

2013

BUSINESS PLAN & BUDGET

OPERATING

As Approved at Regional Council

January 24, 2013



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York Region

One of six regional governments in Ontario, York Region provides many services to residents, businesses and visitors, including:

Water and Wastewater
Regional Transportation
Waste Management
Police Services
Emergency Medical Services
Family and Children's Services
Social Assistance
Housing
Public Health
Long-Term Care
Planning and Economic Development
Court Services

2011 to 2015 Strategic Plan Priority Areas

Continue to deliver and sustain critical infrastructure
Improve social and health supports
Increase the economic vitality of the region
Focus growth along regional centres and corridors
Manage Region finances prudently
Make regional services more user-friendly
Strengthen organizational capacity

The Business Plan and Budget Supports the Region's Strategic Plan

York Region provides services that are fundamental to the quality of life and economic prosperity of residents and businesses. The 2013 Operating Business Plan and Budget outline how financial resources will be applied and managed to deliver these services. The Business Plan and Budget document helps align efforts to achieve both near and long-term goals for our community, including the strategic priorities outlined in Vision 2051.

Since the creation of the Region in 1971, its population has grown dramatically. In just over 40 years, the Region's population has increased more than six-fold, from 169,000 in 1971 to over 1,135,000 projected for 2013. To help plan for the future and guide programs, services and initiatives, York Region developed Vision 2051, its third long-term strategic planning blueprint. The principles that inspire the long-term vision were then translated into priority areas for action in the 2011 to 2015 Strategic Plan.

The Business Plan and Budget aims to target resources and align efforts to ensure that programs and services help achieve long-term goals while addressing current needs and priorities. The challenge of the budget process is to meet the many and varied needs of residents and businesses at a cost that is reasonable to taxpayers.

To this end, the Region has adopted a multi-year budgeting framework to guide the business planning process. The multi-year framework is intended to achieve better coordination of budgeting and strategic priorities, provide departments with greater certainty in managing their expenditures, and improve fiscal discipline. As part of this process, Council considered a detailed budget for 2013 and a fiscal outlook for 2014.

Operating Budget Framework

Step 1 – Base:

Costs required to maintain existing service levels (salaries and benefits, utilities and contracted services), less reductions / efficiencies / other savings

Step 2 - Mandatory / Legislative:

Non-discretionary costs imposed by others (e.g., federal / provincial government)

Step 3 – Annualization:

Additional costs of full-year implementation of prior year commitments

Step 4 – Growth:

Costs required to maintain existing levels of service for the Region's increased population

Step 5 – Enhancements:

New services or enhanced service levels

York Region uses an organized framework for budget development

The Region uses an analytical framework to inform and guide its annual business plan and budget development and review process. This framework clearly distinguishes between discretionary and uncontrollable cost increases, considers the costs of growth, and identifies costs and revenues that result from the policies and actions of the provincial and federal governments.

The first stage of budget review includes an analysis of inflationary pressures, such as wage, contract and price adjustments. The following price increase assumptions were used to develop the 2013 Budget and 2014 Outlook:

- Electricity prices – 3.0%
- Natural gas prices – 3.0%
- Inflation (Consumer Price Index) – 2.0%
- Construction Price Index – 2.4%
- Water – 10.0%
- Diesel and gasoline – \$1.00 per litre, plus \$0.10 per litre in 2013 and \$0.15 per litre in 2014 held as a contingency

Base budgets are also reviewed to identify areas for cost savings and efficiencies. Efficiencies and program reductions are used to offset base pressures. A review of mandatory pressures, as well as the full-year impact of prior year decisions, is also conducted. Contingent on available funding, consideration is then given to proposed growth and enhancement initiatives.

The application of the framework results in a proposed budget for Council's consideration. Assessment growth is applied to reduce the impact on the tax levy. Property taxation represents the most significant source of revenue for the Region.

Budget Review and Approval

The proposed 2013 Business Plan and Budget was tabled at Council on November 15, 2012. The 2013 Business Plan and Budget included a detailed budget for 2013 and an outlook for 2014 for consideration by Council. The proposed budget was also presented for information to local area municipalities on November 15th.

Following the tabling of the Budget at Council, details of departmental budgets were reviewed at their respective Standing Committees. These Standing Committee budget reviews took place during November and December 2012.

Following completion of Standing Committee reviews, the 2013 proposed budget and the amendments submitted as part of the Standing Committee review process were presented to the Finance and Administration Committee on January 10, 2013. Finance and Administration Committee then considered the proposed amendments and referred the consolidated and updated 2013 Business Plan and Budget to Council for adoption.

A Council Education Session was organized for Council members to provide further opportunity to discuss specific elements of the proposed budget and the Region's fiscal outlook; the education session took place on January 17th. Regional Council reviewed and approved the 2013 Business Plan and Budget at its meeting on January 24th.

Budget tabling was the first formal step towards adoption by Council...

Proposed departmental budgets were then reviewed by Standing Committees of Council...

Finance and Administration Committee considered and consolidated Committee recommendations and forwarded the Budget to Council for approval...

Council considered and adopted the 2013 Business Plan and Budget on January 24, 2013.



2013 Operating Budget Highlights

\$1.7 billion gross operating budget expenditures

\$860.9 million net operating budget expenditures

Assessment growth of 2.23%, with an associated revenue impact of \$18.4 million

Overall tax levy increase in 2013 of 1.94% or approximately \$16 million

Funding will support additional services for a growing population, including additional...

Police services

Emergency Medical Services

Roads, transit and traffic management operations

Services to manage the housing waiting list and support housing

The 2013 Operating Budget

Base, Mandatory and Annualization

The cost increase required to maintain base service levels in 2013 is \$26.4 million. This excludes prior year commitments and non-discretionary costs imposed by others in 2012. Program reductions and efficiencies offset base cost pressures.

Mandatory commitments for payments to Social Housing providers, Municipal Property Assessment Corporation (MPAC), and Ontario Works increases are offset by program savings, including from provincial uploads and the phasing-out of GTA Pooling. In 2013, savings under this category reduce the tax levy by \$18.1 million.

Prior year commitments, or “annualizations,” for debt-financed projects, the commitment to increase funding for capital asset replacement, and the impact of the full-year costs of various initiatives result in a \$15.8 million increase in the tax levy.

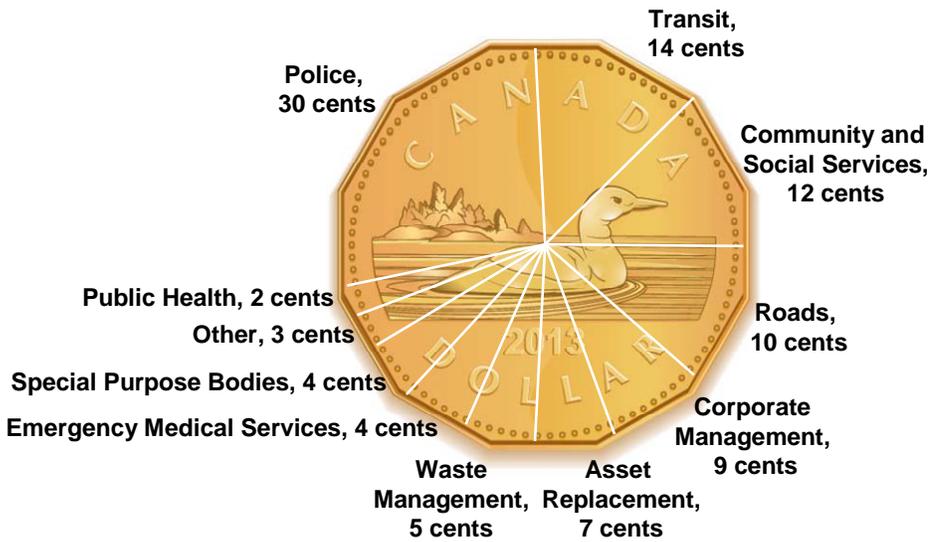
Growth and Enhancement

Extending current levels of services to a larger population, enhancement of services and new initiatives are funded by the tax levy and assessment growth. Additional funding to cover the cost of regional services for new residents and businesses, such as everyday services and infrastructure for roads, transit, waste management, police and emergency services, is required. The proposed growth and service enhancements add \$10.3 million to the tax levy.

All these pressures are offset by assessment growth of 2.23%, resulting in an overall tax levy change of 1.94% in 2013.

Where will your tax dollar go?

In 2013, 72 cents of each tax dollar is allocated to Police, Transit, Roads, and Community and Health Services.



In 2013, York Region will...

Manage over 367 thousand tonnes of solid waste

Fund and administer approximately 6,000 social housing units

Provide financial assistance to a projected average of 6,300 households through Ontario Works

Provide transit services to a projected 23.5 million riders

Maintain a transit fleet consisting of over 400 vehicles

Maintain over 3,500 lane kilometres that form the growing regional road network

Deliver police services throughout the Region with over 2,000 officers and civilian staff

2014 Outlook Highlights

\$1.8 billion gross operating budget

\$893.2 million net operating expenditures

Projected assessment growth of 2.0%

Projected 1.75% tax levy increase

The 2014 outlook will be subject to review and direction from Council as part of 2014 budget process.

As part of the 2014 budget process, Council will be considering the detailed budget for fiscal 2014 along with outlooks for 2015 and 2016.

Multi-Year Fiscal Planning and The 2014 Outlook

The Region continues to make progress in its efforts to transition to multi-year fiscal planning. Multi-year planning helps to ensure budget decisions are consistent with strategic plans and helps promote long-term fiscal sustainability. The process aims to provide Council with more comprehensive information on future trends and pressures to support sound long-term financial management.

With the adoption of a multi-year fiscal planning framework, budget estimates will be developed for four years: the upcoming fiscal year and for the succeeding three outlook years. The goal ultimately is for Council to approve the detailed budget for the upcoming year and the targets for the three outlook years. This “1 plus 3” timeframe is intended to coincide with Council terms, beginning in 2015.

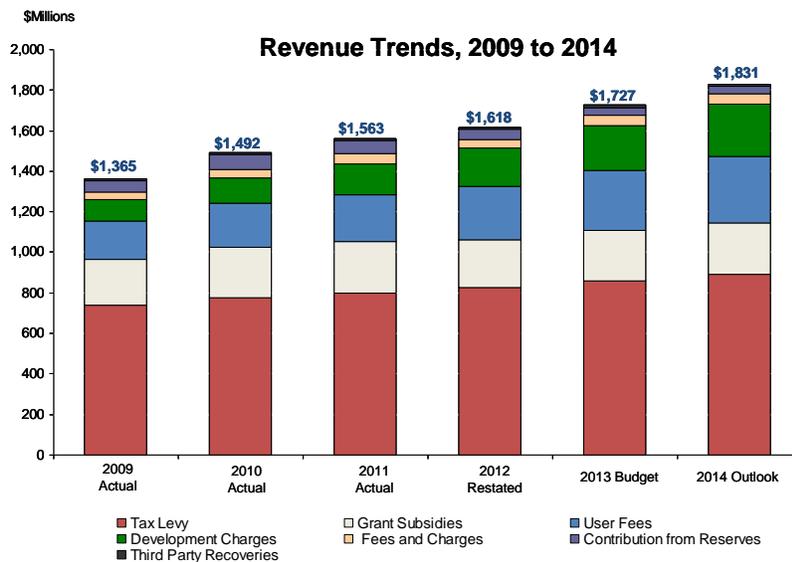
This year, Council approved budget details for the upcoming fiscal year and a target for one outlook year (“1 plus 1”).

The multi-year fiscal plan will need to take into account the end of the GTA pooling upload in 2013, continued robust infrastructure investment, and the need to continue to build reserves.

The proposed outlook for 2014 forecasts a 1.75% tax levy increase.

Sources of Revenue

Property taxes represent the most significant source of revenue to fund programs and services; about half of the Region's operating costs are covered by tax levy revenue. The remaining half of operating expenditures are primarily covered through provincial/federal funding, development charges for the repayment of growth-related debt charges, user fees, and draws on reserves.



Taxable assessment is an indicator of fiscal capacity of York Region. Current Value Assessment (CVA) represents the fair market value of property as of a certain date. Based on information from the Municipal Property Assessment Corporation, the Region's CVA grew by 2.23% in 2012, which reduces the tax levy requirements in 2013.

York Region Assessment Growth

Year	Growth %
1998	3.8
1999	4.4
2000	4.1
2001	5.1
2002	3.8
2003	3.8
2004	4.9
2005	3.7
2006	3.2
2007	2.7
2008	2.8
2009	2.7
2010	3.1
2011	2.9
2012*	2.2

Source: York Region Finance Department, January 2013

* Based on MPAC information

About half of the Region's operating costs are funded by tax levy revenue.

How Regional Property Taxes are Collected...

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

MPAC information shows over 2% growth in York Region Current Value Assessment in 2012.

Key Highlights

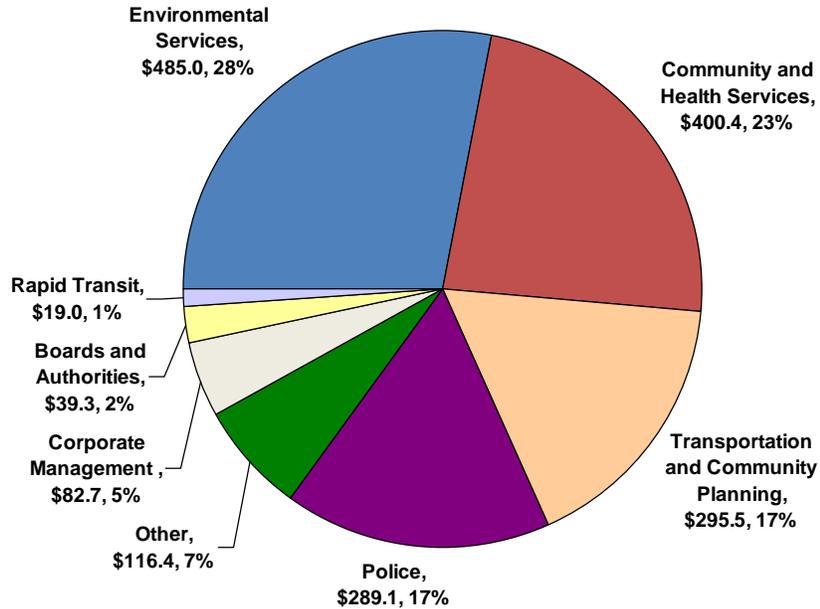
Operating Budget

- The 2013 Business Plan and Budget provide \$1.7 billion for gross operating expenditures.
- The net operating expenditures are \$860.9 million. This represents a net increase of \$34.5 million or 4.17% from the 2012 budget.
- Assessment growth of 2.23% has been incorporated into the budget.
- A 1.94% increase in the net tax levy is required after assessment growth.

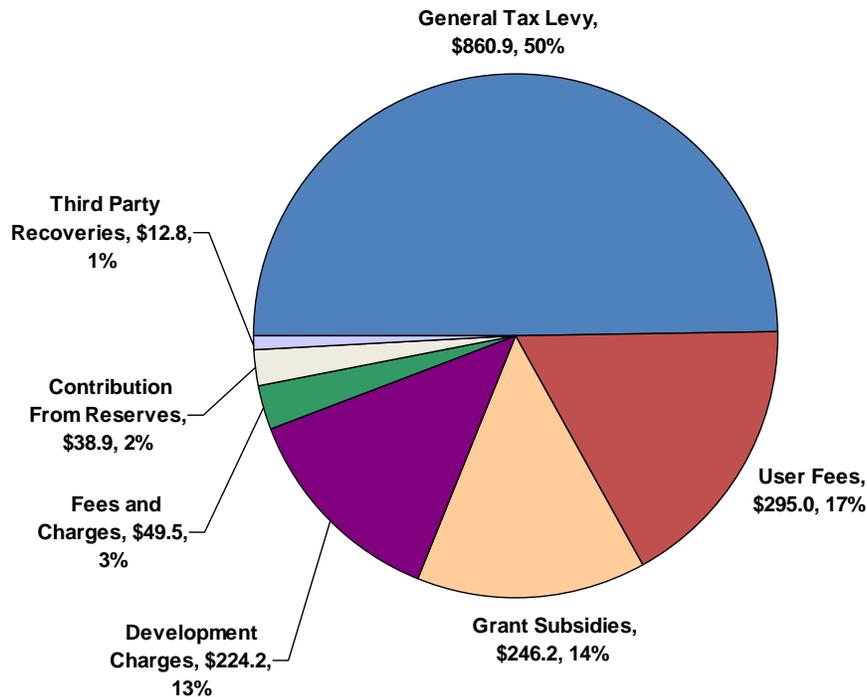
Water & Wastewater Rate Budget

- The Water and Wastewater budget includes \$416.3 million for gross operating expenditures.
- The average 2013 water rate is 79.61 cents per cubic meter.
- The average 2013 wastewater rate is 96.77 cents per cubic meter.
- The blended water and wastewater rate increase is 10% in 2013.

