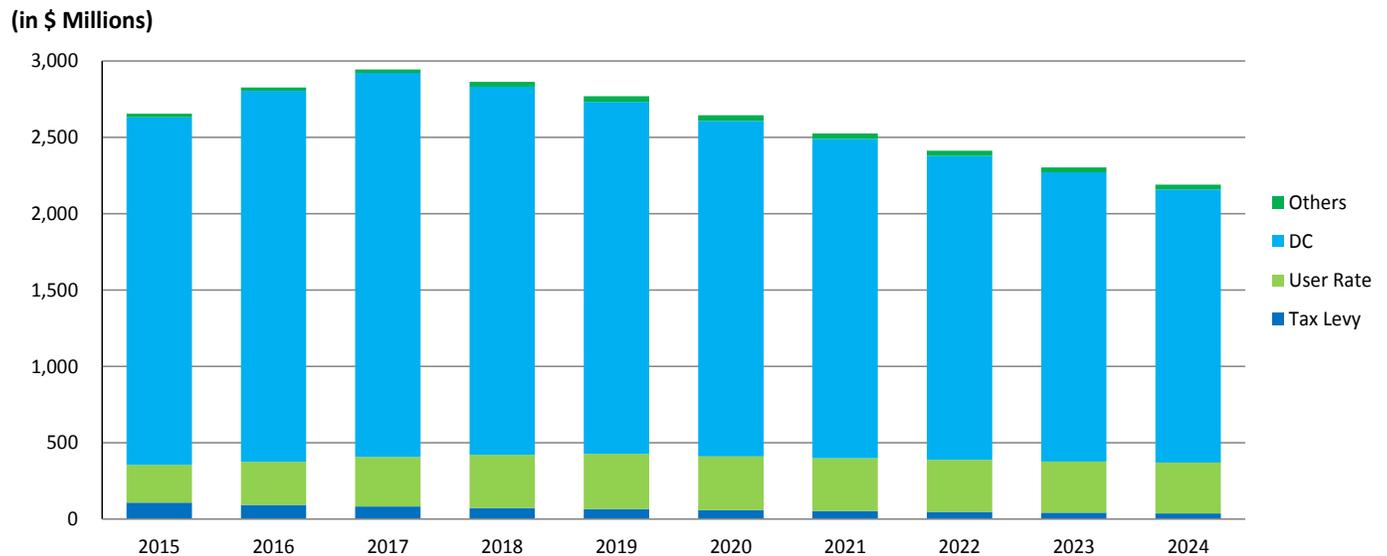
In addition to taking the actions outlined to reduce the need to issue debt for either growth or stewardship reasons, the Region also created a new reserve earmarked for reducing debt as part of a new Regional fiscal strategy in 2013. In this budget it has fine-tuned the strategy to further reduce debt.

This is a reminder of the role of reserves generally in allowing the Region to set aside funds to pay major future costs or to create a better balance between its savings and its borrowings. Reserves form an important component of the Region's financial strategy as they provide flexibility. As well, because reserves are liquid – that is, they are made up of cash and assets turned into cash relatively easily – they promote investor confidence. As part of its strong financial management, York Region will continue to maintain and build reserves, with a special emphasis on building reserves for asset replacement and debt reduction.

Growing total reserves

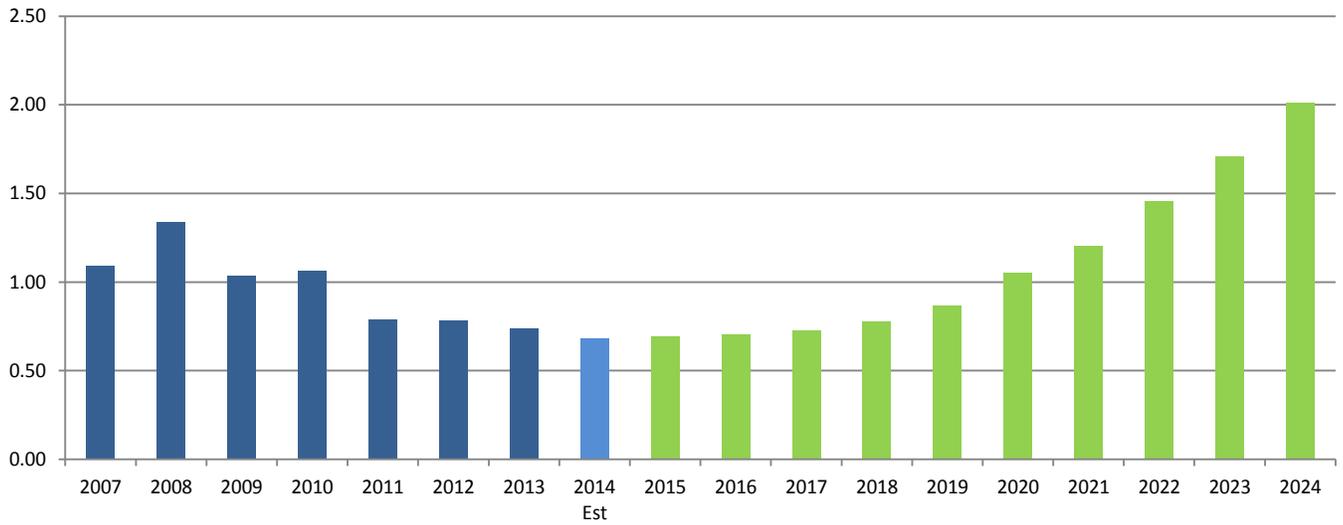


Outstanding debt



The Region will continue to use debt strategically to meet its infrastructure needs. As a result of all of its actions, however, the Region has been able to reduce expected peak debt in its 10-year outlook. This has strengthened its financial position considerably. As a result of the fiscal strategy, the need to issue any new tax supported debt has been completely eliminated.

Reserve-to-Debt ratio



With peak debt lowered, and a strong commitment to building reserves, York Region will see a strong improvement in its ratio of reserves to debt.

This discussion underscores that in recognizing the risks to financial sustainability now, while it is still benefiting from growth, the Region is well positioned to manage them.

Reserves and Reserve Funds

Reserves and Reserve Funds

Summary of funds

Fund accounting, as used by municipalities, is intended to demonstrate that funds have been used for the purpose for which they were obtained. In municipal financial operations, money raised or supplied for a particular purpose cannot be diverted to another use. For purposes of control in municipal budgeting and accounting, York Region uses three funds:

Current Fund is used to finance York Region municipal operations including those related to Water and Wastewater services. The operating budget of the Region is for expenditures and revenues within this fund.

The primary sources of revenue for the Current Fund are: Property Taxes, Federal and Provincial Funding, User Rates, Contributions from Reserves (to service debt issued for infrastructure), and Miscellaneous / Other Revenues.

Capital Fund is used for capital expenditures that are incurred as part of the Region's multi-year capital program. Debentures, Development Charge Reserve Contributions, Contributions from other Reserves, Federal and Provincial Funding are the primary funding sources of this fund.

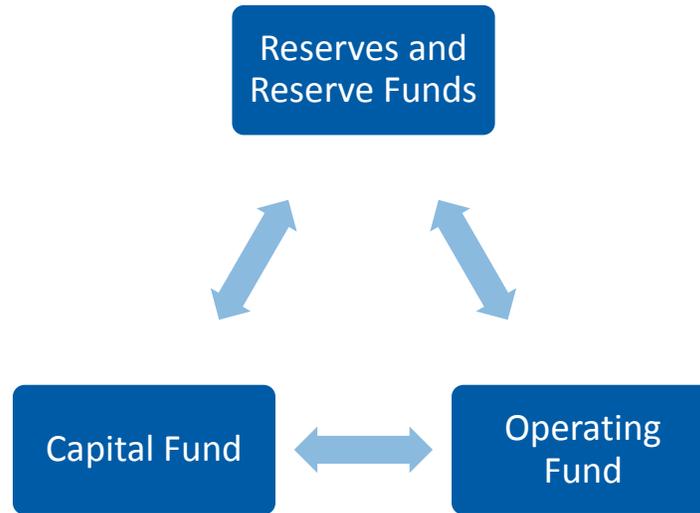
Reserve Funds are set up as a result of provincial legislation or as directed by Council for future operating or capital purposes. They are funded from Development Charges, Supplementary Tax Revenue, and Year-End Operating Surpluses and other allocations as directed by Regional Council. A detailed discussion of York Region Reserves and Reserve Funds is included in this document.

The Region is obligated to balance its budget. Under the *Municipal Act*, the operating and capital budgets of York Region are balanced each year. A balanced budget is one in which the expenditures incurred during a given period are matched by revenues.

The Regional Fiscal Strategy was initially adopted in the 2014 Budget and it has been further enhanced in the 2015 Budget to provide a strategic approach to the use of the reserves that will reduce the amount of debt financing needed in future years.

The 2015 Budget provides the programs and services financed by the Operating and Capital Funds. The budget is composed of the revenues and expenses for the Operating and Capital Funds for the Region. Transfers are made to and from reserves and reserve funds, and the transactions are summarized in the following section.

Fund Relationships



The 2015 Operating and Capital Budgets by fund use and source

Usage of Funds (in \$000s)	Operating	Capital
Environmental Services	519,788	363,065
Community and Health Services	442,686	46,711
Transportation Services	311,090	167,348
York Regional Police	315,724	42,061
Corporate Management	98,472	51,291
Capital from Asset Replacement	126,172	
York Region Rapid Transit Corp	21,806	155,139
Other	50,888	
Total	1,886,626	825,615
Sources of Funds (in \$000s)	Operating	Capital
General Tax Levy	(937,604)	(41,526)
User Rates	(322,398)	
Fees and Charges	(46,527)	
Reserves	(37,574)	(175,857)
Development charges	(241,566)	(55,177)
Federal and Provincial Funding		(135,511)
Debenture Proceeds		(357,759)
Grants and Subsidies	(276,458)	
Other Revenue/Recoveries	(24,500)	(59,785)
Total	(1,886,626)	(825,615)

Note: "Other" includes Court Services, and Boards and Authorities

Reserves and reserve funds

York Region has several reserve fund categories that provide a source of funding for various programs. These reserve funds are to be used in accordance with established York Region policy. York Region reserves can be broken out into the following five major categories.

Capital asset rehabilitation and replacement

A key part of the Region's fiscal strategy going forward is to ensure that adequate reserves are in place for capital assets as they need to be replaced. Capital Asset Rehabilitation and Replacement Reserves are in place for roads, regionally owned facilities, regionally owned affordable housing, and equipment/vehicles. Starting in 2007, Council set aside an amount for capital asset replacement which has increased by about 1% of prior year's tax levy. In 2013, a new policy was approved to increase contributions to these reserves by a further 0.2% each year until the incremental reaches 2% of prior year's tax levy. In 2014, over \$61 million was allocated to these reserves. In 2015, Council has proposed contributing \$75 million to the reserves.

At the end of 2014, these reserves had a balance of about \$539 million. These reserves are expected to grow substantially to a balance of about \$1.9 billion over the next ten years.

Capital acquisition

These reserves are used for growth and non-growth portions of capital expenditures associated with construction of infrastructure and acquisition of equipment. Key capital acquisition reserves are:

Development Charges are funds collected based on residential and non-residential developments. These monies are used to fund the growth portion of infrastructure costs related to roads, water, wastewater, health, police, long-term care, emergency medical services, transit, capital growth studies, and public works. At the end of 2014, these reserves had a balance of about \$241 million. In 2011, Council adopted a policy which requires an amount equal to at least one year worth of principal and interest on development charge related debt be kept in the reserves. This will allow the Region a greater degree of liquidity during potential periods of economic downturn.

The purpose of the **Water and Waste Water Stabilization Reserves** is to provide year to year stabilization in water and sewage rates, to fund any portion of new water and sewage assets that are not related to growth, and to provide adequate funding to replace water and wastewater assets that have reached functional obsolescence. At the end of 2014, these funds had a balance of about \$65 million. The Region will continue to monitor the balances of these reserves, and if necessary, will revise water and wastewater user rates.

The **Social Housing Reserve**, which is used to develop affordable housing projects in the Region, had a balance of \$96 million at the end of 2014. This reserve is expected to decline to approximately \$50 million over the next 10 years, based on planned affordable housing developments.

The **General Capital Reserve** is typically used to fund unplanned non-recurring items of a capital nature. At the end of 2014 the balance was \$55 million. The reserve is expected to maintain a target level of \$50-60 million, which reflects past usage and transfers the remaining balance to the Debt Reduction Reserve.

The **Land Banking Reserve** was newly established in 2014 for the purchase of land required for future needs that have been identified as part of the long-term capital plan. The reserve will be used to purchase land for future planned capital projects when it becomes available at opportune times. At the end of 2014, the balance was \$10 million.

Operating and Human Resources

The **Working Capital Reserve** (\$42 million) is used to help offset borrowing costs which arise during the year due to timing differences between receiving tax revenue and when operational expenditures are made.

The **Debt Reduction Reserve** was newly established to reduce or eliminate the need to issue previously approved tax-levy funded debenture. At the end of 2014, the balance was \$194 million.

The **Tax Stabilization Reserve** (\$49 million) is available to fund temporary tax revenue shortfalls and unforeseeable one-time expenditures.

The **Insurance Reserve** (\$20 million) is used to fund cost incurred for insurance coverage and payment of claims. This reserve balance is determined through a rigorous annual examination of all claim files held by the Region.

The **Fiscal Stabilization Reserve** (\$38 million) was established in 2012 to manage the transition to a post GTA-pooling environment. The reserve was funded through budget contributions. It will then be drawn down in the future period, as determined by Council.

Human Resources Reserves (\$66 million) are available to cover off costs related to WSIB and long term disability claims as well as sick leave benefits. These reserve balances are determined through actuarial examinations.

Operating and Human Resource reserves tend to stay fairly constant over time. The Region's policy is to allocate any surpluses such that its insurance and human resource management obligations are funded first.

Social Services

The **Social Assistance Reserve** was established to provide support for in-year fiscal pressures associated with a possible downturn in economic conditions that could lead to sudden increases in the social assistance caseload. This reserve will decline in balance over the next several years in conjunction with the Province uploading responsibility for Social Assistance. This reserve had a balance of \$22 million in 2014.

Police Services

Includes reserves for items related to the Traffic Safety Strategy Initiative, GTA Crime Abatement and Seized Money. The reserve had a balance of \$0.3 million in 2014.

Types of reserves and their purpose

Reserve Name	Purpose	Source of Funding	Year Established
Capital Reserves			
Development Charges	Growth infrastructure	Development charge collections	1991
Wastewater	Wastewater system repairs/rehabilitation	Water rate surcharge	1991
Water	Water system repairs/rehabilitation	Water rate surcharge	1991
Solid Waste Management	Waste Management	Allocation in annual budget	1993
General Capital	Non-recurring capital	Operating surplus allocation	1995
Social Housing Development	Social Housing development/repairs	Allocation in annual budget	1998
Transit	York/GO Transit	To be determined	1999
Roads Capital	Funding on-going capital	Carry over of capital funds	1998
Land Securement	York Greening	Allocation in annual budget	2001
Vehicle Replacement	Fleet capital	Allocation in annual budget	1997
Equipment Replacement	IT capital	Allocation in annual budget	1993
Region Owned Housing	Building replacement	Allocation in annual Budget	2009
Facilities Rehabilitation	Building repairs/rehabilitation	Allocation in annual budget	2009
Roads Rehabilitation/Replacement	Roads rehabilitation	Allocation in annual budget	2000
Non-Profit Housing	Building repairs	Allocation in annual budget	1996
Innovation	Capitals result in efficiency and savings	Allocation in annual budget	2002
Provincial Gas Tax	Transit growth and expansion	Provincial funds	2004
Federal Gas Tax	Capital projects in public transit, water, wastewater, and solid waste	Federal funds	2005
Computer Software Acquisition	Purchase computer software	Allocation in annual budget	2005
IT Development Reserve	Development of IT systems	Allocation in annual budget	2010
Hospital Financing	Hospital capital expenditures	Allocation in annual budget	2010
Land Banking	Purchase land for future needs	Allocation in annual budget	2014
Move Ontario	Move Ontario 2020 Projects	Provincial funds	2008
Transit Vehicle Replacement	Transit vehicle refurbishment/replacement	Allocation in annual budget	2014
Corporate Reserves			
Working Capital	Day to day operation	Annual budget and surplus allocation	1991
Insurance	Insurance deductions/claims	Allocation in annual budget	1994
Insurance Claims System	Enhance insurance system	Licensing Fees	2003
Tax Stabilization	Tax stabilization	Allocation in annual budget	2002
Fuel Cost Stabilization	Fuel cost stabilization	Budget allocation and fuel savings	2010
Debt Reduction	Reduce future tax-levy debenture	Allocation in annual budget	2014
Fiscal Stabilization	Smooth tax levy during GTA pooling transition	Redirected GTA Pooling Expense	2012
Social Service Reserves			
Social Assistance (SA)	Unanticipated Social Assistance costs	Allocation in annual budget	1998
Human Resource Reserves			
Group benefits	Benefit claims	Allocation in annual budget	1991
Sick Leave – Region	Vested sick leave benefits	Payroll surcharge	1982
Sick Leave – Police	Vested sick leave benefits	Allocation in annual budget	1999
WSIB	Workers compensation claims	Allocation in annual budget	1996
Vacation Pay	Vacation liability	One time transfer and budget allocation	1991
Police OMERS	Police Pension surplus	OMERS surplus	1995
Long Term Disability	LTD liability	Allocation in annual budget	2002

Projection of reserves for the year end of 2015 based on 2014 year end estimates and 2015 budget

(in \$000s)	Actual Balance* 12/31/2014	Receipts	Draws	Interest	Budgeted Balance 12/31/2015
Development Charges	241,000	329,055	(306,690)	9,097	272,462
Capital Replacement					
Equipment Replacement	39,810	14,054	(15,914)	1,205	39,155
Vehicle Replacement	25,960	8,373	(7,352)	821	27,802
Facilities Rehabilitation and Replacement	74,440	16,062	(16,954)	2,294	75,842
Region Owned Housing (Replacement)	51,690	9,422	0	1,748	62,860
Roads Infrastructure	327,950	37,750	0	10,752	376,452
Transit Vehicle Replacement Reserve	19,071	19,179	(9,990)	734	28,994
Sub-total	538,921	104,840	(50,210)	17,554	611,105
Capital					
Capital (Water)	53,422	28,825	(19,941)	1,881	64,187
Capital (Wastewater)	11,976	50,408	(19,687)	888	43,585
Solid Waste	58,910	6,640	(7,413)	1,814	59,951
General Capital	55,150	108	(15,937)	1,464	40,785
Social Housing Development	96,390	0	(13,786)	2,774	85,378
Transit	16,650	9,100	(9,100)	516	17,166
Roads	50,930	32,306	(35,658)	1,527	49,105
Innovation	4,500	0	0	140	4,640
Non-Profit Housing Repairs	23,700	7,300	(5,130)	768	26,638
Alternative Community	237	0	0	7	244
Land Securement	2,190	1,770	(1,166)	77	2,871
Federal Gas Tax	67,021	37,438	(35,116)	2,231	71,574
Provincial Gas Tax	60	14,994	(14,400)	11	665
Move Ontario	21,040	0	(1,500)	629	20,169
Hospital Financing	32,030	13,910	(38,985)	0	6,955
IT Development	13,160	3,000	(3,661)	398	12,897
Land Banking Reserve	10,360	0	0	321	10,681
Debt Reduction Reserve	193,822	42,221	(62,383)	5,696	179,356
Sub-total	711,548	248,020	(283,863)	21,142	696,847
Corporate Reserves					
Insurance	20,170	6,693	(6,193)	633	21,303
Insurance Claims Certificate System	11	0	0	0	11
Fiscal Stabilization	38,010	6,021	0	1,272	45,303
Tax Stabilization	48,950	0	(616)	1,508	49,842
Working Capital	42,490	0	(500)	0	41,990
Fuel Cost Stabilization	3,380	3,750	(3,380)	111	3,861
Sub-total	153,011	16,464	(10,689)	3,524	162,310

*Actual balance is estimated and subject to change as part of year-end adjustments.

Projection of reserves for the year end of 2015 based on 2014 year end estimates and 2015 budget (continued)

(in \$000s)	Actual Balance* 12/31/2014	Receipts	Draws	Interest	Budgeted Balance 12/31/2015
Social Assistance					
Social Assistance	22,240	0	(4,763)	616	18,093
Sub-total	22,240	0	(4,763)	616	18,093
Human Resources Reserves					
Long-Term Disability (LTD)	33,878	4,633	0	1,122	39,633
Sun Life Benefits	3,037	0	(20)	94	3,111
Vacation Pay	882	0	0	27	909
Police OMERS Type 3	98	0	0	3	101
Sick Leave	4,800	1,500	(1,500)	149	4,949
Police Sick Leave	6,251	1,500	0	217	7,968
Worker's Compensation	17,182	581	(184)	539	18,118
Sub-total	66,128	8,214	(1,704)	2,151	74,789
Police					
Seized Moneys	278	60	(75)	8	271
Sub-total	278	60	(75)	8	271
Total Reserves and Reserve Funds	1,733,126	706,653	(657,994)	54,092	1,835,877

Continuity schedule of reserves and reserve funds (Projection to December 31, 2015)

(in \$000s)	Capital	Corporate	Social Services	Human Resources	Total
Balance January 1, 2014	1,409,480	124,722	19,840	73,907	1,627,949
Balance January 1, 2015	1,491,747	153,011	22,240	66,128	1,733,126
2015 estimated contribution	681,975	16,464	0	8,214	706,653
2015 estimated interest	47,801	3,524	616	2,151	54,092
2015 estimated expenditures					
Current		(10,689)	(4,763)	(1,704)	(17,156)
Capital	(640,838)				(640,838)
Estimated Balance December 31, 2015	1,580,685	162,310	18,093	74,789	1,835,877

*Actual balance is estimated and subject to change as part of year-end adjustments.

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Debt Management Plan

Debt Management Plan

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an Annual Repayment Limit (ARL) regulation under the *Municipal Act*. The Annual Repayment Limit restricts the aggregate annual cost of servicing the anticipated long-term debt and financial obligations to 25% of a municipality's own source revenue plus, in the case of York Region alone, a growth cost supplement equal to 80% of the average of the Region's last three fiscal years of development charge (DC) collections. The combination of the Annual Repayment Limit and the growth cost supplement is called the Growth-Related Annual Repayment Limit, but will be referred to as the Annual Repayment Limit in this plan.

To qualify for the growth-related cost supplement, the Region is required to meet two conditions:

- Maintain at least an AA low (or equivalent) credit rating; and
- As part of the preparation of its budget for the fiscal year, Council adopts or affirms a plan for the management of its long-term debt and financial obligations.

As of December 2014, the Region had met the first condition by maintaining an Aaa credit rating with Moody's Investor Service and receiving a AA+¹ credit rating from Standard and Poor's Rating Services.

To meet the second condition, the Province requires Regional Council to consider the following items as part of its long-term debt management plan:

- The Region's needs for its long-term debt and financial obligations over a multi-year period
- Projections of the Annual Repayment Limit for each year of the multi-year period compared to its existing and proposed long-term debt-related payments
- Risk and mitigation strategies associated with the Region's long-term debt strategy
- Long-term debt and financial obligations policy
- Prudent and cost-effective management of existing and projected long-term debt and other financial obligations
- Estimated temporary borrowing needs for 2015 and
- Evaluation and comparison of 2014 projections and outcomes.

¹On July 31, 2014, Standard and Poor's Rating Services downgraded the Region's credit rating to AA+ from AAA, a rating that the Region had held for the past 13 years in a row.

The Region's needs for its long-term debt and financial obligations over a multi-year period

Regional Fiscal Strategy adopted in 2014 used in preparing 2015 Budget

In preparing the 2015 Budget, staff continue to follow the fiscal strategy that was formally adopted by Council in 2014 in order to better manage the Region's financial resources. A major tenet of this strategy was to use a more balanced approach to funding long-term capital expenditures. To accomplish this, detailed reviews of both forecasted expenditures and new funding sources must be undertaken each year by departmental staff from across the Region. As part of this review, the development charge collection forecast for 2014 was reduced to reflect the recent observed slowing trend in population growth. It was also determined that certain capital expenditures could be deferred into later periods without adversely affecting the Region's ability to continue to grow. As a result, the 2015 10-year capital plan is approximately \$0.8 billion less than the 2014 forecast. In addition, the use of the tax-levy Debt Reduction Reserve will continue to avoid the need for issuing new debt where cash funds in reserves can be used instead. As a result of all of these fiscal measures, anticipated debt needs have been significantly reduced from the 2014 forecast.

The Region's reliance on debt to finance its capital plan has decreased significantly

The 2015 Capital Plan shows a capital expenditure projection totaling approximately \$5.8 billion over the 2015-2024 forecast period. Of this, approximately \$1.1 billion will be funded from debenture proceeds, for a debt funding ratio of 19%. This compares to a debt funding ratio of 43% anticipated for the same period in the 2014 capital plan. Approximately \$0.8 billion of the \$1.1 billion in projected debenture requirements is included within the Capital Spending Authority (CSA) for 2015, as illustrated in the chart on page 187.

Capital Spending Authority provides Council's authorization for departments to proceed with capital projects, including multi-year projects. The Region must have enough debt room when Capital Spending Authority is approved to remain within its provincially-mandated Annual Repayment Limit.

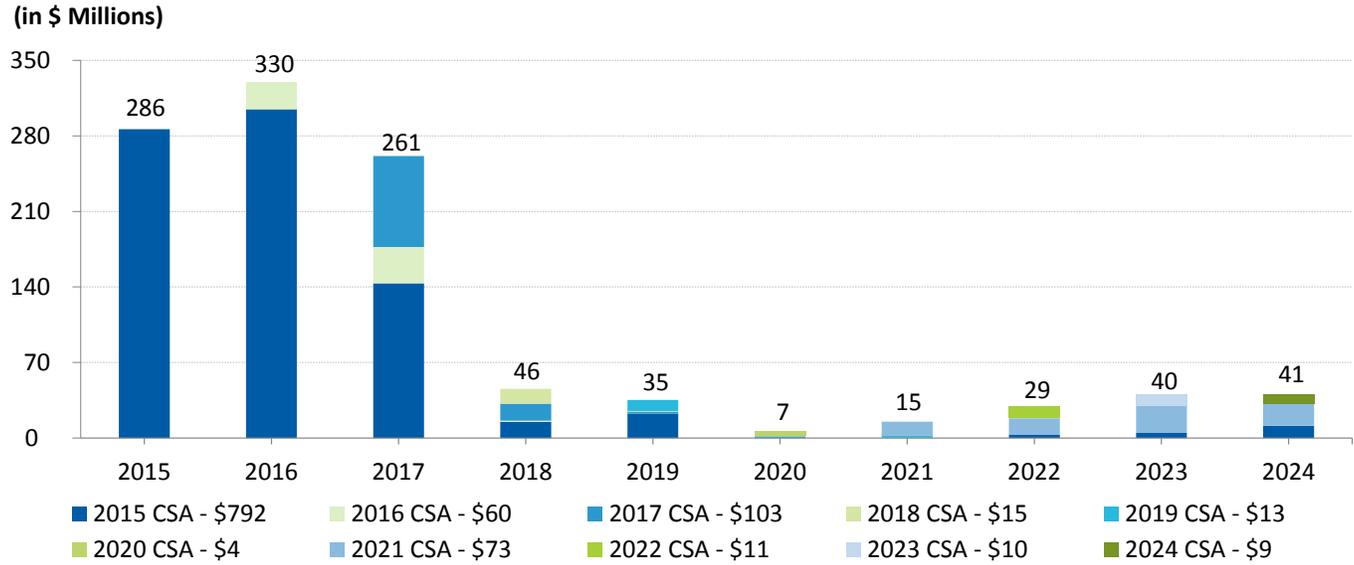
The Region's capital plan also contains projects with an estimated debt of about \$0.3 billion that are planned, but do not yet have Capital Spending Authority. For the purposes of this Debt Management Plan, departments have estimated the Region's future debt requirements for each year of the plan on a Capital Spending Authority basis. This will be described in further detail below.

Projections of the Annual Repayment Limit for each year of the multi-year period compared to existing and proposed long-term debt-related payments

How much debt room will we have?

The Annual Repayment Limit is calculated by determining and projecting 25% of the Region's own source revenues, and adding 80% of the three-year rolling average of historic development charge collections (derived from the development charge collection forecast). The Region's existing and proposed annual financial obligations must be within this limit. These calculations are shown in the appendix on page 333.

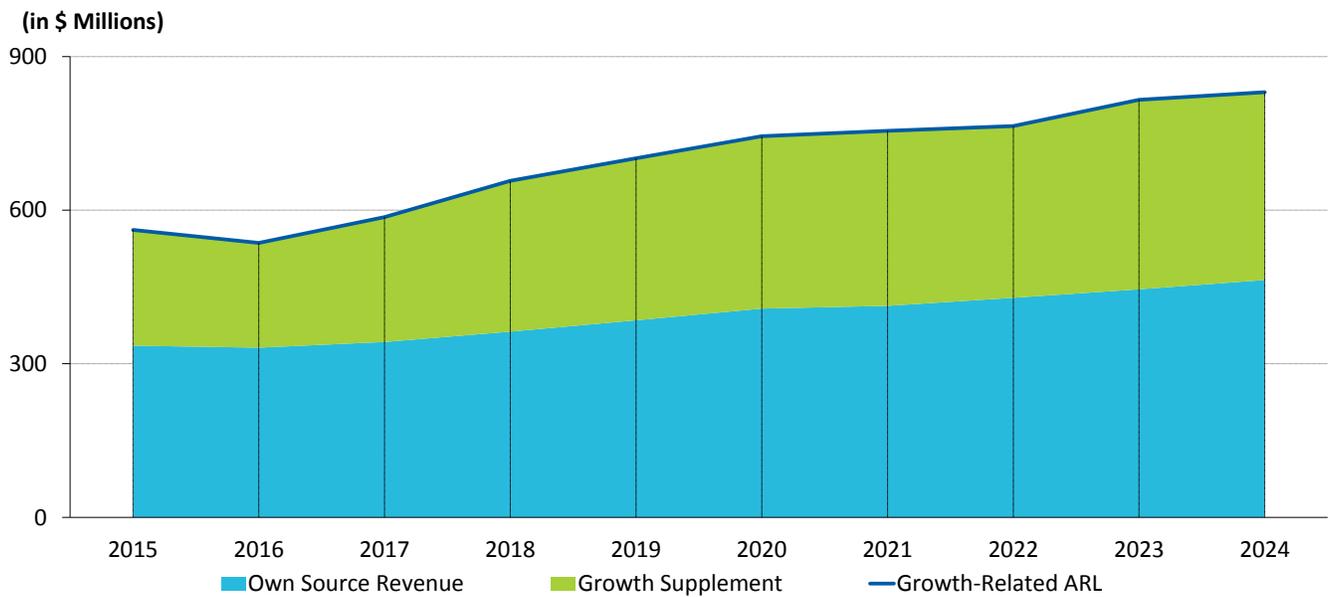
Multi-year forecast of \$1.1 billion new debt to be issued



Source: York Region Finance Department

Based on these calculations, the Region’s Annual Repayment Limit will increase from \$562 million in 2015 to \$830 million by 2024, as illustrated in the chart below.

Annual Repayment Limit forecast



Source: York Region Finance Department

What are our estimated debt and financial obligation payments?

The existing debt payment and financial obligations include the following components:

- Principal Obligations
- Interest Obligations
- Social Housing Mortgages
- Long-term Leases
- Hospital Funding

These existing annual debt payment and financial obligations will total approximately \$299 million in 2015, but are estimated to decline to \$221 million by 2024. The largest component of these obligations will be the principal and interest on existing debt, which is expected to decrease from \$270 million in 2015 to \$190 million by 2024 as existing debt is repaid. Hospital financing is forecast to increase at a rate of 2% per year, rising from \$13.4 million in 2015 to \$15.9 million by 2024.

As noted earlier, the Capital Spending Authority budgeting concept employed by the Region requires that there be enough debt room under the Annual Repayment Limit at the time of project authorization. For example, in order to assign Capital Spending Authority to projects as part of the 2015 budget process, the Region must have sufficient room under its 2015 Annual Repayment Limit to recognize the full financial cost of the projects “as if” they were going to be incurred entirely in 2015, even if the actual costs are spread out over multiple years. This is the case for each year of the capital plan.

The Capital Spending Authority in the 2015 Budget is \$2.3 billion, of which \$0.8 billion will be debt financed. Assuming an annual interest rate of 5.00% in 2015 and a term of 20 years, the annual obligation arising from this debt for 2015 will be approximately \$65 million².

Will the Region be within its Annual Repayment Limit?

For 2015, the Region will be within its Annual Repayment Limit, as shown in table below.

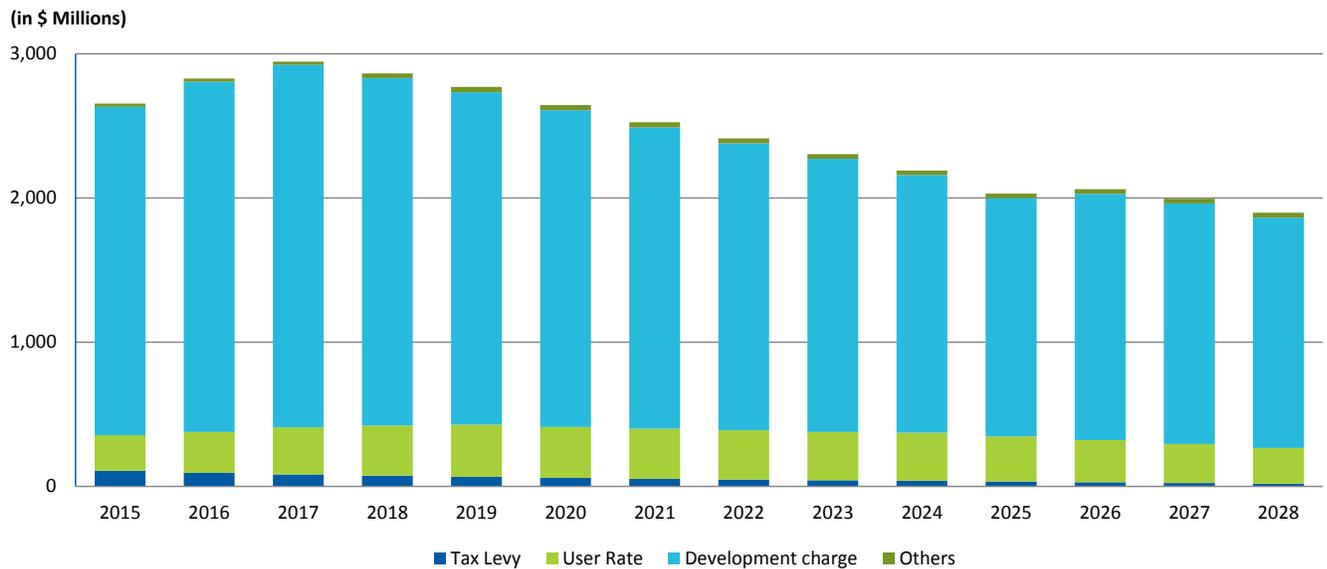
Component Description	Forecast 2015
25% of Own Source Revenues	335
Plus: Growth Cost Supplement*	226
Total Annual Repayment Limit	561
Less: Existing Debt Payment and Financial Obligations	299
Less: Anticipated New Debt Payment	65
Remaining Annual Repayment Limit	197

*Growth Cost Supplement in 2015 is calculated at 80% of the 3-year rolling average of Development Charge collections (2012-2014 inclusive)

²This is the weighted average interest rate based on a review of current and historic rates as well as planned Capital Spending Authority cash flow timing. The 20-year term is based on the anticipated average term of future debt issues. Debt repayment is calculated on a “full commitment basis”, which allocates a full year’s payment to the year of issuance rather than the partial (i.e., interest only) payment that usually occurs as a result of issuance timing.

To replicate this calculation over a multi-year period, future Capital Spending Authority has been estimated based on the anticipated timing of future project commitments. While debt authorities will not be carried forward from one year to the next, it is assumed that the amount of debt authorized in 2015 will form the “base” for the debt request to be authorized in subsequent years. Assuming that the debt needs remain as shown in the 10-year capital budget and all future Capital Spending Authority debt occurs as planned, the Region’s outstanding debt will increase from \$2.7 billion in 2015 to a high of just over \$2.9 billion in 2017 and then start to decrease in 2018, as illustrated in the chart below.

Outstanding debt projection



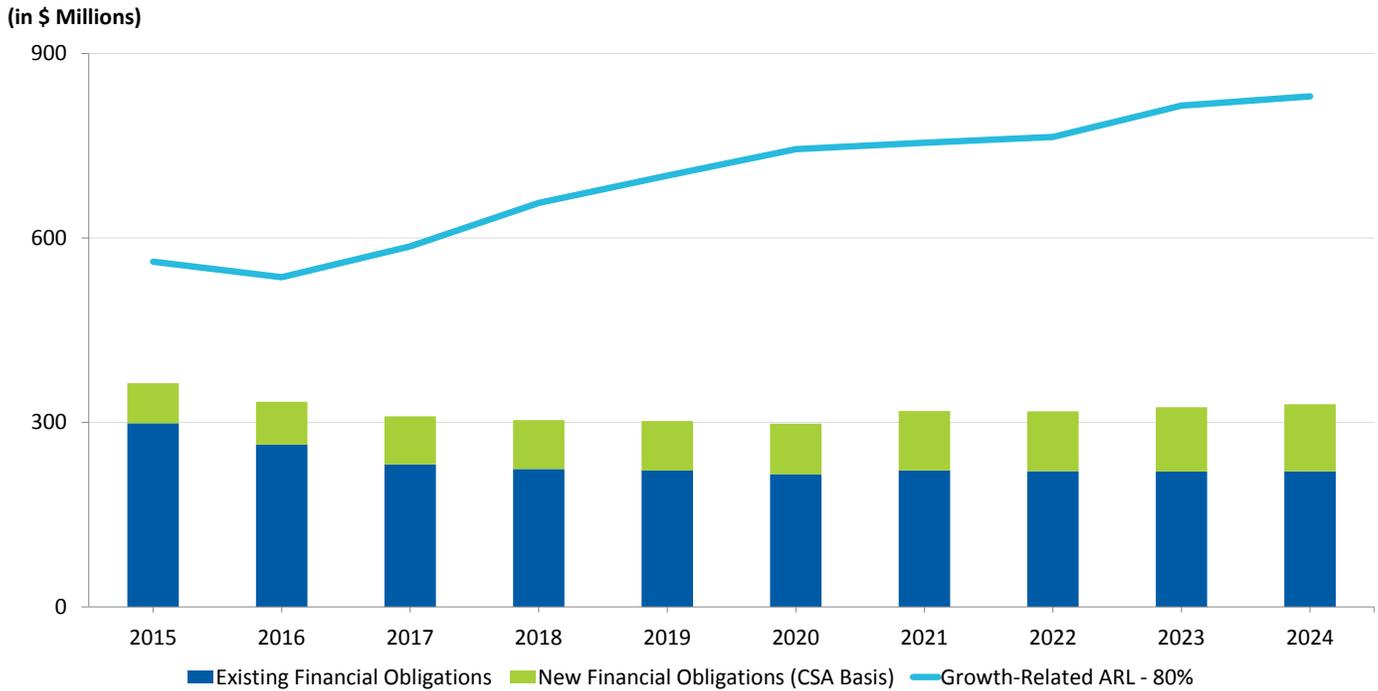
Source: York Region Finance Department

The annual debt payments related to each year’s increment have been calculated on the same basis as the 2015 Capital Spending Authority, except that the assumed interest rate will increase to 6.50% by 2024. As a result, the financial obligations associated with new debt-related Capital Spending Authority will increase to \$109 million by 2024³. As a result, the financial obligations associated with new debt-related CSA will increase to \$109 million by 2024.

The chart on page 190 shows that the Region’s financial obligations will be well within its Annual Repayment Limit for all years.

³The base rate assumptions increase from 5.00% to 6.50% by 2024 and are held constant thereafter. The term will remain 20 years and the payment will continue to be calculated on a “full commitment” basis for the entire forecast.