2013 Gross Operating Expenditures of \$1.7 Billion By Department (in \$ Millions)



2013 Operating Revenues of \$1.7 Billion By Category (in \$ Millions)



Summary of 2013 Approved Operating Budget

(\$ 000's)	2012 RESTATED		2013 APPROVED		CHANGE		% CHANGE
	GROSS	NET	GROSS	NET	GROSS	NET	NET
Transportation and Community Planning							
York Region Transit/Viva	175,965	98,191	182,298	98,838	6,333	647	0.66%
Contribution to Capital	7,200	7,200	8,100	8,100	900	900	12.50%
Roads	53,053	38,430	56,383	40,432	3,330	2,002	5.21%
Contribution to Capital	30,190	30,190	27,072	27,072	(3,118)	(3,118)	(10.33)%
Traffic Management & ITS	14,299	12,932	16,212	14,104	1,913	1,172	9.06%
Contribution to Capital	2,672	2,672	4,355	4,355	1,683	1,683	62.99%
Transportation Program Support	1,131	0	1,110	0	(21)	(0)	(100.00)%
Sub Total	284,510	189,616	295,529	192,901	11,020	3,285	1.73%
Environmental Services							
Waste Management	58,683	40,767	62,033	42,891	3,350	2,124	5.21%
Water and Wastewater Services	349,087	0	402,772	0	53,685	0	-
Contribution to Capital	24,470	0	13,574	0	(10,896)	0	-
Natural Heritage & Forestry	4,750	4,055	5,720	4,888	970	834	20.56%
Contribution to Capital	1,535	1,535	930	930	(605)	(605)	(39.41)%
Sub Total	438,525	46,357	485,029	48,710	46,504	2,353	5.08%
Community & Health Services							
Employment & Financial Support	83,770	18,223	89,075	16,833	5,305	(1,389)	(7.62)%
Family & Children's Services	66,315	16,787	68,877	17,418	2,562	630	3.76%
Housing Services	66,977	43,316	71,738	45,108	4,760	1,792	4.14%
Long Term Care	37,550	13,673	38,330	14,210	780	537	3.92%
Public Health	55,541	11,962	57,503	12,619	1,962	657	5.49%
Emergency Medical Services	53,710	26,535	57,396	28,455	3,686	1,920	7.24%
Contribution to Capital	3,254	3,254	3,014	3,014	(240)	(240)	(7.38)%
Strategic Service Integration & Policy	13,978	11,858	14,493	12,273	515	415	3.50%
Sub Total	381,096	145,608	400,425	149,929	19,329	4,321	2.97%
Corporate Management							
Office of the C.A.O.	11,102	10,399	15,008	10,786	3,907	387	3.72%
Finance	12,442	10,672	12,732	10,919	290	247	2.31%
IT Services	19,117	18,258	19,531	18,673	415	415	2.27%
Contribution to Capital	950	950	950	950	0	0	0.00%
Property Services	19,278	18,736	19,363	18,513	85	(223)	(1.19)%
Contribution to Capital	332	332	332	332	0	0	0.00%
Legal Services	3,320	2,970	3,488	3,130	168	160	5.39%
Clerk's Office	2,981	2,977	3,090	3,086	109	109	3.67%
Human Resource Services	7,463	7,453	8,217	8,153	754	700	9.39%
Sub Total	76,984	72,746	82,711	74,540	5,727	1,794	2.47%
Chair & Council	2,020	2,020	2,054	2,054	34	34	1.68%
Financial Items - Asset Replacement	64,530	49,830	74,888	60,888	10,358	11,058	22.19%
Financial/Administrative Items	17,114	11,564	28,887	21,828	11,773	10,264	88.76%
Recovery from WWw (User Rate)		(5,291)		(6,010)		(719)	13.58%
TOTAL REGIONAL OPERATING PROGRAMS	1,264,779	512,451	1,369,523	544,841	104,745	32,390	6.32%
Court Services	10,368	(327)	10,551	(144)	183	183	(55.97)%
Boards & Authorities							
Conservation Authorities	6,159	6,159	6,581	6,581	422	422	6.85%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	13,071	13,071	13,363	13,363	292	292	2.23%
Property Assessment (MPAC)	16,400	16,400	16,900	16,900	500	500	3.05%
Sub Total	38,130	35,630	39,343	36,843	1,214	1,214	3.41%
GTA Pooling	13,200	13,200	0	0	(13,200)	(13,200)	(100.00)%
York Region Rapid Transit Corporation	17,386	10,810	18,997	11,766	1,611	956	8.85%
TOTAL OPERATING PROGRAMS	1,343,862	571,763	1,438,415	593,306	94,553	21,543	3.77%
Police Services							
Contribution to Capital	268,216	248,503	283,213	261,746	14,997	13,243	5.33%
Contribution to Capital	6,200	6,200	5,900	5,900	(300)	(300)	(4.83)%
Sub Total	274,416	254,703	289,113	267,646	14,697	12,943	5.08%
TOTAL OPERATING BUDGET	1,618,278	826,466	1,727,528	860,952	109,250	34,486	4.17%
Less Assessment Growth (2.23%)				(18,440)		(18,440)	(2.23)%
TOTAL AFTER ASSESMENT GROWTH	1,618,278	826,466	1,727,528	842,512	109,250	16,046	1.94%

Net Tax Levy Pressures

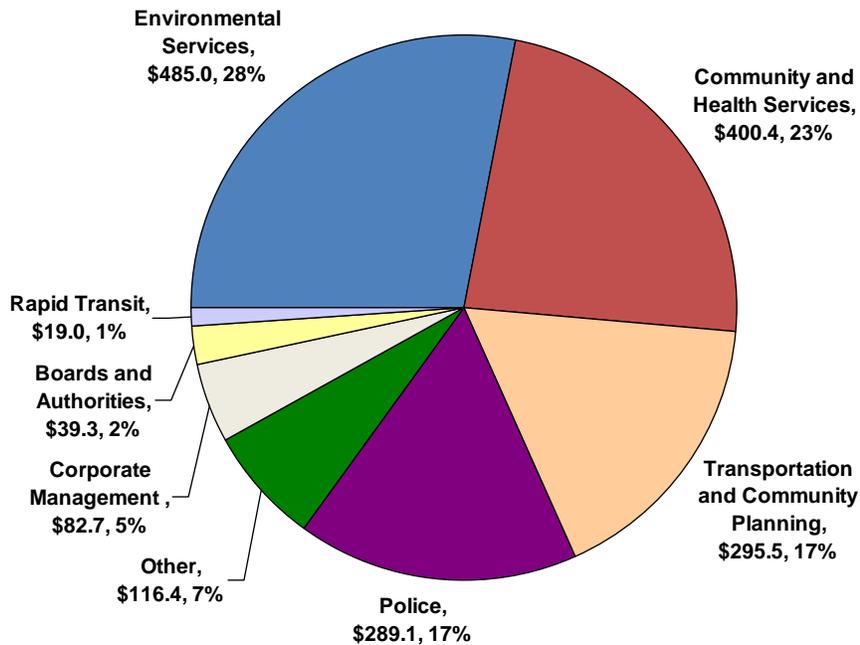
This table outlines the major drivers of the approved 2013 Operating Budget.

	2013 \$ millions	tax levy impact
Base		
York Regional Police	10.1	
Salaries & Benefits	8.1	
Transit contractor costs offset by increased fares and other revenue adjustments	4.8	
Other operational base pressures	6.5	
Fiscal stabilization reserve	3.0	
Waste Management base pressures for Waste Disposal and Diversion Services	2.4	
Less: Efficiencies/Program Reductions/Other Savings	(7.7)	
Total Base	27.2	3.3%
Mandatory/Legislated		
GTA Pooling	(13.2)	
Provincial/Federal funding for Regional programs	(5.5)	
Municipal Property Assessment Corporation (MPAC)	0.5	
Staffing requirements for mandatory program delivery (4.5 FTEs)	0.1	
Total Mandatory	(18.1)	-2.2%
Annualization		
Contribution to Capital Asset Replacement	11.1	
Operating impact of completed capital projects	1.6	
Debt Repayment	1.6	
York Regional Police -annualization of 2012 staffing	1.5	
Transit- additional contractor costs	1.4	
Other costs associated with 2012 operations	0.3	
Contribution to capital - Roads, TM & ITS, Forestry, EMS and York Regional Police	(1.7)	
Total Annualization	15.8	1.9%
Growth		
York Regional Police uniform and civilian new hires (51.0 FTEs)	2.4	
Emergency Medical Services staffing for two peak load shifts (21.0 FTEs)	2.3	
Staffing support in programs to maintain service levels (39.8 FTEs)	3.7	
Transit revenue due to ridership growth	(2.9)	
Forestry- increase in hazardous tree removal for Emerald Ash Borer	0.1	
Total Growth	5.6	0.7%
Enhancement		
Corporate financial purchase and payment process review	1.3	
Contribution to Non-Profit Housing Capital Repair Reserve	1.0	
Staffing support in operations programs (5.0 FTEs)	0.9	
Community & Health Services Multi-Year Plan initiatives (1.0 FTE)	0.5	
Human Resources- Human Capital Plan	0.2	
Economic Strategy-Economic Development Action Plan on common marketing message	0.1	
Total Enhancement	4.0	0.4%
Total Annual Budget Pressures	34.5	4.17%
Assessment growth	(18.4)	-2.23%
Tax Levy increase after assessment growth of 2.23%	16.0	1.94%

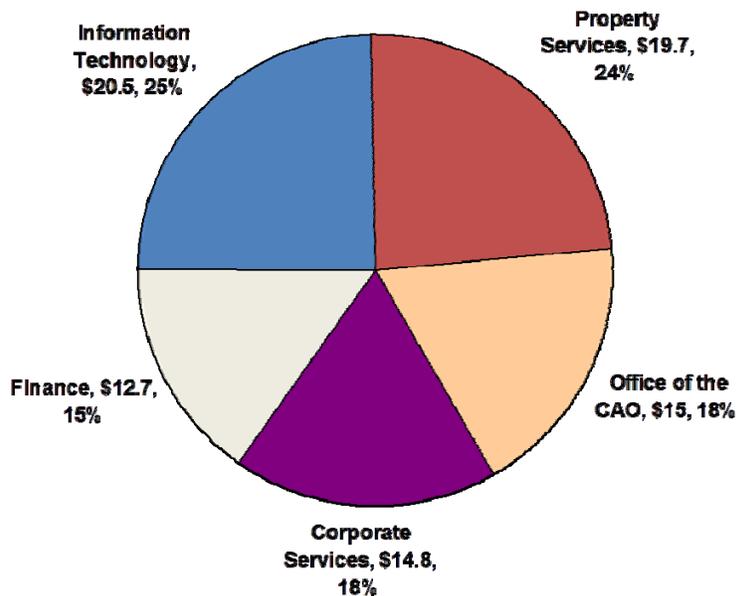
* Numbers may be out due to rounding

Operating Budget Overview

**2013 Gross Expenditures of \$1.7 Billion
By Department (In \$ Millions)**



**Components of \$82.7 Million for
Corporate Management in 2013 (In \$ Millions)**



York Region 2013 Operating Budget Operating Financial Summary (In \$ Thousands)

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures								
Salaries and Benefits	427,466	463,280	495,814	547,616	590,452	617,950	646,577	671,545
Program Specific Costs	402,000	406,037	386,142	410,914	421,048	437,741	449,824	467,942
Professional / Contracted Services	68,130	66,932	82,876	79,577	81,783	84,050	88,198	90,863
General Expenses	50,171	50,559	59,721	76,769	75,604	70,157	71,891	73,354
Financing Costs	206,840	218,938	270,577	278,121	321,641	367,653	401,761	422,346
Occupancy Costs	31,894	34,867	37,118	44,161	47,217	48,705	49,759	50,707
Contribution to Reserves	188,089	263,844	246,111	205,306	232,031	249,170	294,124	326,891
Internal Charges / Recoveries	(158)	(0)	0	(0)	(142)	(156)	(178)	(182)
Minor Capital	4,427	3,603	3,347	4,707	5,148	5,085	5,238	5,340
Negotiated Specific & IntraDeptCo	(14,133)	(15,537)	(18,280)	(28,892)	(47,254)	(48,916)	(49,426)	(50,572)
Total Expenditures	1,364,726	1,492,523	1,563,425	1,618,278	1,727,528	1,831,441	1,957,768	2,058,233
Revenues								
Grant Subsidies	(225,478)	(251,041)	(256,761)	(235,307)	(246,182)	(254,554)	(261,570)	(267,485)
User Fees	(189,792)	(215,369)	(229,499)	(266,076)	(295,034)	(324,011)	(355,836)	(387,663)
Fees and Charges	(24,679)	(34,060)	(41,370)	(34,359)	(37,907)	(39,107)	(40,311)	(41,544)
Development Charges	(107,351)	(123,852)	(150,156)	(185,344)	(224,212)	(259,363)	(282,677)	(301,116)
Contribution From Reserves	(57,986)	(74,071)	(65,656)	(48,086)	(38,866)	(36,402)	(29,400)	(28,323)
Third Party Recoveries	(9,184)	(9,045)	(11,544)	(11,685)	(12,759)	(12,881)	(13,002)	(13,179)
Court Revenues Disbursement	(10,140)	(10,229)	(10,334)	(10,955)	(11,616)	(11,881)	(11,943)	(11,943)
Total Revenues	(624,610)	(717,667)	(765,320)	(791,812)	(866,576)	(938,199)	(994,740)	(1,051,254)
Net Tax Levy Requirement	740,116	774,856	798,105	826,466	860,952	893,242	963,028	1,006,979

Expenditure and Revenue Categories

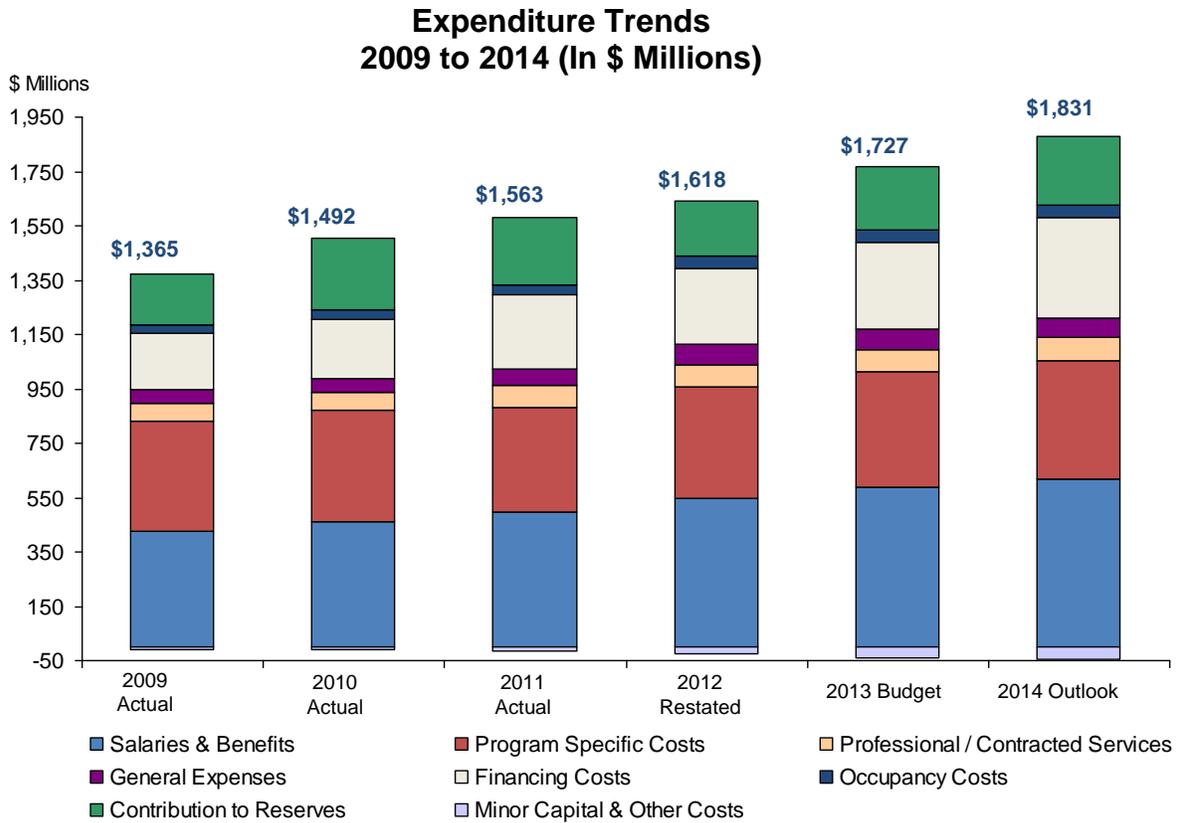
The 2013 Operating Budget for York Region has been summarized into the following categories.

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

The financial summaries in the 2013 Business Plan document also use these categories for presentation.

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

1. Expenditures - \$1,727,528,000



Salaries & Benefits - \$590,451,900

This includes four categories of costs:

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

The breakdown is as follows:

▪ Staff Salaries	\$444,603,100
▪ Employee Benefits	\$121,925,500
▪ Casual Salaries	\$ 17,161,400
▪ Overtime	\$ 6,761,900

Program-Specific Costs - \$421,048,300

This is the most diverse category, and includes costs to deliver specific services such as road maintenance, non-profit housing, water distribution and treatment, transit contracts, waste disposal, childcare and health-related services. Examples of program-specific costs include:

▪ York Region Transit/VIVA Contracts	\$125,155,300
▪ Water Distribution & Treatment	\$ 78,912,000
▪ Ontario Works	\$ 64,920,300
▪ Children's Services	\$ 49,319,400
▪ Non-Profit Housing & Affordable Housing	\$ 45,621,200
▪ Roads Maintenance	\$ 13,001,900
▪ Waste Disposal Costs	\$ 11,122,100

Professional / Contracted Services - \$81,783,100

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

▪ Contractor Payments	\$ 40,958,800
▪ Professional Services	\$ 29,607,600
▪ Consulting Fees	\$ 11,216,700

General Expenses - \$75,300,300

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

▪ Fleet Maintenance	\$26,387,600
▪ Administrative	\$14,456,100
▪ Computer Related	\$10,959,100
▪ Training and Employee-Related	\$10,851,400
▪ Telecommunications Network	\$ 6,884,500
▪ Advertising & Promotion	\$ 4,617,500
▪ Printing	\$ 1,143,900

Financing Costs - \$321,640,500

The major categories include the estimates for:

▪ Debt servicing	\$297,658,600
▪ Grants to hospitals, Conservation Authorities	\$ 21,171,800
▪ Insurance	\$ 8,532,100

Occupancy Costs - \$47,217,400

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

▪ Utilities	\$ 15,264,900
▪ Building Rental	\$ 13,418,300
▪ Building Repair & Maintenance	\$ 2,869,400
▪ Winter Maintenance	\$ 2,500,000
▪ Office cleaning	\$ 1,654,000

Contribution to Reserves - \$232,030,900

The major reserve contributions in the 2013 Operating budget include:

▪ Contribution to Asset Replacement	\$ 56,331,000
▪ Contribution to Roads Reserve Current	\$ 32,357,000
▪ Contribution to Capital Reserve	\$ 28,322,700
▪ Contribution to Sewer Reserve*	\$ 26,623,600
▪ Contribution to Water Reserve*	\$ 16,460,600
▪ Contribution to Fiscal Stabilization Reserve	\$ 11,618,000
▪ Contribution to Transit Reserve Current	\$ 8,100,000
▪ Contribution to Water Capital Reserve*	\$ 7,500,000
▪ Contribution to Equipment Replacement	\$ 7,020,700
▪ Contribution to Waste Management	\$ 6,957,600
▪ Contribution to Sewer Capital Reserve*	\$ 6,074,000
▪ Contribution to Non-profit Housing Reserve	\$ 5,800,000
▪ Contribution to Facilities Mgmt Reserve	\$ 4,904,200

*contributions are sourced from rate supported programs

Minor Capital - \$5,148,000

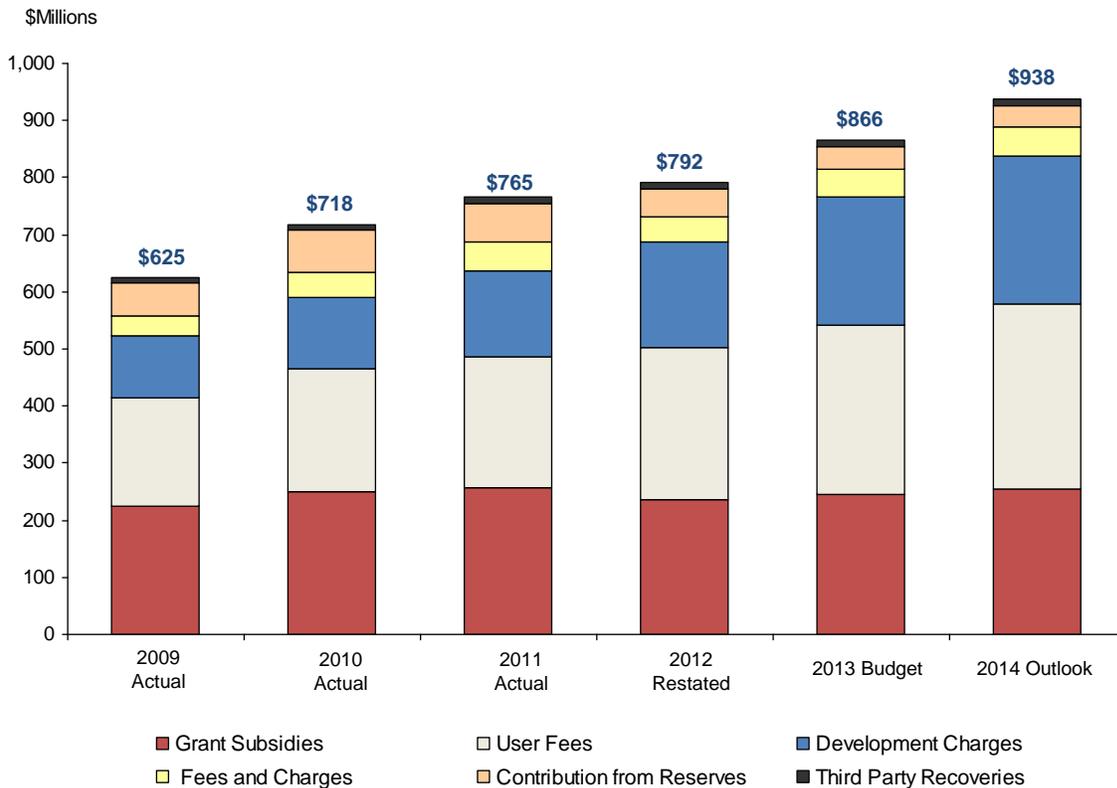
Capital expenditures such as equipment and furniture, usually budgeted at under \$20,000. Minor capital items may also be included in capital projects within the Capital Budget.

Internal Recoveries – (\$47,254,000)

Salary and benefit costs recovered from capital programs for staff time dedicated to capital projects throughout the year. Also includes recovery of support staff costs from other program areas.

2. Revenues - \$866,576,000

**Non-Tax Levy Revenue Trends
2009 to 2014 (In \$ Millions)**



Provincial/Federal Funding - \$246,182,000

Provincial & federal funding accounts for \$246.2 million or 28.4% of budgeted 2013 non-tax levy operating revenues. Major provincial/federal grants or subsidies in the 2013 budget include:

- \$65.7 million to Employment & Financial Support – The Ontario Works program is funded primarily through an 80/20 cost sharing arrangement between the Province and the Region. The program is to be 100% uploaded by the Province by 2018. There is also a 50/50 cost sharing arrangement for the administrative cost of service delivery that has been capped by the Province.
- \$50.5 million to Family & Children’s Services - These programs are funded anywhere from 80% to 100%.
- \$44.3 million to Public Health – Provincial funding for public health increased from 55% in 2005, to 65% in 2006 and to 75% in 2007 and onwards.
- \$28.6 million to Emergency Medical Services (EMS) – While the funding agreement is 50/50 with the Province, this funding has been based on a service level less than what is provided. Early in 2006, the Province announced its commitment to providing full 50/50 funding by 2008. Current funding covers 45% of the 2013 operating costs.
- \$18.4 million to Long Term Care – The funding for Long Term Care is a combination of funding formulas in the range of 70% to 100%.
- \$13.5 million to Housing Services – Homelessness programs are generally cost shared up to capped levels. Rent Supplement programs are cost shared at various levels. There are funds from the federal government that are flowed to the Region to partially offset the cost of non-profit housing.
- \$8.9 million to York Regional Police, which includes \$1.6 million for Court Security Prisoner Transportation services. The Ontario government announced the upload of court security and prisoner transportation costs in 2008 to be phased in over seven years to 2018.

The basis for grant and provincial cost-sharing formulae differ significantly depending on the service area. In some cases, such as affordable housing, the cost-sharing formula includes the federal government as well. In others, such as community services, health and policing, cost sharing reflects specific policy initiatives of the provincial government. Projections of grant revenues are obtained

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

User Fees - \$295,033,500

User fees are generated through water and wastewater service rates and transit services.

User fees related to transit services for transit fares, advertising, and revenue sharing with GO Transit and the TTC amount to \$68.5 million or 7.9% of 2013 budgeted operating revenue.

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

Water and wastewater revenue amounts to \$226.5 million, representing 26.1% of budgeted 2013 operating revenues.

- **Water and Wastewater - \$226,505,800**
Services are collected through a uniform wholesale rate charged to the local municipalities. The proposed uniform water and wastewater service rates for 2013 are 79.61 cents per cubic metre and 96.77 cents per cubic metre respectively. The blended water and wastewater rate increase is 10% for 2013, which was previously approved by Council in May 2011.
- **Transit Fares - \$68,522,500**
York Region Transit has experienced one of the highest ridership growth rates in Ontario (based on 2010 Canadian Urban Transit Association statistics). 2013 ridership is projected to reach 23.5 million.

Development Charges - \$224,212,000

Development charges account for 25.8% or \$224.2 million of budgeted 2013 operating revenue. Development charges are levied on new development in the Region in accordance with *The Development Charges Act* enacted by the Province of Ontario. These levies are collected to fund the cost of new infrastructure needed for growth and, in principle, ensure that existing taxpayers are not charged with paying for this new infrastructure.

The timing of development charge revenues and the expenditures on growth-related capital investments often do not match. These funds flow through the operating budget to offset development-charge-eligible principal and interest payments for debentures issued to fund infrastructure for new development.

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

Fees and Charges - \$49,523,200

This category includes a range of fees and charges for municipal services. The most significant components in this category are fines collected under the *Provincial Offences Act* of \$11,616,000, sale of recyclable materials of \$10,218,000, Long Term Care Residential fees of \$5,375,500, Housing York Inc. management services of \$7,105,500 and Police Services \$7,375,600.

Contributions from Reserve - \$38,866,300

Contributions from reserves account for 4.5% or \$38.9 million of budgeted 2013 operating revenues.

Contributions from reserves provide funding for: transit services with \$16.9 million from the Gas Tax Reserve to support public transportation; employment and health services with \$6.5 million from the Social Assistance Reserve to stabilize the tax levy for the Ontario Works upload and support Multi-year Plan initiatives; and Housing with over \$5 million from the Social Housing Reserve to support social housing capital projects.

A list of significant contributions from reserves appears below:

▪ Contribution from Gas Tax Reserve	\$16,900,000
▪ Contribution from Social Assistance Reserve	\$ 7,096,700
▪ Contribution from Social Housing Reserve	\$ 5,616,000
▪ Contribution from Capital Reserve	\$ 3,683,400
▪ Contribution from Insurance Reserve	\$ 3,219,200
▪ Contribution from Tax Stabilization Reserve	\$ 615,800

Third Party Recoveries - \$12,758,700

This category includes recoveries from third parties, rebates and other miscellaneous revenues, including:

▪ Waste Diversion Ontario Rebate	\$ 7,284,000
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▪ Recoveries from Family & Children Services	\$	960,420
▪ Recoveries from Household Hazardous Waste Facilities	\$	750,000
▪ Recoveries from equipment fleet operations & maintenance	\$	560,200

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

3. Net Tax Levy Requirement - \$860,952,000

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

Property tax is the single largest source of regional revenue, accounting for 50% of budgeted operating revenues for 2013 at \$860.9 million. This is an increase of \$34.5 million over the 2012 net levy of \$826.5 million.

Supplementary taxes are levied on new assessment during the taxation year. The 2013 budget includes \$14.0 million in supplementary taxes to be contributed 50% to the Capital Asset Replacement Reserve and 50% to the General Capital Reserve.

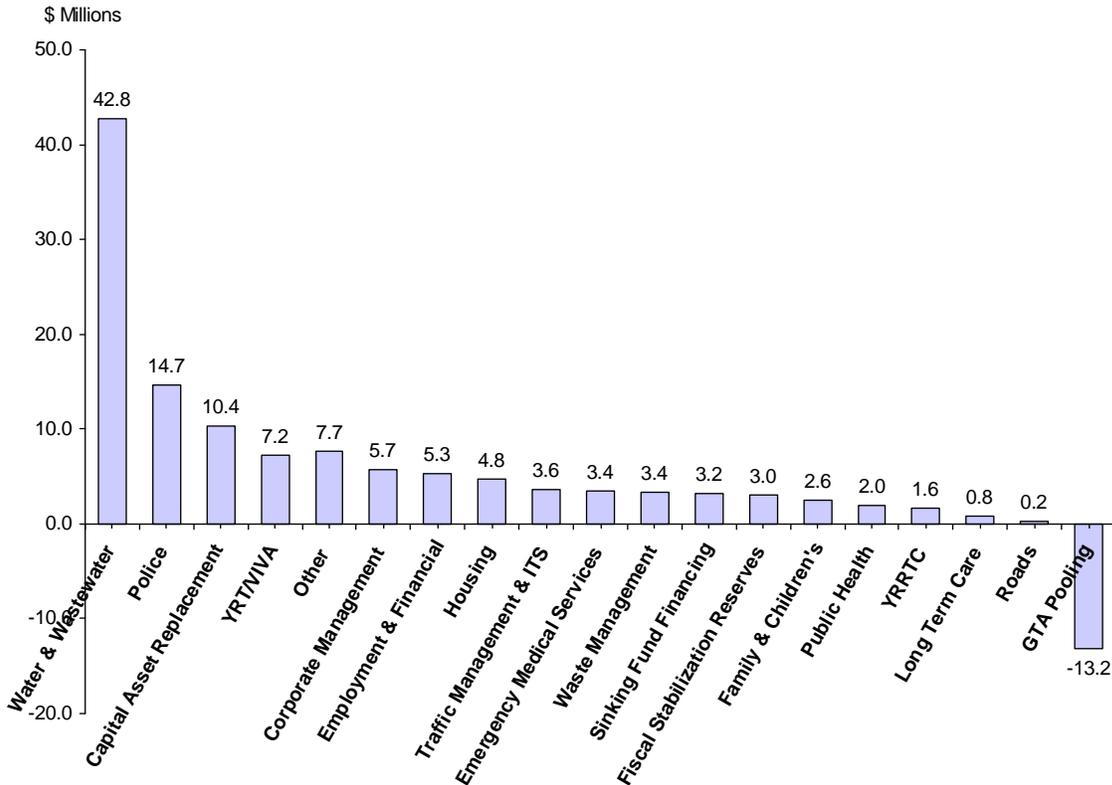
York Region is a rapidly growing municipality, with potential for significant development and growth. While it has experienced strong assessment growth in the past, the trend shows a slight softening and hence assessment growth is forecast at 2.2% for 2013, 2.0% 2014 and 1.8% for 2015.