Annual Repayment Limit vs Annual Capital Spending Authority and Financial Obligations



Source: York Region Finance Department

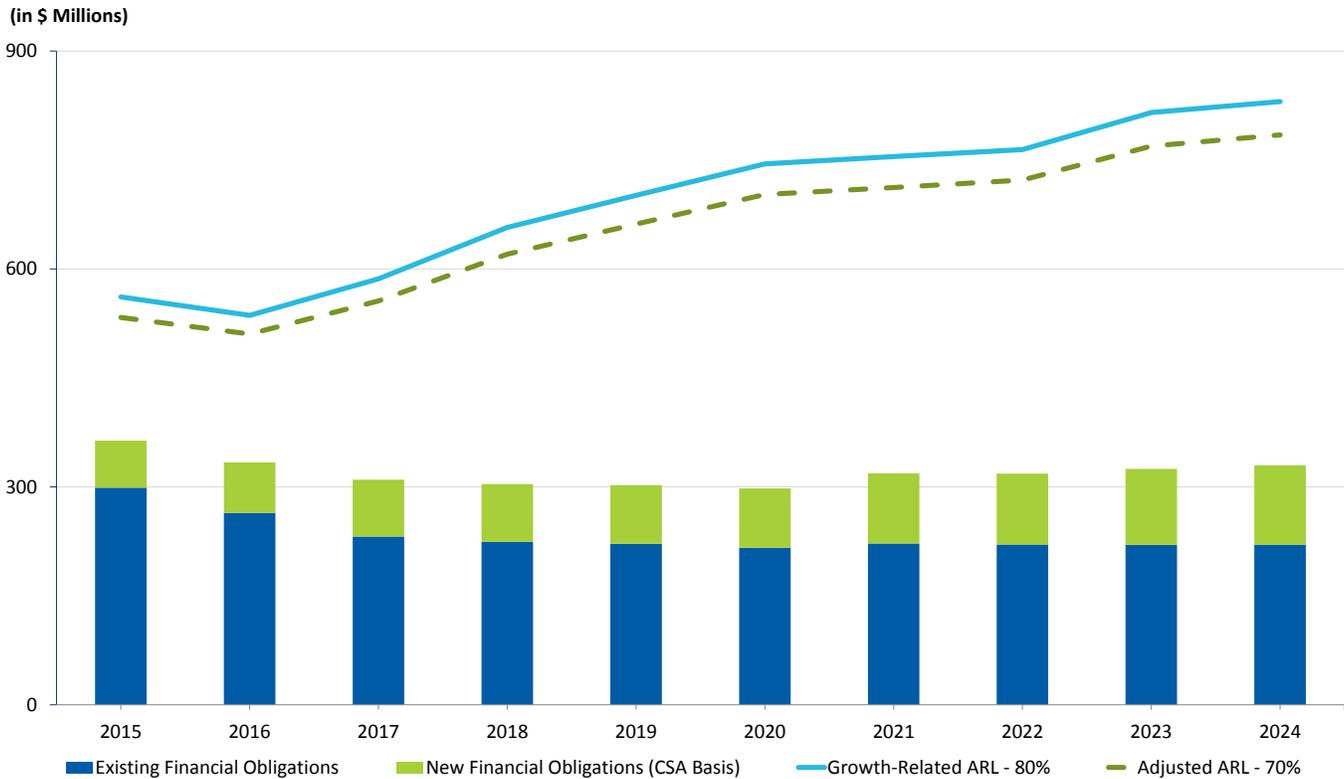
Risk and mitigation strategies associated with the region’s long-term debt strategy, including interest rate risk and foreign currency exposure

Anticipated development charge collections represent one of the most significant risks to remaining within the Annual Repayment Limit

Development charge collections are difficult to predict from one year to the next and can vary significantly as economic conditions change over time. Lower-than-forecast development charge collections could limit the Region’s debt issuing abilities to levels below those indicated in this plan and require changes in the phasing of the capital plan. Staff periodically reviews development charge collection trends and forecasts to enable further changes before finalization of the capital plan.

As a matter of normal practice, the Region’s capital plan will be measured against an adjusted Annual Repayment Limit that uses only 70% of the three-year rolling average of historic development charge collections as a cost supplement, versus the 80% permitted, unless specific Council approval is obtained to do otherwise. This would have the effect of partially mitigating the impact of lower-than-expected development charge collections. The impact on the Annual Repayment Limit calculations of the adjusted Annual Repayment Limit that uses only 70% of the three-year rolling average of historic development charge collections as a cost supplement is illustrated in the chart on the next page, which shows that the Region’s obligations would still be well within its Annual Repayment Limit even if only 70% of forecast DC collections are considered as a cost supplement.

Adjusted Annual Repayment Limit vs Annual Capital Spending Authority based debt and financial obligations



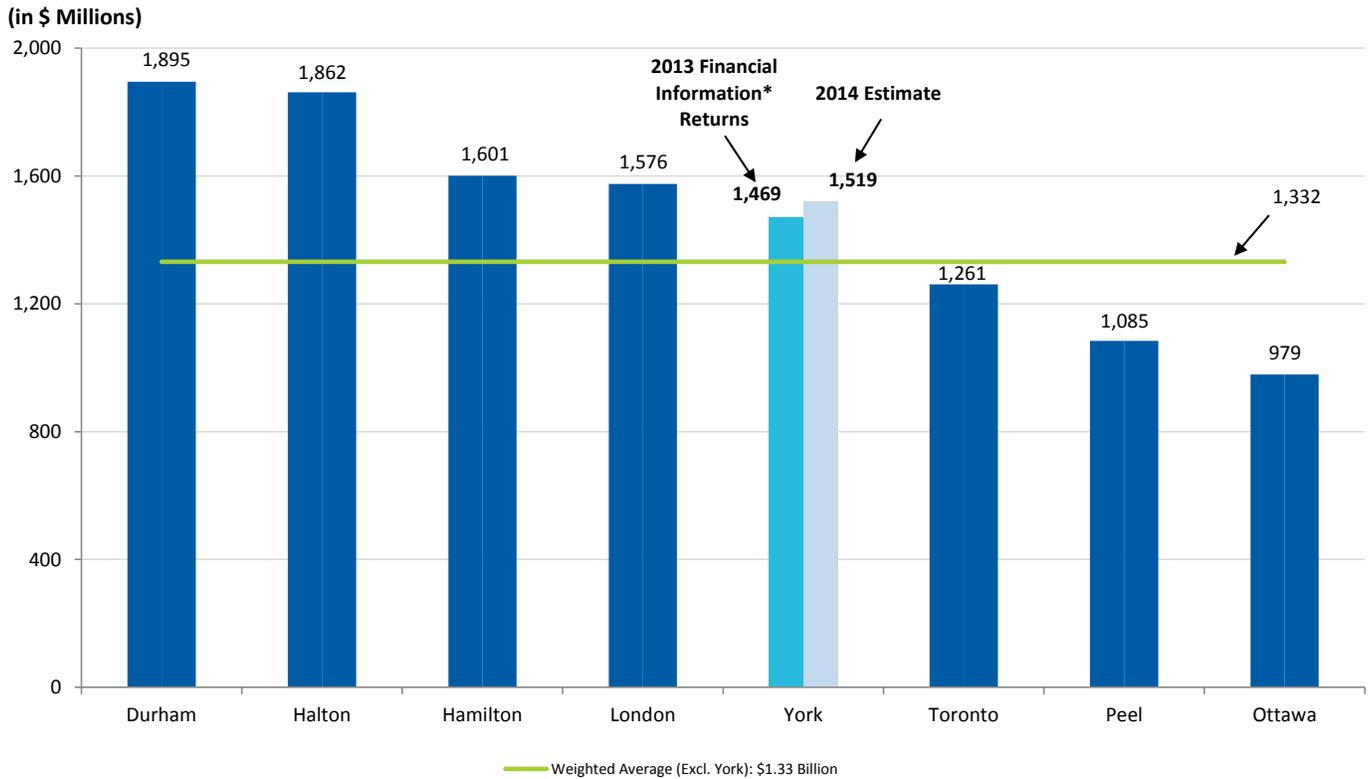
Source: York Region Finance Department

Lower-than-expected development charge collections in any given year can result in a decrease in liquidity and debt servicing ability. To help mitigate this, it is Regional policy to maintain overall development charge reserve balances that are at least equal to the next year’s estimated development charge-related principal and interest obligations. Moreover, the Region maintains significant non-development charge reserves (as on page 192) that could be used to fund development charge-related debt servicing costs on an interim basis, should the need arise.

Reserves are critical to the Region’s debt management plan

In assessing the Region’s risk profile, credit rating agencies evaluate liquidity and consider reserves an indicator of fiscal prudence. Reserves also protect the Region against non-capital long-term liabilities and external shocks. The Region has been successful in building up a high level of reserves and remains above the weighted average of comparable municipalities, as shown in chart on page 192.

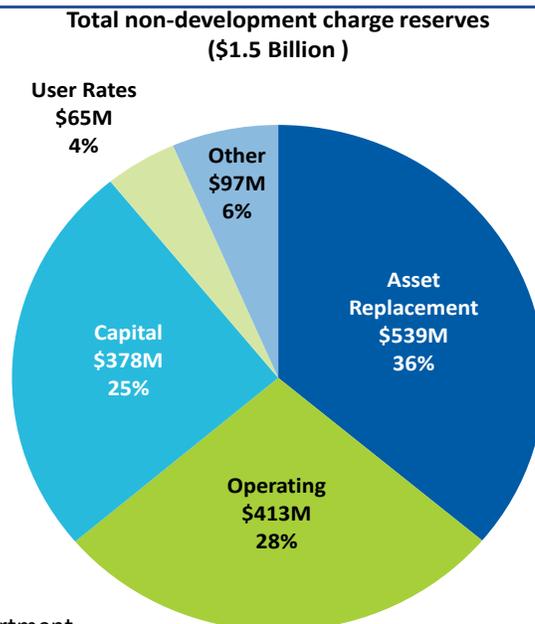
Reserves per capita comparison



Source: Figures for comparator peer group are based on results summarized in 2013 Financial Information Returns

The Region has a number of different non-growth reserves, broadly categorized into capital, asset replacement, operating, user rates, and other reserves, as summarized in the chart below.

Summary of non-development charge reserves forecast (December 31, 2014)



Source: York Region Finance Department

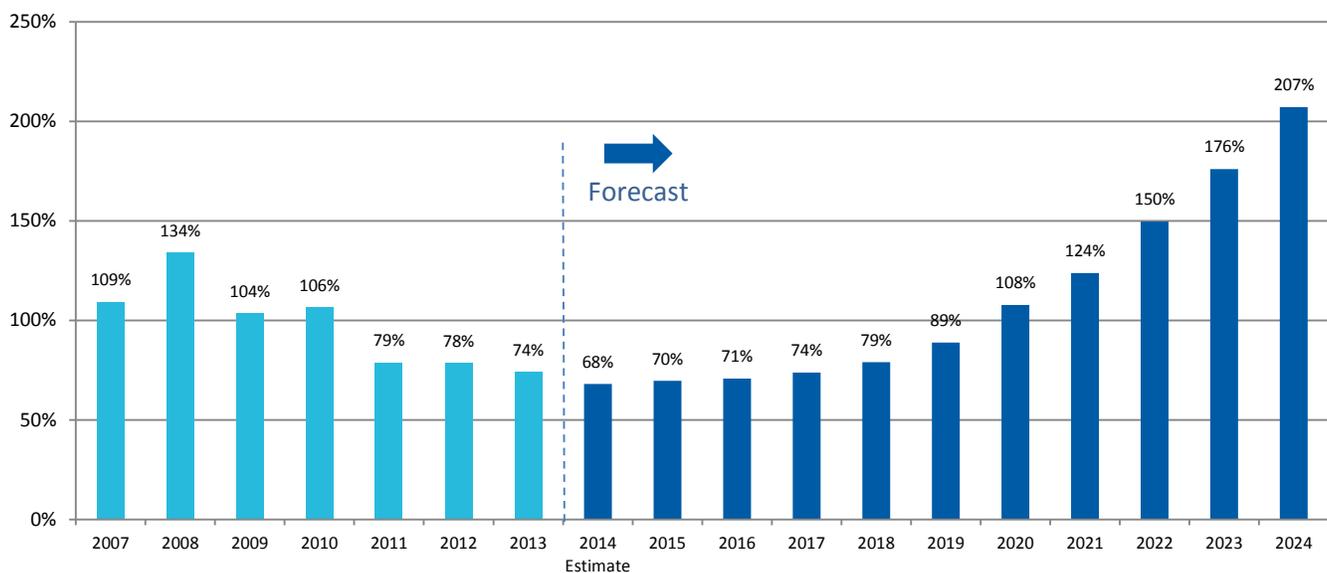
The fiscal strategy involves continuing to build up reserves over time to help meet future capital funding requirements

As infrastructure ages, it periodically needs major (usually expensive) rehabilitation and ultimately needs to be replaced. Since asset replacement is a cost incurred for existing assets, development charges cannot be used for this purpose. Therefore, funding sources such as taxes and/or user rates must be used to pay for asset replacement. To minimize the impact that rehabilitation needs will have on tax/rate payers in any given year, debentures may be used to spread the costs out over time.

An alternative to issuing debt is to build and set aside reserves specifically to fund future capital rehabilitation and replacement. To this end, Council approved a policy in 2006 of increasing the annual contributions for asset replacement reserves by an increment equal to 1% of the prior year’s tax levy. In 2013, Council amended this policy to gradually increase that increment by 0.2% each year until it reaches 2% of the prior year’s tax levy in 2017. The fiscal strategy maintains this policy and anticipates the annual contribution for 2015 will be approximately \$75 million, increasing to approximately \$117 million by 2018. In addition, annual operating surpluses help build reserves, in accordance with Council’s approved surplus management policy.

As illustrated in the chart below, the ratio of reserves to debt has been deteriorating significantly since 2010 as the need for growth-related debt continues to outpace the receipt of growth-related revenues. However, as a result of the measures contained in the fiscal strategy, the ratio will stabilize over the next four years and then trend sharply upward, reaching 200% by 2024. Ratio greater than 100% indicates the Region is a net “investor” as opposed to a net “borrower.”

Reserve-to-Debt Ratio



Source: York Region Finance Department

Reserves will be used to reduce tax-levy related debt requirements

One way to mitigate the risks associated with the Region’s future debt requirements is to eliminate that need for debt altogether. For this purpose, staff undertook a detailed review of debt-financed tax-levy related capital expenditures to determine if cash funds on hand (i.e., reserves/reserve funds) could be used in place of debt. In 2014, the Debt Reduction Reserve was established for this purpose. As a result, tax-levy-related debt needs were reduced by a total of approximately \$477 million over the 2015 to 2024 forecast period, avoiding approximately \$292 million in principal and interest costs over the same period. At this time, we are not anticipating a need for any new tax levy debt during the 10 year forecast period.

We have built an increase into our expected costs of debt financing over time

The debt forecast will be sensitive to interest rate fluctuations over the forecast period. For example, a 1% increase in interest rates would result in approximately \$0.68 million in additional annual financing costs for every \$100 million in debt, assuming a 20-year term.

Interest rates are currently at historical lows and are expected to increase moderately in the near term. Interest rate assumptions have been adjusted based on a review of current and historic rates so as to incorporate the impact of increasing rates on the Annual Repayment Limit. Moreover, interest rates are weight-averaged to incorporate the actual cash flow timing of a given year’s Capital Spending Authority commitment to reflect the multi-year nature of these projects. Interest rate assumptions are summarized in the table below.

Interest rate forecast

Interest Rate	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual Estimate (%)	5.00	5.30	5.50	5.50	6.00	6.00	6.25	6.25	6.25	6.50
Weighted Average (%)	5.29	5.42	5.54	5.53	6.04	6.69	6.69	6.25	6.90	6.91

Interest rate fluctuations will also affect debt with refunding provisions. Refunding provisions occur where the debt amortization period (e.g., 20 years) is longer than the contractual terms (e.g., 10 years), requiring part of the debt to be refinanced for an additional term. The concept is similar to a mortgage whereby the mortgage amortization period (e.g., 20 years) is longer than the mortgage contractual term (e.g., 5 years), requiring the borrower to refinance the mortgage upon expiration of the contractual term (e.g., obtain another mortgage contract after 5 years). For existing debt, this risk has been accounted for by calculating the annual repayment on the amount outstanding after the contract term expires using an additional 10-year term with a reforecast interest rate based on the prevailing interest rate. For new debt, forecasted annual repayments have been calculated at the rates noted in the table above using a 20-year term.

We have the ability to offset market risk through a variety of mechanisms

Given the volatility of financial markets in recent years, there is a risk that borrowing costs will be higher than we expected and/or the market may not be able to absorb the issuance of new debt at the specific time when it is needed.

Interest/market risk mitigation strategies that are being employed to deal with this possibility include:

- Conservative interest rate forecasts
- Use of bond forward agreements to hedge interest costs on new debt issues when appropriate
- Pre-financing of capital projects where it is financially beneficial to do so
- Borrowing applications to government agencies such as Infrastructure Ontario
- Use of variable rate debt/lines of credit or short-term borrowing from reserves in the event of market disruption or in anticipation of significantly lower interest rates
- Use of underwriting syndicates
- An active Investor Relations program.

The debt management plan has other risks

Other risks relate to the forecast of capital infrastructure costs. Factors such as change orders, inflation, the addition of new projects, or projects being moved forward in the capital plan could result in higher debt requirements than are anticipated in this plan. To address this risk, phase-in strategies for large capital projects will be considered when appropriate.

Long-term debt and financial obligations policy

Council has approved a Capital Financing and Debt Policy that guides the overall management of the Region's current and expected financing needs and underpins this long-term debt management plan. This policy, last updated and approved by Council in 2014, is reviewed annually to identify and incorporate best practices.

The policy covers all long-term financial obligations entered into by the Region. It establishes objectives, standards of care, authorized financing instruments, and reporting requirements and responsibilities, so as to ensure that the Region's infrastructure needs are financed as effectively as possible.

Prudent and cost-effective management of existing and projected long-term debt and other financial obligations

The Region's Capital Financing and Debt Policy sets out provisions to manage existing and projected long-term debt and other financial obligations in the most prudent and cost-effective manner possible. These provisions include:

- Parameters and risk considerations for financing leases, which can be used in certain circumstances where long-term debt financing is neither feasible nor appropriate (i.e., lease vs. buy)
- Diversification and optimization of the term structure of debentures through a review of interest rate curves

- Limiting the term of financing to the lesser of the anticipated useful life of the underlying asset or the period over which repayment will occur
- Ensuring a high standard of care by ensuring that staff are sufficiently knowledgeable with respect to standard financing transactions and/or the use of outside advice when necessary
- Maintaining an investor relations program in order to increase market awareness and boost demand for Regional debentures
- Maintaining at least a AA- credit rating to minimize interest costs and maximize access to capital markets
- Use of an underwriting syndicate to facilitate the marketing and selling of debenture issues.

Estimated 2015 needs of the region for temporary borrowing

Temporary borrowing needs arise from the need to finance operational expenditures pending receipt of taxes and other revenues and the need to finance capital expenditures until long-term financing is in place

The Region's temporary borrowing requirements are addressed in detail under a separate report to Council. In 2015, it is estimated that approximately \$350 million will be required for operating needs. Temporary borrowing can also result from the need to interim finance capital expenditures until long-term financing is in place. In 2015, it is estimated that approximately \$275 million will be required for interim capital financing.

Similar to long-term debt and financial obligations, the Province limits the amount of funding used for temporary borrowing needs to 50% of budgeted total revenue from January to September of the previous year and 25% from October to December⁴. The Region's estimated temporary borrowing needs noted above are well within these limits. It is Regional policy to fund these short-term needs out of reserves and this is expected to continue in 2015. Any funds borrowed from reserves are always paid back during the year of borrowing.

Evaluation and comparison of 2014 projections and outcomes

As the table on the next page shows, the Region was in compliance with its Annual Repayment Limit for 2014. A total of \$71.6 million of the 2015 capital requirement was pre-funded in 2014, and included in the 2014 new debt payment and financial obligations.

⁴Temporary borrowing provisions are set out in Section 405 and 407 of the Municipal Act. Temporary borrowings are not part of the Annual Repayment Limit calculations.

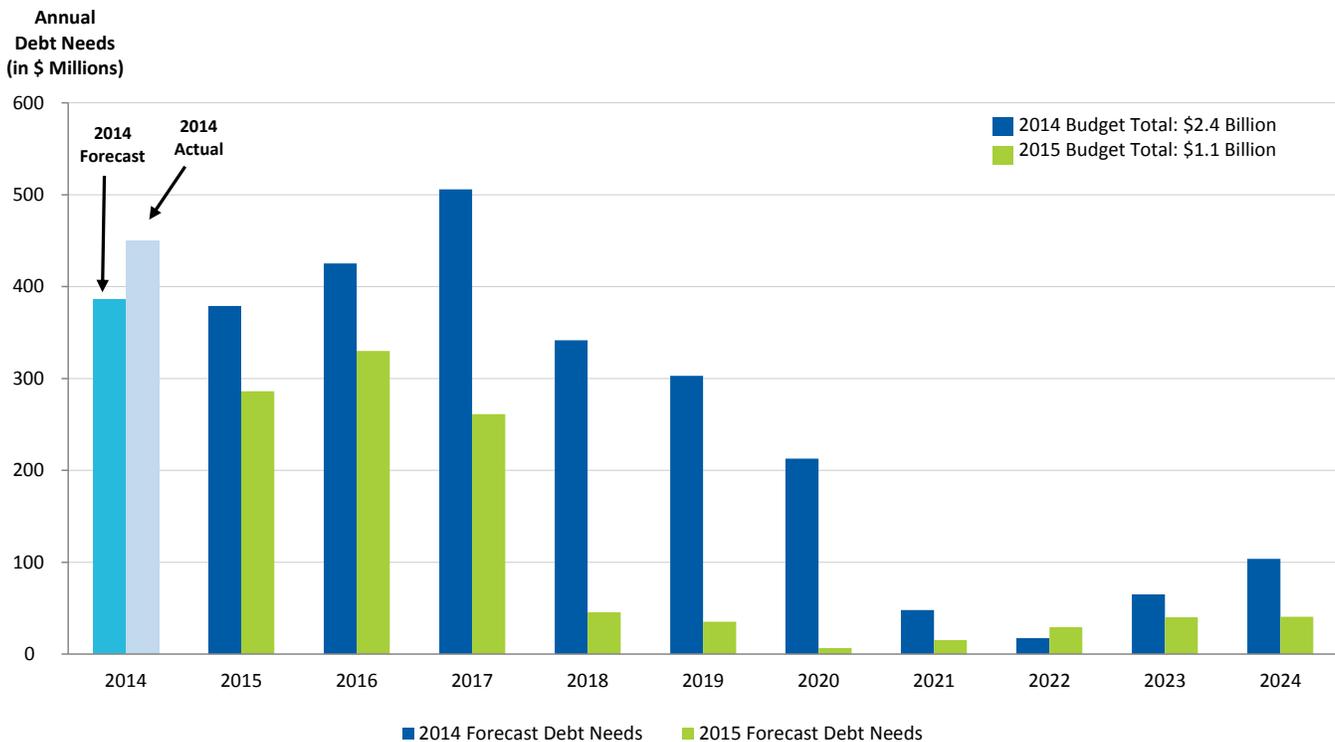
York Region's 2014 Annual Repayment Limit

(\$ Millions)	Forecast	Actual	Difference
25% of Own Source Revenues	312	312	-
Plus: Growth Cost Supplement	192	194	2
Total Annual Repayment Limit	504	506	2
Less: Existing Debt Payment and Financial Obligations	321	329	8
Less: Anticipated New Debt Payment and Financial Obligations	75	75	-
Remaining Annual Repayment Limit	108	102	(6)

A year-over-year comparison of annual debt requirements is shown in the chart below. The 2014 actual debt requirement includes \$71.6 million of 2015 capital requirements pre-funded in 2014, whereas the 2014 forecast does not include this pre-funding of capital.

The capital plan included in the 2015 budget shows a total debt requirement of \$1.1 billion over the 2015-2024 period. This represents a \$1.3 billion decrease from the debt requirements identified for the same period in 2014, primarily due to fiscal strategy measures such as continuing to optimize the use of development charge reserves to reduce reliance on development charge debt and deferring capital projects to align capital spending more closely with the fiscal plan.

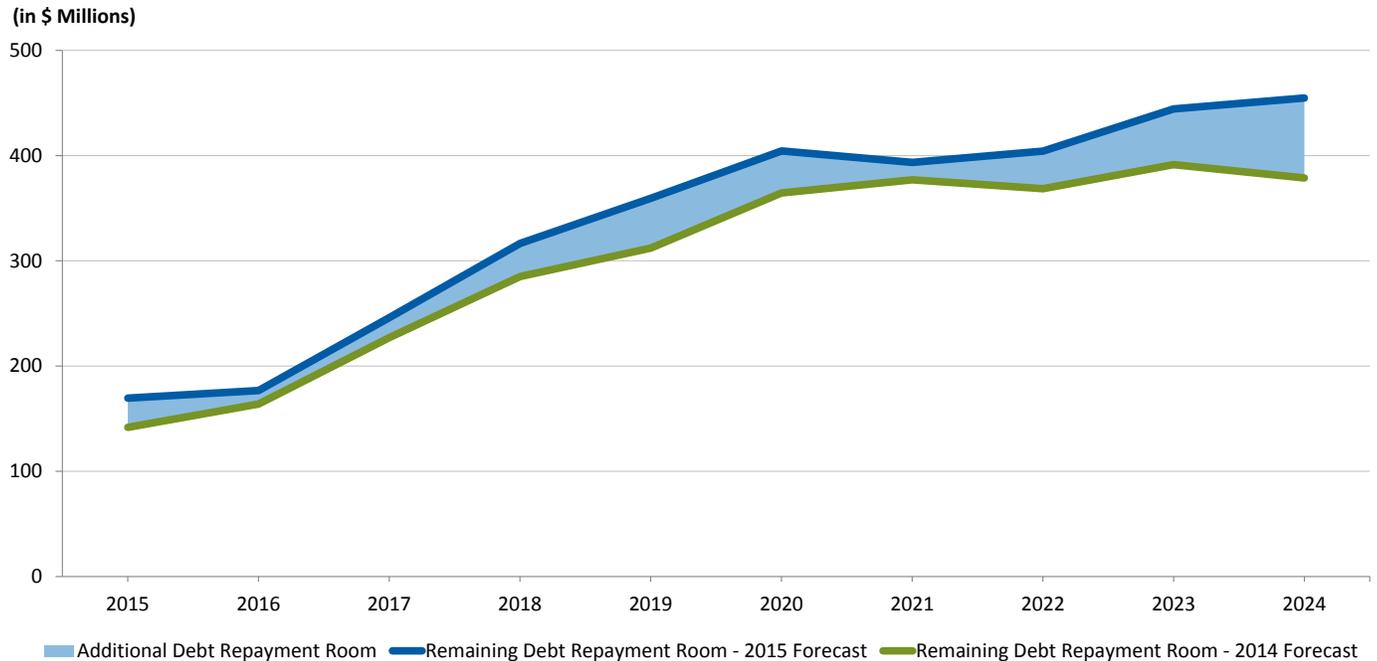
Comparison of debt needs (2014 budget vs 2015 budget)



Source: York Region Finance Department

As illustrated in chart below, the decrease in debt requirements has reduced the pressures on the Region’s Annual Repayment Limit identified in previous forecasts and has provided additional annual debt repayment room. This will also help to further mitigate other risks such as development charge collection uncertainty and interest rate risk. Overall, the Region’s financial flexibility has improved significantly from the 2014 forecast.

Comparison of forecasted remaining annual repayment room



Source: York Region Finance Department

Conclusion

The long-term debt management plan addresses the matters that Council is required to consider before adopting the plan. The financing that the Region requires to fund and manage its capital plan is within its Annual Repayment Limit. Staff will continue to assess the long-term implications of the Annual Repayment Limit methodology as outlined in the regulation.

Appendices

User Rate Budget

Water and Wastewater User Rate

	2014			2015 Proposed			2016 Outlook			2017 Outlook			2018 Outlook		
	Amount in \$000s	Rate \$/m ³	Impact	Amount in \$000s	Rate \$/m ³	% Change	Amount in \$000s	Rate \$/m ³	% Change	Amount in \$000s	Rate \$/m ³	% Change	Amount in \$000s	Rate \$/m ³	% Change
Expenditures															
General Expenditures	77,311	0.60		79,080	0.66	2.29%	83,742	0.70	5.89%	87,463	0.73	4.44%	92,381	0.77	5.62%
Purchased Services															
Purchased Water	41,928	0.33		40,753	0.34	(2.80%)	42,602	0.35	4.54%	45,337	0.38	6.42%	46,811	0.39	3.25%
Wastewater Treatment	33,047	0.26		31,012	0.26	(6.16%)	32,497	0.28	4.79%	33,887	0.29	4.28%	35,212	0.30	3.91%
Financing Costs															
Growth - Funded from Development Charges	194,887	-		202,285	-	3.80%	198,358	-	(1.94%)	191,036	-	(3.69%)	186,474	-	(2.39%)
Non-Growth	48,045	0.38		43,797	0.37	(8.84%)	43,476	0.37	(0.73%)	41,072	0.35	(5.53%)	31,096	0.26	(24.29%)
Pay-as-you-go Capital	30,604	0.24		39,628	0.33	29.49%	55,961	0.47	41.22%	64,998	0.55	16.15%	44,374	0.37	(31.73%)
Direct Charges and Allocations	(17,170)	(0.13)		(17,426)	(0.14)	1.49%	(18,358)	(0.15)	5.35%	(19,159)	(0.16)	4.36%	(20,276)	(0.17)	5.83%
Total Expenditures	408,653	1.68		419,128	1.82	2.56%	438,277	2.02	4.57%	444,634	2.13	1.45%	416,074	1.93	(6.42%)
Revenues															
Fees and Charges	(2,146)	(0.02)		(3,145)	(0.03)	46.53%	(4,071)	(0.03)	29.45%	(4,812)	(0.04)	18.22%	(5,339)	(0.04)	10.95%
Development Charges (Reserve)	(194,887)	-		(202,285)	-	3.80%	(198,358)	-	(1.94%)	(191,036)	-	(3.69%)	(186,474)	-	(2.39%)
Water and Wastewater User Rates	(246,474)	(1.94)		(253,303)	(2.13)	2.77%	(276,417)	(2.32)	9.13%	(300,998)	(2.53)	8.89%	(327,562)	(2.76)	8.83%
Total Revenues	(443,507)	(1.96)		(458,733)	(2.15)	3.43%	(478,846)	(2.36)	4.38%	(496,846)	(2.57)	3.76%	(519,376)	(2.80)	4.53%
Contribution to Reserve*	34,854	0.28		39,605	0.33	13.63%	40,569	0.34	2.43%	52,212	0.44	28.70%	103,302	0.87	97.85%

* Contributions to Reserve are for rate stabilization and future asset management needs for water and wastewater infrastructure

Note: Figures may not add due to rounding

As part of the 2015 Budget, water flows are budgeted to decrease by 6.3% in 2015 compared to the 2014 Budget.

The reduction in the flow forecast led to lowered projected user rate revenues.

Note: numbers may not match the Environmental Services budget due to corporate allocations being included as user rate revenue.

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Staff Complement Summary

Staff Complement Summary

The Region reports permanent full time and part time staff on a full time equivalent basis. There are additional staff resources that are employed by the Region on a casual or temporary basis which are not included in the complement reported. The costs associated with these positions is included in the budget; However since the positions are not permanent they are not included in the staff complement reported below.

Incremental staff complement (base year 2013)

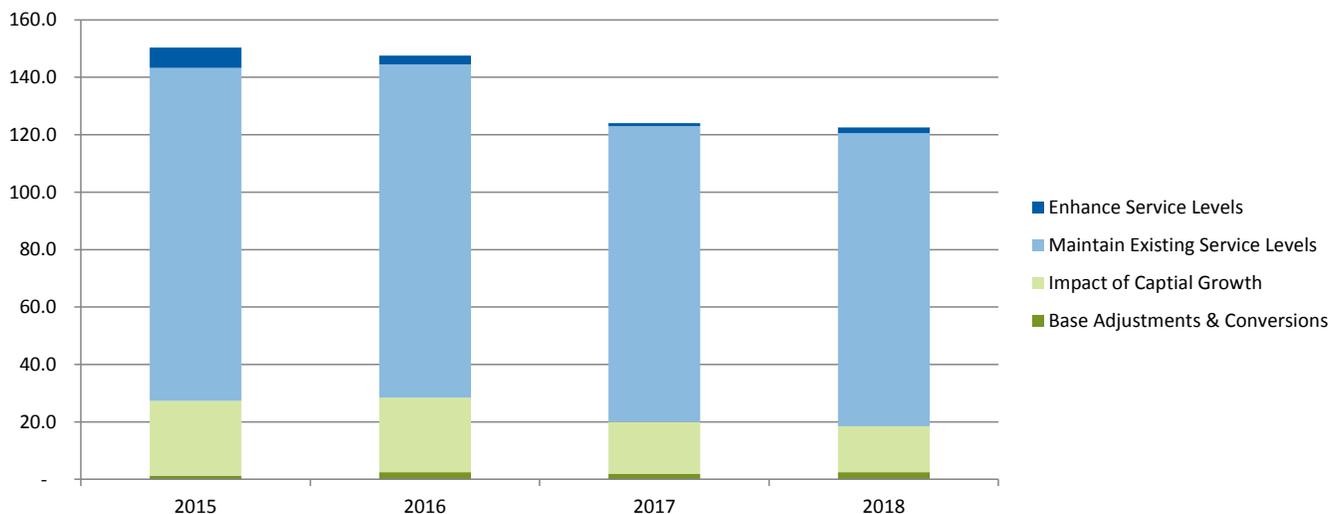
Full time Equivalents	2013	2014	2015	2016	2017	2018	Total FTEs
	Base	Change	Approved	Outlook	Outlook	Outlook	
Transportation Services	402.7	15.0	19.0	23.0	19.0	18.0	496.7
Environmental Services	323.0	16.0	18.0	19.0	19.0	18.0	413.0
Community and Health Services	1,652.5	63.6	31.3	41.5	31.0	27.0	1,846.9
Corporate Management and Governance	537.9	22.1	33.0	26.0	13.0	14.5	646.5
Court Services	77.0	-	3.0	-	1.0	-	81.0
York Region Rapid Transit Corporation	48.0	-	-	(5.0)	(4.0)	(1.0)	38.0
York Regional Police	2,088.0	46.0	46.0	43.0	45.0	46.0	2,314.0
Total York Region	5,129.1	162.7	150.3	147.5	124.0	122.5	5,836.1

Staffing needs respond to growth in operations and capital

The multi-year budget includes many initiatives which respond to growth in program service delivery and growth in infrastructure completed through the capital program. The budget includes additional staffing resources to respond to growth effectively.

Growth is the main driver for increasing the staff complement at the Region. The Region must expand its services to maintain the same level of service for the growing community for both its operating and capital infrastructure.

Drivers of staffing growth



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Operating Budget Tables

Consolidated Operating Budget Financial Summary

(in \$000s)	2013	2014	Inc/(Dec)	2015	Inc/(Dec)	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Actuals	Approved	\$	Proposed	\$	Outlook	\$	Outlook	\$	Outlook	\$
Operating Expenditures	1,606,371	1,714,459	108,088	1,757,639	43,180	1,811,990	54,351	1,861,998	50,008	1,944,201	82,203
Contribution to Capital	74,708	71,969	(2,739)	84,386	12,417	101,546	17,160	107,381	5,835	86,564	(20,817)
Fiscal Strategy	70,100	88,897	18,797	105,566	16,669	127,479	21,913	155,299	27,820	171,191	15,892
Revenues	(864,430)	(931,614)	(67,183)	(948,025)	(16,411)	(988,516)	(40,491)	(1,023,600)	(35,084)	(1,056,414)	(32,814)
Allocations and Recoveries	(38,503)	(51,789)	(13,286)	(54,707)	(2,918)	(57,724)	(3,017)	(59,067)	(1,343)	(61,028)	(1,960)
Net Budget	848,246	891,922	43,676	944,859	52,937	994,775	49,916	1,042,011	47,236	1,084,515	42,504
Assessment Growth Revenue		(17,711)		(19,165)		(18,362)		(18,018)		(18,004)	
Net Budget After Assessment Growth		874,211		925,695		976,414		1,023,994		1,066,511	
% Tax Levy Increase¹		1.54%		3.79%		3.34%		2.94%		2.35%	

¹ Tax Levy increase in 2014 reflects the tax levy rate increase over the 2013 Budget approved at Council on December 19th, 2013

Consolidated Operating Budget Summary

(in \$000s)	2013 Actuals		2014 Budget		% Change	2015 Proposed		% Change
	Gross	Net	Gross	Net	Net	Gross	Net	Net
Transportation Services	287,757	189,519	294,017	187,254	(1.20%)	311,290	202,904	8.36%
Environmental Services	456,863	42,587	506,831	49,145	15.40%	519,888	48,896	(0.51%)
Community and Health Services	391,824	135,308	438,146	154,899	14.48%	442,936	160,086	3.35%
Corporate Management and Governance	82,265	73,716	97,864	89,243	21.06%	98,872	92,291	3.41%
Recovery from WWw (User Rate)	-	(4,554)	-	(6,417)	40.91%	-	(6,918)	7.82%
Total Regional Programs	1,218,709	436,577	1,336,858	474,125	8.60%	1,372,986	497,259	4.88%
Financial Initiatives	91,474	61,549	108,649	92,133	49.69%	131,022	114,700	24.49%
Court Services	10,601	5	10,971	(2,171)	(43336.73%)	11,150	(962)	(55.69%)
Boards and Authorities	75,816	75,816	40,530	38,030	(49.84%)	40,196	37,696	(0.88%)
York Region Rapid Transit Corporation	19,012	11,779	22,023	11,735	(0.37%)	21,806	9,209	(21.53%)
Total Operating Programs	1,415,612	585,725	1,519,031	613,852	4.80%	1,577,160	657,902	7.18%
Police Services	297,065	262,521	304,505	278,070	5.92%	315,724	286,957	3.20%
Total Operating Budget	1,712,676	848,246	1,823,536	891,922	5.15%	1,892,884	944,859	5.94%
Assessment Growth Revenue							(19,165)	(2.15%)
Total After Assessment Growth						1,892,884	925,695	3.79%

Consolidated Operating Budget Summary

(in \$000s)	2016 Outlook		% Change	2017 Outlook		% Change	2018 Outlook		% Change
	Gross	Net	Net	Gross	Net	Net	Gross	Net	Net
Transportation Services	318,445	204,686	0.88%	327,555	205,446	0.37%	338,202	210,397	2.41%
Environmental Services	542,115	50,725	3.74%	562,136	52,521	3.54%	586,314	54,008	2.83%
Community and Health Services	457,888	169,500	5.88%	469,012	173,924	2.61%	479,194	179,702	3.32%
Corporate Management and Governance	103,057	96,791	4.88%	105,824	99,367	2.66%	109,876	103,168	3.83%
Recovery from WWw (User Rate)	-	(7,172)	3.66%	-	(7,300)	1.79%	-	(7,499)	2.74%
Total Regional Programs	1,421,505	514,530	3.47%	1,464,528	523,958	1.83%	1,513,585	539,775	3.02%
Financial Initiatives	158,208	140,584	22.57%	187,355	169,462	20.54%	200,322	183,336	8.19%
Court Services	10,646	(1,466)	52.40%	9,988	(2,124)	44.85%	9,935	(2,177)	2.52%
Boards and Authorities	41,191	38,691	2.64%	42,275	39,775	2.80%	43,281	40,781	2.53%
York Region Rapid Transit Corporation	22,757	7,911	(14.10%)	19,809	4,919	(37.82%)	19,193	4,468	(9.15%)
Total Operating Programs	1,654,307	700,250	6.44%	1,723,955	735,989	5.10%	1,786,316	766,184	4.10%
Police Services	328,984	294,525	2.64%	341,656	306,022	3.90%	354,613	318,331	4.02%
Total Operating Budget	1,983,291	994,775	5.28%	2,065,611	1,042,011	4.75%	2,140,929	1,084,515	4.08%
Assessment Growth Revenue		(18,362)	(1.94%)		(18,018)	(1.81%)		(18,004)	(1.73%)
Total After Assessment Growth	1,983,291	976,414	3.34%	2,065,611	1,023,994	2.94%	2,140,929	1,066,511	2.35%