Changes in the 2013 Gross Expenditure Budget

The 2013 Operating Budget increased from 2012 by \$109.3 million in gross dollars. A discussion of the specific changes from 2012 to 2013 is incorporated into each of the business plans included in the detailed 2013 Business Plan and Budget document.

The following chart shows changes in the gross operating budget by functions.

York Region 2013 Business Plan and Budget Changes in Gross Operating Expenditures (In \$ Millions)



Water and Wastewater - \$42.8 million

The gross increase of \$42.8 million in the Water and Wastewater budget is not reflected in the net tax levy as all expenditures related to water and wastewater services in York Region are funded through a combination of the water rate, development charges, and contributions from water and wastewater reserves.

Debt servicing costs for capital programs are a significant component of the Water and Wastewater budget. In the 2013 budget, increased debt servicing costs for wastewater account for \$36.7 million. Growth and inflationary pressures account for the remaining budget increase.

Police Services - \$14.7 million

The 2013 York Regional Police operating budget was approved by the Police Services Board on October 17, 2012 and provides for service growth.

Capital Asset Replacement - \$10.4 million

The purpose of the Capital Asset Replacement Reserve is to ensure that adequate funds are available to replace aging assets. This consists of supplementary tax revenue which is allocated on an equal basis to capital asset replacement and general capital reserves, and contribution to capital asset replacement reserve. Starting in 2013, an additional 0.2% is added for the next five years to increase contribution and reduce reliance on debt financing for future asset replacement.

Other Financial/Administrative Items – \$7.7 million

Non-program financial items include costs adjustments and other non-program related costs.

Transit Services YRT/Viva - \$7.2 million

The 2013 Contractor rate increase for conventional, Rapid Transit and specialized services accounts for the majority of this increase

Corporate Management - \$5.7 million

For 2013, budget increases for departments consolidated as Corporate Management are primarily related to staffing growth and increased salary and benefit costs.

Employment & Financial Support - \$5.3 million

Population growth and economic conditions continue to be the main drivers of the Ontario Works caseload, coupled with the mandatory client allowance increase. These factors account for the upward pressure on the gross 2013 budget.

Housing Services – \$4.8 million

An aging housing stock and gaps in federal and provincial funding make it challenging for York Region to deliver affordable housing units. Strategic goals include the development of a 10 year Housing and Homelessness Plan in accordance with the *Housing Services Act, 2011* and incorporating energy efficient

and sustainability features into new buildings according to the principles of the Leadership in Energy and Environmental Design (LEED®).

Traffic Management & Intelligent Transportation Systems- \$3.6 million

Increased gross expenditures reflect costs for continued population growth and related urbanization, and increased demand on the road network, requiring innovative traffic solutions, including the Red Light Camera program in 2013. Other drivers of cost include a contribution to capital of \$1.7 million.

Emergency Medical Services - \$3.4 million

York Region is the third fastest growing census division in Canada, with an annual average population growth of 25,000 people in 2011. As population increases, emergency incident volumes continue to rise and increase service demands on paramedic services and local hospitals.

Waste Management - \$3.4 million

Population growth and base operating costs are the main drivers of costs in Waste Management.

Sinking Fund Financing - \$3.2 million

These are financing costs related to an increase in sinking fund debentures.

Family and Children's Service - \$2.6 million

The increase is a result of childcare operator fee subsidy increases to maintain and grow current levels of service. There are also Ministry mandated and funded increases to childcare operator stabilization costs, to help operators transition and update their centres, as full time kindergarten is fully implemented by 2014.

Public Health - \$2.0 million

Socio-demographic changes, infectious and chronic disease trends increase service demands in providing public health services.

Fiscal Stabilization Reserves - \$3.0 million

With the end of the GTA pooling upload, the fiscal stabilization reserve contribution is to manage the transition to a post-GTA pooling environment to maintain growth.

York Region Rapid Transit Corporation - \$1.6 million

Debt servicing costs for capital programs are the major drivers in the 2013 budget. These include the opening of the Highway 7 East rapidway, infrastructure associated with subway extension and implementation of the park 'n' ride facilities programs.

Long Term Care - \$0.8 million

Aging population and population growth in York Region are the major drivers for the demand for Long Term Care services.

Roads - \$0.2 million

VivaNext operational costs and growth in staffing and inflationary pressures are the major drivers in 2013 budget.

GTA Pooling - \$(13.2) million

York Region pays \$13.2 million to the Province of Ontario in GTA Pooling. The money is collected by the Province of Ontario from York Region, Peel Region and Halton Region to help pay for Social Assistance and Social Housing programs in the City of Toronto. The GTA Pooling will conclude in 2013.

Net Tax Levy Pressures

This table outlines the major drivers of the approved 2013 Operating Budget.

	2013 \$ millions	tax levy impact
Base		
York Regional Police	10.1	
Salaries & Benefits	8.1	
Transit contractor costs offset by increased fares and other revenue adjustments	4.8	
Other operational base pressures	6.5	
Fiscal stabilization reserve	3.0	
Waste Management base pressures for Waste Disposal and Diversion Services	2.4	
Less: Efficiencies/Program Reductions/Other Savings	(7.7)	
Total Base	27.2	3.3%
Mandatory/Legislated		
GTA Pooling	(13.2)	
Provincial/Federal funding for Regional programs	(5.5)	
Municipal Property Assessment Corporation (MPAC)	0.5	
Staffing requirements for mandatory program delivery (4.5 FTEs)	0.1	
Total Mandatory	(18.1)	-2.2%
Annualization		
Contribution to Capital Asset Replacement	11.1	
Operating impact of completed capital projects	1.6	
Debt Repayment	1.6	
York Regional Police -annualization of 2012 staffing	1.5	
Transit- additional contractor costs	1.4	
Other costs associated with 2012 operations	0.3	
Contribution to capital - Roads, TM & ITS, Forestry, EMS and York Regional Police	(1.7)	
Total Annualization	15.8	1.9%
Growth		
York Regional Police uniform and civilian new hires (51.0 FTEs)	2.4	
Emergency Medical Services staffing for two peak load shifts (21.0 FTEs)	2.3	
Staffing support in programs to maintain service levels (39.8 FTEs)	3.7	
Transit revenue due to ridership growth	(2.9)	
Forestry- increase in hazardous tree removal for Emerald Ash Borer	0.1	
Total Growth	5.6	0.7%
Enhancement		
Corporate financial purchase and payment process review	1.3	
Contribution to Non-Profit Housing Capital Repair Reserve	1.0	
Staffing support in operations programs (5.0 FTEs)	0.9	
Community & Health Services Multi-Year Plan initiatives (1.0 FTE)	0.5	
Human Resources- Human Capital Plan	0.2	
Economic Strategy-Economic Development Action Plan on common marketing message	0.1	
Total Enhancement	4.0	0.4%
Total Annual Budget Pressures	34.5	4.17%
	Assessment growth	(18.4) -2.23%
	Tax Levy increase after assessment growth of 2.23%	16.0 1.94%

* Numbers may be out due to rounding

Net Operating Budget - Increase of \$34.5 million

The net operating budget, which determines the tax levy requirement for 2013, increased by \$34.5 million or 4.2% from 2012.

Residential and non-residential growth in recent years is reflected in a positive assessment growth trend. The value of assessed properties in York Region is expected to grow by 2.23% in 2013, generating an additional \$18.4 million in tax levy revenue. As a result, the net 2013 regional tax levy increase required after assessment growth is \$16.0 million or 1.94%.

Base Pressures - \$27.2 million

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

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

These base cost increases have been partially offset by operating reductions, and one time cost and efficiencies of \$7.7 million, including:

- \$2.4 million in Transit Services contract renewal savings
- \$1.6 million in Waste Management program efficiencies and increased revenues
- \$1.6 million in financial and corporate items and insurance reserve savings
- \$1.0 million in Roads and Transit operating savings in maintenance contracts, vehicle repairs and consulting
- \$0.5 million in Community & Health Services for program reductions and efficiencies
- \$0.6 million in York Regional Police efficiencies

Mandatory / Legislated – (\$18.1) million

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

The uploading of GTA pooling will conclude in 2013. This represents a decrease to the tax levy requirements of \$13.2 million in 2013.

Increased provincial funding and continued uploading of Ontario Works reduced the Employment & Financial Support operating budget by \$1.7 million.

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

Long Term Care is anticipating a \$0.4 million increase in Provincial funding for Seniors Community Programs and increase facilities.

York Regional Police received a provincial grant for \$1.6 million in 2013 for Court Security and Prisoner Transportation.

The Region's share of Municipal Property Assessment Corporation (MPAC) costs for 2013 is anticipated to increase by \$0.5 million.

There is a \$0.2 million increase in staffing and mandatory program delivery.

Annualization - \$15.8 million

This category includes the additional costs of 2012 commitments for new initiatives and incremental debt charges.

The 2013 budget includes an additional \$11.1 million to help fund replacement of existing assets as they reach the end of their useful life. These funds will increase the balance of the Capital Asset Replacement Reserve. The reserve has been increasing by 1% of the annual tax levy each year, with a proposed new policy to increase contribution by a further 0.2% per year until it reaches 2.0%.

An additional \$1.6 million is required in 2013 for debenture principal and interest repayment for York Regional Police, YRRTC, Waste Management, Roads and Property Services.

Net operating costs of capital projects that have become operational result in an increase of \$1.6 million for Roads, Traffic Management, Transit, Employment and Financial Services and Information Technology.

Other prior year's commitments include York Regional Police's full year cost of 2012 hires, amounting to \$1.5 million, \$1.4 million for contract costs in the Transit budget for the former GO Route 69, \$0.3 million increase in the annualized costs of other programs and a reduction in the tax levy contribution to capital of \$1.7 million.

Growth - \$5.6 million

This category includes costs required to maintain existing levels of service for a growing population and business base.

The York Regional Police budget includes an additional \$2.4 million for hiring 18 uniform members and 33 civilian staff.

The Emergency Medical Services budget includes an additional \$2.3 million for hiring 18 Paramedics, two Scheduling Clerks and one Local System Support staff.

The Roads program includes an additional \$1.3 million for 12 new FTEs and traffic management system growth.

The Waste Management budget includes an additional \$1.1 million to process increased tonnage and for staffing as a result of population growth.

The Finance budget includes \$0.4 million to accommodate Regional growth and expand the Region's Strategic financial management capability.

There is a \$0.7 million increase in various other programs to support growth-related activities.

The Transit Services budget includes a net decrease to the tax levy of \$(2.6) million. This consists of costs to service growth in response to increasing ridership, including two additional staff, offset by an increase in ridership revenue, resulting in net savings to the tax levy.

New Services / Enhancements - \$4.0 million

This category includes costs to provide new or enhanced levels of service in 2013.

\$1.3 million is included in the budget to implement a variety of initiatives to enhance and automate the Region's purchasing and payment processes.

Contributions to the Non-Profit Housing Capital Repair Reserve will increase by \$1.0 million.

The Community & Health Services budget includes an additional \$0.5 million for Multi-Year Plan initiatives, of which \$0.3 million is to enhance the rent supplement initiative, \$0.1 million is to expand the Homelessness Prevention Program and \$0.1 million is to raise awareness of health programs and services through marketing and web and social media.

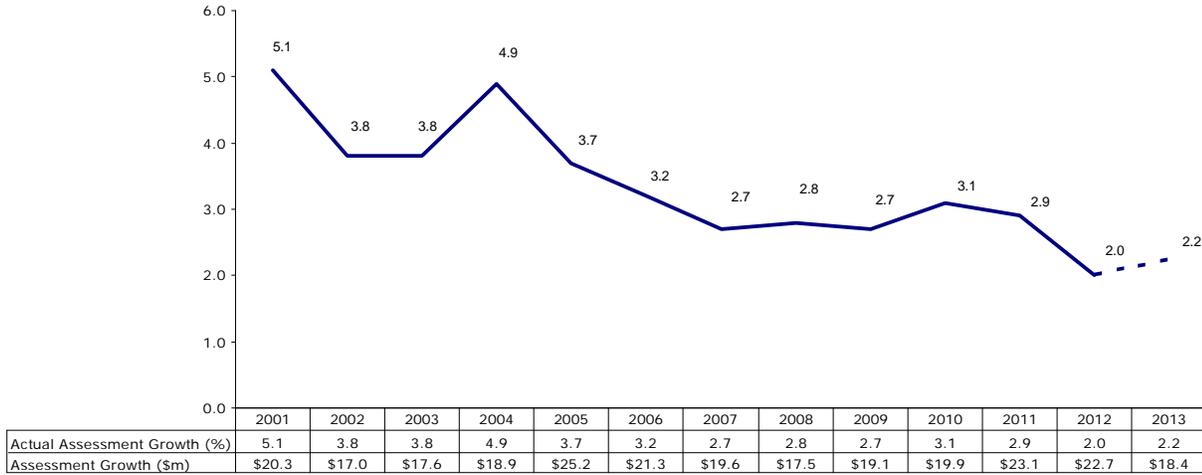
The Housing department budget includes an additional \$0.4 million to develop a housing information system that focuses on producing an integrated database, as well as, two additional staff.

Other program budgets include \$0.8 million for enhancements.

Future Outlook

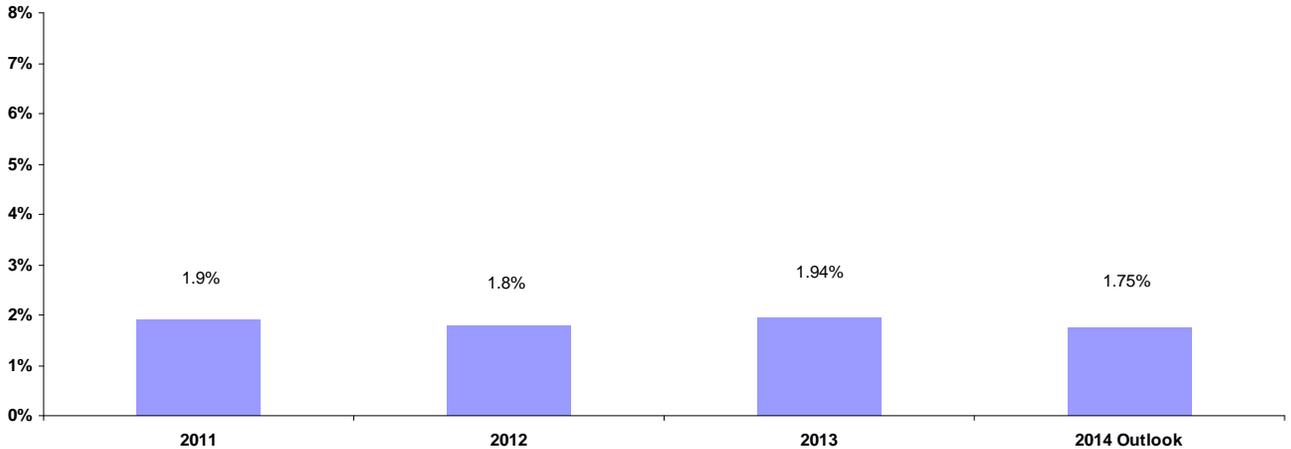
As part of the annual budget process, the Region takes a multi-year perspective to ensure that strategic plans consider the impact of future trends and pressures. These estimates reflect all expenditure categories: base, mandatory, annualization, growth and enhancement. On the revenue side, assessment growth is anticipated to be declined.