Operating Financial Summary

(in \$000s)	2013 Actual	2014 Budget	2015 Proposed	2016 Outlook	2017 Outlook	2018 Outlook
Expenditures						
Salaries and Benefits	589,198	626,925	656,790	685,930	713,312	742,280
Program Specific Costs	394,075	445,127	436,227	447,097	459,228	470,206
Professional / Contracted Services	109,049	82,009	83,882	87,353	89,432	91,950
General Expenses	71,276	75,778	80,705	82,431	82,271	82,817
Financing Costs	288,791	334,882	333,963	330,071	321,744	307,339
Occupancy Costs	42,492	49,332	51,837	55,959	59,140	62,701
Contribution to Reserves	253,233	256,380	293,386	336,548	380,940	425,590
Internal Charges / Recoveries	-	(156)	(22)	(13)	185	201
Minor Capital	3,065	5,047	4,455	4,427	4,462	4,506
Direct Charges & Intradepartmental Costs	(38,503)	(51,789)	(54,597)	(57,612)	(58,953)	(60,911)
Total Expenditures	1,712,676	1,823,536	1,886,626	1,972,191	2,051,761	2,126,679
Revenues						
Grant Subsidies	(269,585)	(275,181)	(276,458)	(284,074)	(291,785)	(298,071)
User Fees	(275,626)	(316,516)	(322,398)	(348,139)	(375,938)	(405,836)
Fees and Charges	(44,425)	(41,643)	(46,527)	(52,278)	(54,280)	(55,963)
Development Charges	(206,380)	(232,037)	(241,566)	(242,662)	(240,806)	(237,560)
Contribution From Reserves	(44,960)	(40,197)	(37,574)	(37,835)	(37,083)	(35,093)
Third Party Recoveries	(13,184)	(12,898)	(12,388)	(12,413)	(12,593)	(12,776)
Court Revenues Disbursement	(10,270)	(13,142)	(12,112)	(12,112)	(12,112)	(12,112)
Total Revenues	(864,430)	(931,614)	(949,022)	(989,513)	(1,024,597)	(1,057,411)
Net Tax Levy Requirement	848,246	891,922	937,604	982,678	1,027,164	1,069,268

Capital Budget Departmental Reports

Transportation Services

Transportation Property and Facilities 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
81040 : SW/Central Roads Maintenance Facilities	-	-	750	1,500	16,050	1,100	3,500	2,100	11,850	7,050	-	-	43,900	30,600	74,500
81583 : Transit Garage Southeast	-	-	1,000	26,000	-	-	-	-	-	-	3,000	25,000	55,000	45,000	100,000
81584 : Transit Garage South	-	-	-	-	-	27,000	-	-	-	-	-	-	27,000	-	27,000
82155 : Major Mackenzie West Terminal	-	-	1,000	5,500	7,500	-	-	-	-	-	-	-	14,000	-	14,000
82157 : Major Mackenzie East Parking Facility	-	-	-	1,000	4,750	4,000	-	-	-	-	-	-	9,750	-	9,750
85790 : Southeast Patrol Area Works Yard	-	23,200	600	3,100	6,750	17,900	17,500	-	-	-	-	-	45,850	-	69,050
Total Gross Expenditures	-	23,200	3,350	37,100	35,050	50,000	21,000	2,100	11,850	7,050	3,000	25,000	195,500	75,600	294,300
Financing Sources															
Regional															
Development Charges	-	-	201	5,226	5,485	23,451	11,550	-	-	-	603	5,025	51,541	9,045	60,586
Debt Reduction Reserve	-	-	2,753	28,328	18,345	22,549	9,450	2,100	11,850	7,050	-	-	102,425	30,600	133,025
External															
Federal Funding	-	-	-	1,500	8,250	4,000	-	-	-	-	2,397	19,975	36,122	35,955	72,077
Debenture															
Debenture Proceeds DC	-	15,312	396	2,046	2,970	-	-	-	-	-	-	-	5,412	-	20,724
Debenture Proceeds Tax Levy	-	7,888	-	-	-	-	-	-	-	-	-	-	-	-	7,888
Total Financing Sources	-	23,200	3,350	37,100	35,050	50,000	21,000	2,100	11,850	7,050	3,000	25,000	195,500	75,600	294,300

Transportation Property and Facilities 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
81040 : SW/Central Roads Maintenance Facilities	43,900	-	43,900	-	-	-	-	-	-
81583 : Transit Garage Southeast	55,000	-	21,573	-	-	11,055	22,372	-	-
81584 : Transit Garage South	27,000	-	15,363	-	-	11,637	-	-	-
82155 : Major Mackenzie West Terminal	14,000	-	5,000	-	-	-	9,000	-	-
82157 : Major Mackenzie East Parking Facility	9,750	-	1,000	-	4,000	-	4,750	-	-
85790 : Southeast Patrol Area Works Yard	45,850	-	15,589	-	30,261	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(28,849)	28,849	-	-	-
Total Transportation Property and Facilities	195,500	-	102,425	-	5,412	51,541	36,122	-	-

Transportation Property and Facilities Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
81040 : SW/Central Roads Maintenance Facilities	750	1,500	16,050	-	-	-	-	-	-	-	18,300	-	18,300
81583 : Transit Garage Southeast	1,000	26,000	-	-	-	-	-	-	-	-	27,000	-	27,000
82155 : Major Mackenzie West Terminal	1,000	5,500	7,500	-	-	-	-	-	-	-	14,000	-	14,000
82157 : Major Mackenzie East Parking Facility	-	1,000	4,750	4,000	-	-	-	-	-	-	9,750	-	9,750
85790 : Southeast Patrol Area Works Yard	600	2,600	2,250	400	-	-	-	-	-	-	5,850	-	5,850
Total Gross Expenditures	3,350	36,600	30,550	4,400	-	-	-	-	-	-	74,900	-	74,900
Financing Sources													
Regional													
Development Charges	201	5,226	5,485	264	-	-	-	-	-	-	11,176	-	11,176
Debt Reduction Reserve	2,753	28,158	16,815	136	-	-	-	-	-	-	47,862	-	47,862
External													
Federal Funding	-	1,500	8,250	4,000	-	-	-	-	-	-	13,750	-	13,750
Debenture													
Debenture Proceeds DC	396	1,716	-	-	-	-	-	-	-	-	2,112	-	2,112
Total Financing Sources	3,350	36,600	30,550	4,400	-	-	-	-	-	-	74,900	-	74,900

Transportation Property and Facilities

Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
81040 : SW/Central Roads Maintenance Facilities	18,300	-	18,300	-	-	-	-	-	-
81583 : Transit Garage Southeast	27,000	-	21,573	-	-	5,427	-	-	-
82155 : Major Mackenzie West Terminal	14,000	-	5,000	-	-	-	9,000	-	-
82157 : Major Mackenzie East Parking Facility	9,750	-	1,000	-	4,000	-	4,750	-	-
85790 : Southeast Patrol Area Works Yard	5,850	-	1,989	-	3,861	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(5,749)	5,749	-	-	-
Total Transportation Property and Facilities	74,900	-	47,862	-	2,112	11,176	13,750	-	-

York Region Transit

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Rehabilitation & Replacement															
Gross Expenditures															
82190 : Bus Terminals, Loops & Stops - Replacement	6,557	2,165	1,640	1,090	1,150	1,080	650	770	670	970	470	470	8,960	-	17,682
83970 : Bike Racks - Bus	305	60	40	40	40	40	40	-	-	-	-	-	200	-	565
83980 : Security Equipment	163	350	890	250	250	250	250	250	250	250	250	250	3,140	-	3,653
84499 : Mobility Plus Bus Replacement	-	-	-	-	-	-	2,340	2,340	-	260	-	-	4,940	-	4,940
84699 : Conventional Bus Replacement	-	553	6,720	-	6,750	6,750	1,800	8,550	21,650	12,570	25,990	5,040	95,820	-	96,373
84899 : Viva Bus Replacement	-	-	-	-	-	31,875	6,375	14,025	19,125	28,000	-	-	99,400	-	99,400
86100 : Facility Security	406	176	75	75	75	75	75	150	75	75	75	75	825	-	1,407
86101 : Bus Training Simulator	1,193	-	1,200	-	-	-	-	-	-	-	-	-	1,200	-	2,393
86102 : Viva Bus Refresh	4,872	600	770	1,050	-	-	1,890	-	-	-	490	1,750	5,950	-	11,422
86103 : Bike Racks & Lockers - Transit Facilities	42	30	50	50	50	-	-	-	-	-	-	-	150	-	222
86110 : Vehicle Diagnostic System	-	-	-	2,000	2,460	2,320	-	-	-	-	-	-	6,780	-	6,780
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	1,764	4,450	4,400	3,800	6,000	3,800	9,000	7,600	4,000	-	-	6,800	45,400	-	51,614
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	-	-	2,625	2,625	1,750	-	-	-	-	-	-	-	7,000	-	7,000
86114 : Transit Management System Upgrade & Replacement	-	-	-	-	900	1,400	1,200	4,600	4,600	500	500	500	14,200	-	14,200
86115 : Automated Fare Collection System Replacement	-	200	400	300	3,000	3,350	350	250	100	50	250	100	8,150	-	8,350
86117 : Transportation & Community Planning Office Expansion	624	500	500	500	500	500	500	500	500	500	500	500	5,000	-	6,124
86118 : Bus Conversion	2,474	350	-	-	-	-	-	-	-	-	-	-	-	-	2,824
86180 : Computer-Aided Dispatch & Automatic Vehicle Location System	362	300	770	882	654	606	458	460	462	464	466	468	5,690	-	6,352
Total Rehabilitation & Replacement Gross Expenditures	18,762	9,734	20,080	12,662	23,579	52,046	24,928	39,495	51,432	43,639	28,991	15,953	312,805	-	341,301
Financing Sources															
Regional															
Current Tax Levy - Reserves	13,646	9,028	9,100	9,100	9,100	9,100	14,000	15,000	16,000	16,000	16,000	15,953	129,353	-	152,027

York Region Transit

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Development Charges	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Other Recoveries	41	-	-	-	-	-	-	-	-	-	-	-	-	-	41
Reserves	2,366	616	9,990	1,572	11,489	39,006	10,888	24,495	35,432	27,639	12,991	-	173,502	-	176,484
External															
Federal Funding	-	-	900	1,900	2,900	3,900	-	-	-	-	-	-	9,600	-	9,600
Provincial Funding	2,534	90	90	90	90	40	40	-	-	-	-	-	350	-	2,974
Debenture															
Debenture Proceeds Tax Levy	170	-	-	-	-	-	-	-	-	-	-	-	-	-	170
Total Rehabilitation & Replacement Financing Sources	18,762	9,734	20,080	12,662	23,579	52,046	24,928	39,495	51,432	43,639	28,991	15,953	312,805	-	341,301

Program Group: Growth

Gross Expenditures															
81582 : Transit Vehicle Garage - North	1,837	14,000	1,300	6,000	5,500	-	-	-	-	-	2,000	10,500	25,300	15,000	56,137
81585 : Bus Rapid Transit Garage	-	-	1,639	160	-	-	-	-	-	-	-	1,000	2,799	11,000	13,799
82150 : Bus Terminals, Loops & Stops - Expansion	12,277	1,250	1,040	6,464	3,531	1,202	430	430	505	505	505	505	15,117	-	28,644
82770 : Support Vehicles	916	40	800	600	80	80	40	40	40	40	40	40	1,800	-	2,756
84399 : Mobility Plus Bus Expansion	-	-	260	-	-	260	-	260	-	-	260	-	1,040	-	1,040
84513 : Conventional Bus Expansion - 2013/2014	-	18,249	-	-	-	-	-	-	-	-	-	-	-	-	18,249
84599 : Conventional Bus Expansion	-	-	2,240	-	7,280	-	4,480	-	4,480	4,480	5,040	5,040	33,040	-	33,040
84799 : Viva Bus Expansion	-	-	-	-	8,925	-	-	-	8,925	-	10,200	-	28,050	-	28,050
86107 : Intelligent Transportation Systems	76	800	1,774	1,530	1,030	780	750	750	750	750	650	650	9,414	-	10,290
86116 : Presto Next Phase Upgrade	-	900	1,000	4,100	3,750	1,200	700	700	600	600	600	600	13,850	-	14,750
86119 : Viva 2017 Network Expansion - TMS	-	-	-	1,860	4,650	7,800	-	-	-	-	-	-	14,310	-	14,310
Total Growth Gross Expenditures	15,106	35,239	10,053	20,714	34,746	11,322	6,400	2,180	15,300	6,375	19,295	18,335	144,720	26,000	221,065

Financing Sources															
Regional															
Current Tax Levy - Reserves	1,884	-	-	-	-	-	-	-	-	-	-	-	-	-	1,884
Development Charges	1,624	3,237	498	1,408	9,174	127	324	59	7,962	331	9,390	1,874	31,147	2,507	38,515
Debt Reduction Reserve	-	9,245	-	-	-	-	-	-	-	-	-	-	-	-	9,245

York Region Transit 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Reserves	1,047	-	-	-	-	-	-	-	-	-	-	-	-	-	1,047
External															
Federal Funding	6,947	21,252	9,555	19,306	25,572	11,195	6,076	2,121	7,338	6,044	9,905	16,461	113,573	23,493	165,265
Provincial Funding	933	-	-	-	-	-	-	-	-	-	-	-	-	-	933
Debenture															
Debenture Proceeds DC	-	1,505	-	-	-	-	-	-	-	-	-	-	-	-	1,505
Debenture Proceeds Tax Levy	2,671	-	-	-	-	-	-	-	-	-	-	-	-	-	2,671
Total Growth Financing Sources	15,106	35,239	10,053	20,714	34,746	11,322	6,400	2,180	15,300	6,375	19,295	18,335	144,720	26,000	221,065
Total York Region Transit Gross Expenditures	33,868	44,973	30,133	33,376	58,325	63,368	31,328	41,675	66,732	50,014	48,286	34,288	457,525	26,000	562,366
Funding Sources															
Regional															
Current Tax Levy - Reserves	15,530	9,028	9,100	9,100	9,100	9,100	14,000	15,000	16,000	16,000	16,000	15,953	129,353	-	153,911
Development Charges	1,629	3,237	498	1,408	9,174	127	324	59	7,962	331	9,390	1,874	31,147	2,507	38,520
Debt Reduction Reserve	-	9,245	-	-	-	-	-	-	-	-	-	-	-	-	9,245
Other Recoveries	41	-	-	-	-	-	-	-	-	-	-	-	-	-	41
Reserves	3,413	616	9,990	1,572	11,489	39,006	10,888	24,495	35,432	27,639	12,991	-	173,502	-	177,531
External															
Federal Funding	6,947	21,252	10,455	21,206	28,472	15,095	6,076	2,121	7,338	6,044	9,905	16,461	123,173	23,493	174,865
Provincial Funding	3,467	90	90	90	90	40	40	-	-	-	-	-	350	-	3,907
Debenture															
Debenture Proceeds DC	-	1,505	-	-	-	-	-	-	-	-	-	-	-	-	1,505
Debenture Proceeds Tax Levy	2,841	-	-	-	-	-	-	-	-	-	-	-	-	-	2,841
Total York Region Transit Financing Sources	33,868	44,973	30,133	33,376	58,325	63,368	31,328	41,675	66,732	50,014	48,286	34,288	457,525	26,000	562,366

York Region Transit

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
82190 : Bus Terminals, Loops & Stops - Replacement	8,960	8,479	-	-	-	-	481	-	-
83970 : Bike Racks - Bus	200	-	-	-	-	-	200	-	-
83980 : Security Equipment	3,140	3,140	-	-	-	-	-	-	-
84499 : Mobility Plus Bus Replacement	4,940	680	-	4,260	-	-	-	-	-
84699 : Conventional Bus Replacement	95,820	18,039	-	77,781	-	-	-	-	-
84899 : Viva Bus Replacement	99,400	18,274	-	81,126	-	-	-	-	-
86100 : Facility Security	825	825	-	-	-	-	-	-	-
86101 : Bus Training Simulator	1,200	1,200	-	-	-	-	-	-	-
86102 : Viva Bus Refresh	5,950	5,950	-	-	-	-	-	-	-
86103 : Bike Racks & Lockers - Tranist Facilities	150	-	-	-	-	-	150	-	-
86110 : Vehicle Diagnostic System	6,780	6,780	-	-	-	-	-	-	-
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	45,400	27,585	-	10,335	-	-	7,480	-	-
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	7,000	5,361	-	-	-	-	1,639	-	-
86114 : Transit Management System Upgrade & Replacement	14,200	14,200	-	-	-	-	-	-	-
86115 : Automated Fare Collection System Replacement	8,150	8,150	-	-	-	-	-	-	-
86117 : Transportation & Community Planning Office Expansion	5,000	5,000	-	-	-	-	-	-	-
86180 : Computer-Aided Dispatch & Automatic Vehicle Location System	5,690	5,690	-	-	-	-	-	-	-
Total Rehabilitation & Replacement	312,805	129,353		173,502	-	-	9,950	-	-
Program Group: Growth									
81582 : Transit Vehicle Garage - North	25,300	-	-	-	-	3,542	21,758	-	-
81585 : Bus Rapid Transit Garage	2,799	-	-	-	-	104	2,695	-	-
82150 : Bus Terminals, Loops & Stops - Expansion	15,117	-	-	-	-	1,314	13,803	-	-
82770 : Support Vehicles	1,800	-	-	-	-	-	1,800	-	-
84399 : Mobility Plus Bus Expansion	1,040	-	-	-	-	88	952	-	-

York Region Transit

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
84599 : Conventional Bus Expansion	33,040	-	-	-	-	2,116	30,924	-	-
84799 : Viva Bus Expansion	28,050	-	-	-	-	23,983	4,067	-	-
86107 : Intelligent Transportation Systems	9,414	-	-	-	-	-	9,414	-	-
86116 : Presto Next Phase Upgrade	13,850	-	-	-	-	-	13,850	-	-
86119 : Viva 2017 Network Expansion - TMS	14,310	-	-	-	-	-	14,310	-	-
Total Growth	144,720	-	-	-	-	31,147	113,573	-	-
York Region Transit	457,525	129,353	-	173,502	-	31,147	123,523	-	-

York Region Transit

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
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Program Group: Rehabilitation & Replacement

Gross Expenditures

82190 : Bus Terminals, Loops & Stops - Replacement	1,640	-	-	-	-	-	-	-	-	-	1,640	-	1,640
83970 : Bike Racks - Bus	40	-	-	-	-	-	-	-	-	-	40	-	40
83980 : Security Equipment	890	-	-	-	-	-	-	-	-	-	890	-	890
84699 : Conventional Bus Replacement	6,720	-	-	-	-	-	-	-	-	-	6,720	-	6,720
86100 : Facility Security	75	-	-	-	-	-	-	-	-	-	75	-	75
86101 : Bus Training Simulator	1,200	-	-	-	-	-	-	-	-	-	1,200	-	1,200
86102 : Viva Bus Refresh	770	-	-	-	-	-	-	-	-	-	770	-	770
86103 : Bike Racks & Lockers - Tranist Facilities	50	-	-	-	-	-	-	-	-	-	50	-	50
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	4,400	-	-	-	-	-	-	-	-	-	4,400	-	4,400
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	2,625	-	-	-	-	-	-	-	-	-	2,625	-	2,625
86115 : Automated Fare Collection System Replacement	400	-	-	-	-	-	-	-	-	-	400	-	400
86117 : Transportation & Community Planning Office Expansion	500	-	-	-	-	-	-	-	-	-	500	-	500
86180 : Computer-Aided Dispatch & Automatic Vehicle Location System	770	-	-	-	-	-	-	-	-	-	770	-	770
Total Rehabilitation & Replacement Gross Expenditures	20,080	-	20,080	-	20,080								

Financing Sources

Regional													
Current Tax Levy - Reserves	9,100	-	-	-	-	-	-	-	-	-	9,100	-	9,100
Reserves	9,990	-	-	-	-	-	-	-	-	-	9,990	-	9,990
External													
Federal Funding	900	-	-	-	-	-	-	-	-	-	900	-	900
Provincial Funding	90	-	-	-	-	-	-	-	-	-	90	-	90
Total Rehabilitation & Replacement Financing Sources	20,080	-	20,080	-	20,080								

Program Group: Growth

Gross Expenditures

81582 : Transit Vehicle Garage - North	1,300	6,000	5,500	-	-	-	-	-	-	-	12,800	-	12,800
81585 : Bus Rapid Transit Garage	1,639	160	-	-	-	-	-	-	-	-	1,799	-	1,799

York Region Transit Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
82150 : Bus Terminals, Loops & Stops - Expansion	1,040	-	-	-	-	-	-	-	-	-	1,040	-	1,040
82770 : Support Vehicles	800	-	-	-	-	-	-	-	-	-	800	-	800
84399 : Mobility Plus Bus Expansion	260	-	-	-	-	-	-	-	-	-	260	-	260
84599 : Conventional Bus Expansion	2,240	-	-	-	-	-	-	-	-	-	2,240	-	2,240
86107 : Intelligent Transportation Systems	1,774	-	-	-	-	-	-	-	-	-	1,774	-	1,774
86116 : Presto Next Phase Upgrade	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
Total Growth Gross Expenditures	10,053	6,160	5,500	-	-	-	-	-	-	-	21,713	-	21,713
Financing Sources													
Regional													
Development Charges	498	846	770	-	-	-	-	-	-	-	2,114	-	2,114
External													
Federal Funding	9,555	5,314	4,730	-	-	-	-	-	-	-	19,599	-	19,599
Total Growth Financing Sources	10,053	6,160	5,500	-	-	-	-	-	-	-	21,713	-	21,713
Total York Region Transit Gross Expenditures	30,133	6,160	5,500	-	-	-	-	-	-	-	41,793	-	41,793
Funding Sources													
Regional													
Current Tax Levy - Reserves	9,100	-	-	-	-	-	-	-	-	-	9,100	-	9,100
Development Charges	498	846	770	-	-	-	-	-	-	-	2,114	-	2,114
Reserves	9,990	-	-	-	-	-	-	-	-	-	9,990	-	9,990
External													
Federal Funding	10,455	5,314	4,730	-	-	-	-	-	-	-	20,499	-	20,499
Provincial Funding	90	-	-	-	-	-	-	-	-	-	90	-	90
Total York Region Transit Financing Sources	30,133	6,160	5,500	-	-	-	-	-	-	-	41,793	-	41,793

York Region Transit

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
82190 : Bus Terminals, Loops & Stops - Replacement	1,640	1,640	-	-	-	-	-	-	-
83970 : Bike Racks - Bus	40	-	-	-	-	-	40	-	-
83980 : Security Equipment	890	890	-	-	-	-	-	-	-
84699 : Conventional Bus Replacement	6,720	-	-	6,720	-	-	-	-	-
86100 : Facility Security	75	75	-	-	-	-	-	-	-
86101 : Bus Training Simulator	1,200	1,200	-	-	-	-	-	-	-
86102 : Viva Bus Refresh	770	770	-	-	-	-	-	-	-
86103 : Bike Racks & Lockers - Tranist Facilities	50	-	-	-	-	-	50	-	-
86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	4,400	230	-	3,270	-	-	900	-	-
86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	2,625	2,625	-	-	-	-	-	-	-
86115 : Automated Fare Collection System Replacement	400	400	-	-	-	-	-	-	-
86117 : Transportation & Community Planning Office Expansion	500	500	-	-	-	-	-	-	-
86180 : Computer-Aided Dispatch & Automatic Vehicle Location System	770	770	-	-	-	-	-	-	-
Total Rehabilitation & Replacement	20,080	9,100		9,990	-	-	990	-	-
Program Group: Growth									
81582 : Transit Vehicle Garage - North	12,800	-	-	-	-	1,792	11,008	-	-
81585 : Bus Rapid Transit Garage	1,799	-	-	-	-	67	1,732	-	-
82150 : Bus Terminals, Loops & Stops - Expansion	1,040	-	-	-	-	90	950	-	-
82770 : Support Vehicles	800	-	-	-	-	-	800	-	-
84399 : Mobility Plus Bus Expansion	260	-	-	-	-	22	238	-	-
84599 : Conventional Bus Expansion	2,240	-	-	-	-	143	2,097	-	-
86107 : Intelligent Transportation Systems	1,774	-	-	-	-	-	1,774	-	-
86116 : Presto Next Phase Upgrade	1,000	-	-	-	-	-	1,000	-	-
Total Growth	21,713	-		-	-	2,114	19,599	-	-

York Region Transit

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
York Region Transit	41,793	9,100	-	9,990	-	2,114	20,589	-	-

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Rehabilitation & Replacement															
Gross Expenditures															
39930 : Bridge & Culvert Rehabilitation	8,759	2,100	3,180	3,270	3,360	3,540	3,720	3,900	4,170	4,440	4,800	4,980	39,360	-	50,219
39960 : Various Road Resurfacing	115,988	12,600	14,350	14,700	15,050	15,750	16,450	17,150	18,200	19,250	20,650	21,350	172,900	-	301,488
39980 : Various Road Improvements	31,160	2,000	2,750	2,800	2,850	2,950	3,050	3,150	3,300	3,450	3,650	3,750	31,700	-	64,860
80101 : King Road - Yonge Street to Bond Crescent	162	270	280	420	300	-	-	-	-	4,883	-	-	5,883	-	6,315
80108 : Sign Inventory Management Program	-	135	250	200	-	-	-	-	-	-	-	-	450	-	585
80200 : Udora Bridge Reconstruction	-	2,750	-	-	-	-	-	-	-	-	-	-	-	-	2,750
80210 : Umphrey Bridge Reconstruction	-	3,950	-	-	-	-	-	-	-	-	-	-	-	-	3,950
80220 : LED Replacement (Phase 1)	-	-	-	-	250	250	250	250	250	250	250	250	2,000	-	2,000
81933 : Asset Management Optimization Software Long-range Forecast	-	380	425	430	554	560	560	560	560	560	560	560	5,329	-	5,709
83910 : Roads Asset Management	1,112	1,000	1,225	910	985	1,050	850	850	1,050	850	850	1,050	9,670	-	11,782
83920 : Traffic Safety Program Improvements	-	100	100	100	100	100	100	100	100	100	100	100	1,000	-	1,100
84950 : Drainage System Program	935	150	270	280	290	310	330	350	380	410	450	470	3,540	-	4,625
99801 : Rapidways Asset Management	-	-	130	115	150	100	200	-	-	-	-	-	695	-	695
99870 : Various Railway Crossing Improvements	3,589	430	500	500	500	500	500	500	500	500	500	500	5,000	-	9,019
99910 : Fleet Replacement	9,667	5,466	1,650	2,810	2,730	3,260	1,470	2,950	4,180	2,280	3,630	2,770	27,730	-	42,863
Total Rehabilitation & Replacement Gross Expenditures	171,372	31,331	25,110	26,535	27,119	28,370	27,480	29,760	32,690	36,973	35,440	35,780	305,257	-	507,960
Financing Sources															
Regional															
Current Tax Levy - Reserves	113,449	13,567	18,314	16,489	13,328	15,121	19,122	19,612	21,767	23,722	19,747	24,157	191,379	-	318,395
Development Charges	1,661	444	1,056	719	818	711	687	633	702	651	663	729	7,369	-	9,474
Other Recoveries	544	-	-	-	-	-	-	-	-	-	-	-	-	-	544
Reserves	51,481	13,669	3,961	7,206	6,295	5,566	405	1,955	2,220	1,725	6,000	1,570	36,903	-	102,053
External															

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Provincial Funding	2,441	-	-	-	-	-	-	-	-	-	-	-	-	-	2,441
Other Recoveries	494	-	-	-	-	-	-	-	-	800	-	-	800	-	1,294
Debenture															
Debenture Proceeds	1,302	-	-	-	-	-	-	-	-	-	-	-	-	-	1,302
Debenture Proceeds DC	-	3,651	1,779	2,121	6,678	6,972	7,266	7,560	8,001	10,075	9,030	9,324	68,806	-	72,457
Total Rehabilitation & Replacement Financing Sources	171,372	31,331	25,110	26,535	27,119	28,370	27,480	29,760	32,690	36,973	35,440	35,780	305,257	-	507,960

Program Group: Growth

Gross Expenditures

39910 : Miscellaneous Design & Survey for Future Projects	13,332	1,250	750	750	750	750	750	750	750	750	750	750	7,500	-	22,082
39920 : Property Acquisition for Future Capital Projects	4,271	500	500	500	500	500	500	500	500	500	500	500	5,000	-	9,771
39950 : Intersection Improvement Program	-	2,474	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	5,748	28,222
39970 : Miscellaneous Payments to Developers	16,792	3,971	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	65,000	-	85,763
39990 : Traffic Control Signal Electronic Improvements	-	600	1,490	1,970	1,490	1,550	375	375	375	375	375	600	8,975	2,200	11,775
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	-	875	980	560	560	-	-	-	-	-	-	-	2,100	-	2,975
80104 : Keele Street and Loydtown Aurora Road	453	375	1,543	2,018	-	-	-	-	-	-	-	-	3,561	-	4,389
80105 : Pavement Marking Program	-	1,000	1,500	1,500	1,500	1,500	1,500	-	-	-	-	-	7,500	-	8,500
80115 : Highway 27 - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	-	-	-	850	850	28,331	29,181
80116 : Teston Road - Pine Valley Drive to Weston Road	-	200	550	200	730	2,430	3,956	8,996	6,300	-	-	-	23,162	-	23,362
80117 : Munirom App Track Development tracking Software	-	150	-	-	-	-	-	-	-	-	-	-	-	-	150
80118 : Capital Requirement for Roads Maintenance Yards	-	407	3,474	3,260	2,010	130	260	-	-	-	-	-	9,134	-	9,541
80119 : Development Tracking System	-	-	1,000	500	-	-	-	-	-	-	-	-	1,500	-	1,500
80120 : 2nd Concession - Doane Road to Queensville Side Road	-	-	1,840	200	-	-	-	-	-	-	-	-	2,040	4,671	6,711

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
80121 : Development Transportation Demand Mangement	-	15	300	300	100	100	-	-	-	-	-	-	800	-	815
80170 : Corridor Design Guideline Study	298	25	-	-	-	-	-	-	-	-	-	-	-	-	323
80230 : Portable Snow Melting Facilities	-	260	-	750	-	-	-	-	-	-	-	-	750	-	1,010
80270 : York Durham Line and Durham Road #5	1,660	881	155	30	25	-	-	-	-	-	-	-	210	-	2,751
80430 : Regional Streetscaping	6,979	1,978	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	1,380	13,800	-	22,757
80610 : Bathurst Street - King Road to Wellington Street	14,336	2,950	10	-	-	-	-	-	-	-	-	-	10	-	17,296
80620 : Bathurst Street - Wellington Street to Mulock Drive	13,110	7	12	-	-	-	-	-	-	-	-	-	12	-	13,129
80660 : 9th Line - North of Major Mackenzie Drive to Stouffville Main Street	11,176	8,015	3,360	530	-	-	-	-	-	-	-	-	3,890	-	23,081
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	399	1,125	495	5,000	3,735	390	-	-	-	-	-	-	9,620	-	11,144
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	2,570	1,040	2,500	8,000	7,000	280	-	-	-	-	-	-	17,780	-	21,390
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	5,769	130	803	-	-	5,110	5,110	-	-	-	-	-	11,023	-	16,922
81010 : King Road and Weston Road	147	108	180	500	-	2,925	-	-	-	-	-	-	3,605	-	3,860
81020 : King Road and Highway 27	76	110	630	700	1,990	-	-	-	-	-	-	-	3,320	-	3,506
81030 : Leslie Street and 19th Avenue	283	450	450	700	-	2,115	1,845	-	-	-	-	-	5,110	-	5,843
81040 : York Region Roads Operations Facility Strategy	72	200	100	100	100	100	100	200	-	-	-	-	700	-	972
81050 : Road Weather Inventory System	72	75	-	-	80	-	-	-	-	-	-	-	80	-	227
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	6,798	-	1,100	1,100	4,500	5,940	10,440	1,890	-	-	-	-	24,970	-	31,768
81350 : Jane Street - Steeles Avenue to Highway 7	16	-	-	-	-	-	-	-	-	-	40	40	80	18,286	18,382
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	3,436	900	790	815	300	300	420	6,615	1,890	945	-	-	12,075	-	16,411
81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	17	-	-	-	-	-	-	160	160	820	340	955	2,435	19,600	22,052

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
81410 : Leslie Street - Highway 7 to Highway 407	-	-	-	-	-	300	300	75	-	-	-	85	760	7,972	8,732
81420 : Bayview Avenue - Highway 7 to John Street	249	-	91	91	240	-	-	-	-	-	-	-	422	20,968	21,639
81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	6	-	-	-	-	-	-	-	-	-	-	900	900	4,000	4,906
81510 : Keele Street and 15th Side Road	3,903	57	-	-	-	-	-	-	-	-	-	-	-	-	3,960
81810 : Highway 50 - Highway 7 to Rutherford Road	17,847	250	719	1,031	-	-	-	-	-	-	-	-	1,750	-	19,847
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	-	-	410	1,410	1,270	1,584	3,636	3,636	-	-	-	-	11,946	-	11,946
81922 : Major Mackenzie Drive - Bathurst Street to Leslie Street	-	-	-	-	-	-	-	2,075	2,075	1,600	-	-	5,750	32,454	38,204
81932 : Viva Network Expansion Plan	-	-	1,470	1,200	13,825	8,095	2,685	-	-	-	-	-	27,275	-	27,275
81944 : Major Mackenzie Drive - Weston Road to Highway 400	-	-	230	230	4,500	-	-	-	-	-	-	-	4,960	-	4,960
81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	-	-	-	-	300	300	400	400	-	-	-	-	1,400	10,000	11,400
81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	-	-	-	-	430	430	-	-	-	680	-	510	2,050	32,074	34,124
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	-	100	510	1,090	3,915	6,615	-	-	-	-	-	-	12,130	-	12,230
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	-	600	250	-	400	8,400	8,000	-	8,420	16,420	-	-	41,890	-	42,490
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	-	150	350	230	2,595	2,775	4,703	4,703	-	-	-	-	15,356	-	15,506
81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	-	-	-	-	160	160	415	415	400	560	-	3,175	5,285	7,175	12,460
81972 : Stouffville Road - Bayview Avenue to Highway 404	-	200	485	385	800	-	-	-	600	600	1,420	3,113	7,403	5,113	12,716
81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	-	-	-	-	-	425	425	575	5,787	5,037	12,249	750	12,999
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	-	200	200	200	240	180	5,880	5,535	-	-	-	3,690	15,925	10,890	27,015
81976 : Mid Block Crossing - Highway 400 at Block 32	-	-	-	-	-	-	-	-	290	290	600	600	1,780	32,797	34,577

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
81979 : McCowan Road - Bullock Drive to 16th Avenue	-	-	-	-	620	620	620	620	-	-	4,455	4,455	11,390	-	11,390
81983 : Rutherford Road - Pine Valley Drive to Weston Road	-	-	-	-	-	-	-	-	-	-	430	430	860	9,815	10,675
81984 : 14th Avenue - Markham Road to 19th Avenue	-	-	-	-	-	-	-	-	-	-	-	550	550	9,800	10,350
81986 : Wellington Street - Leslie Street to Highway 404	-	-	-	-	-	-	-	-	-	-	220	220	440	3,554	3,994
81993 : Leslie Street - Major Mackenzie Drive to Elgin Mills Road	-	-	-	-	-	150	150	50	-	-	-	-	350	934	1,284
81996 : Bayview Avenue - Steeles Avenue to John Street	-	-	288	288	580	-	-	-	-	-	-	-	1,156	16,628	17,784
82680 : Mid Block Crossing - Highway 404 North of Highway 7	1,496	600	6,884	14,700	14,700	-	-	-	-	-	-	-	36,284	-	38,380
82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	1,288	245	-	-	-	-	9,100	10,100	-	-	-	-	19,200	-	20,733
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	98	-	5	165	165	225	-	-	-	-	-	400	960	15,396	16,454
82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	2	-	-	-	-	-	-	-	-	-	175	175	350	6,366	6,718
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	105	-	144	144	220	445	765	6,215	864	-	-	-	8,797	-	8,902
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,509	875	760	400	300	300	-	1,890	5,760	1,890	-	-	11,300	-	13,684
83340 : Bathurst Street - Centre Street to Highway 407	3	-	-	-	-	-	-	-	-	-	265	265	530	8,881	9,414
83360 : Leslie Street - Highway 7 to 16th Avenue	-	-	-	-	-	300	300	400	-	-	-	120	1,120	18,626	19,746
83370 : Leslie Street - 16th Avenue to Major Mackenzie Drive	-	-	-	-	-	150	150	280	-	-	-	-	580	14,463	15,043
83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	-	-	-	-	-	-	-	-	-	-	265	265	530	31,820	32,350
83390 : 16th Avenue - Warden Avenue to Kennedy Road	539	-	5	165	165	225	-	-	-	-	-	400	960	15,685	17,184
83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	-	-	-	-	200	250	1,700	2,000	9,090	-	-	-	13,240	-	13,240
83480 : Transportation Master Plan Update	605	150	550	300	-	-	300	850	800	-	-	300	3,100	1,650	5,505
83490 : Smart Commute Initiative	1,250	200	210	217	222	228	233	239	243	246	250	253	2,341	-	3,791

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
83830 : Accessibility for Ontarians with Disabilities Act Compliance	-	100	250	250	250	250	250	250	250	-	-	-	1,750	-	1,850
83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	130	-	-	223	-	-	120	-	495	770	-	-	1,608	-	1,738
83870 : 9th Line and Elgin Mills Road	1,079	2,625	-	-	-	-	-	-	-	-	-	-	-	-	3,704
83880 : 9th Line and Major Mackenzie Drive	9,167	2,700	-	-	-	-	-	-	-	-	-	-	-	-	11,867
83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	193	210	152	1,050	330	-	-	2,867	201	-	-	-	4,600	-	5,003
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	150	103	240	180	798	700	471	999	3,421	192	-	-	7,001	-	7,254
84005 : Stouffville Road - Yonge Street to Bayview Avenue	-	-	365	365	210	-	-	-	-	-	160	160	1,260	9,000	10,260
84008 : 16th Avenue - McCowan Road to 9th Line	-	-	10	330	330	450	-	-	-	-	-	1,250	2,370	24,890	27,260
84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	-	-	-	-	320	320	-	-	-	250	-	-	890	6,150	7,040
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	1,970	2,400	2,400	2,400	2,400	-	-	-	-	-	-	-	7,200	-	11,570
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	759	900	760	600	400	400	-	945	6,660	6,660	1,890	-	18,315	-	19,974
84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	250	250	500	39,478	39,978
84170 : 16th Avenue - Kennedy Road to McCowan Road	49	-	5	165	165	225	-	-	-	-	-	340	900	17,277	18,226
84180 : Leslie Street - Wellington Street to St. John's Side Road	1,601	684	2,112	1,694	8,617	1,155	389	-	-	-	-	-	13,967	-	16,252
84190 : Leslie Street - John's Side Road to Mulock Drive	801	288	1,207	10,413	1,155	347	-	-	-	-	-	-	13,122	-	14,211
84200 : Doane Road - Highway 404 to Yonge Street	2,506	250	800	460	1,400	1,500	3,000	3,300	2,000	-	100	7,504	20,064	21,710	44,530
84860 : Bathurst Street and Davis Drive	290	-	500	580	3,042	15	15	-	-	-	-	-	4,152	-	4,442
84890 : Kennedy Road - 14th Avenue to Highway 407	141	-	-	-	195	195	150	150	975	200	3,632	3,632	9,129	-	9,270
84940 : Pedestrian and Cycling Program	-	500	500	500	500	500	500	500	500	500	500	500	5,000	-	5,500

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
85560 : Rutherford Road - Keele Street to Dufferin Street	828	108	160	160	415	3,345	-	11,250	11,250	10,278	-	-	36,858	-	37,794
85570 : Rutherford Road - Jane Street to Keele Street	197	155	520	400	2,245	2,835	9,756	9,756	-	-	-	-	25,512	-	25,864
85580 : Rutherford Road - Dufferin Street to Bathurst Street	682	108	160	160	410	410	2,690	-	-	5,544	5,544	-	14,918	-	15,708
85590 : Carrville Road - Bathurst Street to Yonge Street	211	116	175	525	810	460	3,950	-	600	-	5,567	4,155	16,242	1,412	17,981
85600 : 16th Avenue - Yonge Street to Bayview Ave	-	-	5	165	165	275	350	400	855	-	7,893	5,843	15,951	2,050	18,001
85610 : 16th Avenue - Leslie Street to Highway 404	-	-	5	165	165	275	1,270	570	3,186	3,186	-	-	8,822	-	8,822
85620 : 2nd Concession - Green Lane to Doane Road	14,973	13,000	15,600	19,800	2,725	-	-	-	-	-	-	-	38,125	-	66,098
85650 : Major Mackenzie Drive - Canadian Pacific Railway to Hwy 27	717	900	4,100	5,550	16,800	15,800	6,750	-	-	-	-	-	49,000	-	50,617
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	1,480	3,700	3,950	11,350	1,750	-	-	-	-	-	-	-	17,050	-	22,230
85670 : Major Mackenzie Drive - Highway 400 to Jane Street	10	-	-	-	-	-	-	110	100	120	90	90	510	6,809	7,329
85680 : Major Mackenzie Drive - Jane Street to Keele Street	17	-	-	-	-	-	-	270	270	260	-	-	800	12,932	13,749
85710 : Yonge Street - Davis Drive to Green Lane	45	-	1,360	9,040	8,604	7,236	60	60	-	-	-	-	26,360	-	26,405
85780 : 9th Line and Stouffville Road - Jog Elimination	13,869	2,770	-	-	-	-	-	-	-	-	-	-	-	-	16,639
85810 : Arterial Corridor Transportation Studies	470	325	250	250	250	250	250	250	250	250	250	250	2,500	-	3,295
85830 : Retrofit Noise Mitigation	113	50	50	50	50	50	50	50	50	50	50	50	500	-	663
86730 : Hwy404 Interchange At Doane Rd	8,212	3,900	-	-	-	-	-	-	-	-	-	-	-	-	12,112
86770 : Major Mackenzie Drive - Bathurst Street to Keele Street	3	-	-	-	-	-	-	510	510	740	-	-	1,760	26,666	28,429
86880 : Pedestrian Cycling Municipal Partnership Program	1,086	500	500	500	500	500	500	500	500	500	500	500	5,000	-	6,586
86900 : Keele Street At17th Sideroad	449	70	-	-	-	-	-	-	-	-	-	-	-	-	519
86910 : Dufferin Street and King Vaughan Road	323	-	-	-	-	-	-	-	-	-	320	710	1,030	2,745	4,098
86920 : Keele Street and King Vaughan Road	501	-	-	-	-	-	-	-	-	-	125	155	280	2,640	3,421