Assessment Growth (%)



Note: Figures reflect assessment growth estimates used for budget purposes

Increase in Tax Levy After Assessment Growth



SUMMARY OF 2014 PROPOSED OPERATING BUDGET

(\$ 000's)	2013 REQUEST		2014 REQUEST		CHANGE		% CHANGE
	GROSS	NET	GROSS	NET	GROSS	NET	
Transportation and Community Planning							
York Region Transit/Viva	182,298	98,838	187,330	99,972	5,032	1,134	1.15%
Contribution to Capital	8,100	8,100	9,100	9,100	1,000	1,000	12.35%
Roads	56,383	40,432	68,207	43,545	11,824	3,113	7.70%
Contribution to Capital	27,072	27,072	25,417	25,417	(1,655)	(1,655)	(6.11)%
Traffic Management & ITS	16,212	14,104	17,413	15,060	1,201	956	6.78%
Contribution to Capital	4,355	4,355	2,797	2,797	(1,558)	(1,558)	(35.77)%
Transportation Program Support	1,110	0	1,110	0	0	0	-
Sub Total	295,529	192,901	311,373	195,891	15,844	2,989	1.55%
Environmental Services							
Waste Management	62,033	42,891	64,123	44,587	2,090	1,696	3.95%
Water and Wastewater Services	402,772	-	438,939	-	36,167	-	-
Contribution to Capital	13,574	-	22,932	-	9,358	-	-
Natural Heritage & Forestry	5,720	4,888	5,807	5,057	87	168	3.44%
Contribution to Capital	930	930	690	690	(240)	(240)	(25.81)%
Sub Total	485,029	48,710	532,491	50,334	47,462	1,624	3.33%
Community & Health Services							
Employment & Financial Support	89,075	16,833	91,161	17,887	2,086	1,054	6.26%
Family & Children's Services	68,877	17,418	69,362	17,902	485	485	2.78%
Housing Services	71,738	45,108	74,351	46,344	2,613	1,237	2.74%
Long Term Care	38,330	14,210	38,070	13,770	(260)	(440)	(3.10)%
Public Health	57,503	12,619	58,195	11,199	691	(1,420)	(11.25)%
Emergency Medical Services	57,396	28,455	60,327	30,256	2,931	1,801	6.33%
Contribution to Capital	3,014	3,014	2,823	2,823	(190)	(190)	(6.32)%
Strategic Service Integration & Policy	14,493	12,273	14,760	12,640	267	367	2.99%
Sub Total	400,425	149,929	409,049	152,822	8,624	2,893	1.93%
Corporate Management							
Office of the C.A.O.	15,008	10,786	15,252	11,029	244	244	2.26%
Finance	12,732	10,919	13,039	11,221	307	301	2.76%
IT Services	19,531	18,673	19,817	18,959	286	286	1.53%
Contribution to Capital	950	950	950	950	-	-	0.00%
Property Services	19,363	18,513	21,213	20,410	1,850	1,897	10.24%
Contribution to Capital	332	332	332	332	-	-	0.00%
Legal Services	3,488	3,130	3,479	3,121	(8)	(8)	(0.26)%
Clerk's Office	3,090	3,086	3,272	3,268	183	183	5.92%
Human Resource Services	8,217	8,153	8,453	8,389	236	236	2.90%
Sub Total	82,711	74,540	85,808	77,679	3,097	3,138	4.21%
Chair & Council	2,054	2,054	2,116	2,056	62	2	0.09%
Financial Items - Asset Replacement	74,888	60,888	86,974	72,974	12,086	12,086	19.85%
Financial/Administrative Items	28,887	21,828	29,960	22,384	1,073	556	2.55%
Recovery from WWw (User Rate)		(6,010)		(6,381)		(372)	6.19%
TOTAL REGIONAL OPERATING PROGRAMS	1,369,523	544,841	1,457,770	567,758	88,247	22,917	4.21%
Court Services	10,551	(144)	10,617	(79)	66	66	(45.53)%
Boards & Authorities							
Conservation Authorities	6,581	6,581	6,779	6,779	198	198	3.01%
GO Transit	2,500	-	2,500	-	-	-	-
Hospital Capital Funding	13,363	13,363	13,630	13,630	267	267	2.00%
Property Assessment (MPAC)	16,900	16,900	17,400	17,400	500	500	2.96%
Sub Total	39,343	36,843	40,309	37,809	965	965	2.62%
York Region Rapid Transit Corporation	18,997	11,766	25,525	13,766	6,527	2,000	17.00%
TOTAL OPERATING PROGRAMS	1,438,415	593,306	1,534,220	619,254	95,805	25,948	4.37%
Revenue/Expenditure Adjustment	-	-	(5,933)	(5,933)	(5,933)	(5,933)	-
Police Services	283,213	261,746	297,254	274,021	14,042	12,275	4.69%
Contribution to Capital	5,900	5,900	5,900	5,900	0	0	0.00%
Sub Total	289,113	267,646	303,154	279,921	14,042	12,275	4.59%
TOTAL OPERATING BUDGET	1,727,528	860,952	1,831,441	893,242	103,913	32,290	3.75%
Less Assessment Growth (2%)				(17,219)		(17,219)	(2.00)%
TOTAL AFTER ASSESMENT GROWTH	1,727,528	860,952	1,831,441	876,023	103,913	15,071	1.75%

Departmental Description

The Transportation and Community Planning Department helps *create* and *connect* York Region’s communities. Our services provide mobility across the Region for all modes of travel: pedestrians, cyclists, transit users, motorists and truck drivers. Through our Community Planning Branch, we ensure conformity with local, Regional and Provincial planning policies and provide a ‘one-window’ approach for development applications.

The Department consists of six branches – all of which aim to provide the highest level of customer service to both internal and external customers. The Department is mission focused and results driven.

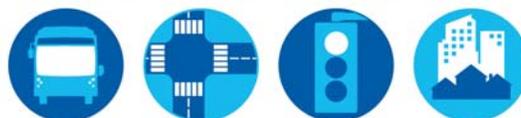


Support to these four is provided by two other branches - Transportation Planning and Strategic Policy and Business Planning.

Mission/Vision

Our mission is to
 Move people and goods through the Region
 Create communities in partnership with others
 Manage our assets to support communities that are safe, clean and beautiful.

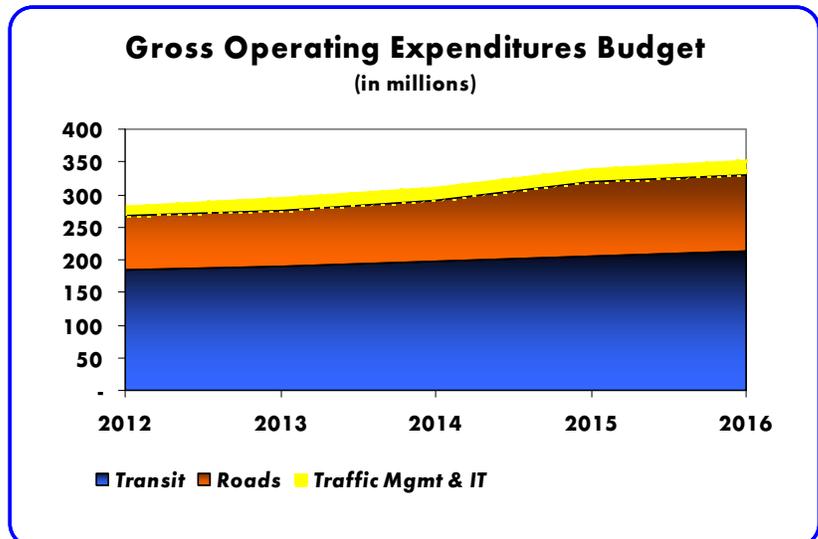
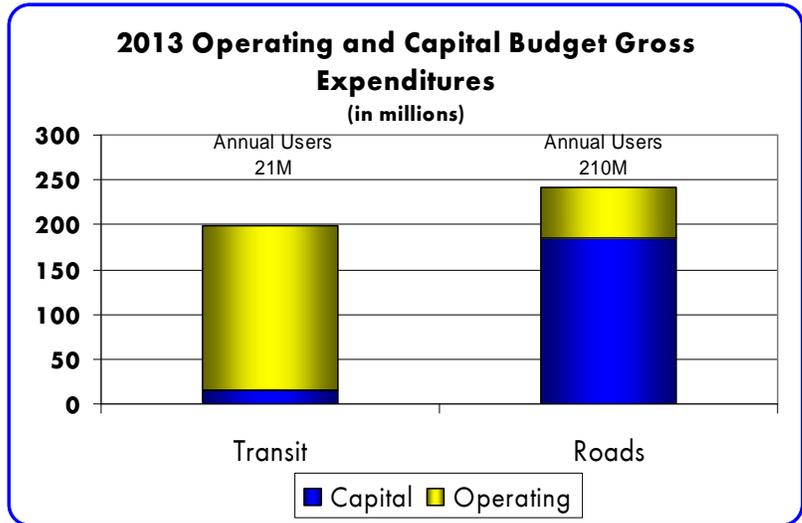
MISSIONfocused. **RESULTS**driven.



Mandate

The Department’s mandate is to manage: growth and development; traffic congestion; transportation assets (roads and transit) which provide the travelling public with the highest level of customer service possible; and building communities in partnership with others. This mandate is delivered with a total annual investment of \$475 million (Operating and Capital) and includes:

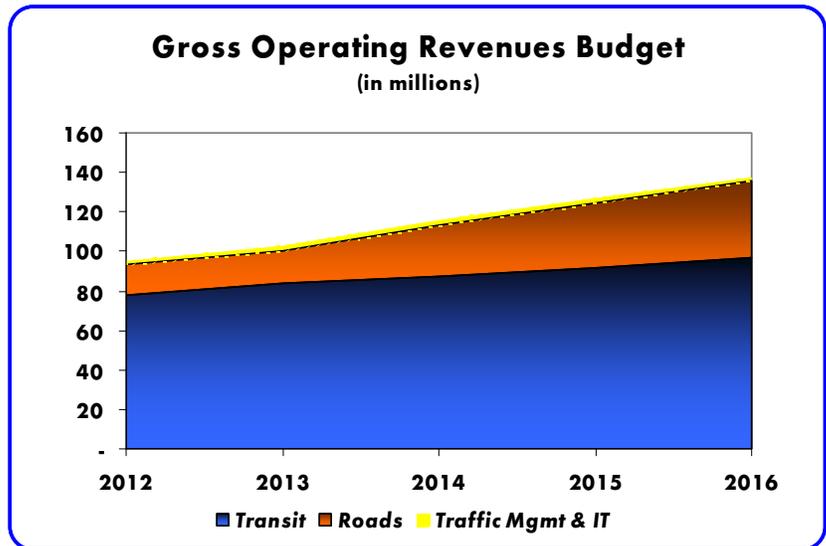
- Managing traffic congestion through the use of state-of-the-art technology to optimize mobility, improve safety and inform the travelling public of traffic conditions.
- Facilitating and encouraging a shift in transportation choice from individual vehicles to other modes of travel such as public transit. Current mix of York Region trips is approximately 90% by automobile, 9% by public transit and 1% by other modes. The long term goal is to reach a transit modal split of 25% by the year 2031. Transit costs are subsidized by taxes to a similar amount as Roads. Increasing Transit ridership will reduce its need to be subsidized by the tax rate.
- Managing over \$4.3 billion (\$2.4 billion in historical cost) of transportation assets to ensure safe, reliable and sustainable state-of-good repair and replacement programs. By 2020, the Province of Ontario, through Metrolinx, will be investing \$1.4 billion to build Transit rapidways and extend the Spadina subway system into York Region.
- Providing public transit through a “family of transit services” delivery model consisting of conventional, rapid transit and Mobility Plus; acquiring and maintaining transit capital infrastructure (terminals, stops and garages) and a variety of vehicle bus fleet types.
- Constructing road and bridge infrastructure, maintaining the Regional road network, acquiring and maintaining a wide ranging corporate fleet.
- Developing longer term strategic plans and policies to support and grow the entire transportation network (roads and public transit).
- Implementing Provincial planning and Regional Official Plan policies. Managing implementation of growth initiatives and infrastructure integration.



- Providing administrative and other support services for the Department including: financial services, performance management and business support services including marketing & communications functions.

Base Drivers

- During the next five years, Transportation and Community Planning costs are projected to increase an average of 4% per year.
- YRT/Viva service costs are increasing due to:
 - a new contract pending with Veolia coming into effect in September of 2013 until 2015
 - an estimated annual cost increase of 10% from the Toronto Transit Commission.
 - average 2.5% Consumer Price Index (CPI) clause in existing contracts.
- Budget revenues include the impact of a Council approved 5.5% YRT/Viva fare rate increase effective January 1, 2013.
- The road network will grow due to capital expansion and assumptions of road segments from other levels of government and related construction.
- Continued investment in business intelligence to analyze operating and condition data to improve business performance and maintenance of assets.



Key Challenges

- Develop an asset management strategy for the department's assets including the road network to ensure our aging assets are maintained in a state-of-good-repair.
- Community Planning will be working with York Region local municipalities to ensure conformity with the Province's Places to Grow Act and the Region's Official Plan.
- Promote intensification along Regional centres and corridors to improve mobility, facilitate increased transit use and increase employment opportunities closer to our residents.
- Re-profile the 10 and 20 year capital plans to increase focus on mitigating traffic congestion and achieving planned deliverables.
- Transit ridership growth through continued improvement in on-time performance and the realignment of service to better meet customer demand.

Service Challenges

By 2018, the Region will improve transit service by having 35 km of transit rapidways (Yonge Street, Highway #7 and Davis Drive). The rapidways will impact departmental services as follows:

- Increased transit service hours during construction to mitigate traffic delays. These costs vary with the pace of construction.
- Realignment of transit service following construction to address new operational realities and changes in ridership demand
- Increased road maintenance and traffic costs as the rapidways will necessitate a more complex delivery model and increased need for business intelligence

Below is a construction schedule for the VivaNext project.



Another key transit challenge is to ensure readiness upon completion of the Spadina subway extension. Transit routes in the area will be re-aligned to provide direct subway access.



As transit service hours grow, so will the need for fleet and facilities. The transit facilities strategy is to replace currently leased premises with Region owned properties. Below is a timeline summary of the planned Transit facilities:



Each year additional lane kilometers are added to the Regional road network increasing overall maintenance costs. Additional facilities will also be required to respond to growth and maintain service levels. Below is a summary of the planned facilities:



As development intensifies along the Region’s centres and corridors, increased effort will be required to manage congestion, optimize capacity and safety. Maintenance costs will increase to reflect the complexity associated with the transitioning from rural to more urban conditions.

Strategic Goals 2013 – 2016

Over the next several years, the Department’s focus will be on near-term improvements while continuing to move longer-term projects forward, develop more targeted and creative congestion management solutions and increase the use of business intelligence to drive business decisions. Based on the Corporate Strategic Plan priority areas, the key Department’s goals are as follows:

- **Continue to deliver and sustain critical infrastructure** – by delivering projects on time and on budget. Our focus is also the optimization of the transportation network and our resources to manage traffic congestion.
- **Focus growth along Regional centres and corridors** – by ensuring that transportation related infrastructure improvements are prioritized to locations in greatest need. This will be through a combination of growth projects and targeted road design solutions for traffic management.
- **Through our Community Planning Branch** - we will complete local conformity exercises for the Places to Grow Act and Regional Official Plan. Based on a ‘one-window’ approach, we will approve development applications, support intensification efforts in our Centres and Corridors and support sustainable development forms with our community partners.

- **Make Regional services more user friendly** – through improvements in our control centres and call centres and by using state-of-art technology to better inform the travelling public.
- **Strengthen organizational capacity** – through the increased use of data analysis, our focus will be to make better informed business decisions. This includes development of asset management plans and improved service delivery models through the use of Business Intelligence.

Department Objectives for 2013 and 2014

- Increase in transit ridership.
- Implement a computerized asset management system in the Roads branch to track asset related activities and inform future decision making.
- Develop a roads maintenance facilities strategy.
- Prepare a departmental asset management report.
- Identify and leverage capacity available in existing infrastructure through implementing a road disruption management system and continue the implementation of intelligent transportation systems solutions.