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
86930 : Jane Street and King Vaughan Road	514	-	-	-	-	-	-	-	-	-	-	240	240	3,799	4,553
93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,359	-	-	-	-	-	-	-	-	-	15	15	30	6,040	10,429
94200 : 9th Line - Highway 407 to the Markham Bypass	18,415	15	15	-	-	-	-	-	-	-	-	-	15	-	18,445
95110 : Bayview Avenue - Major Mackenzie Drive to 19th Avenue	-	-	276	276	1,100	-	-	-	-	-	-	-	1,652	21,512	23,164
96020 : Bathurst Street - Green Lane West to Yonge Street	8,440	4,800	5,840	6,164	4,635	-	-	-	-	-	-	-	16,639	-	29,879
96770 : Keele Street - Steeles Avenue to Highway 7	1,404	565	967	1,420	415	6,000	7,228	1,197	-	-	-	-	17,227	-	19,196
97000 : Bayview Avenue - Highway 407 to 16th Avenue	266	-	52	52	260	200	810	3,312	3,312	-	-	-	7,998	-	8,264
97010 : Bloomington Road - Yonge Street to Bayview Avenue	11,453	577	216	29	24	-	-	-	-	-	-	-	269	-	12,299
97080 : Bloomington Road - Bayview Avenue to Highway 404	2,207	6,981	645	15	10	-	-	-	-	-	-	-	670	-	9,858
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	1,564	1,235	4,354	2,918	1,987	8,748	5,759	640	-	-	-	-	24,406	-	27,205
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	1,773	1,200	800	-	-	-	-	-	-	-	-	-	800	11,107	14,880
97230 : Pavement Management Study - System Maintenance	1,057	200	-	-	-	-	-	-	-	-	-	-	-	-	1,257
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	502	1,300	7,335	9,910	5,581	50	50	-	-	-	-	-	22,926	-	24,728
98320 : Leslie Street - Green Lane to Mount Albert Road	221	20	-	-	-	-	-	-	-	-	-	700	700	8,465	9,406
98330 : Gamble Side Road - Yonge Street to Bathurst Street	3,387	12	-	-	-	-	-	-	-	-	-	-	-	-	3,399
98340 : 19th Avenue - Yonge Street to Bayview Avenue	7,558	80	135	100	1,715	95	-	-	-	-	-	-	2,045	-	9,683
98570 : Langstaff Road - Highway 50 to Highway 27	14,888	10	10	-	-	-	-	-	-	-	-	-	10	-	14,908
98650 : Major Mackenzie Drive - Donald Cousens Parkway to 9th Line	114	-	480	-	-	986	986	-	-	-	-	-	2,452	-	2,566
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	21,355	4,400	210	35	25	-	-	-	-	-	-	-	270	-	26,025

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
98690 : Bayview Avenue - Stouffville Road to Bloomington Road	-	100	330	110	860	860	-	-	-	-	-	200	2,360	4,120	6,580
98960 : Kennedy Road - Highway 407 to Highway 7	93	-	-	-	110	110	230	175	175	50	330	2,420	3,600	4,420	8,113
99180 : 16th Avenue - Bayview Avenue to Leslie Street	-	-	5	165	165	275	500	450	2,085	-	5,396	4,596	13,637	800	14,437
99210 : Bayview Bloomington Wellington	33	150	-	-	-	-	-	-	-	-	-	-	-	-	183
99220 : Leslie Street/Don Mills Road - Steeles Avenue to Highway 407	326	-	-	-	-	150	150	100	-	-	70	70	540	5,929	6,795
99240 : Kennedy Road - 14th Avenue to Denison Street	629	-	-	-	195	195	-	-	-	210	1,960	1,005	3,565	6,230	10,424
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	949	-	5	165	165	275	440	720	3,038	3,038	-	-	7,846	-	8,795
99530 : Bloomington Road - Yonge Street to Bathurst Street	13,238	542	211	29	24	-	-	-	-	-	-	-	264	-	14,044
99540 : Langstaff Road - Dufferin Street to Keele Street	64	75	50	795	430	430	530	4,590	4,590	-	-	-	11,415	-	11,554
99550 : McCowan Road - Steeles Avenue to 14th Avenue	521	-	-	-	155	155	400	910	4,716	4,716	-	-	11,052	-	11,573
99780 : McCowan Road - 14th Avenue to Bullock Drive	25	-	-	-	205	205	535	1,290	-	7,002	7,002	-	16,239	-	16,264
99803 : Leslie Street and Stouffville Road Jog Elimination	-	-	-	-	-	-	-	-	400	400	13,673	2,651	17,124	4,651	21,775
99805 : Langstaff Road - Weston Road to Jane Street	-	-	50	450	320	480	500	300	5,715	5,715	-	-	13,530	-	13,530
99806 : Langstaff Road - Jane Street to Keele Street	-	-	50	250	250	1,500	1,500	-	-	-	-	-	3,550	-	3,550
99808 : Pine Valley Drive - Highway 407 to Highway 7	-	-	-	-	-	-	194	194	475	2,329	2,329	-	5,521	-	5,521
99816 : Teston Road - Keele Street to Dufferin Street	-	-	-	-	-	-	700	700	1,400	1,400	1,640	8,512	14,352	12,512	26,864
99817 : Jane Street - Major Mackenzie Drive to Teston Road	-	-	-	-	-	-	-	-	-	-	231	231	462	17,249	17,711
99818 : Jane Street - Highway 7 to Rutherford Road	-	-	-	-	-	-	-	-	-	-	355	355	710	30,669	31,379
99890 : Intelligent Transportation System	-	900	630	615	700	1,500	1,500	1,500	1,500	1,500	1,500	1,500	12,445	-	13,345

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	-	200	1,500	1,000	200	2,500	-	-	-	-	-	-	5,200	-	5,400
99900 : Fleet New Additions	5,536	600	500	400	400	400	400	400	400	400	400	400	4,100	-	10,236
Total Growth Gross Expenditures	314,875	94,122	108,755	154,332	156,029	128,339	127,406	118,489	108,701	92,391	87,524	86,802	1,168,768	707,909	2,285,674
Financing Sources															
Regional															
Current Tax Levy - Reserves	33,210	12,380	12,871	15,696	15,857	14,064	14,829	13,158	10,497	8,148	15,354	9,529	130,003	74,500	250,093
Development Charges	145,680	10,574	17,944	18,719	59,411	114,778	110,590	107,146	99,692	82,903	80,414	83,406	775,003	574,182	1,505,439
Debt Reduction Reserve	-	-	3,474	3,260	2,010	-	-	-	-	-	-	-	8,744	-	8,744
Other Recoveries	726	-	-	-	-	-	-	-	-	-	-	-	-	-	726
Reserves	26,762	773	300	300	100	100	-	-	-	-	-	-	800	-	28,335
External															
Federal Funding	1,599	-	-	-	-	-	-	-	-	-	-	-	-	-	1,599
Provincial Funding	1,599	467	-	-	-	-	-	-	-	-	-	-	-	-	2,066
Other Recoveries	3,757	1,267	2,200	13,361	12,226	6,369	9,253	5,745	6,513	11,415	786	3,191	71,059	59,227	135,310
Debenture															
Debenture Proceeds	101,223	-	-	-	-	-	-	-	-	-	-	-	-	-	101,223
Debenture Proceeds DC	287	68,661	71,966	102,996	66,425	(6,972)	(7,266)	(7,560)	(8,001)	(10,075)	(9,030)	(9,324)	183,159	-	252,107
Debenture Proceeds Tax Levy	32	-	-	-	-	-	-	-	-	-	-	-	-	-	32
Total Growth Financing Sources	314,875	94,122	108,755	154,332	156,029	128,339	127,406	118,489	108,701	92,391	87,524	86,802	1,168,768	707,909	2,285,674
Total Roads Gross Expenditures	486,247	125,453	133,865	180,867	183,148	156,709	154,886	148,249	141,391	129,364	122,964	122,582	1,474,025	707,909	2,793,634
Funding Sources															
Regional															
Current Tax Levy - Reserves	146,659	25,947	31,185	32,185	29,185	29,185	33,951	32,770	32,264	31,870	35,101	33,686	321,382	74,500	568,488
Development Charges	147,341	11,018	19,000	19,438	60,229	115,489	111,277	107,779	100,394	83,554	81,077	84,135	782,372	574,182	1,514,913
Debt Reduction Reserve	-	-	3,474	3,260	2,010	-	-	-	-	-	-	-	8,744	-	8,744
Other Recoveries	1,270	-	-	-	-	-	-	-	-	-	-	-	-	-	1,270
Reserves	78,243	14,442	4,261	7,506	6,395	5,666	405	1,955	2,220	1,725	6,000	1,570	37,703	-	130,388
External															
Federal Funding	1,599	-	-	-	-	-	-	-	-	-	-	-	-	-	1,599
Provincial Funding	4,040	467	-	-	-	-	-	-	-	-	-	-	-	-	4,507

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Other Recoveries	4,251	1,267	2,200	13,361	12,226	6,369	9,253	5,745	6,513	12,215	786	3,191	71,859	59,227	136,604
Debenture															
Debenture Proceeds	102,525	-	-	-	-	-	-	-	-	-	-	-	-	-	102,525
Debenture Proceeds DC	287	72,312	73,745	105,117	73,103	-	-	-	-	-	-	-	251,965	-	324,564
Debenture Proceeds Tax Levy	32	-	-	-	-	-	-	-	-	-	-	-	-	-	32
Total Roads Financing Sources	486,247	125,453	133,865	180,867	183,148	156,709	154,886	148,249	141,391	129,364	122,964	122,582	1,474,025	707,909	2,793,634

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
39930 : Bridge & Culvert Rehabilitation	39,360	27,552	-	-	11,808	-	-	-	-
39960 : Various Road Resurfacing	172,900	116,077	-	13,668	43,155	-	-	-	-
39980 : Various Road Improvements	31,700	22,190	-	-	9,510	-	-	-	-
80101 : King Road - Yonge Street to Bond Crescent	5,883	3,050	-	-	1,633	400	-	-	800
80108 : Sign Inventory Management Program	450	450	-	-	-	-	-	-	-
80220 : LED Replacement (Phase 1)	2,000	1,400	-	-	-	600	-	-	-
81933 : Asset Management Optimization Software Long-range Forecast	5,329	3,731	-	-	-	1,598	-	-	-
83910 : Roads Asset Management	9,670	6,770	-	-	-	2,900	-	-	-
83920 : Traffic Safety Program Improvements	1,000	700	-	-	-	300	-	-	-
84950 : Drainage System Program	3,540	2,478	-	-	-	1,062	-	-	-
99801 : Rapidways Asset Management	695	486	-	-	-	209	-	-	-
99870 : Various Railway Crossing Improvements	5,000	2,000	-	-	2,700	300	-	-	-
99910 : Fleet Replacement	27,730	4,495	-	23,235	-	-	-	-	-
Total Rehabilitation & Replacement	305,257	191,379		36,903	68,806	7,369	-	-	800
Program Group: Growth									
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(622,364)	622,364	-	-	-
39910 : Miscellaneous Design & Survey for Future Projects	7,500	750	-	-	-	6,750	-	-	-
39920 : Property Acquisition for Future Capital Projects	5,000	500	-	-	4,500	-	-	-	-
39950 : Intersection Improvement Program	20,000	2,000	-	-	-	18,000	-	-	-
39970 : Miscellaneous Payments to Developers	65,000	-	-	-	-	65,000	-	-	-
39990 : Traffic Control Signal Electronic Improvements	8,975	900	-	-	-	8,075	-	-	-
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	2,100	210	-	-	-	1,890	-	-	-

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
80104 : Keele Street and Lloydtown Aurora Road	3,561	355	-	-	3,206	-	-	-	-
80105 : Pavement Marking Program	7,500	5,250	-	-	-	2,250	-	-	-
80115 : Highway 27 - Highway 7 to Rutherford Road	850	85	-	-	765	-	-	-	-
80116 : Teston Road - Pine Valley Drive to Weston Road	23,162	2,155	-	-	19,387	-	-	-	1,620
80118 : Capital Requirement for Roads Maintenance Yards	9,134	390	8,744	-	-	-	-	-	-
80119 : Development Tracking System	1,500	150	-	-	1,350	-	-	-	-
80120 : 2nd Concession - Doane Road to Queensville Side Road	2,040	1,224	-	-	816	-	-	-	-
80121 : Development Transportation Demand Mangement	800	-	-	800	-	-	-	-	-
80230 : Portable Snow Melting Facilities	750	247	-	-	503	-	-	-	-
80270 : York Durham Line and Durham Road #5	210	22	-	-	-	188	-	-	-
80430 : Regional Streetscaping	13,800	2,760	-	-	-	11,040	-	-	-
80610 : Bathurst Street - King Road to Wellington Street	10	1	-	-	-	9	-	-	-
80620 : Bathurst Street - Wellington Street to Mulock Drive	12	1	-	-	-	11	-	-	-
80660 : 9th Line - North of Major Mackenzie Drive to Stouffville Main Street	3,890	389	-	-	3,501	-	-	-	-
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	9,620	963	-	-	8,657	-	-	-	-
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	17,780	1,778	-	-	16,002	-	-	-	-
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	11,023	1,102	-	-	9,921	-	-	-	-
81010 : King Road and Weston Road	3,605	361	-	-	3,082	162	-	-	-
81020 : King Road and Highway 27	3,320	332	-	-	2,988	-	-	-	-
81030 : Leslie Street and 19th Avenue	5,110	512	-	-	4,598	-	-	-	-
81040 : York Region Roads Operations Facility Strategy	700	70	-	-	-	630	-	-	-
81050 : Road Weather Inventory System	80	80	-	-	-	-	-	-	-
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	24,970	2,497	-	-	22,473	-	-	-	-

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
81350 : Jane Street - Steeles Avenue to Highway 7	80	8	-	-	72	-	-	-	-
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	12,075	1,209	-	-	10,866	-	-	-	-
81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	2,435	244	-	-	2,191	-	-	-	-
81410 : Leslie Street - Highway 7 to Highway 407	760	77	-	-	76	607	-	-	-
81420 : Bayview Avenue - Highway 7 to John Street	422	42	-	-	380	-	-	-	-
81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	900	90	-	-	810	-	-	-	-
81810 : Highway 50 - Highway 7 to Rutherford Road	1,750	175	-	-	1,575	-	-	-	-
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	11,946	7,168	-	-	4,778	-	-	-	-
81922 : Major Mackenzie Drive - Bathurst Street to Leslie Street	5,750	576	-	-	5,174	-	-	-	-
81932 : Viva Network Expansion Plan	27,275	2,729	-	-	24,546	-	-	-	-
81944 : Major Mackenzie Drive - Weston Road to Highway 400	4,960	496	-	-	4,464	-	-	-	-
81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	1,400	140	-	-	1,260	-	-	-	-
81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	2,050	205	-	-	1,845	-	-	-	-
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	12,130	1,214	-	-	10,916	-	-	-	-
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	41,890	1,396	-	-	12,494	76	-	-	27,924
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	15,356	1,509	-	-	13,577	-	-	-	270
81971 : Bathurst Street - Elgin Mills Road to 19th Avenue	5,285	530	-	-	4,467	288	-	-	-
81972 : Stouffville Road - Bayview Avenue to Highway 404	7,403	741	-	-	6,662	-	-	-	-
81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	12,249	1,227	-	-	11,022	-	-	-	-
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	15,925	532	-	-	4,775	-	-	-	10,618
81976 : Mid Block Crossing - Highway 400 at Block 32	1,780	60	-	-	532	-	-	-	1,188

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
81979 : McCowan Road - Bullock Drive to 16th Avenue	11,390	1,138	-	-	10,252	-	-	-	-
81983 : Rutherford Road - Pine Valley Drive to Weston Road	860	86	-	-	774	-	-	-	-
81984 : 14th Avenue - Markham Road to 19th Avenue	550	55	-	-	495	-	-	-	-
81986 : Wellington Street - Leslie Street to Highway 404	440	44	-	-	396	-	-	-	-
81993 : Leslie Street - Major Mackenzie Drive to Elgin Mills Road	350	35	-	-	315	-	-	-	-
81996 : Bayview Avenue - Steeles Avenue to John Street	1,156	116	-	-	1,040	-	-	-	-
82680 : Mid Block Crossing - Highway 404 North of Highway 7	36,284	1,478	-	-	13,306	-	-	-	21,500
82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	19,200	1,920	-	-	17,280	-	-	-	-
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	960	98	-	-	360	502	-	-	-
82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	350	36	-	-	314	-	-	-	-
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	8,797	879	-	-	7,918	-	-	-	-
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	11,300	1,130	-	-	10,170	-	-	-	-
83340 : Bathurst Street - Centre Street to Highway 407	530	54	-	-	476	-	-	-	-
83360 : Leslie Street - Highway 7 to 16th Avenue	1,120	112	-	-	1,008	-	-	-	-
83370 : Leslie Street - 16th Avenue to Major Mackenzie Drive	580	58	-	-	522	-	-	-	-
83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	530	54	-	-	476	-	-	-	-
83390 : 16th Avenue - Warden Avenue to Kennedy Road	960	98	-	-	360	502	-	-	-
83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	13,240	1,324	-	-	11,916	-	-	-	-
83480 : Transportation Master Plan Update	3,100	310	-	-	2,790	-	-	-	-
83490 : Smart Commute Initiative	2,341	234	-	-	-	2,107	-	-	-

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
83830 : Accessibility for Ontarians with Disabilities Act Compliance	1,750	1,750	-	-	-	-	-	-	-
83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	1,608	161	-	-	1,138	309	-	-	-
83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	4,600	460	-	-	4,003	137	-	-	-
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	7,001	700	-	-	6,301	-	-	-	-
84005 : Stouffville Road - Yonge Street to Bayview Avenue	1,260	127	-	-	1,133	-	-	-	-
84008 : 16th Avenue - McCowan Road to 9th Line	2,370	237	-	-	2,124	9	-	-	-
84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	890	89	-	-	801	-	-	-	-
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	7,200	720	-	-	6,480	-	-	-	-
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	18,315	1,832	-	-	16,483	-	-	-	-
84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	500	16	-	-	152	-	-	-	332
84170 : 16th Avenue - Kennedy Road to McCowan Road	900	92	-	-	306	502	-	-	-
84180 : Leslie Street - Wellington Street to St. John's Side Road	13,967	1,397	-	-	12,570	-	-	-	-
84190 : Leslie Street - John's Side Road to Mulock Drive	13,122	1,313	-	-	11,809	-	-	-	-
84200 : Doane Road - Highway 404 to Yonge Street	20,064	2,006	-	-	17,968	90	-	-	-
84860 : Bathurst Street and Davis Drive	4,152	416	-	-	3,736	-	-	-	-
84890 : Kennedy Road - 14th Avenue to Highway 407	9,129	914	-	-	7,595	620	-	-	-
84940 : Pedestrian and Cycling Program	5,000	500	-	-	-	4,500	-	-	-
85560 : Rutherford Road - Keele Street to Dufferin Street	36,858	3,665	-	-	32,685	288	-	-	220
85570 : Rutherford Road - Jane Street to Keele Street	25,512	2,536	-	-	22,811	-	-	-	165
85580 : Rutherford Road - Dufferin Street to Bathurst Street	14,918	1,475	-	-	12,990	288	-	-	165

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
85590 : Carrville Road - Bathurst Street to Yonge Street	16,242	1,609	-	-	14,154	314	-	-	165
85600 : 16th Avenue - Yonge Street to Bayview Ave	15,951	1,597	-	-	13,852	502	-	-	-
85610 : 16th Avenue - Leslie Street to Highway 404	8,822	885	-	-	7,435	502	-	-	-
85620 : 2nd Concession - Green Lane to Doane Road	38,125	3,813	-	-	34,312	-	-	-	-
85650 : Major Mackenzie Drive - Canadian Pacific Railway to Hwy 27	49,000	4,900	-	-	44,100	-	-	-	-
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	17,050	1,705	-	-	15,345	-	-	-	-
85670 : Major Mackenzie Drive - Highway 400 to Jane Street	510	51	-	-	459	-	-	-	-
85680 : Major Mackenzie Drive - Jane Street to Keele Street	800	80	-	-	720	-	-	-	-
85710 : Yonge Street - Davis Drive to Green Lane	26,360	2,571	-	-	23,139	-	-	-	650
85810 : Arterial Corridor Transportation Studies	2,500	250	-	-	-	2,250	-	-	-
85830 : Retrofit Noise Mitigation	500	50	-	-	-	450	-	-	-
86770 : Major Mackenzie Drive - Bathurst Street to Keele Street	1,760	176	-	-	1,584	-	-	-	-
86880 : Pedestrian Cycling Municipal Partnership Program	5,000	500	-	-	-	4,500	-	-	-
86910 : Dufferin Street and King Vaughan Road	1,030	103	-	-	927	-	-	-	-
86920 : Keele Street and King Vaughan Road	280	27	-	-	253	-	-	-	-
86930 : Jane Street and King Vaughan Road	240	24	-	-	216	-	-	-	-
93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	30	4	-	-	26	-	-	-	-
94200 : 9th Line - Highway 407 to the Markham Bypass	15	1	-	-	-	14	-	-	-
95110 : Bayview Avenue - Major Mackenzie Drive to 19th Avenue	1,652	166	-	-	1,486	-	-	-	-
96020 : Bathurst Street - Green Lane West to Yonge Street	16,639	1,664	-	-	14,975	-	-	-	-
96770 : Keele Street - Steeles Avenue to Highway 7	17,227	1,724	-	-	15,503	-	-	-	-

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
97000 : Bayview Avenue - Highway 407 to 16th Avenue	7,998	799	-	-	6,871	328	-	-	-
97010 : Bloomington Road - Yonge Street to Bayview Avenue	269	27	-	-	-	242	-	-	-
97080 : Bloomington Road - Bayview Avenue to Highway 404	670	68	-	-	602	-	-	-	-
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	24,406	2,441	-	-	21,965	-	-	-	-
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	800	480	-	-	320	-	-	-	-
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	22,926	1,750	-	-	15,749	-	-	-	5,427
98320 : Leslie Street - Green Lane to Mount Albert Road	700	70	-	-	630	-	-	-	-
98340 : 19th Avenue - Yonge Street to Bayview Avenue	2,045	205	-	-	1,718	122	-	-	-
98570 : Langstaff Road - Highway 50 to Highway 27	10	1	-	-	-	9	-	-	-
98650 : Major Mackenzie Drive - Donald Cousens Parkway to 9th Line	2,452	246	-	-	2,206	-	-	-	-
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	270	26	-	-	-	244	-	-	-
98690 : Bayview Avenue - Stouffville Road to Bloomington Road	2,360	236	-	-	2,124	-	-	-	-
98960 : Kennedy Road - Highway 407 to Highway 7	3,600	359	-	-	2,791	450	-	-	-
99180 : 16th Avenue - Bayview Avenue to Leslie Street	13,637	1,367	-	-	11,768	502	-	-	-
99220 : Leslie Street/Don Mills Road - Steeles Avenue to Highway 407	540	-	-	-	540	-	-	-	-
99240 : Kennedy Road - 14th Avenue to Denison Street	3,565	357	-	-	3,208	-	-	-	-
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	7,846	787	-	-	6,557	502	-	-	-
99530 : Bloomington Road - Yonge Street to Bathurst Street	264	26	-	-	-	238	-	-	-
99540 : Langstaff Road - Dufferin Street to Keele Street	11,415	1,072	-	-	8,878	760	-	-	705
99550 : McCowan Road - Steeles Avenue to 14th Avenue	11,052	1,099	-	-	9,898	-	-	-	55

Roads

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
99780 : McCowan Road - 14th Avenue to Bullock Drive	16,239	1,616	-	-	14,568	-	-	-	55
99803 : Leslie Street and Stouffville Road Jog Elimination	17,124	10,275	-	-	6,849	-	-	-	-
99805 : Langstaff Road - Weston Road to Jane Street	13,530	1,354	-	-	12,176	-	-	-	-
99806 : Langstaff Road - Jane Street to Keele Street	3,550	355	-	-	3,195	-	-	-	-
99808 : Pine Valley Drive - Highway 407 to Highway 7	5,521	552	-	-	4,969	-	-	-	-
99816 : Teston Road - Keele Street to Dufferin Street	14,352	1,435	-	-	12,917	-	-	-	-
99817 : Jane Street - Major Mackenzie Drive to Teston Road	462	46	-	-	416	-	-	-	-
99818 : Jane Street - Highway 7 to Rutherford Road	710	72	-	-	638	-	-	-	-
99890 : Intelligent Transportation System	12,445	1,245	-	-	-	11,200	-	-	-
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	5,200	520	-	-	-	4,680	-	-	-
99900 : Fleet New Additions	4,100	4,100	-	-	-	-	-	-	-
Total Growth	1,168,768	130,003	8,744	800	183,159	775,003	-	-	71,059
Roads	1,474,025	321,382	8,744	37,703	251,965	782,372	-	-	71,859

Roads

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Program Group: Rehabilitation & Replacement													
Gross Expenditures													
39930 : Bridge & Culvert Rehabilitation	3,180	-	-	-	-	-	-	-	-	-	3,180	-	3,180
39960 : Various Road Resurfacing	14,350	-	-	-	-	-	-	-	-	-	14,350	-	14,350
39980 : Various Road Improvements	2,750	-	-	-	-	-	-	-	-	-	2,750	-	2,750
80101 : King Road - Yonge Street to Bond Crescent	280	420	-	-	-	-	-	-	-	-	700	-	700
80108 : Sign Inventory Management Program	250	200	-	-	-	-	-	-	-	-	450	-	450
81933 : Asset Management Optimization Software Long-range Forecast	425	-	-	-	-	-	-	-	-	-	425	-	425
83910 : Roads Asset Management	1,225	-	-	-	-	-	-	-	-	-	1,225	-	1,225
83920 : Traffic Safety Program Improvements	100	-	-	-	-	-	-	-	-	-	100	-	100
84950 : Drainage System Program	270	-	-	-	-	-	-	-	-	-	270	-	270
99801 : Rapidways Asset Management	130	115	150	100	200	-	-	-	-	-	695	-	695
99870 : Various Railway Crossing Improvements	500	-	-	-	-	-	-	-	-	-	500	-	500
99910 : Fleet Replacement	1,650	-	-	-	-	-	-	-	-	-	1,650	-	1,650
Total Rehabilitation & Replacement Gross Expenditures	25,110	735	150	100	200	-	-	-	-	-	26,295	-	26,295
Financing Sources													
Regional													
Current Tax Levy - Reserves	18,314	532	105	70	140	-	-	-	-	-	19,161	-	19,161
Development Charges	1,056	203	45	30	60	-	-	-	-	-	1,394	-	1,394
Reserves	3,961	-	-	-	-	-	-	-	-	-	3,961	-	3,961
Debenture													
Debenture Proceeds DC	1,779	-	-	-	-	-	-	-	-	-	1,779	-	1,779
Total Rehabilitation & Replacement Financing Sources	25,110	735	150	100	200	-	-	-	-	-	26,295	-	26,295
Program Group: Growth													
Gross Expenditures													
39910 : Miscellaneous Design & Survey for Future Projects	750	-	-	-	-	-	-	-	-	-	750	-	750
39920 : Property Acquisition for Future Capital Projects	500	-	-	-	-	-	-	-	-	-	500	-	500
39950 : Intersection Improvement Program	2,000	2,000	2,000	-	-	-	-	-	-	-	6,000	-	6,000
39970 : Miscellaneous Payments to Developers	6,500	-	-	-	-	-	-	-	-	-	6,500	-	6,500
39990 : Traffic Control Signal Electronic Improvements	1,490	1,970	1,490	1,550	-	-	-	-	-	-	6,500	-	6,500

Roads

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	980	560	560	-	-	-	-	-	-	-	2,100	-	2,100
80104 : Keele Street and Loydtown Aurora Road	1,543	2,018	-	-	-	-	-	-	-	-	3,561	-	3,561
80105 : Pavement Marking Program	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500
80116 : Teston Road - Pine Valley Drive to Weston Road	550	200	-	-	-	-	-	-	-	-	750	-	750
80118 : Capital Requirement for Roads Maintenance Yards	3,474	-	-	-	-	-	-	-	-	-	3,474	-	3,474
80119 : Development Tracking System	1,000	500	-	-	-	-	-	-	-	-	1,500	-	1,500
80120 : 2nd Concession - Doane Road to Queensville Side Road	1,840	200	-	-	-	-	-	-	-	-	2,040	-	2,040
80121 : Development Transportation Demand Mangement	300	300	100	100	-	-	-	-	-	-	800	-	800
80270 : York Durham Line and Durham Road #5	155	30	25	-	-	-	-	-	-	-	210	-	210
80430 : Regional Streetscaping	1,380	-	-	-	-	-	-	-	-	-	1,380	-	1,380
80610 : Bathurst Street - King Road to Wellington Street	10	-	-	-	-	-	-	-	-	-	10	-	10
80620 : Bathurst Street - Wellington Street to Mulock Drive	12	-	-	-	-	-	-	-	-	-	12	-	12
80660 : 9th Line - North of Major Mackenzie Drive to Stouffville Main Street	3,360	530	-	-	-	-	-	-	-	-	3,890	-	3,890
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	495	5,000	3,735	390	-	-	-	-	-	-	9,620	-	9,620
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	2,500	8,000	7,000	280	-	-	-	-	-	-	17,780	-	17,780
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	803	-	-	-	-	-	-	-	-	-	803	-	803
81010 : King Road and Weston Road	180	500	-	-	-	-	-	-	-	-	680	-	680
81020 : King Road and Highway 27	630	700	-	-	-	-	-	-	-	-	1,330	-	1,330
81030 : Leslie Street and 19th Avenue	450	700	-	-	-	-	-	-	-	-	1,150	-	1,150
81040 : York Region Roads Operations Facility Strategy	100	100	100	100	100	200	-	-	-	-	700	-	700
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	1,100	1,100	-	-	-	-	-	-	-	-	2,200	-	2,200
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	790	815	-	-	-	-	-	-	-	-	1,605	-	1,605
81420 : Bayview Avenue - Highway 7 to John Street	91	91	240	-	-	-	-	-	-	-	422	-	422
81810 : Highway 50 - Highway 7 to Rutherford Road	719	1,031	-	-	-	-	-	-	-	-	1,750	-	1,750
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	410	410	-	-	-	-	-	-	-	-	820	-	820
81932 : Viva Network Expansion Plan	1,470	360	180	10	-	-	-	-	-	-	2,020	-	2,020
81944 : Major Mackenzie Drive - Weston Road to Highway 400	230	230	-	-	-	-	-	-	-	-	460	-	460

Roads

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	510	590	-	-	-	-	-	-	-	-	1,100	-	1,100
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	250	-	-	-	-	-	-	-	-	-	250	-	250
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	350	230	-	-	-	-	-	-	-	-	580	-	580
81972 : Stouffville Road - Bayview Avenue to Highway 404	485	385	800	-	-	-	-	-	-	-	1,670	-	1,670
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	200	200	240	-	-	-	-	-	-	-	640	-	640
81996 : Bayview Avenue - Steeles Avenue to John Street	288	288	580	-	-	-	-	-	-	-	1,156	-	1,156
82680 : Mid Block Crossing - Highway 404 North of Highway 7	6,884	14,700	14,700	-	-	-	-	-	-	-	36,284	-	36,284
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	5	165	165	225	-	-	-	-	-	-	560	-	560
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	144	144	220	-	-	-	-	-	-	-	508	-	508
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	760	400	-	-	-	-	-	-	-	-	1,160	-	1,160
83390 : 16th Avenue - Warden Avenue to Kennedy Road	5	165	165	225	-	-	-	-	-	-	560	-	560
83480 : Transportation Master Plan Update	550	300	-	-	-	-	-	-	-	-	850	-	850
83490 : Smart Commute Initiative	210	-	-	-	-	-	-	-	-	-	210	-	210
83830 : Accessibility for Ontarians with Disabilities Act Compliance	250	-	-	-	-	-	-	-	-	-	250	-	250
83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	152	1,000	-	-	-	-	-	-	-	-	1,152	-	1,152
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	240	180	798	650	-	-	-	-	-	-	1,868	-	1,868
84005 : Stouffville Road - Yonge Street to Bayview Avenue	365	365	210	-	-	-	-	-	-	-	940	-	940
84008 : 16th Avenue - McCowan Road to 9th Line	10	330	330	450	-	-	-	-	-	-	1,120	-	1,120
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	2,400	2,400	2,400	-	-	-	-	-	-	-	7,200	-	7,200
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	760	400	-	-	-	-	-	-	-	-	1,160	-	1,160
84170 : 16th Avenue - Kennedy Road to McCowan Road	5	165	165	225	-	-	-	-	-	-	560	-	560
84180 : Leslie Street - Wellington Street to St. John's Side Road	2,112	1,124	-	-	-	-	-	-	-	-	3,236	-	3,236
84190 : Leslie Street - John's Side Road to Mulock Drive	1,207	10,413	1,155	347	-	-	-	-	-	-	13,122	-	13,122
84200 : Doane Road - Highway 404 to Yonge Street	800	460	-	-	-	-	-	-	-	-	1,260	-	1,260
84860 : Bathurst Street and Davis Drive	500	580	-	-	-	-	-	-	-	-	1,080	-	1,080

Roads

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
84940 : Pedestrian and Cycling Program	500	-	-	-	-	-	-	-	-	-	500	-	500
85560 : Rutherford Road - Keele Street to Dufferin Street	160	160	-	-	-	-	-	-	-	-	320	-	320
85570 : Rutherford Road - Jane Street to Keele Street	520	400	200	-	-	-	-	-	-	-	1,120	-	1,120
85580 : Rutherford Road - Dufferin Street to Bathurst Street	160	160	-	-	-	-	-	-	-	-	320	-	320
85590 : Carrville Road - Bathurst Street to Yonge Street	175	175	-	-	-	-	-	-	-	-	350	-	350
85600 : 16th Avenue - Yonge Street to Bayview Ave	5	165	165	225	-	-	-	-	-	-	560	-	560
85610 : 16th Avenue - Leslie Street to Highway 404	5	165	165	225	-	-	-	-	-	-	560	-	560
85620 : 2nd Concession - Green Lane to Doane Road	15,600	19,800	2,725	-	-	-	-	-	-	-	38,125	-	38,125
85650 : Major Mackenzie Drive -Canadian Pacific Railway to Hwy 27	4,100	4,000	1,000	-	-	-	-	-	-	-	9,100	-	9,100
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	3,950	11,350	1,750	-	-	-	-	-	-	-	17,050	-	17,050
85710 : Yonge Street - Davis Drive to Green Lane	1,360	6,840	-	-	-	-	-	-	-	-	8,200	-	8,200
85810 : Arterial Corridor Transportation Studies	250	-	-	-	-	-	-	-	-	-	250	-	250
85830 : Retrofit Noise Mitigation	50	-	-	-	-	-	-	-	-	-	50	-	50
86880 : Pedestrian Cycling Municipal Partnership Program	500	-	-	-	-	-	-	-	-	-	500	-	500
94200 : 9th Line - Highway 407 to the Markham Bypass	15	-	-	-	-	-	-	-	-	-	15	-	15
95110 : Bayview Avenue - Major Mackenzie Drive to 19th Avenue	276	276	1,100	-	-	-	-	-	-	-	1,652	-	1,652
96020 : Bathurst Street - Green Lane West to Yonge Street	5,840	6,164	4,635	-	-	-	-	-	-	-	16,639	-	16,639
96770 : Keele Street - Steeles Avenue to Highway 7	967	1,120	-	-	-	-	-	-	-	-	2,087	-	2,087
97000 : Bayview Avenue - Highway 407 to 16th Avenue	52	52	260	-	-	-	-	-	-	-	364	-	364
97010 : Bloomington Road - Yonge Street to Bayview Avenue	216	29	24	-	-	-	-	-	-	-	269	-	269
97080 : Bloomington Road - Bayview Avenue to Highway 404	645	15	10	-	-	-	-	-	-	-	670	-	670
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	4,354	2,000	-	-	-	-	-	-	-	-	6,354	-	6,354
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	800	-	-	-	-	-	-	-	-	-	800	-	800
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	7,335	9,910	5,581	50	50	-	-	-	-	-	22,926	-	22,926
98340 : 19th Avenue - Yonge Street to Bayview Avenue	135	100	1,715	95	-	-	-	-	-	-	2,045	-	2,045
98570 : Langstaff Road - Highway 50 to Highway 27	10	-	-	-	-	-	-	-	-	-	10	-	10
98650 : Major Mackenzie Drive - Donald Cousens Parkway to 9th Line	480	-	-	-	-	-	-	-	-	-	480	-	480

Roads

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	210	35	25	-	-	-	-	-	-	-	270	-	270
98690 : Bayview Avenue - Stouffville Road to Bloomington Road	330	110	-	-	-	-	-	-	-	-	440	-	440
99180 : 16th Avenue - Bayview Avenue to Leslie Street	5	165	165	225	-	-	-	-	-	-	560	-	560
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	5	165	165	225	-	-	-	-	-	-	560	-	560
99530 : Bloomington Road - Yonge Street to Bathurst Street	211	29	24	-	-	-	-	-	-	-	264	-	264
99540 : Langstaff Road - Dufferin Street to Keele Street	50	795	-	-	-	-	-	-	-	-	845	-	845
99805 : Langstaff Road - Weston Road to Jane Street	50	450	320	-	-	-	-	-	-	-	820	-	820
99806 : Langstaff Road - Jane Street to Keele Street	50	250	250	1,500	1,500	-	-	-	-	-	3,550	-	3,550
99890 : Intelligent Transportation System	630	615	-	-	-	-	-	-	-	-	1,245	-	1,245
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	1,500	1,000	200	2,500	-	-	-	-	-	-	5,200	-	5,200
99900 : Fleet New Additions	500	-	-	-	-	-	-	-	-	-	500	-	500
Total Growth Gross Expenditures	108,755	128,824	57,837	9,597	1,650	200	-	-	-	-	306,863	-	306,863
Financing Sources													
Regional													
Current Tax Levy - Reserves	12,871	11,826	4,583	954	165	20	-	-	-	-	30,419	-	30,419
Development Charges	17,944	8,424	41,194	8,543	1,485	180	-	-	-	-	77,770	-	77,770
Debt Reduction Reserve	3,474	-	-	-	-	-	-	-	-	-	3,474	-	3,474
Reserves	300	300	100	100	-	-	-	-	-	-	800	-	800
External													
Other Recoveries	2,200	13,361	11,960	-	-	-	-	-	-	-	27,521	-	27,521
Debenture													
Debenture Proceeds DC	71,966	94,913	-	-	-	-	-	-	-	-	166,879	-	166,879
Total Growth Financing Sources	108,755	128,824	57,837	9,597	1,650	200	-	-	-	-	306,863	-	306,863
Total Roads Gross Expenditures	133,865	129,559	57,987	9,697	1,850	200	-	-	-	-	333,158	-	333,158
Funding Sources													
Regional													
Current Tax Levy - Reserves	31,185	12,358	4,688	1,024	305	20	-	-	-	-	49,580	-	49,580
Development Charges	19,000	8,627	41,239	8,573	1,545	180	-	-	-	-	79,164	-	79,164
Debt Reduction Reserve	3,474	-	-	-	-	-	-	-	-	-	3,474	-	3,474
Reserves	4,261	300	100	100	-	-	-	-	-	-	4,761	-	4,761

Roads

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
External													
Other Recoveries	2,200	13,361	11,960	-	-	-	-	-	-	-	27,521	-	27,521
Debenture													
Debenture Proceeds DC	73,745	94,913	-	-	-	-	-	-	-	-	168,658	-	168,658
Total Roads Financing Sources	133,865	129,559	57,987	9,697	1,850	200	-	-	-	-	333,158	-	333,158