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
YRT/Viva Service Performance Improvements	Increase of on-time performance	2013-2015	Continue to Deliver & Sustain Critical Infrastructure/ Focus growth along Centres & Corridors
Mobility Plus demand growth & AODA compliance	Compliance with legislative call centre service hours	2013	Improve Social and Health Supports
YRT/Viva customer service call centre growth	Decrease the call abandoned rate and improve service levels	2013-2016	Make Regional Services more user-friendly/ Focus growth along Centres & Corridors
Transit vehicles, capital asset refurbishment & life extension program	Increase bus reliability and extend bus life cycle	2013-2014 & 2016	Continue to Deliver & Sustain Critical Infrastructure/ Manage the Region's Finances Prudently
Fleet Services growth	Increase vehicle reliability	2013-2014 & 2016	Continue to Deliver & Sustain Critical Infrastructure/ Manage the Region's Finances Prudently

New service delivery model for Roads Maintenance	Maintain state of good repair and improve service levels	2013	Continue to Deliver & Sustain Critical Infrastructure
Implement roads disruption management system *	Increased control centre hours to respond to peak hour disruptions and implementation of the Traveler information	2013	Continue to Deliver & Sustain Critical Infrastructure
Emergency Planning	Compliance with Employment Standards and internal Region-wide processes	2013	Continue to Deliver & Sustain Critical Infrastructure
IT related technical support	Improved call resolution and response time	2013	Strengthen organizational capacity
Financial management support	Aligned support with departmental growth	2013	Strengthen organizational capacity
Commissioner office support	Improved report processing to support two Regional Committees	2013	Strengthen organizational capacity

* This planned initiative is an Indicator of Success in the Strategic Plan

Operating Impact of Capital

(\$'000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Operating Costs				
YRT / VIVA	0	426	1,417	2,643
Roads	67	38	130	193
TM / ITS	281	145	60	60
Total Gross Cost	348	609	1,607	2,896
FTE Requirement	0	0	0	0

Staffing Resources

Permanent FTE's	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Transit	111.5	117.2	125.2	129.2	133.2	140.2	145.2
Roads	149.4	154.0	133.0*	143.0	149.0	153.0	160.0
TM & ITS	39.0	41.0	53.0 *	57.5	60.5	65.5	70.5
Community Planning	n/a	n/a	26.0 *	27.0	28.0	30.0	31.0
Transportation Planning	n/a	n/a	19.0 *	19.0	20.0	20.0	21.0
Program Support	42.0	50.5	52.0	54.0	56.0	59.0	62.0
Total Permanent FTE's	341.9	362.7	408.2	429.7	446.7	467.7	489.7
Net Change		20.8	45.5	21.5 **	17.0	21.0	22.0
Casual (FTE Equivalent)	57.0	48.4	57.6	66.6	66.6	65.6	65.6

* In 2012 the Community Planning and Transportation Planning branches were reorganized into Transportation and Community Planning department. In addition, existing staff were reorganized based on a new department structure.

** 9 of this FTE increase have no tax levy impact. They are fully recovered from other departments or funding sources.

Financial Summary

Transportation & Community Planning

Tax Levy prior to Allocations									
	2009	2010	2011	2012	2013	Change	2014	2015	2016
	Actual	Actual	Actual	Budget*	Budget	\$	Outlook	Outlook	Outlook
						%			
Expenditures									
Salaries and Benefits	18,778	34,167	38,256	45,515	49,167	3,652	8%	50,637	52,485
Program Specific Expenses	108,146	115,345	109,798	129,409	135,225	5,816	4%	140,622	146,702
Professional Contracted Services	4,293	9,296	6,821	10,193	10,905	713	7%	11,541	12,578
General Expenses	8,961	17,775	25,895	26,058	28,833	2,775	11%	29,475	30,216
Occupancy Costs	3,937	8,152	7,638	8,809	9,632	824	9%	10,523	11,021
Minor Capital	73	201	178	433	451	18	4%	458	467
Expenditures	144,188	184,936	188,587	220,415	234,213	13,798	6%	243,255	253,469
Financing Costs and Reserves									
Financing Costs	14,105	34,341	34,283	31,884	31,649	-236	-1%	40,168	48,211
Contribution to Reserves	0	2,690	8,372	0	0	0		0	0
Contribution to Capital	7,200	42,572	42,991	41,633	41,315	-318	-1%	39,746	50,798
Financing Costs and Reserves	21,305	79,602	85,646	73,517	72,964	-554	-1%	79,914	99,009
Gross Expenditures	165,493	264,538	274,233	293,932	307,176	13,244	5%	323,169	352,478
Revenues									
Grant Subsidies	0	0	0	0	0	0		0	0
User Fees	-48,165	-51,967	-53,193	-62,173	-68,528	-6,355	10%	-72,412	-76,360
Fees and Charges	-1,014	-2,770	-2,743	-2,810	-3,606	-796	28%	-3,872	-3,826
Development Charges	-1,388	-14,430	-1,345	-14,211	-14,815	-604	4%	-23,520	-30,957
Contribution from Reserves	-14,805	-15,202	-27,896	-15,140	-15,140	0	0%	-15,140	-15,140
Third Party Recoveries	-191	-545	-378	-560	-560	0	0%	-560	-560
Revenues	-65,562	-84,915	-85,556	-94,894	-102,649	-7,755	8%	-115,503	-126,842
Negotiated Specific & Recoveries									
Negotiated Specific	851	2,217	2,885	2,857	3,355	497	17%	3,830	3,804
Departmental Charges & Recoveries	2,580	-6,010	-8,445	-487	-1,424	-936	192%	-1,424	-1,424
Capital Recoveries	-940	-8,195	-8,627	-10,208	-8,973	1,235	-12%	-9,001	-9,001
Other Recoveries	0	0	0	-1,585	-4,584	-2,999	189%	-5,181	-5,191
Negotiated Specific & Recoveries	2,491	-11,988	-14,187	-9,423	-11,627	-2,203	23%	-11,775	-11,813
Gross Expenditures including Negotiated Specific & Recoveries	167,984	252,550	260,045	284,509	295,550	11,041	4%	311,394	340,666
Tax Levy Prior to Allocations	102,422	167,636	174,490	189,615	192,901	3,286	2%	195,891	213,823

* Restated

Transportation & Community Planning

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
YRT/Viva Operations Inspector/Dispatch	1.0	G	81	81
Trip Reservationist	1.0	B-M	74	74
Customer Service Representative (YRT)	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Fleet Mechanic	1.0	G	89	89
Roads Supervisors	3.0	G	380	380
TM & ITS				
Technician II (PFT)	1.0	G	91	91
Technician II (1.5 PPT)	1.5	G	137	137
Engineer	1.0	G	127	127
Community Planning				
Admin Clerk Secretary	1.0	G	68	68
Sub-total Permanent FTEs		12.5	1,215	1,215
<u>Special Request/Conversion</u>				
TM & ITS				
Technologist II (Red Light Camera)	1.0	G	106	
SP & BP				
Local System Support Officer	1.0	G	98	
Roads				
Operations Technologists Traffic	1.0	G	106	
Design Technologists II	3.0	G	318	
Transit Facilities Construction Coordinator	1.0	G	125	
Transit Systems Management Officer	1.0	G	98	
Community Planning				
Senior Planner	1.0	B-M	119	
Sub-total Permanent FTEs		9.0	970	
Total Permanent FTEs		21.5	2,185	1,215

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
Control Centre Inspector	1.0	G	81	81
Marketing & Communications Specialist	1.0	G	91	91
Customer Service Representative	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Lead Operator	2.0	G	170	170
Transportation Maintenance Worker	2.0	G	154	154
Community Liaison Specialist	1.0	G	113	113
Fleet Mechanic	1.0	G	89	89
TM & ITS				
Road Safety Coordinator	1.0	G	112	112
Traffic Engineer	1.0	G	127	127
Technologist II	1.0	G	106	106
Community Planning				
Site Plan Coordinator	1.0	G	75	75
Transportation Planning				
Technologist II	1.0	G	106	106
SP & BP				
Admin Clerk Intermediate (TCP Front Counter)	1.0	G	65	65
AODA Compliance Specialist	1.0	G	105	105
Total Permanent FTEs				
17.0			1,561	1,561

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
2015 Control Centre Inspector	1.0	G	81	81
Scheduling Clerk Apprentice - Mobility Plus	1.0	G	85	85
Special Constable	4.0	G	413	413
Customer Service Representative	1.0	G	65	65
2016 Driver Safety & Training Officer (PCP)	1.0	G	106	106
Customer Service Representative	1.0	G	65	65
Technician II	1.0	G	90	90
Technologist II	1.0	G	106	106
Fleet technician	1.0	G	103	103
Roads				
2015 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
2016 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
Project Manager	1.0	G	140	140
Project Manager	1.0	G	140	140
Fleet Mechanic	1.0	G	89	89
SP & BP				
2015 Records Information Technician	1.0	G	71	71
Continuous Quality Improvement	1.0	G	91	91
Admin Clerk Intermediate	1.0	G	65	65
2016 Admin Clerk Secretary	1.0	G	68	68
Records Information Clerk	1.0	G	65	65
Training Officer	1.0	G	91	91
TM & ITS				
2015 Work Zone Coordinator	2.0	G	141	141
Technologists II - Electrical	1.0	G	106	106
Technologists II - Traffic	1.0	G	106	106
Control Room Supervisor	1.0	G	112	112
2016 Technologists II - Communication	1.0	G	106	106
Supervisor - Traffic Signals & Illumination	1.0	G	112	112
TMS Specialist	1.0	G	122	122
Design Technologist	1.0	G	106	106
Safety Technologist	1.0	G	106	106
Community Planning				
2015 Site Plan Coordinator	1.0	G	75	75
Senior Planner	1.0	G	119	119
2016 Centre & Corridor Planner	1.0	G	105	105
Transportation Planning				
2016 Technologist II	1.0	G	106	106
Total Permanent FTEs		43.0	4,090	4,090

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

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

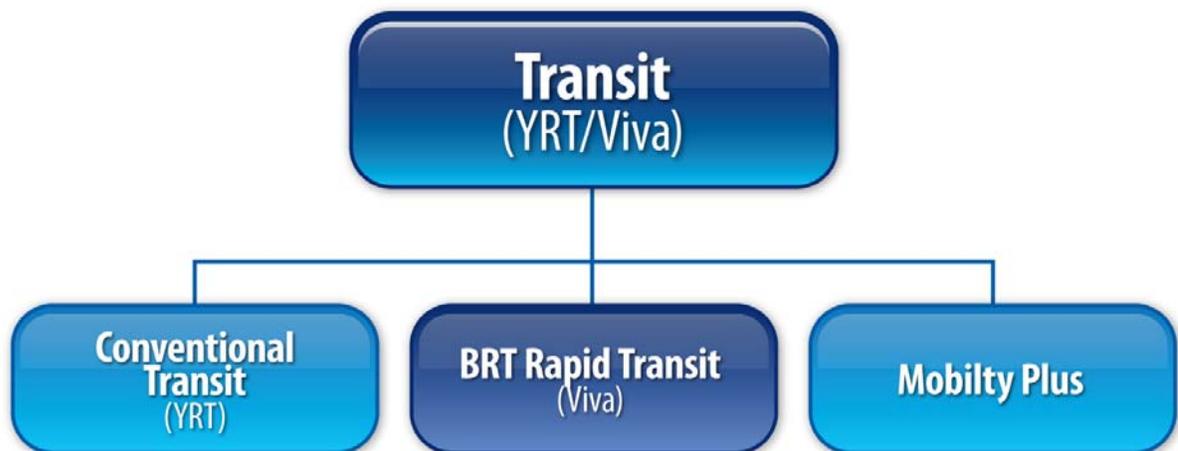
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
 No

Branch Description

YRT/Viva offers seamless transit services across its nine local municipalities, as well as easy access to the Toronto Transit Commission (TTC) and the Province’s GO Transit system. The services provided, encompass more than 120 bus routes, using a fleet of over 500 vehicles. There are 2 Region owned operating and maintenance garages. A central dispatch, customer care and administrative centre is located at 50 High Tech Road in Richmond Hill. The YRT/Viva operation is organized into 3 service delivery areas:



In support of these service delivery areas, the Transit branch also includes the following functional units:

- Customer Service & Marketing
- Service Planning
- Enforcement & Security
- Capital Assets & Maintenance

Mission/Vision

To provide quality public transit services which support the economic vitality, environmental sustainability, and health of the Regional community. As a transportation leader, we will be recognized as the customers’ choice and essential to the Region’s success.

Mandate

The YRT/VIVA mandate is to provide high quality, reliable, safe, accessible and convenient transit services to meet the needs of residents through the “Family of Services” model: Conventional, Bus Rapid Transit (Viva) and Mobilty Plus.

This is achieved through:

- Providing customer service to ensure high level of satisfaction with our services
- Optimizing performance of the public transit network, careful monitoring of performance and proactively adjusting service
- Managing the contracted services in a manner that results in service delivery excellence
- Ensuring a State-of-Good Repair for all transit assets

To guide YRT/Viva through the transit system’s realignment phase of its life cycle (Figure 1), the 2012 – 2016 Five-Year Service Plan was developed.



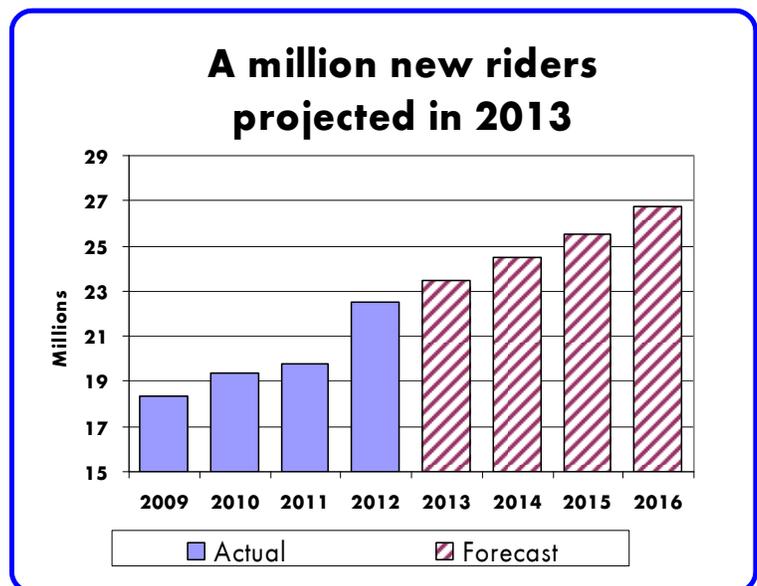
The mandate of the Five-Year Service Plan is to:

- focus on effective ridership management
- match service levels to meet demand
- improve service reliability by increasing on-time performance
- mitigate impacts from vivaNext construction
- ensure rapid transit-readiness upon completion of the rapidways and the Spadina Subway extension
- Address and implement requirements of AODA legislation

Base Drivers

Service hours are the main driver of Transit costs

The number of service hours is the key base cost driver. Any increase in service hours results in a corresponding increase in contractor costs, fuel and maintenance costs. Service hours continued to increase with the YRT/Viva rapid growth phase during 2005-2010 to allow the majority of resident’s access to the transit system. During the 2012 – 2016 phase, the focus is on matching service levels to meet demand.



Contractor costs are rising at a higher rate than inflation

Contractor costs account for the majority of the operating budget. These costs have been experiencing increases in excess of inflation and this trend is forecast to continue over the next two years. Transit service costs are increasing due to:

- newly negotiated contracts for Veolia (effective September 2013) and TOK effective February 2012 which are budgeted at rate increases greater than inflation
- revised contractor rates for the Toronto Transit Commission which are budgeted an estimated 10% over the previous year due to recent labour settlements
- higher diesel fuel prices where the Region does not purchase directly
 - basic cost of living clauses in current contracts

Ongoing review of contractor agreements and performance assists in mitigating cost increases.

Fuel costs are rising at a higher rate than inflation

Fuel costs have been increasing at rates in excess of inflation and this trend is expected to continue and remain quite volatile. Corporate hedging of fuel costs is a major initiative being used to mitigate these increasing costs.

User fees (fares) are increasing to keep pace with operating costs

User fees in the form of cash, tickets and passes are one of the revenue sources used to fund transit services within York Region. The 2013 budget includes a proposed 5.5% average fare rate increase effective January 1, 2013 to offset some of the cost increases noted above.