Roads

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
39930 : Bridge & Culvert Rehabilitation	3,180	2,226	-	-	954	-	-	-	-
39960 : Various Road Resurfacing	14,350	11,429	-	2,921	-	-	-	-	-
39980 : Various Road Improvements	2,750	1,925	-	-	825	-	-	-	-
80101 : King Road - Yonge Street to Bond Crescent	700	420	-	-	-	280	-	-	-
80108 : Sign Inventory Management Program	450	450	-	-	-	-	-	-	-
81933 : Asset Management Optimization Software Long-range Forecast	425	298	-	-	-	127	-	-	-
83910 : Roads Asset Management	1,225	858	-	-	-	367	-	-	-
83920 : Traffic Safety Program Improvements	100	70	-	-	-	30	-	-	-
84950 : Drainage System Program	270	189	-	-	-	81	-	-	-
99801 : Rapidways Asset Management	695	486	-	-	-	209	-	-	-
99870 : Various Railway Crossing Improvements	500	200	-	-	-	300	-	-	-
99910 : Fleet Replacement	1,650	610	-	1,040	-	-	-	-	-
Total Rehabilitation & Replacement	26,295	19,161		3,961	1,779	1,394	-	-	-

Program Group: Growth

DEVCG : Development Charge Debt Avoidance	-	-	-	-	(41,159)	41,159	-	-	-
39910 : Miscellaneous Design & Survey for Future Projects	750	75	-	-	-	675	-	-	-
39920 : Property Acquisition for Future Capital Projects	500	50	-	-	450	-	-	-	-
39950 : Intersection Improvement Program	6,000	600	-	-	-	5,400	-	-	-
39970 : Miscellaneous Payments to Developers	6,500	-	-	-	-	6,500	-	-	-
39990 : Traffic Control Signal Electronic Improvements	6,500	650	-	-	-	5,850	-	-	-
39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	2,100	210	-	-	-	1,890	-	-	-

Roads

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
80104 : Keele Street and Lloydtown Aurora Road	3,561	355	-	-	3,206	-	-	-	-
80105 : Pavement Marking Program	1,500	1,050	-	-	-	450	-	-	-
80116 : Teston Road - Pine Valley Drive to Weston Road	750	75	-	-	675	-	-	-	-
80118 : Capital Requirement for Roads Maintenance Yards	3,474	-	3,474	-	-	-	-	-	-
80119 : Development Tracking System	1,500	150	-	-	1,350	-	-	-	-
80120 : 2nd Concession - Doane Road to Queensville Side Road	2,040	1,224	-	-	816	-	-	-	-
80121 : Development Transportation Demand Management	800	-	-	800	-	-	-	-	-
80270 : York Durham Line and Durham Road #5	210	22	-	-	-	188	-	-	-
80430 : Regional Streetscaping	1,380	276	-	-	-	1,104	-	-	-
80610 : Bathurst Street - King Road to Wellington Street	10	1	-	-	-	9	-	-	-
80620 : Bathurst Street - Wellington Street to Mulock Drive	12	1	-	-	-	11	-	-	-
80660 : 9th Line - North of Major Mackenzie Drive to Stouffville Main Street	3,890	389	-	-	3,501	-	-	-	-
80670 : Bayview Avenue - 19th Avenue to Stouffville Road	9,620	963	-	-	8,657	-	-	-	-
80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	17,780	1,778	-	-	16,002	-	-	-	-
80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	803	80	-	-	723	-	-	-	-
81010 : King Road and Weston Road	680	68	-	-	450	162	-	-	-
81020 : King Road and Highway 27	1,330	133	-	-	1,197	-	-	-	-
81030 : Leslie Street and 19th Avenue	1,150	115	-	-	1,035	-	-	-	-
81040 : York Region Roads Operations Facility Strategy	700	70	-	-	-	630	-	-	-
81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	2,200	220	-	-	1,980	-	-	-	-
81390 : Bathurst Street - North of Highway 7 to Rutherford Road	1,605	161	-	-	1,444	-	-	-	-
81420 : Bayview Avenue - Highway 7 to John Street	422	42	-	-	380	-	-	-	-

Roads

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
81810 : Highway 50 - Highway 7 to Rutherford Road	1,750	175	-	-	1,575	-	-	-	-
81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	820	492	-	-	328	-	-	-	-
81932 : Viva Network Expansion Plan	2,020	202	-	-	1,818	-	-	-	-
81944 : Major Mackenzie Drive - Weston Road to Highway 400	460	46	-	-	414	-	-	-	-
81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	1,100	110	-	-	990	-	-	-	-
81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	250	8	-	-	-	76	-	-	166
81969 : Elgin Mills Road - Yonge Street to Bathurst Street	580	58	-	-	522	-	-	-	-
81972 : Stouffville Road - Bayview Avenue to Highway 404	1,670	168	-	-	1,502	-	-	-	-
81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	640	22	-	-	190	-	-	-	428
81996 : Bayview Avenue - Steeles Avenue to John Street	1,156	116	-	-	1,040	-	-	-	-
82680 : Mid Block Crossing - Highway 404 North of Highway 7	36,284	1,478	-	-	13,306	-	-	-	21,500
82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	560	58	-	-	-	502	-	-	-
82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	508	50	-	-	458	-	-	-	-
82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,160	116	-	-	1,044	-	-	-	-
83390 : 16th Avenue - Warden Avenue to Kennedy Road	560	58	-	-	-	502	-	-	-
83480 : Transportation Master Plan Update	850	85	-	-	765	-	-	-	-
83490 : Smart Commute Initiative	210	21	-	-	-	189	-	-	-
83830 : Accessibility for Ontarians with Disabilities Act Compliance	250	250	-	-	-	-	-	-	-
83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,152	115	-	-	900	137	-	-	-
83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	1,868	187	-	-	1,681	-	-	-	-
84005 : Stouffville Road - Yonge Street to Bayview Avenue	940	95	-	-	845	-	-	-	-

Roads

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
84008 : 16th Avenue - McCowan Road to 9th Line	1,120	112	-	-	999	9	-	-	-
84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	7,200	720	-	-	6,480	-	-	-	-
84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,160	116	-	-	1,044	-	-	-	-
84170 : 16th Avenue - Kennedy Road to McCowan Road	560	58	-	-	-	502	-	-	-
84180 : Leslie Street - Wellington Street to St. John's Side Road	3,236	323	-	-	2,913	-	-	-	-
84190 : Leslie Street - John's Side Road to Mulock Drive	13,122	1,313	-	-	11,809	-	-	-	-
84200 : Doane Road - Highway 404 to Yonge Street	1,260	126	-	-	1,134	-	-	-	-
84860 : Bathurst Street and Davis Drive	1,080	108	-	-	972	-	-	-	-
84940 : Pedestrian and Cycling Program	500	50	-	-	-	450	-	-	-
85560 : Rutherford Road - Keele Street to Dufferin Street	320	32	-	-	-	288	-	-	-
85570 : Rutherford Road - Jane Street to Keele Street	1,120	112	-	-	1,008	-	-	-	-
85580 : Rutherford Road - Dufferin Street to Bathurst Street	320	32	-	-	-	288	-	-	-
85590 : Carrville Road - Bathurst Street to Yonge Street	350	36	-	-	-	314	-	-	-
85600 : 16th Avenue - Yonge Street to Bayview Ave	560	58	-	-	-	502	-	-	-
85610 : 16th Avenue - Leslie Street to Highway 404	560	58	-	-	-	502	-	-	-
85620 : 2nd Concession - Green Lane to Doane Road	38,125	3,813	-	-	34,312	-	-	-	-
85650 : Major Mackenzie Drive - Canadian Pacific Railway to Hwy 27	9,100	910	-	-	8,190	-	-	-	-
85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	17,050	1,705	-	-	15,345	-	-	-	-
85710 : Yonge Street - Davis Drive to Green Lane	8,200	820	-	-	7,380	-	-	-	-
85810 : Arterial Corridor Transportation Studies	250	25	-	-	-	225	-	-	-
85830 : Retrofit Noise Mitigation	50	5	-	-	-	45	-	-	-

Roads

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
86880 : Pedestrian Cycling Municipal Partnership Program	500	50	-	-	-	450	-	-	-
94200 : 9th Line - Highway 407 to the Markham Bypass	15	1	-	-	-	14	-	-	-
95110 : Bayview Avenue - Major Mackenzie Drive to 19th Avenue	1,652	166	-	-	1,486	-	-	-	-
96020 : Bathurst Street - Green Lane West to Yonge Street	16,639	1,664	-	-	14,975	-	-	-	-
96770 : Keele Street - Steeles Avenue to Highway 7	2,087	209	-	-	1,878	-	-	-	-
97000 : Bayview Avenue - Highway 407 to 16th Avenue	364	36	-	-	-	328	-	-	-
97010 : Bloomington Road - Yonge Street to Bayview Avenue	269	27	-	-	-	242	-	-	-
97080 : Bloomington Road - Bayview Avenue to Highway 404	670	68	-	-	602	-	-	-	-
97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	6,354	635	-	-	5,719	-	-	-	-
97150 : Leslie Street - Bethesda Side Road to Bloomington Road	800	480	-	-	320	-	-	-	-
98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	22,926	1,750	-	-	15,749	-	-	-	5,427
98340 : 19th Avenue - Yonge Street to Bayview Avenue	2,045	205	-	-	1,718	122	-	-	-
98570 : Langstaff Road - Highway 50 to Highway 27	10	1	-	-	-	9	-	-	-
98650 : Major Mackenzie Drive - Donald Cousens Parkway to 9th Line	480	48	-	-	432	-	-	-	-
98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	270	26	-	-	-	244	-	-	-
98690 : Bayview Avenue - Stouffville Road to Bloomington Road	440	44	-	-	396	-	-	-	-
99180 : 16th Avenue - Bayview Avenue to Leslie Street	560	58	-	-	-	502	-	-	-
99510 : 16th Avenue - Highway 404 to Woodbine Avenue	560	58	-	-	-	502	-	-	-
99530 : Bloomington Road - Yonge Street to Bathurst Street	264	26	-	-	-	238	-	-	-
99540 : Langstaff Road - Dufferin Street to Keele Street	845	85	-	-	-	760	-	-	-

Roads

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
99805 : Langstaff Road - Weston Road to Jane Street	820	82	-	-	738	-	-	-	-
99806 : Langstaff Road - Jane Street to Keele Street	3,550	355	-	-	3,195	-	-	-	-
99890 : Intelligent Transportation System	1,245	125	-	-	-	1,120	-	-	-
99891 : Traffic Intelligent Transportation System Infrastructure for Rapidways	5,200	520	-	-	-	4,680	-	-	-
99900 : Fleet New Additions	500	500	-	-	-	-	-	-	-
Total Growth	306,863	30,419	3,474	800	166,879	77,770	-	-	27,521
Roads	333,158	49,580	3,474	4,761	168,658	79,164	-	-	27,521

York Region Rapid Transit Corporation

York Region Rapid Transit Corporation 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
90992 : Bus Rapid Transit Facilities and Terminals	56,742	73,184	32,287	18,163	8,300	15,594	4,218	146	-	-	-	-	78,708	-	208,634
90993 : Rapid Transit Vehicles	48,528	156	-	-	-	-	-	-	-	-	-	-	-	-	48,684
90996 : Spadina Subway Extension	578,556	116,124	121,910	123,549	101,248	61,196	-	-	-	-	-	-	407,903	-	1,102,583
90997 : Yonge Subway Extension	3,675	388	277	-	-	-	-	-	-	-	-	-	277	-	4,340
90999 : Transport Upgrades & Initiatives	1,381	365	665	456	200	100	-	-	-	-	-	-	1,421	-	3,167
Total Gross Expenditures	688,882	190,217	155,139	142,168	109,748	76,890	4,218	146	-	-	-	-	488,309	-	1,367,408
Financing Sources															
Regional															
Current Tax Levy - Reserves	2,980	1,908	-	-	-	-	-	-	-	-	-	-	-	-	4,888
Development Charges	112,851	17,855	10,573	21,811	26,753	10,615	11	8	-	-	-	-	69,771	-	200,477
Debt Reduction Reserve	-	23,128	-	-	-	-	-	-	-	-	-	-	-	-	23,128
Reserves	35,059	935	7,143	3,457	20	9,990	-	-	-	-	-	-	20,610	-	56,604
External															
Federal Funding	219,873	69,815	70,350	60,767	45,399	32,170	4,207	138	-	-	-	-	213,031	-	502,719
Provincial Funding	221,056	46,669	40,587	40,773	37,446	23,604	-	-	-	-	-	-	142,410	-	410,135
Other Recoveries	37	2,188	2,719	4,682	130	511	-	-	-	-	-	-	8,042	-	10,267
Debenture															
Debenture Proceeds DC	52,959	27,719	23,767	10,678	-	-	-	-	-	-	-	-	34,445	-	115,123
Debenture Proceeds Tax Levy	44,067	-	-	-	-	-	-	-	-	-	-	-	-	-	44,067
Total Financing Sources	688,882	190,217	155,139	142,168	109,748	76,890	4,218	146	-	-	-	-	488,309	-	1,367,408

York Region Rapid Transit Corporation
10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
90992 : Bus Rapid Transit Facilities and Terminals	78,708	-	-	-	-	13,411	60,658	-	4,639
90996 : Spadina Subway Extension	407,903	-	-	20,116	84,994	4,607	294,783	-	3,403
90997 : Yonge Subway Extension	277	-	-	277	-	-	-	-	-
90999 : Transport Upgrades & Initiatives	1,421	-	-	217	-	1,204	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(50,549)	50,549	-	-	-
Total York Region Rapid Transit Corporation	488,309	-	-	20,610	34,445	69,771	355,441	-	8,042

York Region Rapid Transit Corporation
Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
90992 : Bus Rapid Transit Facilities and Terminals	32,287	18,163	8,300	15,594	4,218	146	-	-	-	-	78,708	-	78,708
90996 : Spadina Subway Extension	121,910	123,549	101,248	61,196	-	-	-	-	-	-	407,903	-	407,903
90997 : Yonge Subway Extension	277	-	-	-	-	-	-	-	-	-	277	-	277
90999 : Transport Upgrades & Initiatives	665	456	200	100	-	-	-	-	-	-	1,421	-	1,421
Total Gross Expenditures	155,139	142,168	109,748	76,890	4,218	146	-	-	-	-	488,309	-	488,309
Financing Sources													
Regional													
Development Charges	10,573	21,811	26,753	10,615	11	8	-	-	-	-	69,771	-	69,771
Reserves	7,143	3,457	20	9,990	-	-	-	-	-	-	20,610	-	20,610
External													
Federal Funding	70,350	60,767	45,399	32,170	4,207	138	-	-	-	-	213,031	-	213,031
Provincial Funding	40,587	40,773	37,446	23,604	-	-	-	-	-	-	142,410	-	142,410
Other Recoveries	2,719	4,682	130	511	-	-	-	-	-	-	8,042	-	8,042
Debenture													
Debenture Proceeds DC	23,767	10,678	-	-	-	-	-	-	-	-	34,445	-	34,445
Total Financing Sources	155,139	142,168	109,748	76,890	4,218	146	-	-	-	-	488,309	-	488,309

York Region Rapid Transit Corporation
Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
90992 : Bus Rapid Transit Facilities and Terminals	78,708	-	-	-	-	13,411	60,658	-	4,639
90996 : Spadina Subway Extension	407,903	-	-	20,116	84,994	4,607	294,783	-	3,403
90997 : Yonge Subway Extension	277	-	-	277	-	-	-	-	-
90999 : Transport Upgrades & Initiatives	1,421	-	-	217	-	1,204	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(50,549)	50,549	-	-	-
Total York Region Rapid Transit Corporation	488,309	-	-	20,610	34,445	69,771	355,441	-	8,042

Environmental Services

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Rehabilitation & Replacement															
Gross Expenditures															
73610 : Transmission Operations Optimizer	2,313	176	30	-	-	-	-	-	-	-	-	-	30	-	2,519
75540 : Water Modeling Update	72	-	-	30	-	30	10	30	-	20	10	40	170	-	242
75670 : East Woodbridge Elevated Tank Decommissioning	-	-	-	-	-	100	210	-	-	-	-	-	310	-	310
78500 : Water General	2,678	1,026	-	-	-	-	-	-	-	-	-	-	-	-	3,704
78510 : Surface Water Treatment	423	1,081	4,380	60	90	100	100	50	350	3,750	1,250	2,050	12,180	38,800	52,484
78511 : Ground Water Treatment	2,863	2,240	2,920	4,980	7,480	7,390	1,950	1,210	1,710	1,300	5,550	6,600	41,090	52,750	98,943
78512 : Pumping Water	8,955	1,196	1,690	7,950	2,420	1,910	3,520	3,300	100	250	2,250	400	23,790	-	33,941
78513 : Storage at Grade	-	-	-	-	-	-	-	-	200	950	2,100	300	3,550	-	3,550
78514 : Storage Elevated Tank	5,204	2,814	1,890	150	2,040	2,010	3,860	240	5,700	100	2,100	3,900	21,990	-	30,008
78516 : Storage Reservoir	1,004	1,095	2,750	5,530	1,650	-	-	150	1,550	1,350	2,100	2,500	17,580	-	19,679
78517 : Meter Chamber Water	52	80	160	60	-	-	-	250	110	80	200	230	1,090	-	1,222
78518 : Control Valve Chamber - Water	-	-	-	-	-	150	-	-	80	60	-	50	340	-	340
78519 : Transmission Main	20,234	640	450	4,130	12,330	1,100	4,280	1,330	4,810	8,010	3,500	4,000	43,940	-	64,814
78540 : Supervisory Control and Data Acquisition Communication Network Water	309	442	1,580	1,480	1,330	240	810	-	-	-	-	-	5,440	-	6,191
78563 : Technology Integration - Water	488	333	346	360	375	390	400	400	400	400	400	400	3,871	-	4,692
78564 : Technology Development & Implementation - Water	1,458	1,224	1,273	1,324	1,377	1,432	1,300	1,300	1,300	1,300	1,300	1,300	13,206	-	15,888
78581 : Water Asset Management	3,310	2,950	5,355	6,343	5,898	2,673	2,723	2,773	2,598	2,089	1,695	1,545	33,692	-	39,952
Total Rehabilitation & Replacement Gross Expenditures	49,363	15,297	22,824	32,397	34,990	17,525	19,163	11,033	18,908	19,659	22,455	23,315	222,269	91,550	378,479
Financing Sources															
Regional															
Development Charges	-	-	-	-	-	100	210	-	-	-	-	-	310	-	310
Reserves	11,898	8,651	13,935	19,059	20,119	9,738	10,517	8,368	13,819	14,303	16,230	16,796	142,884	91,550	254,983
User Rates	26,877	-	-	-	-	-	-	-	-	-	-	-	-	-	26,877
External															
Federal Funding	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debenture															
Debenture Proceeds	10,578	-	-	-	-	-	-	-	-	-	-	-	-	-	10,578
Debenture Proceeds User Rate	-	6,646	8,889	13,338	14,871	7,687	8,436	2,665	5,089	5,356	6,225	6,519	79,075	-	85,721
Total Rehabilitation & Replacement Financing Sources	49,363	15,297	22,824	32,397	34,990	17,525	19,163	11,033	18,908	19,659	22,455	23,315	222,269	91,550	378,479

Program Group: Growth

Gross Expenditures															
70050 : Leslie St. Watermain	12,560	50	870	900	-	-	-	-	-	-	-	-	1,770	-	14,380
70120 : Orchard Heights Pumping Station Upgrade	2,825	2,168	200	-	-	-	-	-	-	-	-	-	200	-	5,193
71180 : Queensville Elevated Tank No1	9,688	235	-	-	-	-	-	-	-	-	-	-	-	-	9,923
71260 : Decommission Sharon E T	305	352	-	-	-	-	-	-	-	-	-	-	-	-	657
72150 : Water Conservation Authority Joint Initiatives	18,112	3,940	5,171	5,113	5,093	5,093	5,189	5,193	5,197	5,201	5,206	5,209	51,665	-	73,717
72170 : GWS Keswick North E T	9,498	89	-	-	-	-	-	-	-	-	-	-	-	-	9,587
72180 : Woodbine Ravenshoe WM	25,299	10	-	-	-	-	-	-	-	-	-	-	-	-	25,309
72200 : Georgina Water Supply - Sutton Water Servicing	1,019	13	5,330	270	-	-	-	-	-	-	-	-	5,600	3,450	10,082
72390 : Water for Tomorrow Program	14,752	4,087	2,238	2,600	2,700	2,600	2,700	3,000	2,500	2,300	2,500	2,300	25,438	-	44,277
72440 : Aurora Newmarket Water Study	107	56	-	-	-	-	-	-	-	-	-	-	-	-	163
72450 : Aurora Elevated Tank	3,306	1,178	4,800	2,400	400	-	-	-	-	-	-	-	7,600	-	12,084
72490 : East Gwillimbury Water Meter Chambers	315	920	450	-	-	-	-	-	-	-	-	-	450	-	1,685
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	10,546	511	910	-	-	-	-	-	-	-	-	-	910	-	11,967
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	6,669	4,386	9,090	-	-	-	-	-	-	-	-	-	9,090	-	20,145
73140 : Nobleton Elevated Tank and Watermain to Town	5,252	4	10	10	-	-	-	-	-	-	-	-	20	-	5,276
73160 : Nobleton - Additional Water Supply and Watermain	8,588	2,518	60	10	-	-	-	-	-	-	-	-	70	-	11,176

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
73170 : King City - Additional Water Supply Watermain	19,088	199	630	630	-	-	-	-	-	-	-	-	1,260	-	20,547
73210 : King City E Tand WMto Town	5,271	6	-	-	-	-	-	-	-	-	-	-	-	-	5,277
73300 : Water Master Plan Update	1,017	457	450	550	-	90	620	1,020	230	-	90	620	3,670	-	5,144
73580 : Toronto Water Supply - Cost Shared Works	197,798	17,037	10,290	23,970	18,370	14,000	5,930	1,690	2,120	1,250	1,350	10,050	89,020	163,080	466,935
73790 : Peel Water Supply - Cost - Shared Works	492,517	22,000	24,000	22,200	21,000	19,000	9,000	6,000	7,000	4,110	-	-	112,310	6,080	632,907
74220 : Decommission Markham Pumping Station	214	86	-	-	-	-	850	850	-	-	-	-	1,700	-	2,000
74260 : Toronto Supply - Kennedy Watermain - Milliken to Major Mackenzie Drive	45,058	12,450	6,760	6,490	50	-	-	-	-	-	-	-	13,300	-	70,808
75390 : West Vaughan Water Servicing	99	111	200	820	3,690	-	-	-	-	-	-	5,980	10,690	41,110	52,010
75400 : Pressure District #8 West Richmond Hill Pumping Station and Watermain	2,703	15,348	17,310	10,250	4,150	-	-	-	-	-	-	-	31,710	-	49,761
75410 : Decommission North Richmond Hill Pumping Station	-	-	-	-	-	220	920	-	-	-	-	-	1,140	-	1,140
75450 : Glenway Reservoir Expansion	3,012	2,338	10	10	-	-	-	-	-	-	-	-	20	-	5,370
75510 : Second Concession Watermain	164	4,597	8,090	10	10	-	-	-	-	-	-	-	8,110	-	12,871
75520 : Stouffville Zone 2 Elevated Tank and Watermain	-	10	170	360	500	5,840	1,380	-	-	-	-	-	8,250	-	8,260
75530 : North-East Vaughan Water Servicing	33	173	430	480	1,190	1,880	-	-	-	-	-	-	3,980	55,200	59,386
75600 : Green Lane Leslie Street Newmarket Central Watermain	-	-	400	430	430	1,740	8,630	6,910	-	-	-	-	18,540	-	18,540
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	4,270	427	10	10	-	-	-	-	-	-	-	-	20	-	4,717
75690 : South Maple Pumping Station Upgrade	-	-	-	230	520	-	-	-	-	-	-	-	750	-	750
75700 : Water Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	143	77	10	90	50	20	100	100	-	-	-	750	1,120	750	2,090
75710 : York Peel Feedermain Upgrade	-	-	-	-	-	-	-	-	500	2,590	6,780	5,090	14,960	-	14,960

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	-	800	1,650	-	-	-	-	-	-	-	-	-	1,650	-	2,450
75800 : Water & Wastewater Vehicle Purchases	-	495	110	425	290	330	-	-	-	-	-	-	1,155	-	1,650
75850 : Aurora East BPS Upgrade	-	-	-	110	420	550	2,630	1,320	-	-	-	-	5,030	-	5,030
75860 : South Maple Reservoir Upgrade	-	31	330	6,210	-	-	-	-	-	-	-	-	6,540	-	6,571
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	14,978	867	10	140	-	-	-	-	-	-	-	-	150	-	15,995
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	13,447	4,637	10	500	-	-	-	-	-	-	-	-	510	-	18,594
77420 : Decommission East Woodbridge Pumping Station	-	-	-	-	-	-	30	270	-	-	-	-	300	-	300
78180 : Ballantrae Production Well3	4,901	10	-	-	-	-	-	-	-	-	-	-	-	-	4,911
79670 : Water System Capacity Assessment	10,253	31	40	40	90	90	90	90	90	40	40	90	700	-	10,984
Total Growth Gross Expenditures	943,807	102,704	100,039	85,258	58,953	51,453	38,069	26,443	17,637	15,491	15,966	30,089	439,398	269,670	1,755,579
Financing Sources															
Regional															
Development Charges	70,246	5,387	2,738	3,430	3,310	46,030	32,880	21,250	12,440	10,290	10,760	24,880	168,008	127,840	371,481
Other Recoveries	824	-	-	-	-	-	-	-	-	-	-	-	-	-	824
Reserves	3,934	4,587	6,051	5,325	5,238	5,258	5,189	5,193	5,197	5,201	5,206	5,209	53,067	-	61,588
User Rates	16,504	-	-	-	-	-	-	-	-	-	-	-	-	-	16,504
External															
Federal Funding	2,401	-	-	-	-	-	-	-	-	-	-	-	-	-	2,401
Provincial Funding	2,399	-	-	-	-	-	-	-	-	-	-	-	-	-	2,399
Other Recoveries	2,204	-	-	-	-	-	-	-	-	-	-	-	-	-	2,204
Debenture															
Debenture Proceeds	845,295	-	-	-	-	-	-	-	-	-	-	-	-	-	845,295
Debenture Proceeds DC	-	92,082	90,370	76,290	50,260	-	-	-	-	-	-	-	216,920	141,830	450,832
Debenture Proceeds User Rate	-	648	880	213	145	165	-	-	-	-	-	-	1,403	-	2,051
Total Growth Financing Sources	943,807	102,704	100,039	85,258	58,953	51,453	38,069	26,443	17,637	15,491	15,966	30,089	439,398	269,670	1,755,579
Total Water Gross Expenditures	993,170	118,001	122,863	117,655	93,943	68,978	57,232	37,476	36,545	35,150	38,421	53,404	661,667	361,220	2,134,058

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Funding Sources															
Regional															
Development Charges	70,246	5,387	2,738	3,430	3,310	46,130	33,090	21,250	12,440	10,290	10,760	24,880	168,318	127,840	371,791
Other Recoveries	824	-	-	-	-	-	-	-	-	-	-	-	-	-	824
Reserves	15,832	13,238	19,986	24,384	25,357	14,996	15,706	13,561	19,016	19,504	21,436	22,005	195,951	91,550	316,571
User Rates	43,381	-	-	-	-	-	-	-	-	-	-	-	-	-	43,381
External															
Federal Funding	2,411	-	-	-	-	-	-	-	-	-	-	-	-	-	2,411
Provincial Funding	2,399	-	-	-	-	-	-	-	-	-	-	-	-	-	2,399
Other Recoveries	2,204	-	-	-	-	-	-	-	-	-	-	-	-	-	2,204
Debenture															
Debenture Proceeds	855,873	-	-	-	-	-	-	-	-	-	-	-	-	-	855,873
Debenture Proceeds DC	-	92,082	90,370	76,290	50,260	-	-	-	-	-	-	-	216,920	141,830	450,832
Debenture Proceeds User Rate	-	7,294	9,769	13,551	15,016	7,852	8,436	2,665	5,089	5,356	6,225	6,519	80,478	-	87,772
Total Water Financing Sources	993,170	118,001	122,863	117,655	93,943	68,978	57,232	37,476	36,545	35,150	38,421	53,404	661,667	361,220	2,134,058

Water

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
73610 : Transmission Operations Optimizer	30	-	-	30	-	-	-	-	-
75540 : Water Modeling Update	170	-	-	170	-	-	-	-	-
75670 : East Woodbridge Elevated Tank Decommissioning	310	-	-	-	-	310	-	-	-
78510 : Surface Water Treatment	12,180	-	-	7,580	4,600	-	-	-	-
78511 : Ground Water Treatment	41,090	-	-	23,819	17,271	-	-	-	-
78512 : Pumping Water	23,790	-	-	13,155	10,635	-	-	-	-
78513 : Storage at Grade	3,550	-	-	2,485	1,065	-	-	-	-
78514 : Storage Elevated Tank	21,990	-	-	13,408	8,582	-	-	-	-
78516 : Storage Reservoir	17,580	-	-	10,320	7,260	-	-	-	-
78517 : Meter Chamber Water	1,090	-	-	719	371	-	-	-	-
78518 : Control Valve Chamber - Water	340	-	-	208	132	-	-	-	-
78519 : Transmission Main	43,940	-	-	26,300	17,640	-	-	-	-
78540 : Supervisory Control and Data Acquisition Communication Network Water	5,440	-	-	2,720	2,720	-	-	-	-
78563 : Technology Integration - Water	3,871	-	-	2,336	1,535	-	-	-	-
78564 : Technology Development & Implementation - Water	13,206	-	-	7,904	5,302	-	-	-	-
78581 : Water Asset Management	33,692	-	-	31,730	1,962	-	-	-	-
Total Rehabilitation & Replacement	222,269	-	-	142,884	79,075	310	-	-	-
Program Group: Growth									
70050 : Leslie St. Watermain	1,770	-	-	-	1,770	-	-	-	-
70120 : Orchard Heights Pumping Station Upgrade	200	-	-	-	200	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	51,665	-	-	51,665	-	-	-	-	-
72200 : Georgina Water Supply - Sutton Water Servicing	5,600	-	-	-	5,600	-	-	-	-
72390 : Water for Tomorrow Program	25,438	-	-	-	-	25,438	-	-	-
72450 : Aurora Elevated Tank	7,600	-	-	-	7,600	-	-	-	-
72490 : East Gwillimbury Water Meter Chambers	450	-	-	-	450	-	-	-	-

Water

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	910	-	-	-	910	-	-	-	-
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	9,090	-	-	-	9,090	-	-	-	-
73140 : Nobleton Elevated Tank and Watermain to Town	20	-	-	-	-	20	-	-	-
73160 : Nobleton - Additional Water Supply and Watermain	70	-	-	-	70	-	-	-	-
73170 : King City - Additional Water Supply Watermain	1,260	-	-	-	1,260	-	-	-	-
73300 : Water Master Plan Update	3,670	-	-	-	-	3,670	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	89,020	-	-	-	89,020	-	-	-	-
73790 : Peel Water Supply - Cost - Shared Works	112,310	-	-	-	112,310	-	-	-	-
74220 : Decommission Markham Pumping Station	1,700	-	-	-	-	1,700	-	-	-
74260 : Toronto Supply - Kennedy Watermain - Milliken to Major Mackenzie Drive	13,300	-	-	-	13,300	-	-	-	-
75390 : West Vaughan Water Servicing	10,690	-	-	-	10,690	-	-	-	-
75400 : Pressure District #8 West Richmond Hill Pumping Station and Watermain	31,710	-	-	-	31,710	-	-	-	-
75410 : Decommission North Richmond Hill Pumping Station	1,140	-	-	-	-	1,140	-	-	-
75450 : Glenway Reservoir Expansion	20	-	-	-	20	-	-	-	-
75510 : Second Concession Watermain	8,110	-	-	-	8,110	-	-	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	8,250	-	-	-	8,250	-	-	-	-
75530 : North-East Vaughan Water Servicing	3,980	-	-	-	3,980	-	-	-	-
75600 : Green Lane Leslie Street Newmarket Central Watermain	18,540	-	-	-	18,540	-	-	-	-
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	20	-	-	-	20	-	-	-	-
75690 : South Maple Pumping Station Upgrade	750	-	-	-	-	750	-	-	-

Water

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
75700 : Water Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	1,120	-	-	-	1,120	-	-	-	-
75710 : York Peel Feedermain Upgrade	14,960	-	-	-	14,960	-	-	-	-
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	1,650	-	-	825	825	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	1,155	-	-	577	578	-	-	-	-
75850 : Aurora East BPS Upgrade	5,030	-	-	-	5,030	-	-	-	-
75860 : South Maple Reservoir Upgrade	6,540	-	-	-	6,540	-	-	-	-
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	150	-	-	-	150	-	-	-	-
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	510	-	-	-	510	-	-	-	-
77420 : Decommission East Woodbridge Pumping Station	300	-	-	-	-	300	-	-	-
79670 : Water System Capacity Assessment	700	-	-	-	-	700	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(134,290)	134,290	-	-	-
Total Growth	439,398	-	-	53,067	218,323	168,008	-	-	-
Water	661,667	-	-	195,951	297,398	168,318	-	-	-

Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Program Group: Rehabilitation & Replacement													
Gross Expenditures													
73610 : Transmission Operations Optimizer	30	-	-	-	-	-	-	-	-	-	30	-	30
78510 : Surface Water Treatment	4,380	10	40	-	-	-	-	-	-	-	4,430	-	4,430
78511 : Ground Water Treatment	2,920	2,830	2,950	320	100	10	10	-	-	-	9,140	-	9,140
78512 : Pumping Water	1,690	7,750	1,820	10	20	-	-	-	-	-	11,290	-	11,290
78514 : Storage Elevated Tank	1,890	-	-	-	-	-	-	-	-	-	1,890	-	1,890
78516 : Storage Reservoir	2,750	4,430	-	-	-	-	-	-	-	-	7,180	-	7,180
78517 : Meter Chamber Water	160	60	-	-	-	-	-	-	-	-	220	-	220
78519 : Transmission Main	450	3,930	11,330	100	3,280	830	10	10	-	-	19,940	-	19,940
78540 : Supervisory Control and Data Acquisition Communication Network Water	1,580	1,230	970	50	810	-	-	-	-	-	4,640	-	4,640
78563 : Technology Integration - Water	346	-	-	-	-	-	-	-	-	-	346	-	346
78564 : Technology Development & Implementation - Water	1,273	-	-	-	-	-	-	-	-	-	1,273	-	1,273
78581 : Water Asset Management	5,355	5,125	5,025	-	-	-	-	-	-	-	15,505	-	15,505
Total Rehabilitation & Replacement Gross Expenditures	22,824	25,365	22,135	480	4,210	840	20	10	-	-	75,884	-	75,884
Financing Sources													
Regional													
Reserves	13,935	15,245	13,580	240	2,105	588	14	7	-	-	45,714	-	45,714
Debenture													
Debenture Proceeds User Rate	8,889	10,120	8,555	240	2,105	252	6	3	-	-	30,170	-	30,170
Total Rehabilitation & Replacement Financing Sources	22,824	25,365	22,135	480	4,210	840	20	10	-	-	75,884	-	75,884
Program Group: Growth													
Gross Expenditures													
70050 : Leslie St. Watermain	870	900	-	-	-	-	-	-	-	-	1,770	-	1,770
70120 : Orchard Heights Pumping Station Upgrade	200	-	-	-	-	-	-	-	-	-	200	-	200
72150 : Water Conservation Authority Joint Initiatives	5,171	-	-	-	-	-	-	-	-	-	5,171	-	5,171
72200 : Georgina Water Supply - Sutton Water Servicing	5,330	270	-	-	-	-	-	-	-	-	5,600	-	5,600
72390 : Water for Tomorrow Program	2,238	-	-	-	-	-	-	-	-	-	2,238	-	2,238
72450 : Aurora Elevated Tank	4,800	2,400	400	-	-	-	-	-	-	-	7,600	-	7,600
72490 : East Gwillimbury Water Meter Chambers	450	-	-	-	-	-	-	-	-	-	450	-	450

Water

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	910	-	-	-	-	-	-	-	-	-	910	-	910
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	9,090	-	-	-	-	-	-	-	-	-	9,090	-	9,090
73140 : Nobleton Elevated Tank and Watermain to Town	10	10	-	-	-	-	-	-	-	-	20	-	20
73160 : Nobleton - Additional Water Supply and Watermain	60	10	-	-	-	-	-	-	-	-	70	-	70
73170 : King City - Additional Water Supply Watermain	630	630	-	-	-	-	-	-	-	-	1,260	-	1,260
73300 : Water Master Plan Update	450	550	-	-	-	-	-	-	-	-	1,000	-	1,000
73580 : Toronto Water Supply - Cost Shared Works	10,290	23,970	15,470	10,470	2,230	430	1,420	550	-	-	64,830	-	64,830
73790 : Peel Water Supply - Cost - Shared Works	24,000	22,200	21,000	19,000	9,000	6,000	7,000	4,110	-	-	112,310	-	112,310
74260 : Toronto Supply - Kennedy Watermain - Milliken to Major Mackenzie Drive	6,760	6,490	50	-	-	-	-	-	-	-	13,300	-	13,300
75390 : West Vaughan Water Servicing	200	820	3,690	-	-	-	-	-	-	780	5,490	1,560	7,050
75400 : Pressure District #8 West Richmond Hill Pumping Station and Watermain	17,310	10,250	4,150	-	-	-	-	-	-	-	31,710	-	31,710
75450 : Glenway Reservoir Expansion	10	10	-	-	-	-	-	-	-	-	20	-	20
75510 : Second Concession Watermain	8,090	10	10	-	-	-	-	-	-	-	8,110	-	8,110
75520 : Stouffville Zone 2 Elevated Tank and Watermain	170	360	500	290	180	-	-	-	-	-	1,500	-	1,500
75530 : North-East Vaughan Water Servicing	430	480	-	-	-	-	-	-	-	-	910	-	910
75600 : Green Lane Leslie Street Newmarket Central Watermain	400	430	430	110	480	390	-	-	-	-	2,240	-	2,240
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	10	10	-	-	-	-	-	-	-	-	20	-	20
75700 : Water Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	10	90	50	20	100	100	-	-	-	-	370	-	370
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	1,650	-	-	-	-	-	-	-	-	-	1,650	-	1,650
75800 : Water & Wastewater Vehicle Purchases	110	-	-	-	-	-	-	-	-	-	110	-	110
75860 : South Maple Reservoir Upgrade	330	210	-	-	-	-	-	-	-	-	540	-	540
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	10	140	-	-	-	-	-	-	-	-	150	-	150
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandonf, Bloomington, Bayview Watermain	10	500	-	-	-	-	-	-	-	-	510	-	510
79670 : Water System Capacity Assessment	40	-	-	-	-	-	-	-	-	-	40	-	40
Total Growth Gross Expenditures	100,039	70,740	45,750	29,890	11,990	6,920	8,420	4,660	-	780	279,189	1,560	280,749
Financing Sources													
Regional													

Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Development Charges	2,738	560	-	29,890	11,990	6,920	8,420	4,660	-	780	65,958	1,560	67,518
Reserves	6,051	-	-	-	-	-	-	-	-	-	6,051	-	6,051
Debenture													
Debenture Proceeds DC	90,370	70,180	45,750	-	-	-	-	-	-	-	206,300	-	206,300
Debenture Proceeds User Rate	880	-	-	-	-	-	-	-	-	-	880	-	880
Total Growth Financing Sources	100,039	70,740	45,750	29,890	11,990	6,920	8,420	4,660	-	780	279,189	1,560	280,749
Total Water Gross Expenditures	122,863	96,105	67,885	30,370	16,200	7,760	8,440	4,670	-	780	355,073	1,560	356,633
Funding Sources													
Regional													
Development Charges	2,738	560	-	29,890	11,990	6,920	8,420	4,660	-	780	65,958	1,560	67,518
Reserves	19,986	15,245	13,580	240	2,105	588	14	7	-	-	51,765	-	51,765
Debenture													
Debenture Proceeds DC	90,370	70,180	45,750	-	-	-	-	-	-	-	206,300	-	206,300
Debenture Proceeds User Rate	9,769	10,120	8,555	240	2,105	252	6	3	-	-	31,050	-	31,050
Total Water Financing Sources	122,863	96,105	67,885	30,370	16,200	7,760	8,440	4,670	-	780	355,073	1,560	356,633

Water

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
73610 : Transmission Operations Optimizer	30	-	-	30	-	-	-	-	-
78510 : Surface Water Treatment	4,430	-	-	2,215	2,215	-	-	-	-
78511 : Ground Water Treatment	9,140	-	-	4,574	4,566	-	-	-	-
78512 : Pumping Water	11,290	-	-	5,645	5,645	-	-	-	-
78514 : Storage Elevated Tank	1,890	-	-	950	940	-	-	-	-
78516 : Storage Reservoir	7,180	-	-	3,590	3,590	-	-	-	-
78517 : Meter Chamber Water	220	-	-	110	110	-	-	-	-
78519 : Transmission Main	19,940	-	-	10,140	9,800	-	-	-	-
78540 : Supervisory Control and Data Acquisition Communication Network Water	4,640	-	-	2,320	2,320	-	-	-	-
78563 : Technology Integration - Water	346	-	-	173	173	-	-	-	-
78564 : Technology Development & Implementation - Water	1,273	-	-	637	636	-	-	-	-
78581 : Water Asset Management	15,505	-	-	15,330	175	-	-	-	-
Total Rehabilitation & Replacement	75,884	-	-	45,714	30,170	-	-	-	-

Program Group: Growth

70050 : Leslie St. Watermain	1,770	-	-	-	1,770	-	-	-	-
70120 : Orchard Heights Pumping Station Upgrade	200	-	-	-	200	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	5,171	-	-	5,171	-	-	-	-	-
72200 : Georgina Water Supply - Sutton Water Servicing	5,600	-	-	-	5,600	-	-	-	-
72390 : Water for Tomorrow Program	2,238	-	-	-	-	2,238	-	-	-
72450 : Aurora Elevated Tank	7,600	-	-	-	7,600	-	-	-	-
72490 : East Gwillimbury Water Meter Chambers	450	-	-	-	450	-	-	-	-
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	910	-	-	-	910	-	-	-	-
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	9,090	-	-	-	9,090	-	-	-	-

Water

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
73140 : Nobleton Elevated Tank and Watermain to Town	20	-	-	-	-	20	-	-	-
73160 : Nobleton - Additional Water Supply and Watermain	70	-	-	-	70	-	-	-	-
73170 : King City - Additional Water Supply Watermain	1,260	-	-	-	1,260	-	-	-	-
73300 : Water Master Plan Update	1,000	-	-	-	-	1,000	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	64,830	-	-	-	64,830	-	-	-	-
73790 : Peel Water Supply - Cost - Shared Works	112,310	-	-	-	112,310	-	-	-	-
74260 : Toronto Supply - Kennedy Watermain - Milliken to Major Mackenzie Drive	13,300	-	-	-	13,300	-	-	-	-
75390 : West Vaughan Water Servicing	7,050	-	-	-	7,050	-	-	-	-
75400 : Pressure District #8 West Richmond Hill Pumping Station and Watermain	31,710	-	-	-	31,710	-	-	-	-
75450 : Glenway Reservoir Expansion	20	-	-	-	20	-	-	-	-
75510 : Second Concession Watermain	8,110	-	-	-	8,110	-	-	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,500	-	-	-	1,500	-	-	-	-
75530 : North-East Vaughan Water Servicing	910	-	-	-	910	-	-	-	-
75600 : Green Lane Leslie Street Newmarket Central Watermain	2,240	-	-	-	2,240	-	-	-	-
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	20	-	-	-	20	-	-	-	-
75700 : Water Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	370	-	-	-	370	-	-	-	-
75790 : 380 Bayview Operate, Maintain, Monitor Expansion	1,650	-	-	825	825	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	110	-	-	55	55	-	-	-	-
75860 : South Maple Reservoir Upgrade	540	-	-	-	540	-	-	-	-
76120 : Pressure District #7 - Elgin Mills Road - Enford Drive to Bayview Avenue	150	-	-	-	150	-	-	-	-

Water

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vardorf, Bloomington, Bayview Watermain	510	-	-	-	510	-	-	-	-
79670 : Water System Capacity Assessment	40	-	-	-	-	40	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(64,220)	64,220	-	-	-
Total Growth	280,749	-	-	6,051	207,180	67,518	-	-	-
Water	356,633	-	-	51,765	237,350	67,518	-	-	-

Wastewater

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Rehabilitation & Replacement															
Gross Expenditures															
75380 : Wastewater Model Calibration	279	25	100	-	100	100	-	100	100	-	100	100	700	-	1,004
75570 : Existing Odour Control Facility Modification	8,055	7,060	40	20	-	-	-	-	-	-	-	-	60	-	15,175
75820 : Duffin Creek Reactor 1_2 Rehab	-	-	500	10,000	25,500	25,000	25,000	1,000	1,000	1,000	7,695	38,000	134,695	35,305	170,000
75830 : Southeast Collector Rehabilitation Primary Plan	-	-	500	5,500	7,500	5,500	3,714	-	-	-	-	-	22,714	31,787	54,501
75840 : Southeast Collector Rehabilitation Secondary Plan	-	-	500	5,500	4,000	4,150	2,382	-	-	-	-	-	16,532	20,468	37,000
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	2,908	200	200	200	200	200	200	200	200	200	200	200	2,000	-	5,108
78520 : Wastewater General	16,512	4,116	760	230	230	230	230	230	-	-	-	-	1,910	-	22,538
78531 : Pumping Wastewater	15,308	7,937	13,290	4,020	680	600	1,300	1,150	850	1,050	500	3,400	26,840	500	50,585
78532 : Equalization Tank	-	-	-	-	-	-	-	100	1,900	1,000	-	-	3,000	-	3,000
78533 : Wastewater Treatment	3,099	200	2,360	3,210	100	100	100	450	3,950	5,250	1,850	50	17,420	-	20,719
78534 : Meter Chamber Wastewater	201	198	510	350	2,500	3,080	-	-	40	-	-	-	6,480	-	6,879
78536 : Trunk Sewer	7,787	3,605	6,250	19,320	29,690	13,160	6,790	4,250	4,250	6,280	6,630	850	97,470	-	108,862
78537 : Trunk Force main	286	-	100	1,300	800	500	300	-	-	-	-	-	3,000	-	3,286
78538 : Odour Control	2,118	-	200	1,300	-	-	-	-	-	-	-	-	1,500	-	3,618
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	357	442	1,580	1,480	1,330	240	810	-	-	-	-	-	5,440	-	6,239
78573 : Wastewater Technology Integration	460	333	346	360	375	390	400	400	400	400	400	400	3,871	-	4,664
78574 : Wastewater Technology Development & Implementation	1,395	1,224	1,273	1,324	1,377	1,432	1,300	1,300	1,300	1,300	1,300	1,300	13,206	-	15,825
78582 : Wastewater Asset Management	1,129	670	2,230	2,614	2,379	2,059	2,119	2,014	2,489	1,674	1,750	1,320	20,648	-	22,447
78584 : Duffin Creek Water Pollution Control Plant Assets	464	25	255	275	430	270	505	595	555	525	375	425	4,210	-	4,699
79850 : York Durham Sewage System Duffin Creek Minor Capital	40,664	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	27,880	-	71,332
Total Rehabilitation & Replacement Gross Expenditures	101,022	28,823	33,782	59,791	79,979	59,799	47,938	14,577	19,822	21,467	23,588	48,833	409,576	88,060	627,481

Wastewater

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Financing Sources															
Regional															
Development Charges	94	-	-	-	-	-	-	-	-	-	-	-	-	-	94
Reserves	48,718	12,739	17,693	29,588	37,661	27,397	21,564	10,477	14,440	15,413	15,768	27,768	217,769	78,810	358,036
User Rates	33,310	-	-	-	-	-	-	-	-	-	-	-	-	-	33,310
External															
Federal Funding	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Other Recoveries	572	-	130	2,620	6,680	6,550	6,550	262	262	262	2,016	9,956	35,288	9,250	45,110
Debenture															
Debenture Proceeds	18,318	-	-	-	-	-	-	-	-	-	-	-	-	-	18,318
Debenture Proceeds User Rate	-	16,084	15,959	27,583	35,638	25,852	19,824	3,838	5,120	5,792	5,804	11,109	156,519	-	172,603
Total Rehabilitation & Replacement Financing Sources	101,022	28,823	33,782	59,791	79,979	59,799	47,938	14,577	19,822	21,467	23,588	48,833	409,576	88,060	627,481

Program Group: Growth

Gross Expenditures															
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	-	-	-	-	-	-	-	-	-	-	500	500	1,000	2,500	3,500
70450 : Duffin Creek Stage 3 Aeration Tank Optimization	-	-	-	-	-	500	1,000	3,000	-	-	-	-	4,500	-	4,500
70460 : Weldrick Sewer Overflow Gate	-	-	-	-	-	-	-	300	-	-	-	-	300	-	300
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	24,270	31,957	32,250	21,550	-	-	-	-	-	-	-	-	53,800	-	110,027
72240 : Keswick Water Pollution Control Plant (WPCP) Expansion	87,548	8,454	250	3,470	-	-	-	-	-	-	-	-	3,720	-	99,722
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	2,398	478	1,500	4,000	2,000	-	-	-	-	-	5,000	5,000	17,500	160,000	180,376
72410 : Temporary Flow Control System on York Durham Sewage System (YDSS)	2,582	100	240	-	-	-	-	-	-	-	-	-	240	-	2,922
72530 : Duffin Creek Stage 1 & 2 Upgrades	46,652	34,433	51,250	54,470	43,200	-	-	-	-	-	-	-	148,920	-	230,005
72580 : Inflow & Infiltration Reduction Implementation	-	-	3,630	3,820	40	40	-	-	-	-	-	-	7,530	-	7,530

Wastewater

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
73640 : Inflow & Infiltration Reduction	13,874	2,313	1,310	1,070	1,960	1,960	2,000	2,000	2,000	2,000	2,000	2,000	18,300	-	34,487
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	613,463	12,039	2,500	-	-	-	-	-	-	-	-	-	2,500	-	628,002
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	98,698	3,307	270	10	-	-	-	-	-	-	-	-	280	-	102,285
74040 : York Durham Sewage System (YDSS) - Southeast Collector	427,599	116,781	48,760	12,060	5,740	190	130	-	-	-	-	-	66,880	-	611,260
74270 : Upper York Sewage Solutions	25,268	4,457	9,980	9,000	24,040	27,400	22,400	37,060	113,413	113,413	104,103	59,015	519,824	76,015	625,564
75300 : West Vaughan Sewage Servicing	3,548	200	3,540	11,850	4,470	7,600	6,100	650	5,650	18,670	33,500	28,500	120,530	177,900	302,178
75310 : East Vaughan Wastewater Servicing	38	261	640	720	2,200	4,240	-	-	-	-	-	-	7,800	100,200	108,299
75320 : Primary Trunk Sewer Study	41	9	-	-	-	-	1,120	1,140	8,260	8,260	3,080	4,120	25,980	213,620	239,650
75330 : Green Lane Sewer Diversion	102	2,690	7,770	-	-	-	-	-	-	-	-	-	7,770	-	10,562
75350 : Sharon Trunk Sewer	515	9,237	9,360	-	-	-	-	-	-	-	-	-	9,360	-	19,112
75360 : Newmarket Pump Station Improvements	-	50	-	-	-	-	-	-	-	-	-	20,000	20,000	17,325	37,375
75640 : Wastewater System Capacity Studies	17	71	30	30	30	30	30	30	30	30	30	30	300	-	388
75650 : Wastewater Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	438	262	10	200	90	20	230	230	-	-	-	7,500	8,280	7,500	16,480
75760 : North Don Relief Sewer	4,723	12,187	50	50	-	-	-	-	-	-	-	-	100	-	17,010
75780 : Duffin Creek Lab Expansion	-	-	-	-	-	1,000	4,000	-	-	-	-	-	5,000	-	5,000
75810 : Humber Pumping Station Electrical Upgrade	4	500	1,600	420	340	-	-	-	-	-	-	-	2,360	-	2,864
75880 : Humber Pump Station Relocation Expansion	-	3,000	-	-	-	-	-	-	-	-	-	-	-	-	3,000
77470 : Kleinburg WPCP Expansion	23,769	17	-	-	-	-	-	-	-	-	-	-	-	-	23,786
79100 : York Durham Sewage System Wastewater Master Plan Update	1,701	457	450	550	-	90	620	1,020	230	-	90	620	3,670	-	5,828

Wastewater

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
79470 : Wastewater Conservation Authority Joint Initiative	11,326	1,660	2,011	1,989	1,980	1,981	2,018	2,019	2,021	2,023	2,024	2,026	20,092	-	33,078
79570 : Sutton Water Pollution Control Plant Expansion	8,964	-	-	-	-	-	-	-	-	-	1,000	1,000	2,000	38,680	49,644
79740 : Peel System Cost Shared Works	51,352	3,350	3,530	4,500	9,000	10,000	9,000	7,650	-	-	-	-	43,680	11,690	110,072
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	8,838	12,992	8,710	340	10	40	-	-	-	-	-	-	9,100	-	30,930
Total Growth Gross Expenditures	1,457,728	261,262	189,641	130,099	95,100	55,091	48,648	55,099	131,604	144,396	151,327	130,311	1,131,316	805,430	3,655,736
Financing Sources															
Regional															
Development Charges	67,651	545	480	580	30	53,010	45,870	51,910	120,453	120,243	119,163	104,273	616,012	227,207	911,415
Other Recoveries	18,476	41,194	41,610	21,550	-	-	-	-	-	-	-	-	63,160	-	122,830
Reserves	3,205	1,660	2,011	1,989	1,980	1,981	2,018	2,019	2,021	2,023	2,024	2,026	20,092	-	24,957
User Rates	19,847	-	-	-	-	-	-	-	-	-	-	-	-	-	19,847
External															
Federal Funding	28,951	-	-	-	-	-	-	-	-	-	-	-	-	-	28,951
Provincial Funding	29,767	-	-	-	-	-	-	-	-	-	-	-	-	-	29,767
Other Recoveries	120,834	8,119	10,626	11,294	8,840	100	760	1,170	4,130	4,130	2,140	1,012	44,202	37,862	211,017
Debenture															
Debenture Proceeds	1,168,924	-	-	-	-	-	-	-	-	-	-	-	-	-	1,168,924
Debenture Proceeds DC	73	197,620	117,929	76,817	70,078	-	-	-	5,000	18,000	28,000	23,000	338,824	540,361	1,076,878
Debenture Proceeds User Rate	-	12,124	16,985	17,869	14,172	-	-	-	-	-	-	-	49,026	-	61,150
Total Growth Financing Sources	1,457,728	261,262	189,641	130,099	95,100	55,091	48,648	55,099	131,604	144,396	151,327	130,311	1,131,316	805,430	3,655,736
Total Wastewater Gross Expenditures	1,558,750	290,085	223,423	189,890	175,079	114,890	96,586	69,676	151,426	165,863	174,915	179,144	1,540,892	893,490	4,283,217
Funding Sources															
Regional															
Development Charges	67,745	545	480	580	30	53,010	45,870	51,910	120,453	120,243	119,163	104,273	616,012	227,207	911,509
Other Recoveries	18,476	41,194	41,610	21,550	-	-	-	-	-	-	-	-	63,160	-	122,830
Reserves	51,923	14,399	19,704	31,577	39,641	29,378	23,582	12,496	16,461	17,436	17,792	29,794	237,861	78,810	382,993
User Rates	53,157	-	-	-	-	-	-	-	-	-	-	-	-	-	53,157
External															

Wastewater

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Federal Funding	28,961	-	-	-	-	-	-	-	-	-	-	-	-	-	28,961
Provincial Funding	29,767	-	-	-	-	-	-	-	-	-	-	-	-	-	29,767
Other Recoveries	121,406	8,119	10,756	13,914	15,520	6,650	7,310	1,432	4,392	4,392	4,156	10,968	79,490	47,112	256,127
Debenture															
Debenture Proceeds	1,187,242	-	-	-	-	-	-	-	-	-	-	-	-	-	1,187,242
Debenture Proceeds DC	73	197,620	117,929	76,817	70,078	-	-	-	5,000	18,000	28,000	23,000	338,824	540,361	1,076,878
Debenture Proceeds User Rate	-	28,208	32,944	45,452	49,810	25,852	19,824	3,838	5,120	5,792	5,804	11,109	205,545	-	233,753
Total Wastewater Financing Sources	1,558,750	290,085	223,423	189,890	175,079	114,890	96,586	69,676	151,426	165,863	174,915	179,144	1,540,892	893,490	4,283,217

Wastewater

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
75380 : Wastewater Model Calibration	700	-	-	700	-	-	-	-	-
75570 : Existing Odour Control Facility Modification	60	-	-	30	30	-	-	-	-
75820 : Duffin Creek Reactor 1_2 Rehab	134,695	-	-	56,892	42,515	-	-	-	35,288
75830 : Southeast Collector Rehabilitation Primary Plan	22,714	-	-	11,357	11,357	-	-	-	-
75840 : Southeast Collector Rehabilitation Secondary Plan	16,532	-	-	8,266	8,266	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	2,000	-	-	1,200	800	-	-	-	-
78520 : Wastewater General	1,910	-	-	130	1,780	-	-	-	-
78531 : Pumping Wastewater	26,840	-	-	14,810	12,030	-	-	-	-
78532 : Equalization Tank	3,000	-	-	2,100	900	-	-	-	-
78533 : Wastewater Treatment	17,420	-	-	11,020	6,400	-	-	-	-
78534 : Meter Chamber Wastewater	6,480	-	-	3,248	3,232	-	-	-	-
78536 : Trunk Sewer	97,470	-	-	53,187	44,283	-	-	-	-
78537 : Trunk Force main	3,000	-	-	1,500	1,500	-	-	-	-
78538 : Odour Control	1,500	-	-	750	750	-	-	-	-
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	5,440	-	-	2,720	2,720	-	-	-	-
78573 : Wastewater Technology Integration	3,871	-	-	2,335	1,536	-	-	-	-
78574 : Wastewater Technology Development & Implementation	13,206	-	-	7,902	5,304	-	-	-	-
78582 : Wastewater Asset Management	20,648	-	-	18,682	1,966	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	4,210	-	-	4,210	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	27,880	-	-	16,730	11,150	-	-	-	-
Total Rehabilitation & Replacement	409,576	-	-	217,769	156,519	-	-	-	35,288
Program Group: Growth									
70440 : Duffin Creek Stage 1 and 2	1,000	-	-	-	800	-	-	-	200

Wastewater

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Chlorine Chamber Expansion									
70450 : Duffin Creek Stage 3 Aeration Tank Optimization	4,500	-	-	-	3,600	-	-	-	900
70460 : Weldrick Sewer Overflow Gate	300	-	-	-	300	-	-	-	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	53,800	-	-	-	-	-	-	-	53,800
72240 : Keswick Water Pollution Control Plant (WPCP) Expansion	3,720	-	-	-	3,720	-	-	-	-
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	17,500	-	-	-	15,780	-	-	-	1,720
72410 : Temporary Flow Control System on York Duraham Sewage System (YDSS)	240	-	-	-	240	-	-	-	-
72530 : Duffin Creek Stage 1 & 2 Upgrades	148,920	-	-	-	119,136	-	-	-	29,784
72580 : Inflow & Infiltration Reduction Implementation	7,530	-	-	-	7,530	-	-	-	-
73640 : Inflow & Infiltration Reduction	18,300	-	-	-	18,300	-	-	-	-
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	2,500	-	-	-	2,244	-	-	-	256
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	280	-	-	-	280	-	-	-	-
74040 : York Durham Sewage System (YDSS) - Southeast Collector	66,880	-	-	-	66,880	-	-	-	-
74270 : Upper York Sewage Solutions	519,824	-	-	-	519,824	-	-	-	-
75300 : West Vaughan Sewage Servicing	120,530	-	-	-	120,530	-	-	-	-
75310 : East Vaughan Wastewater Servicing	7,800	-	-	-	7,800	-	-	-	-
75320 : Primary Trunk Sewer Study	25,980	-	-	-	14,638	-	-	-	11,342
75330 : Green Lane Sewer Diversion	7,770	-	-	-	7,770	-	-	-	-
75350 : Sharon Trunk Sewer	9,360	-	-	-	-	-	-	-	9,360
75360 : Newmarket Pump Station Improvements	20,000	-	-	-	20,000	-	-	-	-
75640 : Wastewater System Capacity Studies	300	-	-	-	-	300	-	-	-

Wastewater

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
75650 : Wastewater Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	8,280	-	-	-	8,280	-	-	-	-
75760 : North Don Relief Sewer	100	-	-	-	100	-	-	-	-
75780 : Duffin Creek Lab Expansion	5,000	-	-	-	5,000	-	-	-	-
75810 : Humber Pumping Station Electrical Upgrade	2,360	-	-	-	2,360	-	-	-	-
79100 : York Durham Sewage System Wastewater Master Plan Update	3,670	-	-	-	-	3,670	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	20,092	-	-	20,092	-	-	-	-	-
79570 : Sutton Water Pollution Control Plant Expansion	2,000	-	-	-	2,000	-	-	-	-
79740 : Peel System Cost Shared Works	43,680	-	-	-	43,680	-	-	-	-
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	9,100	-	-	-	9,100	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(612,042)	612,042	-	-	-
Total Growth	1,131,316	-	-	20,092	387,850	616,012	-	-	107,362
Wastewater	1,540,892	-	-	237,861	544,369	616,012	-	-	142,650

Wastewater

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Program Group: Rehabilitation & Replacement													
Gross Expenditures													
75380 : Wastewater Model Calibration	100	-	-	-	-	-	-	-	-	-	100	-	100
75570 : Existing Odour Control Facility Modification	40	20	-	-	-	-	-	-	-	-	60	-	60
75820 : Duffin Creek Reactor 1_2 Rehab	500	10,000	25,500	25,000	25,000	1,000	1,000	1,000	7,695	38,000	134,695	35,305	170,000
75830 : Southeast Collector Rehabilitation Primary Plan	500	5,500	7,500	5,500	3,714	-	-	-	-	-	22,714	31,787	54,501
75840 : Southeast Collector Rehabilitation Secondary Plan	500	5,500	4,000	4,150	2,382	-	-	-	-	-	16,532	20,468	37,000
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	200	200	200	200	200	-	-	-	-	-	1,000	-	1,000
78520 : Wastewater General	760	230	230	230	230	230	-	-	-	-	1,910	-	1,910
78531 : Pumping Wastewater	13,290	3,420	30	-	-	-	-	-	-	-	16,740	-	16,740
78533 : Wastewater Treatment	2,360	3,060	-	-	-	-	-	-	-	-	5,420	-	5,420
78534 : Meter Chamber Wastewater	510	350	310	170	-	-	-	-	-	-	1,340	-	1,340
78536 : Trunk Sewer	6,250	15,120	13,340	500	500	-	-	-	-	-	35,710	-	35,710
78537 : Trunk Force main	100	1,000	-	-	-	-	-	-	-	-	1,100	-	1,100
78538 : Odour Control	200	1,300	-	-	-	-	-	-	-	-	1,500	-	1,500
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	1,580	1,230	970	50	810	-	-	-	-	-	4,640	-	4,640
78573 : Wastewater Technology Integration	346	-	-	-	-	-	-	-	-	-	346	-	346
78574 : Wastewater Technology Development & Implementation	1,273	-	-	-	-	-	-	-	-	-	1,273	-	1,273
78582 : Wastewater Asset Management	2,230	725	625	-	-	-	-	-	-	-	3,580	-	3,580
78584 : Duffin Creek Water Pollution Control Plant Assets	255	-	-	-	-	-	-	-	-	-	255	-	255
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,788	-	-	-	-	-	-	-	-	-	2,788	-	2,788
Total Rehabilitation & Replacement Gross Expenditures	33,782	47,655	52,705	35,800	32,836	1,230	1,000	1,000	7,695	38,000	251,703	87,560	339,263
Financing Sources													
Regional													
Reserves	17,693	22,765	23,210	14,510	13,028	517	517	517	3,975	19,631	116,363	78,310	194,673
External													
Other Recoveries	130	2,620	6,680	6,550	6,550	262	262	262	2,016	9,956	35,288	9,250	44,538
Debenture													
Debenture Proceeds User Rate	15,959	22,270	22,815	14,740	13,258	451	221	221	1,704	8,413	100,052	-	100,052

Wastewater

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Total Rehabilitation & Replacement Financing Sources	33,782	47,655	52,705	35,800	32,836	1,230	1,000	1,000	7,695	38,000	251,703	87,560	339,263
Program Group: Growth													
Gross Expenditures													
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	32,250	21,550	-	-	-	-	-	-	-	-	53,800	-	53,800
72240 : Keswick Water Pollution Control Plant (WPCP) Expansion	250	3,470	-	-	-	-	-	-	-	-	3,720	-	3,720
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	1,500	4,000	2,000	-	-	-	-	-	-	-	7,500	-	7,500
72410 : Temporary Flow Control System on York Duraham Sewage System (YDSS)	240	-	-	-	-	-	-	-	-	-	240	-	240
72530 : Duffin Creek Stage 1 & 2 Upgrades	51,250	54,470	43,200	-	-	-	-	-	-	-	148,920	-	148,920
72580 : Inflow & Infiltration Reduction Implementation	3,630	3,820	40	40	-	-	-	-	-	-	7,530	-	7,530
73640 : Inflow & Infiltration Reduction	1,310	1,070	1,100	-	-	-	-	-	-	-	3,480	-	3,480
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	2,500	-	-	-	-	-	-	-	-	-	2,500	-	2,500
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	270	10	-	-	-	-	-	-	-	-	280	-	280
74040 : York Durham Sewage System (YDSS) - Southeast Collector	48,760	12,060	5,740	190	130	-	-	-	-	-	66,880	-	66,880
74270 : Upper York Sewage Solutions	9,980	9,000	9,040	2,400	2,400	6,960	8,413	8,413	8,413	4,000	69,019	7,000	76,019
75300 : West Vaughan Sewage Servicing	3,540	11,850	4,470	7,600	6,100	650	650	3,670	3,500	3,500	45,530	13,900	59,430
75310 : East Vaughan Wastewater Servicing	640	720	-	-	-	-	-	-	-	-	1,360	-	1,360
75330 : Green Lane Sewer Diversion	7,770	-	-	-	-	-	-	-	-	-	7,770	-	7,770
75350 : Sharon Trunk Sewer	9,360	-	-	-	-	-	-	-	-	-	9,360	-	9,360
75640 : Wastewater System Capacity Studies	30	-	-	-	-	-	-	-	-	-	30	-	30
75650 : Wastewater Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	10	200	90	20	230	230	-	-	-	-	780	-	780
75760 : North Don Relief Sewer	50	50	-	-	-	-	-	-	-	-	100	-	100
75810 : Humber Pumping Station Electrical Upgrade	1,600	420	340	-	-	-	-	-	-	-	2,360	-	2,360
79100 : York Durham Sewage System Wastewater Master Plan Update	450	550	-	-	-	-	-	-	-	-	1,000	-	1,000
79470 : Wastewater Conservation Authority Joint Initiative	2,011	-	-	-	-	-	-	-	-	-	2,011	-	2,011
79740 : Peel System Cost Shared Works	3,530	4,500	9,000	10,000	9,000	7,650	-	-	-	-	43,680	-	43,680
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	8,710	340	10	40	-	-	-	-	-	-	9,100	-	9,100

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Total Growth Gross Expenditures	189,641	128,080	75,030	20,290	17,860	15,490	9,063	12,083	11,913	7,500	486,950	20,900	507,850
Financing Sources													
Regional													
Development Charges	480	550	-	20,290	17,860	15,490	9,063	9,083	8,913	4,500	86,229	15,400	101,629
Other Recoveries	41,610	21,550	-	-	-	-	-	-	-	-	63,160	-	63,160
Reserves	2,011	-	-	-	-	-	-	-	-	-	2,011	-	2,011
External													
Other Recoveries	10,626	11,294	8,840	-	-	-	-	-	-	-	30,760	-	30,760
Debtenture													
Debtenture Proceeds DC	117,929	76,817	52,018	-	-	-	-	3,000	3,000	3,000	255,764	5,500	261,264
Debtenture Proceeds User Rate	16,985	17,869	14,172	-	-	-	-	-	-	-	49,026	-	49,026
Total Growth Financing Sources	189,641	128,080	75,030	20,290	17,860	15,490	9,063	12,083	11,913	7,500	486,950	20,900	507,850
Total Wastewater Gross Expenditures	223,423	175,735	127,735	56,090	50,696	16,720	10,063	13,083	19,608	45,500	738,653	108,460	847,113
Funding Sources													
Regional													
Development Charges	480	550	-	20,290	17,860	15,490	9,063	9,083	8,913	4,500	86,229	15,400	101,629
Other Recoveries	41,610	21,550	-	-	-	-	-	-	-	-	63,160	-	63,160
Reserves	19,704	22,765	23,210	14,510	13,028	517	517	517	3,975	19,631	118,374	78,310	196,684
External													
Other Recoveries	10,756	13,914	15,520	6,550	6,550	262	262	262	2,016	9,956	66,048	9,250	75,298
Debtenture													
Debtenture Proceeds DC	117,929	76,817	52,018	-	-	-	-	3,000	3,000	3,000	255,764	5,500	261,264
Debtenture Proceeds User Rate	32,944	40,139	36,987	14,740	13,258	451	221	221	1,704	8,413	149,078	-	149,078
Total Wastewater Financing Sources	223,423	175,735	127,735	56,090	50,696	16,720	10,063	13,083	19,608	45,500	738,653	108,460	847,113

Wastewater

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
75380 : Wastewater Model Calibration	100	-	-	100	-	-	-	-	-
75570 : Existing Odour Control Facility Modification	60	-	-	30	30	-	-	-	-
75820 : Duffin Creek Reactor 1_2 Rehab	170,000	-	-	82,947	42,515	-	-	-	44,538
75830 : Southeast Collector Rehabilitation Primary Plan	54,501	-	-	43,144	11,357	-	-	-	-
75840 : Southeast Collector Rehabilitation Secondary Plan	37,000	-	-	28,734	8,266	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	1,000	-	-	500	500	-	-	-	-
78520 : Wastewater General	1,910	-	-	130	1,780	-	-	-	-
78531 : Pumping Wastewater	16,740	-	-	8,370	8,370	-	-	-	-
78533 : Wastewater Treatment	5,420	-	-	2,710	2,710	-	-	-	-
78534 : Meter Chamber Wastewater	1,340	-	-	670	670	-	-	-	-
78536 : Trunk Sewer	35,710	-	-	17,855	17,855	-	-	-	-
78537 : Trunk Force main	1,100	-	-	550	550	-	-	-	-
78538 : Odour Control	1,500	-	-	750	750	-	-	-	-
78550 : Supervisory Control and Data Acquisition Communication Network Wastewater	4,640	-	-	2,320	2,320	-	-	-	-
78573 : Wastewater Technology Integration	346	-	-	173	173	-	-	-	-
78574 : Wastewater Technology Development & Implementation	1,273	-	-	636	637	-	-	-	-
78582 : Wastewater Asset Management	3,580	-	-	3,405	175	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	255	-	-	255	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,788	-	-	1,394	1,394	-	-	-	-
Total Rehabilitation & Replacement	339,263	-	-	194,673	100,052	-	-	-	44,538
Program Group: Growth									
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	53,800	-	-	-	-	-	-	-	53,800

Wastewater

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
72240 : Keswick Water Pollution Control Plant (WPCP) Expansion	3,720	-	-	-	3,720	-	-	-	-
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	7,500	-	-	-	6,780	-	-	-	720
72410 : Temporary Flow Control System on York Durham Sewage System (YDSS)	240	-	-	-	240	-	-	-	-
72530 : Duffin Creek Stage 1 & 2 Upgrades	148,920	-	-	-	119,136	-	-	-	29,784
72580 : Inflow & Infiltration Reduction Implementation	7,530	-	-	-	7,530	-	-	-	-
73640 : Inflow & Infiltration Reduction	3,480	-	-	-	3,480	-	-	-	-
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	2,500	-	-	-	2,244	-	-	-	256
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	280	-	-	-	280	-	-	-	-
74040 : York Durham Sewage System (YDSS) - Southeast Collector	66,880	-	-	-	66,880	-	-	-	-
74270 : Upper York Sewage Solutions	76,019	-	-	-	76,019	-	-	-	-
75300 : West Vaughan Sewage Servicing	59,430	-	-	-	59,430	-	-	-	-
75310 : East Vaughan Wastewater Servicing	1,360	-	-	-	1,360	-	-	-	-
75330 : Green Lane Sewer Diversion	7,770	-	-	-	7,770	-	-	-	-
75350 : Sharon Trunk Sewer	9,360	-	-	-	-	-	-	-	9,360
75640 : Wastewater System Capacity Studies	30	-	-	-	-	30	-	-	-
75650 : Wastewater Servicing – Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	780	-	-	-	780	-	-	-	-
75760 : North Don Relief Sewer	100	-	-	-	100	-	-	-	-
75810 : Humber Pumping Station Electrical Upgrade	2,360	-	-	-	2,360	-	-	-	-
79100 : York Durham Sewage System Wastewater Master Plan Update	1,000	-	-	-	-	1,000	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,011	-	-	2,011	-	-	-	-	-

Wastewater

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
79740 : Peel System Cost Shared Works	43,680	-	-	-	43,680	-	-	-	-
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	9,100	-	-	-	9,100	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(100,599)	100,599	-	-	-
Total Growth	507,850	-	-	2,011	310,290	101,629	-	-	93,920
Wastewater	847,113	-	-	196,684	410,342	101,629	-	-	138,458

Waste Management

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
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Program Group: Rehabilitation & Replacement

Gross Expenditures

70195 : Solid Waste Master Plan	1,433	-	-	-	250	250	-	-	-	250	250	-	1,000	-	2,433
71275 : Facility Upgrade - Waste Management Facility	465	2,200	200	-	-	-	-	-	-	-	-	-	200	-	2,865
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	-	-	210	200	1,343	-	-	3,680	195	100	100	100	5,928	-	5,928
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	-	5,000	700	2,600	-	-	-	-	-	-	-	-	3,300	-	8,300
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	201	100	223	-	1,000	1,264	-	637	544	50	476	257	4,451	-	4,752
78583 : Solid Waste Asset Management	278	50	50	100	100	50	50	50	50	50	50	50	600	-	928
79885 : New Waste Management Initiatives	1,666	200	200	200	200	200	200	200	200	200	200	200	2,000	-	3,866
79935 : Household Hazardous Waste Depot - Vaughan	1,540	270	1,090	20	-	-	-	-	-	-	-	-	1,110	-	2,920
Total Rehabilitation & Replacement Gross Expenditures	5,583	7,820	2,673	3,120	2,893	1,764	250	4,567	989	650	1,076	607	18,589	-	31,992

Financing Sources

Regional															
Development Charges	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7
Reserves	5,307	7,820	2,673	3,120	2,893	1,764	250	4,567	989	650	1,076	607	18,589	-	31,716
External															
Other Recoveries	269	-	-	-	-	-	-	-	-	-	-	-	-	-	269
Total Rehabilitation & Replacement Financing Sources	5,583	7,820	2,673	3,120	2,893	1,764	250	4,567	989	650	1,076	607	18,589	-	31,992

Program Group: Growth

Gross Expenditures

71285 : Community Environmental Centre - Georgina Transfer Station #3	286	212	3,760	230	-	-	-	-	-	-	-	-	3,990	-	4,488
71325 : Energy From Waste Facility	54,664	12,035	6,000	3,990	-	-	-	-	-	-	-	-	9,990	-	76,689
71335 : Source Separated Organics Facility	960	203	220	220	220	220	-	-	-	-	-	-	880	-	2,043

Waste Management

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	18	108	980	10	-	-	-	-	-	-	-	-	990	-	1,116
Total Growth Gross Expenditures	55,928	12,558	10,960	4,450	220	220	-	-	-	-	-	-	15,850	-	84,336
Financing Sources															
Regional															
Current Tax Levy - Reserves	31,691	-	-	-	-	-	-	-	-	-	-	-	-	-	31,691
Debt Reduction Reserve	-	-	5,700	-	-	-	-	-	-	-	-	-	5,700	-	5,700
Reserves	7,969	320	4,740	417	220	220	-	-	-	-	-	-	5,597	-	13,886
User Rates	-	203	-	-	-	-	-	-	-	-	-	-	-	-	203
External															
Federal Funding	15,000	-	520	4,033	-	-	-	-	-	-	-	-	4,553	-	19,553
Debenture															
Debenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268
Debenture Proceeds Tax Levy	-	12,035	-	-	-	-	-	-	-	-	-	-	-	-	12,035
Total Growth Financing Sources	55,928	12,558	10,960	4,450	220	220	-	-	-	-	-	-	15,850	-	84,336
Total Waste Management Gross Expenditures	61,511	20,378	13,633	7,570	3,113	1,984	250	4,567	989	650	1,076	607	34,439	-	116,328
Funding Sources															
Regional															
Current Tax Levy - Reserves	31,691	-	-	-	-	-	-	-	-	-	-	-	-	-	31,691
Development Charges	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7
Debt Reduction Reserve	-	-	5,700	-	-	-	-	-	-	-	-	-	5,700	-	5,700
Reserves	13,276	8,140	7,413	3,537	3,113	1,984	250	4,567	989	650	1,076	607	24,186	-	45,602
User Rates	-	203	-	-	-	-	-	-	-	-	-	-	-	-	203
External															
Federal Funding	15,000	-	520	4,033	-	-	-	-	-	-	-	-	4,553	-	19,553
Other Recoveries	269	-	-	-	-	-	-	-	-	-	-	-	-	-	269
Debenture															
Debenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268
Debenture Proceeds Tax Levy	-	12,035	-	-	-	-	-	-	-	-	-	-	-	-	12,035
Total Waste Management Financing Sources	61,511	20,378	13,633	7,570	3,113	1,984	250	4,567	989	650	1,076	607	34,439	-	116,328

Waste Management

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
70195 : Solid Waste Master Plan	1,000	-	-	1,000	-	-	-	-	-
71275 : Facility Upgrade - Waste Management Facility	200	-	-	200	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	5,928	-	-	5,928	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	3,300	-	-	3,300	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	4,451	-	-	4,451	-	-	-	-	-
78583 : Solid Waste Asset Management	600	-	-	600	-	-	-	-	-
79885 : New Waste Management Initiatives	2,000	-	-	2,000	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	1,110	-	-	1,110	-	-	-	-	-
Total Rehabilitation & Replacement	18,589	-	-	18,589	-	-	-	-	-
Program Group: Growth									
71285 : Community Environmental Centre - Georgina Transfer Station #3	3,990	-	-	3,990	-	-	-	-	-
71325 : Energy From Waste Facility	9,990	-	5,700	-	-	-	4,290	-	-
71335 : Source Separated Organics Facility	880	-	-	617	-	-	263	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	990	-	-	990	-	-	-	-	-
Total Growth	15,850	-	5,700	5,597	-	-	4,553	-	-
Waste Management	34,439	-	5,700	24,186	-	-	4,553	-	-

Waste Management

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Program Group: Rehabilitation & Replacement													
Gross Expenditures													
71275 : Facility Upgrade - Waste Management Facility	200	-	-	-	-	-	-	-	-	-	200	-	200
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	210	-	-	-	-	-	-	-	-	-	210	-	210
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	700	2,600	-	-	-	-	-	-	-	-	3,300	-	3,300
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	223	-	-	-	-	-	-	-	-	-	223	-	223
78583 : Solid Waste Asset Management	50	-	-	-	-	-	-	-	-	-	50	-	50
79885 : New Waste Management Initiatives	200	-	-	-	-	-	-	-	-	-	200	-	200
79935 : Household Hazardous Waste Depot - Vaughan	1,090	20	-	-	-	-	-	-	-	-	1,110	-	1,110
Total Rehabilitation & Replacement Gross Expenditures	2,673	2,620	-	-	-	-	-	-	-	-	5,293	-	5,293
Financing Sources													
Regional													
Reserves	2,673	2,620	-	-	-	-	-	-	-	-	5,293	-	5,293
Total Rehabilitation & Replacement Financing Sources	2,673	2,620	-	-	-	-	-	-	-	-	5,293	-	5,293
Program Group: Growth													
Gross Expenditures													
71285 : Community Environmental Centre - Georgina Transfer Station #3	3,760	230	-	-	-	-	-	-	-	-	3,990	-	3,990
71325 : Energy From Waste Facility	6,000	3,990	-	-	-	-	-	-	-	-	9,990	-	9,990
71335 : Source Separated Organics Facility	220	220	220	220	-	-	-	-	-	-	880	-	880
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	980	10	-	-	-	-	-	-	-	-	990	-	990
Total Growth Gross Expenditures	10,960	4,450	220	220	-	-	-	-	-	-	15,850	-	15,850
Financing Sources													
Regional													
Debt Reduction Reserve	5,700	-	-	-	-	-	-	-	-	-	5,700	-	5,700
Reserves	4,740	417	220	220	-	-	-	-	-	-	5,597	-	5,597
External													
Federal Funding	520	4,033	-	-	-	-	-	-	-	-	4,553	-	4,553
Total Growth Financing Sources	10,960	4,450	220	220	-	-	-	-	-	-	15,850	-	15,850