Key Challenges

Ridership growth and cost containment are the keys to improved financial performance

A primary challenge for YRT/Viva is to increase ridership while managing costs. Ridership continues to increase with the conventional transit trips forecast to rise from 19.4 million in 2010 to 26.7 million in 2016. It is important to improve the revenue/cost ratio to allow York Region to sustainably provide improved and increased transit service to its residents.

Service realignment and on-time performance attracts and retains ridership

Ridership growth is improved by realigning service to better meet demand by reducing underutilized routes and reallocating the service to routes in greater demand. The reliability of the transit system is critical in attracting and retaining riders. Closer monitoring of the on-time performance has led to improvements in the reliability of the transit service.

On-time performance

Trip start time (conventional)



Note: YRT/Viva Bus Operator strike Oct. 24, 2011 to Feb. 3, 2012

Service Challenges

Additional service hours are required to mitigate construction delays

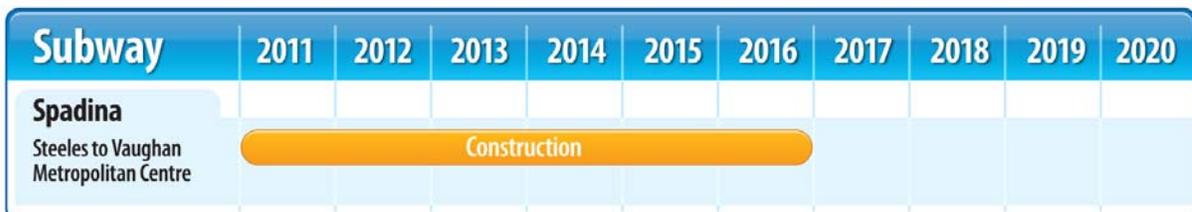
Traffic delays as a result of the vivaNext construction (rapidways and Spadina Subway extension), will be an increasing challenge until 2020. To minimize the impact on riders additional service hours, schedule changes and bus stop relocations will be required.



Completion of Rapidways and Spadina subway requires substantial scheduling changes

Another key challenge is to ensure transit readiness upon completion of the rapidways and the Spadina Subway extension. By 2016, the Spadina subway will be extended to the Vaughan Metropolitan Centre and the Cornell Transit terminal in Markham will be brought into service. With the extension of Spadina subway, York Region Transit will be assuming responsibility for servicing local bus routes which were previously serviced by the Toronto Transit Commission.

- The following routes will be affected:-
- Route 35D – Jane,
 - Route 105B – Dufferin North,
 - Route 165A/D/F – Weston Road North,
 - Route 107B/C/D – Keele North



Additional staff and facilities will be required to maintain service levels

As ridership grows, support functions such as Customer Service and Operations will need to increase to maintain existing levels of service. Resources requested in the 2013 budget include: operations inspectors, customer service staff and fleet technical support.

As transit service grows, so will the need for increasing facilities and fleet. The Transit Facilities strategy is to build/acquire Region owned facilities to replace currently leased premises. Below is a summary of the planned facilities:



Accessibility for Ontarians with Disability Act (AODA) changes are still required

Provincial requirements brought into effect have resulted in a number of changes to our services. YRT/Viva will continue to improve its service to meet the needs of all Ontarians. A Mobility Plus trip reservationist is requested in the 2013 budget to meet AODA requirements and the needs of our aging community.

The Pan Am Games are coming to York Region in 2015

In 2015, the Pan Am Games and the Para-Pan Am Games will take place in Toronto, York Region and Hamilton area. In total, 280,000 athletes, tourists and volunteers will participate in the games and YRT/Viva will face unique challenges to meet their needs for access to venues within York Region.

Strategic Goals 2013 - 2016

- Service delivery – improve operational performance to support ridership increases
- Customer service – develop and implement innovative customer communication strategies
- Contract management – further refine performance-based transit contracts to support efficient service delivery
- VivaNext – work closely with York Region Rapid Transit Corporation during the design, construction and commissioning of the VivaNext project
- Five Year Service Plan – implement annual service improvements outlined in the plan
- Continue to deliver and sustain critical transit infrastructure
- Focus growth along Regional centres and corridors (realignment of services)
- Make services more user friendly through improvements in both the transit control and call centres

Department Objectives for 2013 and 2014

- Increase in transit ridership
- Improve on-time performance
- Realign service routes to better match demand
- Develop facilities strategy to have ownership of all transit garages and to accommodate the growth in the bus fleet
- Optimize the transportation capacity and services in Regional centres and corridors
- Improve mobility for users using Regional transportation corridors

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
YRT/Viva Service Performance Improvements	Increase of on-time performance KPI	2013-2015	Continue to Deliver & Sustain Critical Infrastructure/ Focus growth along Centres & Corridors
Mobility Plus demand growth & AODA compliance	Compliance with legislative call centre service hours	2013	Improve Social and Health Supports
YRT/Viva customer service call centre growth	Decrease the call abandoned rate and improve service levels	2013-2016	Make Regional Services more user-friendly/ Focus growth along Centres & Corridors

Operating Impact of Capital

(\$'000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Operating Costs				
Service Hours	0	319	224	3,112
Replace. Reserve	0	0	0	0
Debt Servicing	0	107	1,199	244
Cost Savings	0	0	0	0
Revenue				
DC on Debt	0	0	0	0
Fare Revenue	0	0	(6)	(713)
Total Gross Cost	0	426	1,417	2,643

Staffing Resources

Permanent FTE's	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	104.0	109.0	118.0	122.0	126.0	133.0	138.0
Part-Time FTE's (PPT)	7.5	8.2	7.2	7.2	7.2	7.2	7.2
Total Permanent FTE's	111.5	117.2	125.2	129.2	133.2	140.2	145.2
Net Change		5.7	8.0	4.0	4.0	7.0	5.0
Casual (FTE Equivalent)**	26.2	22.6	21.0	18.9	18.9	18.9	18.9

Financial Summary

Transit Branch

Tax Levy prior to Allocations

	2009 Actual	2010 Actual	2011 Actual	2012 Budget*	2013 Budget	Change \$	%	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures										
Salaries and Benefits	12,016	14,112	16,315	17,507	18,665	1,158	7%	19,131	19,900	20,521
Program Specific Expenses	100,801	107,813	101,730	119,586	124,990	5,404	5%	130,209	136,007	142,339
Professional Contracted Services	1,848	2,222	1,937	2,882	2,938	56	2%	2,709	2,750	2,795
General Expenses	4,694	7,922	15,330	17,749	18,280	532	3%	18,379	18,874	19,631
Occupancy Costs	3,921	6,451	5,993	6,598	7,383	785	12%	8,190	8,628	8,846
Minor Capital	63	62	43	146	162	16	11%	171	178	181
Expenditures	123,343	138,581	141,347	164,467	172,418	7,950	5%	178,789	186,337	194,314

Financing Costs and Reserves

Financing Costs	14,105	14,354	13,991	11,746	9,871	-1,875	-16%	8,313	9,102	8,438
Contribution to Reserves	0	0	7,104	0	0	0		0	0	0
Contribution to Capital	7,200	7,200	6,200	7,200	8,100	900	13%	9,100	10,000	11,000
Financing Costs and Reserves	21,305	21,554	27,296	18,946	17,971	-975	-5%	17,413	19,102	19,438

Gross Expenditures

Gross Expenditures	144,648	160,135	168,643	183,413	190,389	6,976	4%	196,202	205,439	213,752
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Revenues

Grant Subsidies	0	0	0	0	0	0		0	0	0
User Fees	-48,165	-51,967	-53,193	-62,173	-68,527	-6,354	10%	-72,411	-76,359	-81,374
Fees and Charges	-190	-199	-260	-409	-346	63	-15%	-366	-366	-366
Development Charges	-1,388	-1,321	-1,342	-956	-351	605	-63%	-345	-318	-312
Contribution from Reserves	-14,520	-14,400	-14,400	-14,400	-14,400	0	0%	-14,400	-14,400	-14,400
Third Party Recoveries	-38	-16	-14	-6	-6	0	0%	-6	-6	-6
Revenues	-64,300	-67,903	-69,210	-77,943	-83,630	-5,687	7%	-87,528	-91,449	-96,459

Negotiated Specific & Recoveries

Negotiated Specific	510	840	969	947	1,128	182	19%	1,374	1,364	1,364
Departmental Charges & Recoveries	353	625	59	-116	-116	-0	0%	-116	-116	-116
Capital Recoveries	-940	-1,459	-971	-757	-663	94	-12%	-690	-690	-690
Other Recoveries	0	0	0	-152	-170	-18	12%	-170	-170	-170
Negotiated Specific & Recoveries	-77	6	57	-79	179	258	-326%	398	387	387

Gross Expenditures including Negotiated Specific & Recoveries

Gross Expenditures including Negotiated Specific & Recoveries	144,571	160,141	168,700	183,334	190,568	7,234	4%	196,600	205,827	214,139
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Tax Levy Prior to Allocations

Tax Levy Prior to Allocations	80,271	92,239	99,491	105,391	106,938	1,547	1%	109,072	114,378	117,680
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* Restated

Budget Change Explanations 2013

York Regional Transit - Operating

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012		183,334		105,391		
(Including contribution to capital)						
Base						
Wage Adjustment (due to COLA, benefit change, re-classification, and re-organization)		443	0.2	443	0.4	
Expense Adjustment due to Price Change		11	0.0	11	0.0	
Contractor Cost Increase		7,659	4.2	7,659	7.3	
Increase in Transit Fares and Other Revenue Adjustments		0		(2,837)	(2.7)	
Other Adjustments		443	0.2	442	0.4	0.50
Sub-total Base		8,555	4.7	5,718	5.4	0.50
Mandatory						
Additional Staffing to Support Compliance with Accessibility Legislation		74	0.0	74	0.1	1.00
Sub-total Mandatory		74	0.0	74	0.1	1.00
Annualization						
Additional Contractor Cost (primarily due to uploading of GO Transit Route 69)		1,376	0.8	1,376	1.3	
Debt Repayment and Interest		(1,253)	(0.7)	(1,253)	(1.2)	
Operating Impact of Capital Initiatives		186	0.1	186	0.2	
Sub-total Annualization		309	0.2	309	0.3	0.00
Efficiency						
Contract Cost Reductions due to Service Adjustments		(2,420)	(1.3)	(2,420)	(2.3)	
Reduction in Casual and Consulting Staff		(434)	(0.2)	(434)	(0.4)	
Sub-total-Efficiency		(2,854)	(1.6)	(2,854)	(2.7)	0.00
Total Base		6,084	3.3	3,247	3.1	1.50
Growth						
Additional Control Centre, Customer Service and Fleet staff		249	0.1	249	0.2	3.00
Additional Revenue due to Ridership Growth		0		(2,850)	(2.7)	
Total Growth		249	0.1	(2,601)	(2.5)	3.00
Enhancement						
Contribution to Capital Reserve		900	0.5	900	0.9	
Total Enhancement		900	0.5	900	0.9	0.00
Total Requested		7,233	3.9	1,547	3.9	4.50
Final Budget		190,568	103.9	106,938	101.5	4.50

Budget Change Explanations 2014

York Regional Transit - Operating

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2013		190,568		106,938		
(Including contribution to capital)						
Base						
Wage Adjustment (due to COLA, benefit change, re-classification, and re-organization)		8	0.0	8	0.0	
Expense Adjustment due to Price Change		215	0.1	216	0.2	
Contractor Cost Increase		5,333	2.8	5,333	5.0	
Increase in Transit Fares and Other Revenue Adjustments		0		(1,008)	(0.9)	
Other Adjustments		165	0.1	165	0.2	1.30
Sub-total Base		5,721	3.0	4,713	4.4	1.30
Annualization						
Debt Repayment and Interest		(1,542)	(0.8)	(1,542)	(1.4)	
Operating Impact of Capital Initiatives		429	0.2	429	0.4	
Sub-total Annualization		(1,114)	(0.6)	(1,114)	(1.0)	0.00
Total Base		4,607	2.4	3,600	3.4	1.30
Growth						
Additional Control Centre, Customer Service, Communication Specialist and Fleet staff		341	0.2	341	0.3	4.00
Additional Revenue due to Ridership Growth		0		(2,890)	(2.7)	
Additional Service Hours due to Service Increase		84	0.0	84	0.1	
Total Growth		425	0.2	(2,465)	(2.3)	4.00
Enhancement						
Contribution to Capital Reserve		1,000	0.5	1,000	0.9	
Total Enhancement		1,000	0.5	1,000	0.9	0.00
Total Requested		6,032	3.2	2,134	3.2	5.30
Final Budget		196,600	103.2	109,072	102.0	5.30

Budget Change Explanations 2015

York Regional Transit - Operating

2015 (in \$000's)

Budget Change Explanations (2015/2014)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014		196,600		109,072		
(Including contribution to capital)						
Base						
Wage Adjustment (due to COLA, benefit change, re-classification, and re-organization)		28	0.0	28	0.0	
Expense Adjustment due to Price Change		376	0.2	376	0.3	
Contractor Cost Increase		5,961	3.0	5,961	5.5	
Increase in Transit Fares and Other Revenue Adjustments		0		(954)	(0.9)	
Other Adjustments		94	0.0	94	0.1	1.80
Sub-total Base		6,459	3.3	5,505	5.0	1.80
Annualization						
Debt Repayment and Interest		709	0.4	709	0.7	
Operating Impact of Capital Initiatives		280	0.1	280	0.3	
Sub-total Annualization		990	0.5	990	0.9	0.00
Total Base		7,449	3.8	6,495	6.0	1.80
Growth						
Additional Control Centre, Customer Service, Special Constables and Schedule Analyst staff		644	0.3	644	0.6	7.00
Additional Revenue due to Ridership Growth		0		(2,967)	(2.7)	
Additional Service Hours due to Service Increase		234	0.1	234	0.2	
Total Growth		878	0.4	(2,089)	(1.9)	7.00
Enhancement						
Contribution to Capital Reserve		900	0.5	900	0.8	
Total Enhancement		900	0.5	900	0.8	0.00
Total Requested		9,227	4.7	5,306	4.7	8.80
Final Budget		205,827	104.7	114,378	104.9	8.80

Budget Change Explanations 2016

York Regional Transit - Operating

2016 (in \$000's)

Budget Change Explanations (2016/2015)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015		205,827		114,378		
(Including contribution to capital)						
Base						
Wage Adjustment (due to COLA, benefit change, re-classification, and re-organization)		3	0.0	3	0.0	
Expense Adjustment due to Price Change		410	0.2	410	0.4	
Contractor Cost Increase		6,739	3.3	6,739	5.9	
Increase in Transit Fares and Other Revenue Adjustments		0		(1,330)	(1.2)	
Other Adjustments		149	0.1	149	0.1	1.80
Sub-total Base		7,302	3.5	5,972	5.2	1.80
Annualization						
Debt Repayment and Interest		(745)	(0.4)	(745)	(0.7)	
Operating Impact of Capital Initiatives		26	0.0	26	0.0	
Sub-total Annualization		(719)	(0.3)	(719)	(0.6)	0.00
Total Base		6,583	3.2	5,254	4.6	1.80
Growth						
Additional Safety & Training Officer, Customer Service, Technician II, Technologist II and Fleet staff		471	0.2	471	0.4	5.00
Additional Revenue due to Ridership Growth		0		(3,680)	(3.2)	
Additional Service Hours due to Service Increase		258	0.1	258	0.2	
Total Growth		729	0.4	(2,951)	(2.6)	5.00
Enhancement						
Contribution to Capital Reserve		1,000	0.5	1,000	0.9	
Total Enhancement		1,000	0.5	1,000	0.9	0.00
Total Requested		8,312	4.0	3,303	4.0	6.80
Final Budget		214,139	104.0	117,681	102.9	6.80