Waste Management

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Total Waste Management Gross Expenditures	13,633	7,070	220	220	-	-	-	-	-	-	21,143	-	21,143
Funding Sources													
Regional													
Debt Reduction Reserve	5,700	-	-	-	-	-	-	-	-	-	5,700	-	5,700
Reserves	7,413	3,037	220	220	-	-	-	-	-	-	10,890	-	10,890
External													
Federal Funding	520	4,033	-	-	-	-	-	-	-	-	4,553	-	4,553
Total Waste Management Financing Sources	13,633	7,070	220	220	-	-	-	-	-	-	21,143	-	21,143

Waste Management

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Replacement									
71275 : Facility Upgrade - Waste Management Facility	200	-	-	200	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	210	-	-	210	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	3,300	-	-	3,300	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	223	-	-	223	-	-	-	-	-
78583 : Solid Waste Asset Management	50	-	-	50	-	-	-	-	-
79885 : New Waste Management Initiatives	200	-	-	200	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	1,110	-	-	1,110	-	-	-	-	-
Total Rehabilitation & Replacement	5,293	-	-	5,293	-	-	-	-	-
Program Group: Growth									
71285 : Community Environmental Centre - Georgina Transfer Station #3	3,990	-	-	3,990	-	-	-	-	-
71325 : Energy From Waste Facility	9,990	-	5,700	-	-	-	4,290	-	-
71335 : Source Separated Organics Facility	880	-	-	617	-	-	263	-	-
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	990	-	-	990	-	-	-	-	-
Total Growth	15,850	-	5,700	5,597	-	-	4,553	-	-
Waste Management	21,143	-	5,700	10,890	-	-	4,553	-	-

Natural Heritage & Forestry

10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
72600 : Tree Planting on Region Rights of Way	4,113	850	850	900	900	900	1,000	1,000	1,000	1,100	1,100	1,100	9,850	-	14,813
72610 : York Greening Initiative - Land Securement	13,761	280	280	280	280	280	300	300	300	300	300	320	2,940	-	16,981
72620 : Regional Forest Property Upgrade	871	320	220	270	220	220	270	250	250	300	250	250	2,500	-	3,691
72630 : Y R Forest Stewardship Education	416	2,705	386	-	-	-	-	-	-	-	-	-	386	-	3,507
72640 : Peggy's Wood Nature Reserve	-	-	-	-	-	-	125	125	-	-	-	-	250	-	250
72650 : Urban Forest Studies	90	-	60	60	-	-	-	-	70	70	70	70	400	-	490
72670 : Emerald Ash Borer Street Tree Replacement	290	415	791	588	496	303	234	50	22	-	-	-	2,484	-	3,189
72690 : Trail Linkage	-	-	-	-	-	-	100	250	250	-	-	-	600	-	600
72700 : Holidge Tract Bridge	-	-	-	-	-	-	-	-	-	30	70	-	100	-	100
Total Gross Expenditures	19,541	4,570	2,587	2,098	1,896	1,703	2,029	1,975	1,892	1,800	1,790	1,740	19,510	-	43,621
Financing Sources															
Regional															
Current Tax Levy - Reserves	5,754	905	1,241	1,098	896	703	929	875	792	620	610	540	8,304	-	14,963
Development Charges	704	680	680	720	720	720	800	800	800	880	880	880	7,880	-	9,264
Other Recoveries	24	-	-	-	-	-	-	-	-	-	-	-	-	-	24
Reserves	12,722	2,985	666	280	280	280	300	300	300	300	300	320	3,326	-	19,033
External															
Other Recoveries	337	-	-	-	-	-	-	-	-	-	-	-	-	-	337
Total Financing Sources	19,541	4,570	2,587	2,098	1,896	1,703	2,029	1,975	1,892	1,800	1,790	1,740	19,510	-	43,621

Natural Heritage & Forestry

10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
72600 : Tree Planting on Region Rights of Way	9,850	1,970	-	-	-	7,880	-	-	-
72610 : York Greening Initiative - Land Securement	2,940	-	-	2,940	-	-	-	-	-
72620 : Regional Forest Property Upgrade	2,500	2,500	-	-	-	-	-	-	-
72630 : Y R Forest Stewardship Education	386	-	-	386	-	-	-	-	-
72640 : Peggy's Wood Nature Reserve	250	250	-	-	-	-	-	-	-
72650 : Urban Forest Studies	400	400	-	-	-	-	-	-	-
72670 : Emerald Ash Borer Street Tree Replacement	2,484	2,484	-	-	-	-	-	-	-
72690 : Trail Linkage	600	600	-	-	-	-	-	-	-
72700 : Holidge Tract Bridge	100	100	-	-	-	-	-	-	-
Total Natural Heritage & Forestry	19,510	8,304		3,326	-	7,880	-	-	-

Natural Heritage & Forestry

Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
72600 : Tree Planting on Region Rights of Way	850	-	-	-	-	-	-	-	-	-	850	-	850
72610 : York Greening Initiative - Land Securement	280	-	-	-	-	-	-	-	-	-	280	-	280
72620 : Regional Forest Property Upgrade	220	-	-	-	-	-	-	-	-	-	220	-	220
72630 : Y R Forest Stewardship Education	386	-	-	-	-	-	-	-	-	-	386	-	386
72650 : Urban Forest Studies	60	-	-	-	-	-	-	-	-	-	60	-	60
72670 : Emerald Ash Borer Street Tree Replacement	791	-	-	-	-	-	-	-	-	-	791	-	791
Total Gross Expenditures	2,587	-	2,587	-	2,587								
Financing Sources													
Regional													
Current Tax Levy - Reserves	1,241	-	-	-	-	-	-	-	-	-	1,241	-	1,241
Development Charges	680	-	-	-	-	-	-	-	-	-	680	-	680
Reserves	666	-	-	-	-	-	-	-	-	-	666	-	666
Total Financing Sources	2,587	-	2,587	-	2,587								

Natural Heritage & Forestry

Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
72600 : Tree Planting on Region Rights of Way	850	170	-	-	-	680	-	-	-
72610 : York Greening Initiative - Land Securement	280	-	-	280	-	-	-	-	-
72620 : Regional Forest Property Upgrade	220	220	-	-	-	-	-	-	-
72630 : Y R Forest Stewardship Education	386	-	-	386	-	-	-	-	-
72650 : Urban Forest Studies	60	60	-	-	-	-	-	-	-
72670 : Emerald Ash Borer Street Tree Replacement	791	791	-	-	-	-	-	-	-
Total Natural Heritage & Forestry	2,587	1,241		666	-	680	-	-	-

Energy Management 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
14702 : Energy Retrofit - Various Existing Buildings	-	-	187	375	375	250	250	250	250	250	250	250	2,687	-	2,687
14721 : LEED Existing Building Certification	202	25	-	-	-	-	-	-	-	-	-	-	-	-	227
14731 : Green Energy Act Planning	55	14	36	-	-	-	-	-	-	-	-	-	36	-	105
14750 : Building Energy Studies	140	32	178	250	250	250	250	250	250	250	250	250	2,428	-	2,600
14790 : Interval Meters	46	22	108	-	-	-	-	-	-	-	-	-	108	-	176
14791 : Aurora Demand Response	30	-	50	-	-	-	-	-	-	-	-	-	50	-	80
Total Gross Expenditures	473	93	559	625	625	500	5,309	-	5,875						
Financing Sources															
Regional															
Reserves	473	93	559	625	625	500	500	500	500	500	500	500	5,309	-	5,875
Total Financing Sources	473	93	559	625	625	500	5,309	-	5,875						

Energy Management

10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14702 : Energy Retrofit - Various Existing Buildings	2,687	-	-	2,687	-	-	-	-	-
14731 : Green Energy Act Planning	36	-	-	36	-	-	-	-	-
14750 : Building Energy Studies	2,428	-	-	2,428	-	-	-	-	-
14790 : Interval Meters	108	-	-	108	-	-	-	-	-
14791 : Aurora Demand Response	50	-	-	50	-	-	-	-	-
Total Energy Management	5,309	-	-	5,309	-	-	-	-	-

Energy Management Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
14702 : Energy Retrofit - Various Existing Buildings	187	-	-	-	-	-	-	-	-	-	187	-	187
14731 : Green Energy Act Planning	36	-	-	-	-	-	-	-	-	-	36	-	36
14750 : Building Energy Studies	178	-	-	-	-	-	-	-	-	-	178	-	178
14790 : Interval Meters	108	-	-	-	-	-	-	-	-	-	108	-	108
14791 : Aurora Demand Response	50	-	-	-	-	-	-	-	-	-	50	-	50
Total Gross Expenditures	559	-	559	-	559								
Financing Sources													
Regional													
Reserves	559	-	-	-	-	-	-	-	-	-	559	-	559
Total Financing Sources	559	-	559	-	559								

Energy Management

Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14702 : Energy Retrofit - Various Existing Buildings	187	-	-	187	-	-	-	-	-
14731 : Green Energy Act Planning	36	-	-	36	-	-	-	-	-
14750 : Building Energy Studies	178	-	-	178	-	-	-	-	-
14790 : Interval Meters	108	-	-	108	-	-	-	-	-
14791 : Aurora Demand Response	50	-	-	50	-	-	-	-	-
Total Energy Management	559	-	-	559	-	-	-	-	-

Community and Health Services

Housing Services

10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
67510 : Pre-Development Costs	468	44	80	80	80	80	80	80	80	80	80	80	800	-	1,312
67876 : New Housing Development Opportunity	-	-	-	10,000	32,500	32,500	-	-	-	-	-	-	75,000	-	75,000
67916 : Woodbridge Redevelopment	778	67	2,124	3,836	17,670	21,267	1,488	-	-	-	-	-	46,385	-	47,230
67918 : Belinda's Place - Emergency Housing	2,442	5,284	2,165	35	-	-	-	-	-	-	-	-	2,200	-	9,926
67921 : Lakeside Residences Keswick	1,055	18,918	200	-	-	-	-	-	-	-	-	-	200	-	20,173
67922 : Richmond Hill Housing and Community Hub	9,917	24,640	23,726	1,500	-	-	-	-	-	-	-	-	25,226	-	59,783
Total Gross Expenditures	14,660	48,953	28,295	15,451	50,250	53,847	1,568	80	80	80	80	80	149,811	-	213,424
Financing Sources															
Regional															
Development Charges	-	1,306	-	6,243	-	12,750	5,377	-	-	-	-	-	24,370	-	25,676
Reserves	13,816	33,378	13,786	(911)	49,750	20,260	(16,947)	80	80	80	80	80	66,338	-	113,532
External															
Provincial Funding	819	13,294	13,509	10,119	500	9,040	6,060	-	-	-	-	-	39,228	-	53,341
Other Recoveries	25	975	1,000	-	-	-	-	-	-	-	-	-	1,000	-	2,000
Debenture															
Housing York Inc.	-	-	-	-	-	11,797	7,078	-	-	-	-	-	18,875	-	18,875
Total Financing Sources	14,660	48,953	28,295	15,451	50,250	53,847	1,568	80	80	80	80	80	149,811	-	213,424

Housing Services

10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
67510 : Pre-Development Costs	800	-	-	800	-	-	-	-	-
67876 : New Housing Development Opportunity	75,000	-	-	50,453	24,547	-	-	-	-
67916 : Woodbridge Redevelopment	46,385	-	-	18,330	12,455	-	15,600	-	-
67918 : Belinda's Place - Emergency Housing	2,200	-	-	2,065	-	-	135	-	-
67921 : Lakeside Residences Keswick	200	-	-	200	-	-	-	-	-
67922 : Richmond Hill Housing and Community Hub	25,226	-	-	(5,510)	6,243	-	23,493	-	1,000
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(24,370)	24,370	-	-	-
Total Housing Services	149,811	-	-	66,338	18,875	24,370	39,228	-	1,000

Housing Services

Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
67510 : Pre-Development Costs	80	-	-	-	-	-	-	-	-	-	80	-	80
67876 : New Housing Development Opportunity	-	10,000	-	-	-	-	-	-	-	-	10,000	-	10,000
67916 : Woodbridge Redevelopment	2,124	3,836	17,670	21,267	1,488	-	-	-	-	-	46,385	-	46,385
67918 : Belinda's Place - Emergency Housing	2,165	35	-	-	-	-	-	-	-	-	2,200	-	2,200
67921 : Lakeside Residences Keswick	200	-	-	-	-	-	-	-	-	-	200	-	200
67922 : Richmond Hill Housing and Community Hub	23,726	1,500	-	-	-	-	-	-	-	-	25,226	-	25,226
Total Gross Expenditures	28,295	15,371	17,670	21,267	1,488	-	-	-	-	-	84,091	-	84,091
Financing Sources													
Regional													
Development Charges	-	6,243	-	-	5,377	-	-	-	-	-	11,620	-	11,620
Reserves	13,786	(991)	17,170	12,227	(17,027)	-	-	-	-	-	25,165	-	25,165
External													
Provincial Funding	13,509	10,119	500	9,040	6,060	-	-	-	-	-	39,228	-	39,228
Other Recoveries	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
Debenture													
Housing York Inc.	-	-	-	-	7,078	-	-	-	-	-	7,078	-	7,078
Total Financing Sources	28,295	15,371	17,670	21,267	1,488	-	-	-	-	-	84,091	-	84,091

Housing Services

Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
67510 : Pre-Development Costs	80	-	-	80	-	-	-	-	-
67876 : New Housing Development Opportunity	10,000	-	-	10,000	-	-	-	-	-
67916 : Woodbridge Redevelopment	46,385	-	-	18,330	12,455	-	15,600	-	-
67918 : Belinda's Place - Emergency Housing	2,200	-	-	2,065	-	-	135	-	-
67921 : Lakeside Residences Keswick	200	-	-	200	-	-	-	-	-
67922 : Richmond Hill Housing and Community Hub	25,226	-	-	(5,510)	6,243	-	23,493	-	1,000
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(11,620)	11,620	-	-	-
Total Housing Services	84,091	-	-	25,165	7,078	11,620	39,228	-	1,000

Long-Term Care

10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
55244 : Operational Equipment	1,157	165	165	165	165	165	165	165	165	165	165	165	1,650	-	2,972
55245 : Resident Beds	998	203	203	203	203	203	203	203	203	203	203	203	2,030	-	3,231
55282 : Balconies Conversion - Maple Health Centre	-	-	-	500	1,500	-	-	-	-	-	-	-	2,000	-	2,000
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	48	1,500	1,400	1,000	-	-	-	-	-	-	-	-	2,400	-	3,948
59415 : Long-Term Care Adult Day Centres - Interior Decorating	34	-	750	500	-	-	-	-	-	-	-	-	1,250	-	1,284
59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	1,224	100	150	-	100	-	-	-	100	-	-	-	350	-	1,674
59430 : Conversion of Former Smoking Rooms (Newmarket)	-	5	95	-	-	-	-	-	-	-	-	-	95	-	100
59445 : Nurse Call System	-	-	500	-	-	-	-	-	-	-	-	500	1,000	-	1,000
59450 : Adult Day Centre Expansion	99	-	-	-	-	-	500	1,500	-	-	-	-	2,000	-	2,099
59455 : Technology Upgrade	-	-	225	-	65	-	60	65	-	-	65	60	540	-	540
59460 : Renovations - Resident Activity Rooms	-	60	-	-	-	-	-	-	-	-	-	-	-	-	60
Total Gross Expenditures	3,560	2,033	3,488	2,368	2,033	368	928	1,933	468	368	433	928	13,315	-	18,908
Financing Sources															
Regional															
Debt Reduction Reserve	-	165	1,220	1,000	1,665	-	560	1,565	100	-	65	60	6,235	-	6,400
Reserves	3,461	1,868	2,268	1,368	368	368	368	368	368	368	368	868	7,080	-	12,409
External															
Provincial Funding	99	-	-	-	-	-	-	-	-	-	-	-	-	-	99
Total Financing Sources	3,560	2,033	3,488	2,368	2,033	368	928	1,933	468	368	433	928	13,315	-	18,908

Long-Term Care

10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
55244 : Operational Equipment	1,650	-	-	1,650	-	-	-	-	-
55245 : Resident Beds	2,030	-	-	2,030	-	-	-	-	-
55282 : Balconies Conversion - Maple Health Centre	2,000	-	2,000	-	-	-	-	-	-
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,400	-	-	2,400	-	-	-	-	-
59415 : Long-Term Care Adult Day Centres - Interior Decorating	1,250	-	1,250	-	-	-	-	-	-
59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	350	-	350	-	-	-	-	-	-
59430 : Conversion of Former Smoking Rooms (Newmarket)	95	-	95	-	-	-	-	-	-
59445 : Nurse Call System	1,000	-	-	1,000	-	-	-	-	-
59450 : Adult Day Centre Expansion	2,000	-	2,000	-	-	-	-	-	-
59455 : Technology Upgrade	540	-	540	-	-	-	-	-	-
Total Long-Term Care	13,315	-	6,235	7,080	-	-	-	-	-

Long-Term Care

Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
55244 : Operational Equipment	165	-	-	-	-	-	-	-	-	-	165	-	165
55245 : Resident Beds	203	-	-	-	-	-	-	-	-	-	203	-	203
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	1,400	-	-	-	-	-	-	-	-	-	1,400	-	1,400
59415 : Long-Term Care Adult Day Centres - Interior Decorating	750	500	-	-	-	-	-	-	-	-	1,250	-	1,250
59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	150	-	-	-	-	-	-	-	-	-	150	-	150
59430 : Conversion of Former Smoking Rooms (Newmarket)	95	-	-	-	-	-	-	-	-	-	95	-	95
59445 : Nurse Call System	500	-	-	-	-	-	-	-	-	-	500	-	500
59455 : Technology Upgrade	225	-	-	-	-	-	-	-	-	-	225	-	225
Total Gross Expenditures	3,488	500	-	3,988	-	3,988							
Financing Sources													
Regional													
Debt Reduction Reserve	1,220	500	-	-	-	-	-	-	-	-	1,720	-	1,720
Reserves	2,268	-	-	-	-	-	-	-	-	-	2,268	-	2,268
Total Financing Sources	3,488	500	-	3,988	-	3,988							

Long-Term Care

Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
55244 : Operational Equipment	165	-	-	165	-	-	-	-	-
55245 : Resident Beds	203	-	-	203	-	-	-	-	-
59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	1,400	-	-	1,400	-	-	-	-	-
59415 : Long-Term Care Adult Day Centres - Interior Decorating	1,250	-	1,250	-	-	-	-	-	-
59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	150	-	150	-	-	-	-	-	-
59430 : Conversion of Former Smoking Rooms (Newmarket)	95	-	95	-	-	-	-	-	-
59445 : Nurse Call System	500	-	-	500	-	-	-	-	-
59455 : Technology Upgrade	225	-	225	-	-	-	-	-	-
Total Long-Term Care	3,988	-	1,720	2,268	-	-	-	-	-

Emergency Medical Services

10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
54301 : EMS Vehicles - New	821	450	418	627	209	418	-	418	-	418	-	418	2,926	-	4,197
54420 : Holland Landing EMS Station	3	70	150	2,740	-	-	-	-	-	-	-	-	2,890	-	2,963
54490 : Pepperlaw EMS Station	321	1,302	-	-	-	-	-	-	-	-	-	-	-	-	1,623
54510 : Maple EMS Station	141	-	125	1,752	944	-	-	-	-	-	-	-	2,821	-	2,962
54520 : EMS Vehicles - Replacement	18,630	1,650	2,063	1,923	1,923	1,923	2,351	2,745	2,371	2,201	2,811	2,456	22,767	-	43,047
54540 : EMS Paramedics Defibrillators Replacement	1,759	-	-	-	-	-	2,100	-	-	-	-	-	2,100	-	3,859
54580 : South Woodbridge EMS Station	3	75	243	1,006	542	-	-	-	-	-	-	-	1,791	-	1,869
54600 : Medical Equipment Replacement	1,413	328	490	190	160	790	2,390	185	205	565	615	2,010	7,600	-	9,341
54601 : Richmond Hill South East EMS Station	-	-	-	-	-	-	2,222	741	-	-	-	-	2,963	-	2,963
54602 : EMS Regional Radio Network	-	-	200	-	-	-	-	-	-	-	-	-	200	-	200
54610 : Real Time Driver Feedback System	209	67	-	-	-	-	-	-	-	-	-	-	-	-	276
54638 : EMS Land Acquisition - Growth	-	1,000	2,250	200	-	-	-	-	-	-	-	-	2,450	-	3,450
54639 : EMS Land Acquisition - Rep	-	-	3,125	-	1,500	-	-	-	-	-	-	-	4,625	-	4,625
54640 : Newmarket Northwest EMS Station	8	75	1,437	2,668	-	-	-	-	-	-	-	-	4,105	-	4,188
54645 : Newmarket Southeast EMS Station	865	200	2,136	2,112	-	-	-	-	-	-	-	-	4,248	-	5,313
54650 : South Markham EMS Station	-	150	1,991	822	-	-	-	-	-	-	-	-	2,813	-	2,963
54665 : Oak Ridges EMS Station	-	-	-	-	1,215	654	-	-	-	-	-	-	1,869	-	1,869
54670 : Ballantrae EMS Station	-	-	-	-	-	-	1,869	-	-	-	-	-	1,869	-	1,869
54675 : Thornhill EMS Station	-	-	-	-	1,926	1,037	-	-	-	-	-	-	2,963	-	2,963
54695 : In-Vehicle Computer Aided Dispatch for EMS	-	-	200	-	-	-	-	-	-	-	-	-	200	-	200
54696 : Rehabilitation Refresh of EMS Stations	-	50	100	100	100	100	300	100	100	100	100	167	1,267	-	1,317
Total Gross Expenditures	24,173	5,417	14,928	14,140	8,519	4,922	11,232	4,189	2,676	3,284	3,526	5,051	72,467	-	102,057

Emergency Medical Services 10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Financing Sources															
Regional															
Current Tax Levy - Reserves	18,691	-	-	-	-	-	-	-	-	-	-	-	-	-	18,691
Development Charges	665	1,725	4,020	5,010	1,769	935	1,597	376	-	376	-	406	14,489	-	16,879
Debt Reduction Reserve	98	1,535	7,813	6,854	4,546	1,132	2,494	741	-	-	-	37	23,617	-	25,250
Reserves	4,719	2,157	3,095	2,276	2,204	2,855	7,141	3,072	2,676	2,908	3,526	4,608	34,361	-	41,237
Total Financing Sources	24,173	5,417	14,928	14,140	8,519	4,922	11,232	4,189	2,676	3,284	3,526	5,051	72,467	-	102,057

Emergency Medical Services 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
54301 : EMS Vehicles - New	2,926	-	-	294	-	2,632	-	-	-
54420 : Holland Landing EMS Station	2,890	-	1,657	-	1,233	-	-	-	-
54510 : Maple EMS Station	2,821	-	1,488	-	1,333	-	-	-	-
54520 : EMS Vehicles - Replacement	22,767	-	-	22,767	-	-	-	-	-
54540 : EMS Paramedics Defibrillators Replacement	2,100	-	-	2,100	-	-	-	-	-
54580 : South Woodbridge EMS Station	1,791	-	225	-	1,566	-	-	-	-
54600 : Medical Equipment Replacement	7,600	-	-	7,600	-	-	-	-	-
54601 : Richmond Hill South East EMS Station	2,963	-	2,963	-	-	-	-	-	-
54602 : EMS Regional Radio Network	200	-	-	200	-	-	-	-	-
54638 : EMS Land Acquisition - Growth	2,450	-	355	-	2,095	-	-	-	-
54639 : EMS Land Acquisition - Rep	4,625	-	4,625	-	-	-	-	-	-
54640 : Newmarket Northwest EMS Station	4,105	-	4,105	-	-	-	-	-	-
54645 : Newmarket Southeast EMS Station	4,248	-	4,248	-	-	-	-	-	-
54650 : South Markham EMS Station	2,813	-	408	-	2,405	-	-	-	-
54665 : Oak Ridges EMS Station	1,869	-	271	-	1,598	-	-	-	-
54670 : Ballantrae EMS Station	1,869	-	272	-	1,597	-	-	-	-
54675 : Thornhill EMS Station	2,963	-	2,963	-	-	-	-	-	-
54695 : In-Vehicle Computer Aided Dispatch for EMS	200	-	-	200	-	-	-	-	-
54696 : Rehabilitation Refresh of EMS Stations	1,267	-	37	1,200	30	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(11,857)	11,857	-	-	-
Total Emergency Medical Services	72,467	-	23,617	34,361	-	14,489	-	-	-

Emergency Medical Services Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
54301 : EMS Vehicles - New	418	-	-	-	-	-	-	-	-	-	418	-	418
54420 : Holland Landing EMS Station	150	2,740	-	-	-	-	-	-	-	-	2,890	-	2,890
54510 : Maple EMS Station	125	1,752	944	-	-	-	-	-	-	-	2,821	-	2,821
54520 : EMS Vehicles - Replacement	2,063	-	-	-	-	-	-	-	-	-	2,063	-	2,063
54580 : South Woodbridge EMS Station	243	1,006	542	-	-	-	-	-	-	-	1,791	-	1,791
54600 : Medical Equipment Replacement	490	-	-	-	-	-	-	-	-	-	490	-	490
54602 : EMS Regional Radio Network	200	-	-	-	-	-	-	-	-	-	200	-	200
54638 : EMS Land Acquisition - Growth	2,250	-	-	-	-	-	-	-	-	-	2,250	-	2,250
54639 : EMS Land Acquisition - Rep	3,125	-	-	-	-	-	-	-	-	-	3,125	-	3,125
54640 : Newmarket Northwest EMS Station	1,437	2,668	-	-	-	-	-	-	-	-	4,105	-	4,105
54645 : Newmarket Southeast EMS Station	2,136	2,112	-	-	-	-	-	-	-	-	4,248	-	4,248
54650 : South Markham EMS Station	1,991	822	-	-	-	-	-	-	-	-	2,813	-	2,813
54695 : In-Vehicle Computer Aided Dispatch for EMS	200	-	-	-	-	-	-	-	-	-	200	-	200
54696 : Rehabilitation Refresh of EMS Stations	100	-	-	-	-	-	-	-	-	-	100	-	100
Total Gross Expenditures	14,928	11,100	1,486	-	27,514	-	27,514						
Financing Sources													
Regional													
Development Charges	4,020	4,275	542	-	-	-	-	-	-	-	8,837	-	8,837
Debt Reduction Reserve	7,813	6,825	944	-	-	-	-	-	-	-	15,582	-	15,582
Reserves	3,095	-	-	-	-	-	-	-	-	-	3,095	-	3,095
Total Financing Sources	14,928	11,100	1,486	-	27,514	-	27,514						

Emergency Medical Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
54301 : EMS Vehicles - New	418	-	-	42	-	376	-	-	-
54420 : Holland Landing EMS Station	2,890	-	1,657	-	1,233	-	-	-	-
54510 : Maple EMS Station	2,821	-	1,488	-	1,333	-	-	-	-
54520 : EMS Vehicles - Replacement	2,063	-	-	2,063	-	-	-	-	-
54580 : South Woodbridge EMS Station	1,791	-	225	-	1,566	-	-	-	-
54600 : Medical Equipment Replacement	490	-	-	490	-	-	-	-	-
54602 : EMS Regional Radio Network	200	-	-	200	-	-	-	-	-
54638 : EMS Land Acquisition - Growth	2,250	-	326	-	1,924	-	-	-	-
54639 : EMS Land Acquisition - Rep	3,125	-	3,125	-	-	-	-	-	-
54640 : Newmarket Northwest EMS Station	4,105	-	4,105	-	-	-	-	-	-
54645 : Newmarket Southeast EMS Station	4,248	-	4,248	-	-	-	-	-	-
54650 : South Markham EMS Station	2,813	-	408	-	2,405	-	-	-	-
54695 : In-Vehicle Computer Aided Dispatch for EMS	200	-	-	200	-	-	-	-	-
54696 : Rehabilitation Refresh of EMS Stations	100	-	-	100	-	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(8,461)	8,461	-	-	-
Total Emergency Medical Services	27,514	-	15,582	3,095	-	8,837	-	-	-

Intentional Blank

Corporate Management and Governance

Information Technology

10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
16660 : Enterprise Architecture, Security & Risk	3,148	876	-	-	-	-	-	-	-	-	-	-	-	-	4,024
16670 : Data Centre Facilities	635	-	-	-	-	-	-	-	-	-	-	-	-	-	635
16690 : Information Management	3,061	296	-	-	-	-	-	-	-	-	-	-	-	-	3,357
16695 : e-Portal	3,495	799	-	-	-	-	-	-	-	-	-	-	-	-	4,294
16755 : Corporate Departmental Systems	2,241	1,150	8,678	6,347	6,272	6,222	6,197	6,247	6,207	6,175	6,178	6,189	64,712	26,410	94,513
16760 : Database Systems	268	-	-	-	-	-	-	-	-	-	-	-	-	-	268
16800 : Business Intelligence	1,554	200	-	-	-	-	-	-	-	-	-	-	-	-	1,754
16810 : Asset Management	2,139	375	-	-	-	-	-	-	-	-	-	-	-	-	2,514
16816 : Customer Relationship Management Solutions	890	2,048	-	-	-	-	-	-	-	-	-	-	-	-	2,938
16892 : Regional Fiber Network	4,420	900	3,297	1,160	1,160	1,160	1,160	1,160	1,160	1,160	1,160	1,160	13,737	8,415	27,472
16895 : IT Equipment - Printers & PCs	25,392	3,235	6,453	4,776	5,542	3,912	3,140	6,536	5,927	4,297	3,525	5,521	49,629	15,329	93,585
16896 : IT Equipment - Data Centre	5,551	8,987	4,285	4,046	2,744	4,566	3,648	6,953	5,003	4,013	5,517	3,605	44,380	13,909	72,827
Total Gross Expenditures	52,794	18,866	22,713	16,329	15,718	15,860	14,145	20,896	18,297	15,645	16,380	16,475	172,458	64,063	308,181
Financing Sources															
Regional															
Reserves	52,662	18,866	22,713	16,329	15,718	15,860	14,145	20,896	18,297	15,645	16,380	16,475	172,458	64,063	308,049
External															
Other Recoveries	132	-	-	-	-	-	-	-	-	-	-	-	-	-	132
Total Financing Sources	52,794	18,866	22,713	16,329	15,718	15,860	14,145	20,896	18,297	15,645	16,380	16,475	172,458	64,063	308,181

Information Technology

10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
16755 : Corporate Departmental Systems	64,712	-	-	64,712	-	-	-	-	-
16892 : Regional Fiber Network	13,737	-	-	13,737	-	-	-	-	-
16895 : IT Equipment - Printers & PCs	49,629	-	-	49,629	-	-	-	-	-
16896 : IT Equipment - Data Centre	44,380	-	-	44,380	-	-	-	-	-
Total Information Technology	172,458	-	-	172,458	-	-	-	-	-

Information Technology

Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
16755 : Corporate Departmental Systems	8,678	6,347	6,272	6,222	-	-	-	-	-	-	27,519	-	27,519
16892 : Regional Fiber Network	3,297	1,160	1,160	1,160	-	-	-	-	-	-	6,777	-	6,777
16895 : IT Equipment - Printers & PCs	6,453	4,776	5,542	3,912	-	-	-	-	-	-	20,683	-	20,683
16896 : IT Equipment - Data Centre	4,285	4,046	2,744	4,566	-	-	-	-	-	-	15,641	-	15,641
Total Gross Expenditures	22,713	16,329	15,718	15,860	-	-	-	-	-	-	70,620	-	70,620
Financing Sources													
Regional													
Reserves	22,713	16,329	15,718	15,860	-	-	-	-	-	-	70,620	-	70,620
Total Financing Sources	22,713	16,329	15,718	15,860	-	-	-	-	-	-	70,620	-	70,620

Information Technology

Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
16755 : Corporate Departmental Systems	27,519	-	-	27,519	-	-	-	-	-
16892 : Regional Fiber Network	6,777	-	-	6,777	-	-	-	-	-
16895 : IT Equipment - Printers & PCs	20,683	-	-	20,683	-	-	-	-	-
16896 : IT Equipment - Data Centre	15,641	-	-	15,641	-	-	-	-	-
Total Information Technology	70,620	-	-	70,620	-	-	-	-	-

Property Services

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
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Program Group: Rehabilitation & Repair

Gross Expenditures

14703 : Corporate Services - Facilities Rehabilitation & Repair	2,619	188	660	400	392	5,910	537	3,527	394	1,074	6,003	3,512	22,409	-	25,216
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	377	100	100	100	100	350	100	100	100	100	350	100	1,500	-	1,977
14706 : Roads Facilities - Rehabilitation & Repair	686	73	255	31	29	11	59	145	20	808	90	124	1,572	-	2,331
14707 : Solid Waste Facilities - Rehabilitation & Repair	102	-	55	34	5	336	5	155	310	5	59	15	979	-	1,081
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	1,429	503	500	544	732	1,110	1,408	1,474	442	582	1,140	802	8,734	-	10,666
14709 : York Region Transit Facilities - Rehabilitation & Repair	606	164	200	55	28	130	192	240	48	1,183	75	31	2,182	-	2,952
14711 : Employment & Financial Support Facilities -Rehabilitation & Repair	124	10	100	181	215	315	110	139	5	180	10	10	1,265	-	1,399
14712 : Family & Child Services Facilities - Rehabilitation & Repair	235	163	20	184	52	-	477	6	-	98	-	102	939	-	1,337
14713 : Long-Term Care Facilities - Rehabilitation & Repair	3,220	1,875	900	379	702	277	177	90	140	1,870	875	2,230	7,640	-	12,735
14714 : Public Health Facilities - Rehabilitation & Repair	359	-	-	18	25	137	40	28	58	88	60	8	462	-	821
14716 : EMS Facilities - Rehabilitation & Repair	154	174	125	85	19	130	106	214	123	252	85	22	1,161	-	1,489
Total Rehabilitation & Repair Gross Expenditures	9,911	3,250	2,915	2,011	2,299	8,706	3,211	6,118	1,640	6,240	8,747	6,956	48,843	-	62,004

Financing Sources

Regional															
Reserves	9,911	3,250	2,915	2,011	2,299	8,706	3,211	6,118	1,640	6,240	8,747	6,956	48,843	-	62,004
Total Rehabilitation & Repair Financing Sources	9,911	3,250	2,915	2,011	2,299	8,706	3,211	6,118	1,640	6,240	8,747	6,956	48,843	-	62,004

Program Group: Business Initiatives

Gross Expenditures

14702 : Energy Retrofit - Various Existing Buildings	1,479	200	188	375	375	250	250	250	250	250	250	250	2,688	-	4,367
14722 : 9060 Jane Street Implementation	3,316	50,910	-	-	-	-	-	-	-	-	-	-	-	-	54,226

Property Services

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
14733 : Accommodation Master Plan Implementation	7,816	450	9,080	-	-	-	-	-	-	-	-	-	9,080	-	17,346
14740 : Ontario Disability Act Implementation	305	50	100	100	100	100	50	50	50	50	50	50	700	-	1,055
14751 : Energy Initiatives	183	980	220	-	-	-	-	-	-	-	-	-	220	-	1,383
14755 : Security & Life Safety Projects	985	50	235	250	250	250	250	250	250	250	250	250	2,485	-	3,520
14775 : Property Services Branch General Capital	826	300	300	300	300	300	300	300	300	300	300	300	3,000	-	4,126
14780 : Annex Pre-Construction	3,900	3,654	2,208	845	957	1,045	685	146	-	-	-	-	5,886	-	13,440
14781 : Annex Construction	-	-	-	15,102	72,186	74,656	41,043	-	-	-	-	-	202,987	-	202,987
14810 : Property Services Branch - Archibus Upgrade	553	180	150	150	150	150	150	150	150	150	150	150	1,500	-	2,233
14811 : Technology Software Initiatives	-	-	-	351	-	-	-	-	-	-	-	-	351	-	351
14835 : Audio-Visual Equipment & Events	987	100	315	150	150	150	150	150	150	150	150	150	1,665	-	2,752
14855 : Corporate Space Intensification Initiatives	4,445	700	7,798	7,173	7,175	5,577	5,000	2,667	500	500	500	500	37,390	-	42,535
14856 : Corporate Furniture Management - Existing Furniture Program	78	50	50	50	50	50	50	50	50	50	50	50	500	-	628
14857 : Corporate Capital	128	42	705	895	899	927	165	-	-	-	-	-	3,591	-	3,761
14858 : CHS Capital Projects	353	945	999	314	-	-	-	-	-	-	-	-	1,313	-	2,611
14860 : Workplace Violence (Bill 168) Risk Assessment	99	115	85	-	-	-	-	-	-	-	-	-	85	-	299
14882 : Corporate Signage	8	20	50	50	50	50	50	50	50	50	50	50	500	-	528
14901 : Project Management	1,946	2,696	3,180	3,444	3,508	3,559	3,220	3,005	2,233	3,516	250	689	26,604	-	31,246
Total Business Initiatives Gross Expenditures	27,407	61,442	25,663	29,549	86,150	87,064	51,363	7,068	3,983	5,266	2,000	2,439	300,545	-	389,394
Financing Sources															
Regional															
Current Tax Levy - Reserves	1,905	-	-	-	-	-	-	-	-	-	-	-	-	-	1,905
Development Charges	-	2,200	-	-	-	-	-	-	-	-	-	-	-	-	2,200
Debt Reduction Reserve	865	4,104	11,987	16,261	73,143	75,701	41,728	146	-	-	-	-	218,966	-	223,935
Reserves	21,573	54,158	13,676	13,288	13,007	11,363	9,635	6,922	3,983	5,266	2,000	2,439	81,579	-	157,310
External															
Federal Funding	192	-	-	-	-	-	-	-	-	-	-	-	-	-	192

Property Services

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Other Recoveries	42	-	-	-	-	-	-	-	-	-	-	-	-	-	42
Debenture															
Debenture Proceeds	2,830	-	-	-	-	-	-	-	-	-	-	-	-	-	2,830
Debenture Proceeds Tax Levy	-	980	-	-	-	-	-	-	-	-	-	-	-	-	980
Total Business Initiatives Financing Sources	27,407	61,442	25,663	29,549	86,150	87,064	51,363	7,068	3,983	5,266	2,000	2,439	300,545	-	389,394
Total Property Services Gross Expenditures	37,318	64,692	28,578	31,560	88,449	95,770	54,574	13,186	5,623	11,506	10,747	9,395	349,388	-	451,398
Funding Sources															
Regional															
Current Tax Levy - Reserves	1,905	-	-	-	-	-	-	-	-	-	-	-	-	-	1,905
Development Charges	-	2,200	-	-	-	-	-	-	-	-	-	-	-	-	2,200
Debt Reduction Reserve	865	4,104	11,987	16,261	73,143	75,701	41,728	146	-	-	-	-	218,966	-	223,935
Reserves	31,484	57,408	16,591	15,299	15,306	20,069	12,846	13,040	5,623	11,506	10,747	9,395	130,422	-	219,314
External															
Federal Funding	192	-	-	-	-	-	-	-	-	-	-	-	-	-	192
Other Recoveries	42	-	-	-	-	-	-	-	-	-	-	-	-	-	42
Debenture															
Debenture Proceeds	2,830	-	-	-	-	-	-	-	-	-	-	-	-	-	2,830
Debenture Proceeds Tax Levy	-	980	-	-	-	-	-	-	-	-	-	-	-	-	980
Total Property Services Financing Sources	37,318	64,692	28,578	31,560	88,449	95,770	54,574	13,186	5,623	11,506	10,747	9,395	349,388	-	451,398

Property Services

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Repair									
14703 : Corporate Services - Facilities Rehabilitation & Repair	22,409	-	-	22,409	-	-	-	-	-
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	1,500	-	-	1,500	-	-	-	-	-
14706 : Roads Facilities - Rehabilitation & Repair	1,572	-	-	1,572	-	-	-	-	-
14707 : Solid Waste Facilities - Rehabilitation & Repair	979	-	-	979	-	-	-	-	-
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	8,734	-	-	8,734	-	-	-	-	-
14709 : York Region Transit Facilities - Rehabilitation & Repair	2,182	-	-	2,182	-	-	-	-	-
14711 : Employment & Financial Support Facilities -Rehabilitation & Repair	1,265	-	-	1,265	-	-	-	-	-
14712 : Family & Child Services Facilities - Rehabilitation & Repair	939	-	-	939	-	-	-	-	-
14713 : Long-Term Care Facilities - Rehabilitation & Repair	7,640	-	-	7,640	-	-	-	-	-
14714 : Public Health Facilities - Rehabilitation & Repair	462	-	-	462	-	-	-	-	-
14716 : EMS Facilities - Rehabilitation & Repair	1,161	-	-	1,161	-	-	-	-	-
Total Rehabilitation & Repair	48,843	-	-	48,843	-	-	-	-	-
Program Group: Business Initiatives									
14702 : Energy Retrofit - Various Existing Buildings	2,688	-	-	2,688	-	-	-	-	-
14733 : Accommodation Master Plan Implementation	9,080	-	9,080	-	-	-	-	-	-
14740 : Ontario Disability Act Implementation	700	-	-	700	-	-	-	-	-
14751 : Energy Initiatives	220	-	220	-	-	-	-	-	-
14755 : Security & Life Safety Projects	2,485	-	-	2,485	-	-	-	-	-
14775 : Property Services Branch General Capital	3,000	-	-	3,000	-	-	-	-	-
14780 : Annex Pre-Construction	5,886	-	5,886	-	-	-	-	-	-

Property Services

10-Year Capital Project Financing Sources by Program Group

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14781 : Annex Construction	202,987	-	202,987	-	-	-	-	-	-
14810 : Property Services Branch - Archibus Upgrade	1,500	-	-	1,500	-	-	-	-	-
14811 : Technology Software Initiatives	351	-	-	351	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,665	-	-	1,665	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	37,390	-	-	37,390	-	-	-	-	-
14856 : Corporate Furniture Management - Existing Furniture Program	500	-	-	500	-	-	-	-	-
14857 : Corporate Capital	3,591	-	-	3,591	-	-	-	-	-
14858 : CHS Capital Projects	1,313	-	793	520	-	-	-	-	-
14860 : Workplace Violence (Bill 168) Risk Assessment	85	-	-	85	-	-	-	-	-
14882 : Corporate Signage	500	-	-	500	-	-	-	-	-
14901 : Project Management	26,604	-	-	26,604	-	-	-	-	-
Total Business Initiatives	300,545	-	218,966	81,579	-	-	-	-	-
Property Services	349,388	-	218,966	130,422	-	-	-	-	-

Property Services

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Program Group: Rehabilitation & Repair													
Gross Expenditures													
14703 : Corporate Services - Facilities Rehabilitation & Repair	660	-	-	-	-	-	-	-	-	-	660	-	660
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	100	-	-	-	-	-	-	-	-	-	100	-	100
14706 : Roads Facilities - Rehabilitation & Repair	255	-	-	-	-	-	-	-	-	-	255	-	255
14707 : Solid Waste Facilities - Rehabilitation & Repair	55	-	-	-	-	-	-	-	-	-	55	-	55
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	500	-	-	-	-	-	-	-	-	-	500	-	500
14709 : York Region Transit Facilities - Rehabilitation & Repair	200	-	-	-	-	-	-	-	-	-	200	-	200
14711 : Employment & Financial Support Facilities - Rehabilitation & Repair	100	-	-	-	-	-	-	-	-	-	100	-	100
14712 : Family & Child Services Facilities - Rehabilitation & Repair	20	-	-	-	-	-	-	-	-	-	20	-	20
14713 : Long-Term Care Facilities - Rehabilitation & Repair	900	-	-	-	-	-	-	-	-	-	900	-	900
14716 : EMS Facilities - Rehabilitation & Repair	125	-	-	-	-	-	-	-	-	-	125	-	125
Total Rehabilitation & Repair Gross Expenditures	2,915	-	2,915	-	2,915								
Financing Sources													
Regional													
Reserves	2,915	-	-	-	-	-	-	-	-	-	2,915	-	2,915
Total Rehabilitation & Repair Financing Sources	2,915	-	2,915	-	2,915								
Program Group: Business Initiatives													
Gross Expenditures													
14702 : Energy Retrofit - Various Existing Buildings	188	-	-	-	-	-	-	-	-	-	188	-	188
14733 : Accommodation Master Plan Implementation	9,080	-	-	-	-	-	-	-	-	-	9,080	-	9,080
14740 : Ontario Disability Act Implementation	100	-	-	-	-	-	-	-	-	-	100	-	100
14751 : Energy Initiatives	220	-	-	-	-	-	-	-	-	-	220	-	220
14755 : Security & Life Safety Projects	235	-	-	-	-	-	-	-	-	-	235	-	235
14775 : Property Services Branch General Capital	300	-	-	-	-	-	-	-	-	-	300	-	300
14780 : Annex Pre-Construction	2,208	845	957	1,045	685	146	-	-	-	-	5,886	-	5,886
14810 : Property Services Branch - Archibus Upgrade	150	-	-	-	-	-	-	-	-	-	150	-	150

Property Services

Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
14835 : Audio-Visual Equipment & Events	315	-	-	-	-	-	-	-	-	-	315	-	315
14855 : Corporate Space Intensification Initiatives	7,798	7,173	7,175	5,577	5,000	2,667	-	-	-	-	35,390	-	35,390
14856 : Corporate Furniture Management - Existing Furniture Program	50	-	-	-	-	-	-	-	-	-	50	-	50
14857 : Corporate Capital	705	-	-	-	-	-	-	-	-	-	705	-	705
14858 : CHS Capital Projects	999	314	-	-	-	-	-	-	-	-	1,313	-	1,313
14860 : Workplace Violence (Bill 168) Risk Assessment	85	-	-	-	-	-	-	-	-	-	85	-	85
14882 : Corporate Signage	50	-	-	-	-	-	-	-	-	-	50	-	50
14901 : Project Management	3,180	-	-	-	-	-	-	-	-	-	3,180	-	3,180
Total Business Initiatives Gross Expenditures	25,663	8,332	8,132	6,622	5,685	2,813	-	-	-	-	57,247	-	57,247
Financing Sources													
Regional													
Debt Reduction Reserve	11,987	1,159	957	1,045	685	146	-	-	-	-	15,979	-	15,979
Reserves	13,676	7,173	7,175	5,577	5,000	2,667	-	-	-	-	41,268	-	41,268
Total Business Initiatives Financing Sources	25,663	8,332	8,132	6,622	5,685	2,813	-	-	-	-	57,247	-	57,247
Total Property Services Gross Expenditures	28,578	8,332	8,132	6,622	5,685	2,813	-	-	-	-	60,162	-	60,162
Funding Sources													
Regional													
Debt Reduction Reserve	11,987	1,159	957	1,045	685	146	-	-	-	-	15,979	-	15,979
Reserves	16,591	7,173	7,175	5,577	5,000	2,667	-	-	-	-	44,183	-	44,183
Total Property Services Financing Sources	28,578	8,332	8,132	6,622	5,685	2,813	-	-	-	-	60,162	-	60,162

Property Services

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
Program Group: Rehabilitation & Repair									
14703 : Corporate Services - Facilities Rehabilitation & Repair	660	-	-	660	-	-	-	-	-
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	100	-	-	100	-	-	-	-	-
14706 : Roads Facilities - Rehabilitation & Repair	255	-	-	255	-	-	-	-	-
14707 : Solid Waste Facilities - Rehabilitation & Repair	55	-	-	55	-	-	-	-	-
14708 : Water & Wastewater Facilities - Rehabilitation & Repair	500	-	-	500	-	-	-	-	-
14709 : York Region Transit Facilities - Rehabilitation & Repair	200	-	-	200	-	-	-	-	-
14711 : Employment & Financial Support Facilities -Rehabilitation & Repair	100	-	-	100	-	-	-	-	-
14712 : Family & Child Services Facilities - Rehabilitation & Repair	20	-	-	20	-	-	-	-	-
14713 : Long-Term Care Facilities - Rehabilitation & Repair	900	-	-	900	-	-	-	-	-
14716 : EMS Facilities - Rehabilitation & Repair	125	-	-	125	-	-	-	-	-
Total Rehabilitation & Repair	2,915	-	-	2,915	-	-	-	-	-
Program Group: Business Initiatives									
14702 : Energy Retrofit - Various Existing Buildings	188	-	-	188	-	-	-	-	-
14733 : Accommodation Master Plan Implementation	9,080	-	9,080	-	-	-	-	-	-
14740 : Ontario Disability Act Implementation	100	-	-	100	-	-	-	-	-
14751 : Energy Initiatives	220	-	220	-	-	-	-	-	-
14755 : Security & Life Safety Projects	235	-	-	235	-	-	-	-	-
14775 : Property Services Branch General Capital	300	-	-	300	-	-	-	-	-
14780 : Annex Pre-Construction	5,886	-	5,886	-	-	-	-	-	-
14810 : Property Services Branch - Archibus Upgrade	150	-	-	150	-	-	-	-	-

Property Services

Capital Spending Authority Project Financing Sources by Program Group

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
14835 : Audio-Visual Equipment & Events	315	-	-	315	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	35,390	-	-	35,390	-	-	-	-	-
14856 : Corporate Furniture Management - Existing Furniture Program	50	-	-	50	-	-	-	-	-
14857 : Corporate Capital	705	-	-	705	-	-	-	-	-
14858 : CHS Capital Projects	1,313	-	793	520	-	-	-	-	-
14860 : Workplace Violence (Bill 168) Risk Assessment	85	-	-	85	-	-	-	-	-
14882 : Corporate Signage	50	-	-	50	-	-	-	-	-
14901 : Project Management	3,180	-	-	3,180	-	-	-	-	-
Total Business Initiatives	57,247	-	15,979	41,268	-	-	-	-	-
Property Services	60,162	-	15,979	44,183	-	-	-	-	-

Intentional Blank

York Regional Police

York Regional Police

10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
27100 : #1 District Multi - Functional Facility	-	-	-	2,575	20,600	2,575	-	-	-	-	-	-	25,750	-	25,750
27730 : Marine Patrol Boat	-	-	-	-	-	250	-	-	-	-	-	-	250	-	250
27820 : Police Helicopter	-	-	-	425	-	3,400	-	-	-	425	437	340	5,027	-	5,027
27910 : Robotics and Support Services Equipment	-	-	250	-	250	-	-	-	-	400	-	-	900	-	900
28160 : Telephone System Replacement	-	-	-	-	-	-	-	-	700	-	-	-	700	-	700
29010 : Vehicles - Replacement & Additional	-	4,069	4,107	4,255	4,270	4,360	4,450	4,530	4,630	4,720	4,810	4,910	45,042	-	49,111
29011 : Business Intelligence	-	-	250	1,350	-	-	-	-	-	-	-	-	1,600	-	1,600
29017 : Specialized Equipment - Growth Staff	-	932	620	620	620	620	620	620	620	620	620	620	6,200	-	7,132
29022 : Information Technology Hardware	-	1,435	1,445	1,620	1,750	1,530	1,560	1,600	2,030	1,660	1,690	1,730	16,615	-	18,050
29023 : Specialized Equipment - Investigative Services	-	-	135	-	1,321	-	-	-	-	1,321	-	-	2,777	-	2,777
29026 : In-Car Video Equipment	2,088	131	131	131	131	700	700	700	131	131	131	131	3,017	-	5,236
29027 : Specialized Vehicle	-	-	-	180	-	-	-	-	-	-	-	-	180	-	180
29028 : Portable and Mobile Radio Replacements	-	-	-	-	-	-	-	-	2,352	2,352	-	-	4,704	-	4,704
29030 : IT Infrastructure and Retention	2,506	802	683	707	1,157	678	1,083	636	717	1,167	640	1,039	8,507	-	11,815
29031 : #3 District - Marine Headquarters	57	800	1,643	-	-	-	-	-	-	-	-	-	1,643	-	2,500
29032 : Data Governance Retention Management	-	-	450	550	-	-	-	-	-	-	-	-	1,000	-	1,000
29033 : Renovations to Existing Facilities	-	-	335	575	250	250	250	250	250	250	250	250	2,910	-	2,910
29035 : Closed Circuit System	-	130	-	-	-	-	716	-	-	-	-	-	716	-	846
29039 : Employee Scheduling	244	156	-	-	-	-	-	-	-	-	-	450	450	-	850
29040 : Training Facility	120	1,200	26,040	3,040	-	-	-	-	-	-	-	-	29,080	-	30,400
29042 : Radio System	13,574	7,678	5,822	-	-	-	-	-	-	-	-	-	5,822	-	27,074
29043 : Renovations #4 District	-	325	150	1,350	-	-	-	-	-	-	-	-	1,500	-	1,825
29044 : Police Talent Management	-	50	-	-	-	-	-	-	-	-	-	150	150	-	200
29045 : Land Bank Acquisition	-	2,888	-	-	-	-	3,000	-	-	-	3,000	-	6,000	-	8,888
29046 : Substation Outlook	-	-	-	1,300	-	-	-	5,000	-	-	-	5,000	11,300	-	11,300

York Regional Police

10-Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/13	Year End Forecast	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
29047 : Forensic Lab Equipment	-	160	-	142	-	-	1,900	1,763	-	-	-	-	3,805	-	3,965
Total Gross Expenditures	18,589	20,756	42,061	18,820	30,349	14,363	14,279	15,099	11,430	13,046	11,578	14,620	185,645	-	224,990
Financing Sources															
Regional															
Current Tax Levy - Reserves	465	-	-	-	-	-	-	-	-	-	-	-	-	-	465
Development Charges	841	855	16,987	6,548	15,007	2,517	3,456	5,260	897	902	3,608	5,413	60,595	-	62,291
Debt Reduction Reserve	9,438	6,616	8,220	5,240	8,041	4,459	3,616	2,963	3,052	4,498	737	1,440	42,266	-	58,320
Other Recoveries	3,500	2,000	1,500	-	-	700	-	-	-	-	-	-	2,200	-	7,700
Reserves	4,025	7,237	6,515	7,032	7,301	6,687	7,207	6,876	7,481	7,646	7,233	7,767	71,745	-	83,007
Debenture															
Debenture Proceeds	320	-	-	-	-	-	-	-	-	-	-	-	-	-	320
Debenture Proceeds DC	-	4,048	8,839	-	-	-	-	-	-	-	-	-	8,839	-	12,887
Total Financing Sources	18,589	20,756	42,061	18,820	30,349	14,363	14,279	15,099	11,430	13,046	11,578	14,620	185,645	-	224,990

York Regional Police 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
27100 : #1 District Multi - Functional Facility	25,750	-	8,088	-	17,662	-	-	-	-
27730 : Marine Patrol Boat	250	-	250	-	-	-	-	-	-
27820 : Police Helicopter	5,027	-	4,327	-	-	-	-	-	700
27910 : Robotics and Support Services Equipment	900	-	650	250	-	-	-	-	-
28160 : Telephone System Replacement	700	-	700	-	-	-	-	-	-
29010 : Vehicles - Replacement & Additional	45,042	-	-	42,688	-	2,354	-	-	-
29011 : Business Intelligence	1,600	-	1,600	-	-	-	-	-	-
29017 : Specialized Equipment - Growth Staff	6,200	-	-	1,200	-	5,000	-	-	-
29022 : Information Technology Hardware	16,615	-	-	16,615	-	-	-	-	-
29023 : Specialized Equipment - Investigative Services	2,777	-	2,642	135	-	-	-	-	-
29026 : In-Car Video Equipment	3,017	-	2,100	-	-	917	-	-	-
29027 : Specialized Vehicle	180	-	180	-	-	-	-	-	-
29028 : Portable and Mobile Radio Replacements	4,704	-	4,704	-	-	-	-	-	-
29030 : IT Infrastructure and Retention	8,507	-	560	7,947	-	-	-	-	-
29031 : #3 District - Marine Headquarters	1,643	-	164	-	1,479	-	-	-	-
29032 : Data Governance Retention Management	1,000	-	1,000	-	-	-	-	-	-
29033 : Renovations to Existing Facilities	2,910	-	-	2,910	-	-	-	-	-
29035 : Closed Circuit System	716	-	716	-	-	-	-	-	-
29039 : Employee Scheduling	450	-	450	-	-	-	-	-	-
29040 : Training Facility	29,080	-	2,908	-	26,172	-	-	-	-
29042 : Radio System	5,822	-	4,042	-	280	-	-	-	1,500
29043 : Renovations #4 District	1,500	-	1,500	-	-	-	-	-	-
29044 : Police Talent Management	150	-	150	-	-	-	-	-	-
29045 : Land Bank Acquisition	6,000	-	600	-	5,400	-	-	-	-
29046 : Substation Outlook	11,300	-	1,130	-	10,170	-	-	-	-
29047 : Forensic Lab Equipment	3,805	-	3,805	-	-	-	-	-	-

York Regional Police 10-Year Capital Project Financing Sources

(in \$000s)	10-Year Plan Total Capital	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(52,324)	52,324	-	-	-
Total York Regional Police	185,645	-	42,266	71,745	8,839	60,595	-	-	2,200

York Regional Police Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	1 - 10 Year Total	Balance to Complete	2015 CSA
Gross Expenditures													
27910 : Robotics and Support Services Equipment	250	-	-	-	-	-	-	-	-	-	250	-	250
29010 : Vehicles - Replacement & Additional	4,107	-	-	-	-	-	-	-	-	-	4,107	-	4,107
29011 : Business Intelligence	250	1,350	-	-	-	-	-	-	-	-	1,600	-	1,600
29017 : Specialized Equipment - Growth Staff	620	-	-	-	-	-	-	-	-	-	620	-	620
29022 : Information Technology Hardware	1,445	-	-	-	-	-	-	-	-	-	1,445	-	1,445
29023 : Specialized Equipment - Investigative Services	135	-	-	-	-	-	-	-	-	-	135	-	135
29026 : In-Car Video Equipment	131	-	-	-	-	-	-	-	-	-	131	-	131
29030 : IT Infrastructure and Retention	683	-	-	-	-	-	-	-	-	-	683	-	683
29031 : #3 District - Marine Headquarters	1,643	-	-	-	-	-	-	-	-	-	1,643	-	1,643
29032 : Data Governance Retention Management	450	550	-	-	-	-	-	-	-	-	1,000	-	1,000
29033 : Renovations to Existing Facilities	335	-	-	-	-	-	-	-	-	-	335	-	335
29040 : Training Facility	26,040	3,040	-	-	-	-	-	-	-	-	29,080	-	29,080
29042 : Radio System	5,822	-	-	-	-	-	-	-	-	-	5,822	-	5,822
29043 : Renovations #4 District	150	-	-	-	-	-	-	-	-	-	150	-	150
Total Gross Expenditures	42,061	4,940	-	-	-	-	-	-	-	-	47,001	-	47,001
Financing Sources													
Regional													
Development Charges	16,987	2,736	-	-	-	-	-	-	-	-	19,723	-	19,723
Debt Reduction Reserve	8,220	2,204	-	-	-	-	-	-	-	-	10,424	-	10,424
Other Recoveries	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500
Reserves	6,515	-	-	-	-	-	-	-	-	-	6,515	-	6,515
Debenture													
Debenture Proceeds DC	8,839	-	-	-	-	-	-	-	-	-	8,839	-	8,839
Total Financing Sources	42,061	4,940	-	-	-	-	-	-	-	-	47,001	-	47,001

York Regional Police Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Tax Levy Reserves	Debt Reduction Reserve	Reserves	Debt Proceeds	Development Charges	Grants & Subsidies	User Rates	Other Recoveries
27910 : Robotics and Support Services Equipment	250	-	-	250	-	-	-	-	-
29010 : Vehicles - Replacement & Additional	4,107	-	-	4,107	-	-	-	-	-
29011 : Business Intelligence	1,600	-	1,600	-	-	-	-	-	-
29017 : Specialized Equipment - Growth Staff	620	-	-	120	-	500	-	-	-
29022 : Information Technology Hardware	1,445	-	-	1,445	-	-	-	-	-
29023 : Specialized Equipment - Investigative Services	135	-	-	135	-	-	-	-	-
29026 : In-Car Video Equipment	131	-	-	-	-	131	-	-	-
29030 : IT Infrastructure and Retention	683	-	560	123	-	-	-	-	-
29031 : #3 District - Marine Headquarters	1,643	-	164	-	1,479	-	-	-	-
29032 : Data Governance Retention Management	1,000	-	1,000	-	-	-	-	-	-
29033 : Renovations to Existing Facilities	335	-	-	335	-	-	-	-	-
29040 : Training Facility	29,080	-	2,908	-	26,172	-	-	-	-
29042 : Radio System	5,822	-	4,042	-	280	-	-	-	1,500
29043 : Renovations #4 District	150	-	150	-	-	-	-	-	-
DEVCG : Development Charge Debt Avoidance	-	-	-	-	(19,092)	19,092	-	-	-
Total York Regional Police	47,001	-	10,424	6,515	8,839	19,723	-	-	1,500

Impact of Capital

Impact of Capital

Impact of Capital by Department

(in 000s)	2015 Approved		2016 Outlook		2017 Outlook		2018 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Contribution to Capital Projects									
	Transportation Services	2,950	2,950	1,089	1,089	(2,921)	(2,921)	(13)	(13)
	Environmental Services	9,220	9,220	16,310	16,310	8,835	8,835	(20,817)	(20,817)
	Community & Health Services	(264)	(264)	-	-	-	-	-	-
	Subtotal	11,906	11,906	17,399	17,399	5,914	5,914	(20,830)	(20,830)
Debenture Financing									
	Transportation Services	1,579	(991)	(1,765)	(4,414)	3,626	(1,505)	1,051	(1,311)
	York Region Rapid Transit Corporation	(214)	(2,523)	911	(1,338)	(2,992)	(3,036)	(657)	(491)
	Environmental Services	3,090	(4,308)	(4,273)	(346)	(9,759)	(2,436)	(14,560)	(9,998)
	Community & Health Services	(528)	(418)	(214)	(187)	(284)	(242)	178	-
	Property Services	(421)	(421)	-	-	(4)	(4)	(29)	(29)
	Subtotal	3,507	(8,661)	(5,340)	(6,285)	(9,412)	(7,223)	(14,017)	(11,829)
Operating Impact of Capital									
	Transportation Services	2,380	2,380	527	527	2,091	2,091	1,783	1,783
	Environmental Services	(156)	(156)	-	-	-	-	-	-
	Community & Health Services	2,890	2,451	3,805	3,805	2,339	2,137	2,011	2,011
	Information Technology Services	292	292	401	401	-	-	-	-
	Property Services	(50)	(50)	1	1	-	-	-	-
	Subtotal	5,355	4,917	4,735	4,735	4,430	4,227	3,795	3,795
VivaNext									
	Transportation Services	1,664	1,664	1,491	1,491	1,667	1,667	769	769
	Environmental Services	(8)	(8)	355	355	238	238	(24)	(24)
	Subtotal	1,656	1,656	1,846	1,846	1,905	1,905	745	745

Note: Environmental Services includes both user rate and tax levy impacts

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Debt Management Plan

Debt Management Plan

Determination of Annual Repayment Limit

Step 1: Calculate of Own Source Resource

Own source revenue includes:

- Property tax revenue
- Water and wastewater revenues
- Transit fares
- Fees provided for police services, public housing rents, and fees from services provided to other municipalities.

Own source revenue does not include development charges, grants and subsidies from other levels of government, other deferred revenues (e.g., gas tax revenues), and contributions from reserves.

The table below provides the 2015-2024 forecast based on information and assumptions contained in the 2015 Operating Budget.

Annual Repayment Limit calculation — 25% of own source revenues

Annual Repayment Limit Determination	Budget Year FIR Year ¹	2015 2013	2016 2014	2017 2015	2018 2016	2019 2017	2020 2018	2021 2019	2022 2020	2023 2021	2024 2022
Net Revenues (in \$ Millions)											
Property Taxes/PIL's ²		880	892	918	964	1,009	1,051	1,091	1,132	1,176	1,220
User Rates - Sewage/Water/Solid Waste		225	259	267	292	317	345	358	372	386	401
Transportation User Fees		65	70	69	72	75	78	81	83	85	88
Other User Fees ³		39	29	33	37	38	39	39	40	41	41
Provincial Fines		11	13	12	12	12	12	12	12	12	12
Other Revenue ⁴		121	63	71	74	88	106	71	76	82	92
Total Net Revenues⁵		1,341	1,326	1,370	1,451	1,539	1,631	1,652	1,715	1,782	1,854
25% of Net Revenues		335	331	343	363	385	408	413	429	445	464

Notes:

¹ Own Source Revenues from two years prior to the current year are included in current year Annual Repayment Limit calculations as represented by Financial Information Return (FIR) Year. Financial Information Return Year 2013 is based on actual results. Financial Information Return Year 2014 is based on the 2014 Operating Budget. Financial Information Return Years 2015-2018 are based on the 2015 Operating Budget and departmental estimates for outlook years.

² Property Taxes for Financial Information Return Years 2015 assume approximately 2.16% assessment growth plus 0.81% net tax levy growth for a total of 2.97%. Property Taxes for Financial Information Return 2019-2022 are assumed to grow at an average annual rate of 3.8%.

³ Other User Fees include revenues generated by: Police Services, Public Health, Emergency Medical Services, Community and Health Services, Social Housing, and Planning. Financial Information Return Years 2015-2018 are based on the 2015 Operating Budget and grow at an average annual rate of 1.4%. Other User Fees for Financial Information Return Years 2019-2022 are assumed to continue grow at the same average annual rate of 1.4%.

⁴ Other Revenue includes: Investment Income, Sale of Publications, recoveries and etc. Investment income is based on reserve balance forecasts assuming a rate of return of 3.0% for Financial Information Return Years 2015-2018 and 2.5% for Financial Information Return Years 2019-2022.

⁵ Total Net Revenues equal total budgeted net revenues from the 2015 Operating Budget and departmental estimates of the outlook years. These are forecast to increase at an average annual rate of 4.4% over the forecast period (e.g., Financial Information Return Years 2015-2022).

Step 2: Calculate Growth Cost Supplement

The growth cost supplement is based on development charge collections. The Regulation allows the Region to include an amount equal to 80% of the average development charge collections for the previous three fiscal years. A forecast of development charge collections is also required as part of this plan.

The development charge collections forecast was developed for 2015 to 2024. A development charge collection estimate was generated for 2014, based on the actual year-to-date collections realized by December, and historic trends in monthly development charge collections.

Development charge collections are very sensitive to economic conditions and can vary from year to year. Key factors influencing annual development charges collections include the following:

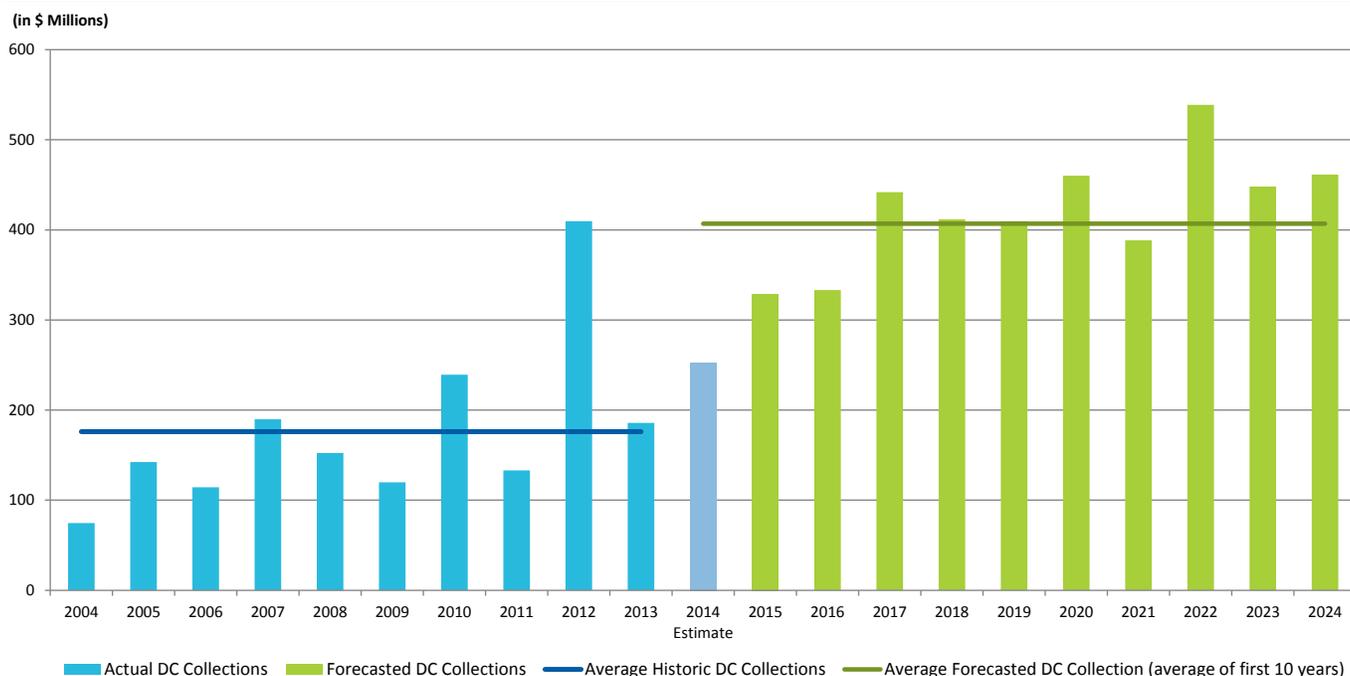
- The amount of development activity in the Region, including registration of new residential subdivisions and the issuance of building permits for residential and non-residential buildings
- Development charge rate changes and transitional provisions such as prepaid development charge agreements that could lead to early registration, and result in lower collections in subsequent years
- Development charge collection policies such as development charge deferrals that change the timing of development charge collections.

The 2015 to 2024 collections forecast is generated using econometric models that differentiate between the short, medium and long terms:

- The short-term forecast is based on quarterly new unit sales, a strong leading indicator of building permit issuance
- The medium term forecast is based on anticipated population growth, interest rates and GDP growth
- The long-term forecast is informed by demographic and policy factors including population and employment growth and planned density
- In addition, the development charge collections forecast is informed by:
 - Recent trends in the relationship between employment growth and non-residential construction activities
 - Recent data on average gross floor area of non-residential developments
 - Regional policies regarding development charge prepayments, deferrals and exemptions

Historic and forecast development charge collections are provided in the chart on page 333.

Annual development charge collections



Source: York Region Finance Department

Over the ten year period 2004-2013, annual collections have averaged approximately \$176 million, with peaks in 2012, 2010, and 2007 due primarily to developer acceleration of the pace of development in anticipation of rate increases. Collections were significantly lower in 2008 and 2009 due to the economic recession. The 2014 collection is estimated to be \$253 million. The actual historic average collection level is not a good indicator of future average collections because development charge rates have increased, and the Region has stopped the practice of phasing in development charge rate increases.

Average development charge collections from 2014 to 2024 are anticipated to increase to approximately \$407 million annually. This is largely due to the expectation that the Region will continue to grow.

Step 3: Calculate Total Annual Repayment Limit

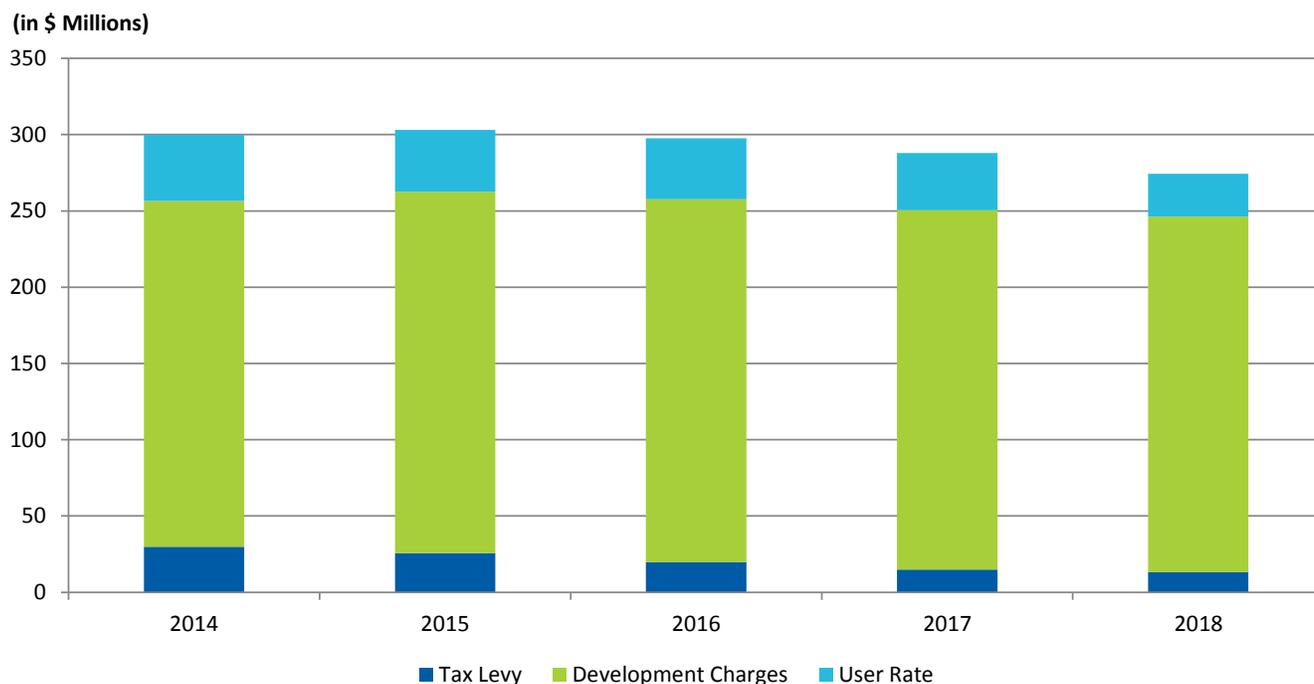
The final step is to calculate the total Annual Repayment Limit by adding the revenues and collections calculated in Steps 1 and 2 above, as summarized in the table on page 334.

Total Annual Repayment Limit

(in \$ Millions)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Total own revenues	1,341.23	1,325.72	1,370.12	1,450.87	1,539.49	1,630.88	1,652.35	1,715.28	1,781.65	1,854.35
25% of own source revenues (A)	335.31	331.43	342.53	362.72	384.87	407.72	413.09	428.82	445.41	463.59
Development charge collections (3-year rolling average)	282.75	255.85	305.01	368.07	395.61	421.06	427.16	419.40	462.49	458.47
Development charge Supplement (%)	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
De Cost Supplement (B)	197.93	179.10	213.50	257.65	276.93	294.74	299.01	293.58	323.74	320.93
Growth related debt and financial obligation limit (Annual Repayment Limit) (A+B)	533.24	510.53	556.03	620.36	661.80	702.46	712.10	722.40	769.15	784.51

Note: While the Regulation allows the Region to include an amount equivalent to 80% of the average development charge collections for the previous three fiscal years as growth cost supplement, the 2015 to 2024 Annual Repayment Limit is calculated based on 70% development charge collection for conservative projection purposes.

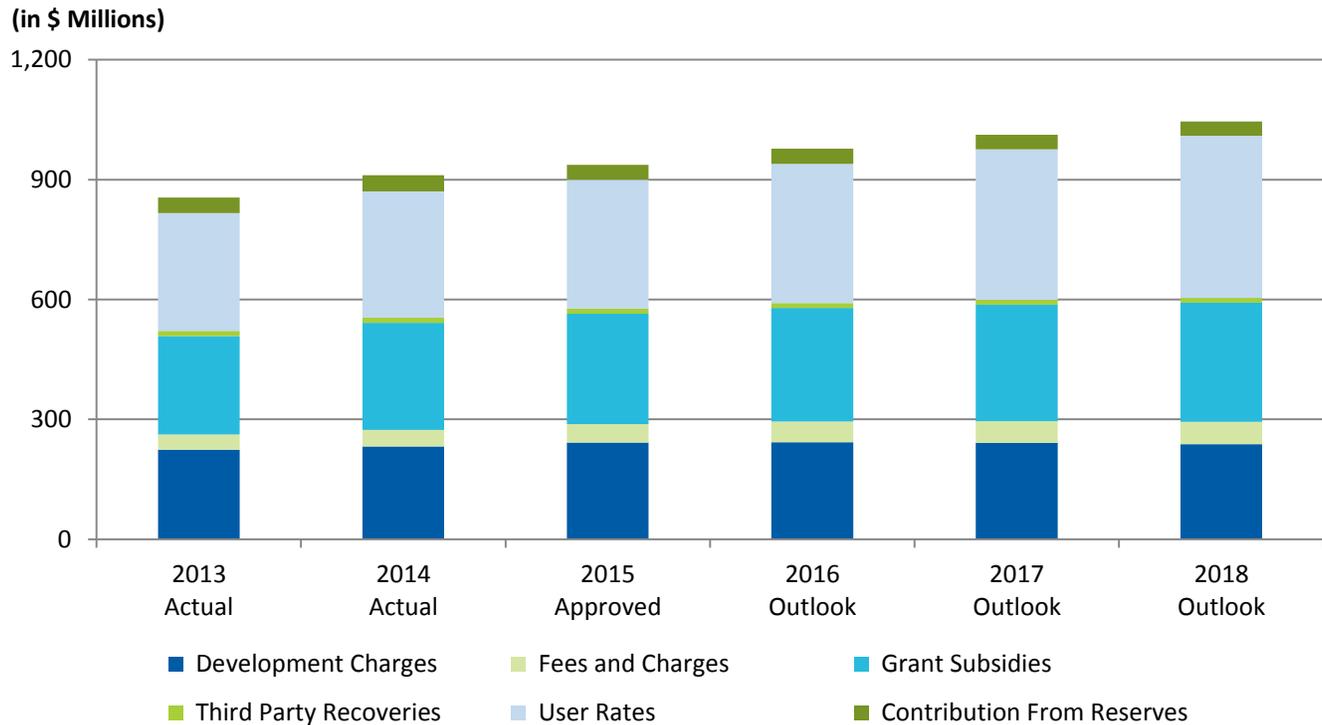
2015 Budget Debenture Repayment Sources



Revenue and Economic Trends

Revenue and Economic Trends

Non-tax revenue trends (2013-2018)



Non-tax revenue trends are presented above. 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 changes in demographics, the economy or provincial policy.

Key Economic Assumptions in Outlook Years

	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Population Growth	1.95%	2.00%	2.05%	2.05%
Inflation	1.90%	2.00%	2.00%	2.00%
Utilities (Hydro, gas)	10.40%	10.40%	10.40%	10.40%

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Glossary

Glossary

Accrual Basis of Accounting	Sources of financing and expenditures are reported on the accrual basis of accounting. This method recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a receipt of goods or services and the creation of a legal obligation to pay.
Activity	The components of a Program that are necessary to address the required levels of service and accomplish the desired outcomes.
Amortization	The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use.
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. Debt limit was set at 25% of net own-source revenues less net debt charges and contractual commitments. In June 2011, the Province introduced legislation that allowed York Region to add to its ARL 80% of the average of the last three fiscal years of development charge collections.
Annualized	The cost of a full year of operation.
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	A resource with economic value owned or held by the Region that is expected to produce future benefits.
Balanced Budget	A budget that shows the estimated revenues are equal to the estimated expenditures as stipulated in the <i>Municipal Act, 2005</i> , Section 290, 2(b).
Base Budget	Cost of continuing the existing levels of service in the current budget year.
Bond	A debt instrument 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.
Capital Budget	The budget that provides funding for the Region's expenditures on capital assets, which provide benefits to the Region over several years.

Capital Expenditures	Capital expenditures include expenditures to purchase, develop or construct major new tangible assets with lifecycles greater than one year which are used in the delivery of Regional programs and services, or expenditures to expand, rehabilitate or improve the service delivery capability of existing assets. Examples of capital assets 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 York Region’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.
Consumer Price Index (CPI)	A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.
Cost of Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Council	The 21-member governing body of elected officials that set policies, direction and budgets for York Region.
CUPE	Canadian Union of Public Employees.
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.
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 assets such as roads, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charges bylaw.
Efficiencies	Organizational savings in time and money created through the implementation of new and more cost effective methods of operation.
Employee	A person hired by York Region for a full-time or part-time position and whose compensation is paid by York Region and receives a T-4 Slip from York Region.
Employee Benefits	Health insurance premiums, dental insurance, life and disability insurance, Canada Pension Plan, Employment Insurance and OMERS pension plan contributions that are paid by York Region on behalf of employees.
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 Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. York Region’s fiscal year coincides with the calendar year.
Full Time Equivalent (FTE)	A calculation based on one FTE being equal 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.

Gas Tax	A share of Federal and Provincial gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.
Goal	A stated and measurable objective based on external or internal needs.
Grant	A financial contribution from another level of government to support a particular function, service or program. A grant can be conditional or unconditional.
GTA	Greater Toronto Area.
Infrastructure	Tangible physical assets in York Region that deliver essential public services (e.g. roads, water, and sewer).
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 Province of Ontario 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.
Net Budget	Represents the total budgeted expenditures less total budgeted revenues. The difference is the 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.
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.
OMBI	The Ontario Municipal CAO's Benchmarking Initiative was created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and 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 operating costs (e.g. salaries, materials and supplies, contracted services, utilities).
Permanent Employees	Composed of Regular Full-Time, Regular Part-Time, Temporary Full Time and Temporary Part Time employees.
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) that issues standards and guidance with respect to matters of accounting in the public sector.
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.
Subsidies	Funding that is received from the Federal or Provincial Governments or Agencies to partially or wholly offset the cost of some services 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 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	Expenses incurred to engage an external 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 typically working 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 typically working less than 30 hours per week.
TTC	Toronto Transit Commission
YRT	York Region Transit
YRRTC	York Region Rapid Transit Corporation
Working Capital	Cashflow required by the Region to pay current expenses and operating costs.