Transportation & Community Planning

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
YRT/Viva Operations Inspector/Dispatch	1.0	G	81	81
Trip Reservationist	1.0	B-M	74	74
Customer Service Representative (YRT)	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Fleet Mechanic	1.0	G	89	89
Roads Supervisors	3.0	G	380	380
TM & ITS				
Technician II (PFT)	1.0	G	91	91
Technician II (1.5 PPT)	1.5	G	137	137
Engineer	1.0	G	127	127
Community Planning				
Admin Clerk Secretary	1.0	G	68	68
Sub-total Permanent FTEs		12.5	1,215	1,215
Special Request/Conversion				
TM & ITS				
Technologist II (Red Light Camera)	1.0	G	106	
SP & BP				
Local System Support Officer	1.0	G	98	
Roads				
Operations Technologists Traffic	1.0	G	106	
Design Technologists II	3.0	G	318	
Transit Facilities Construction Coordinator	1.0	G	125	
Transit Systems Management Officer	1.0	G	98	
Community Planning				
Senior Planner	1.0	B-M	119	
Sub-total Permanent FTEs		9.0	970	
Total Permanent FTEs		21.5	2,185	1,215

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
Control Centre Inspector	1.0	G	81	81
Marketing & Communications Specialist	1.0	G	91	91
Customer Service Representative	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Lead Operator	2.0	G	170	170
Transportation Maintenance Worker	2.0	G	154	154
Community Liaison Specialist	1.0	G	113	113
Fleet Mechanic	1.0	G	89	89
TM & ITS				
Road Safety Coordinator	1.0	G	112	112
Traffic Engineer	1.0	G	127	127
Technologist II	1.0	G	106	106
Community Planning				
Site Plan Coordinator	1.0	G	75	75
Transportation Planning				
Technologist II	1.0	G	106	106
SP & BP				
Admin Clerk Intermediate (TCP Front Counter)	1.0	G	65	65
AODA Compliance Specialist	1.0	G	105	105
Total Permanent FTEs				
17.0			1,561	1,561

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
2015 Control Centre Inspector	1.0	G	81	81
Scheduling Clerk Apprentice - Mobility Plus	1.0	G	85	85
Special Constable	4.0	G	413	413
Customer Service Representative	1.0	G	65	65
2016 Driver Safety & Training Officer (PCP)	1.0	G	106	106
Customer Service Representative	1.0	G	65	65
Technician II	1.0	G	90	90
Technologist II	1.0	G	106	106
Fleet technician	1.0	G	103	103
Roads				
2015 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
2016 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
Project Manager	1.0	G	140	140
Project Manager	1.0	G	140	140
Fleet Mechanic	1.0	G	89	89
SP & BP				
2015 Records Information Technician	1.0	G	71	71
Continuous Quality Improvement	1.0	G	91	91
Admin Clerk Intermediate	1.0	G	65	65
2016 Admin Clerk Secretary	1.0	G	68	68
Records Information Clerk	1.0	G	65	65
Training Officer	1.0	G	91	91
TM & ITS				
2015 Work Zone Coordinator	2.0	G	141	141
Technologists II - Electrical	1.0	G	106	106
Technologists II - Traffic	1.0	G	106	106
Control Room Supervisor	1.0	G	112	112
2016 Technologists II - Communication	1.0	G	106	106
Supervisor - Traffic Signals & Illumination	1.0	G	112	112
TMS Specialist	1.0	G	122	122
Design Technologist	1.0	G	106	106
Safety Technologist	1.0	G	106	106
Community Planning				
2015 Site Plan Coordinator	1.0	G	75	75
Senior Planner	1.0	G	119	119
2016 Centre & Corridor Planner	1.0	G	105	105
Transportation Planning				
2016 Technologist II	1.0	G	106	106
Total Permanent FTEs		43.0	4,090	4,090

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

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

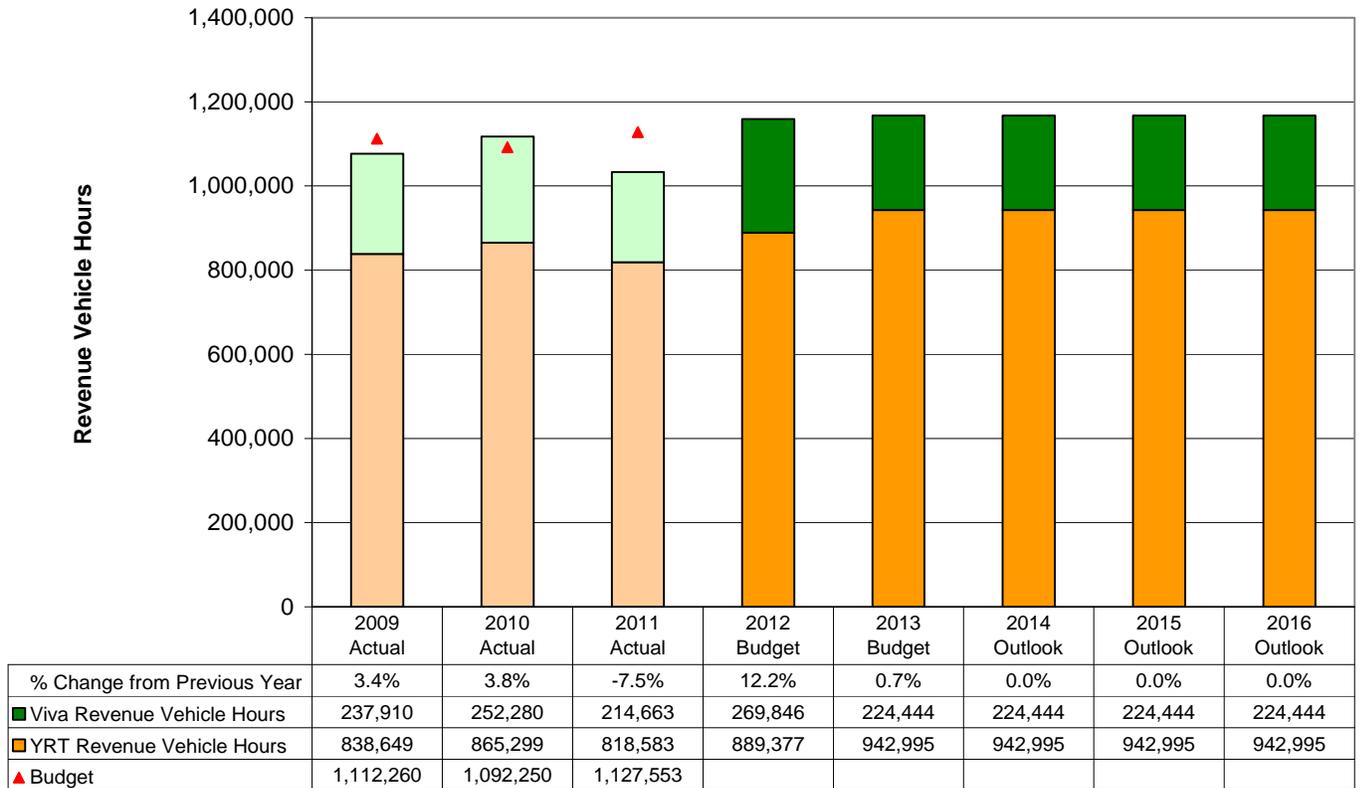
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

Transportation and Community Planning Department Transit Operating

Revenue Vehicle Hours - Conventional + Viva



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

What does the graph show?

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

Explanation of KPI Trend

- Since amalgamation (2001) to 2010, revenue vehicle hours have been increasing. This is due to the assumption of previously existing GO service routes and the introduction of Viva services.
- 2011 revenue vehicle hours were lower by 7.5% when compared to 2010 Actual. This drop in revenue vehicle hours was mainly due to the strike by the major contractors (Miller Transit, First Canada & Veolia BRT) in the last quarter of 2011. Revenue vehicle hours were projected to be approximately 1.2 million hours had there been no strike.

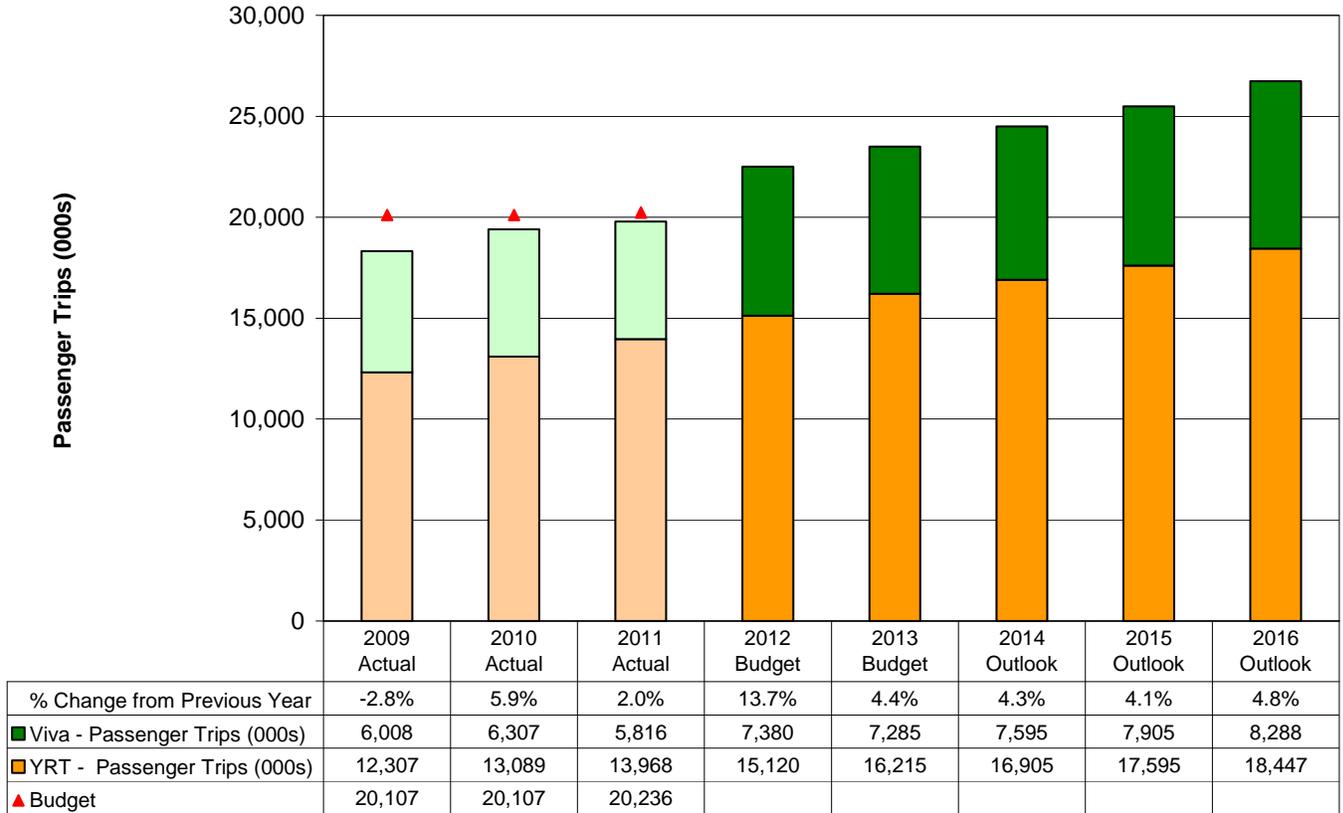
Transportation and Community Planning Department Transit Operating

- Revenue vehicle hours in 2012 are projected to be 12.2% higher than 2011 actual. This increase is mainly due to lower revenue vehicle hours during YRT contractors strike in 2011 coupled with projected modest growth of 3% offset by efficiencies due to service rationalization.
- Revenue vehicle hours in 2013 are projected to be slightly higher than 2012 budget. This mainly due to the annualization of Route 50 (formerly GO Transit route 69). No growth has been planned for 2014 to 2016 however service hours are being rationalized to better match demand.

Transportation and Community Planning Department Transit Operating

Community Impact

Number of Passenger Trips - Conventional + Viva



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

What does the graph show?

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

Explanation of KPI Trend

- 2008 ridership was 3.4% higher than 2007 but was 6.8% lower than budget. Deferral of new services, and strikes by Veolia drivers and York University contract staff were major contributors to the shortfall in 2008.
- Ridership in 2009 dropped 2.8% from 2008 on account of adverse economic conditions and York University strike.

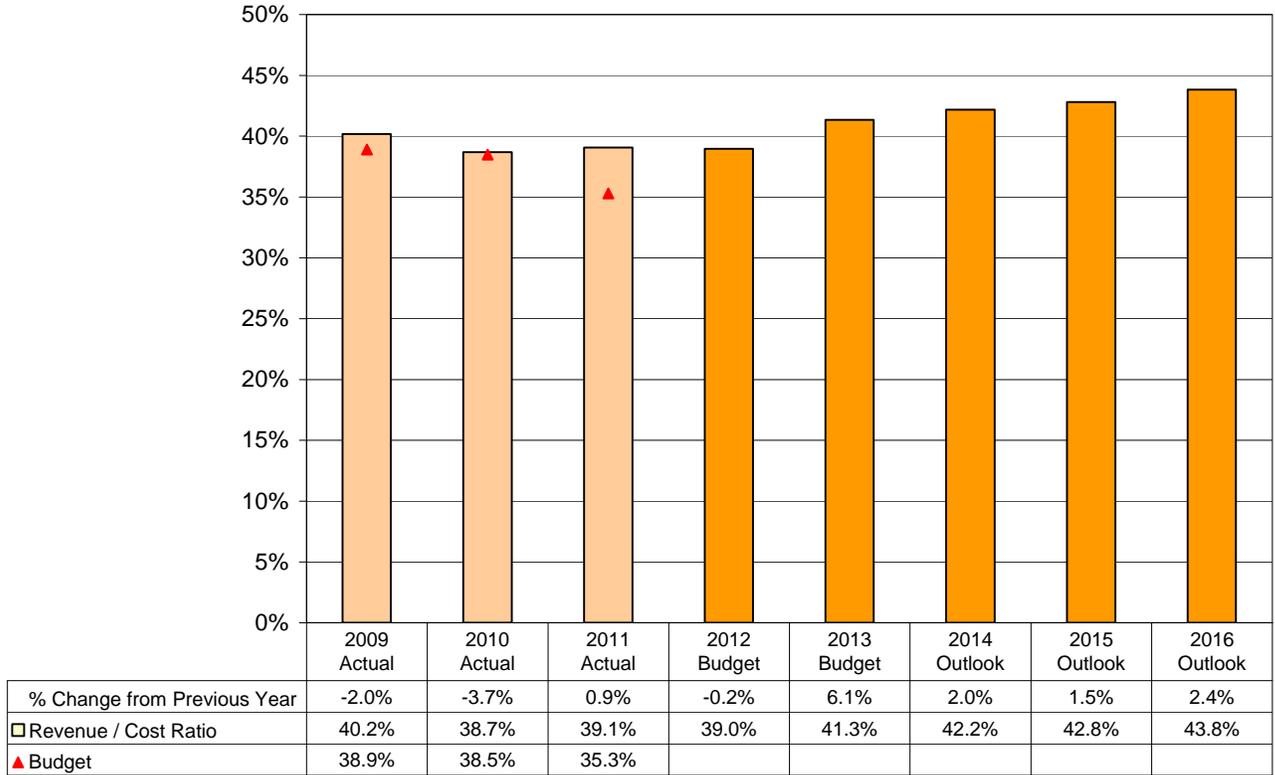
Transportation and Community Planning Department Transit Operating

- Ridership in 2010 was better by 5.9% over 2009. The increase is attributed to economic recovery and service improvements implemented in 2010.
- 2011 ridership was 2.0% higher than prior year. This increase was attributed to service improvements and population growth. Ridership was forecast to reach 21.8 million or 12% higher than 2010 had there been no strike by three major YRT contractors (Miller Transit, First Canada and Veolia BRT) in the last quarter of the year.
- 2012 Ridership was estimated to reach 22.5 million, a growth of 13.7% over 2011 actual or 3.2% over 2011 projected ridership if there had been no strike. Service improvements, population growth and lower unemployment rates were expected to boost the ridership.
- 2013 ridership is budgeted to be 23.5M as a result of run time improvement and general population growth. Ridership in the outlook years (2014-2016) is estimated to be in the range of 4% to 5%.

Transportation and Community Planning Department Transit Operating

Efficiency

Revenue/Cost Ratio - Conventional + Viva



Data Table	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Revenue (000s)	47,722	51,468	52,702	61,851	68,020	71,870	75,780	80,736
Gross Costs (000s)	118,751	133,021	134,935	158,727	164,522	170,362	176,967	184,181

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

What does the graph show?

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

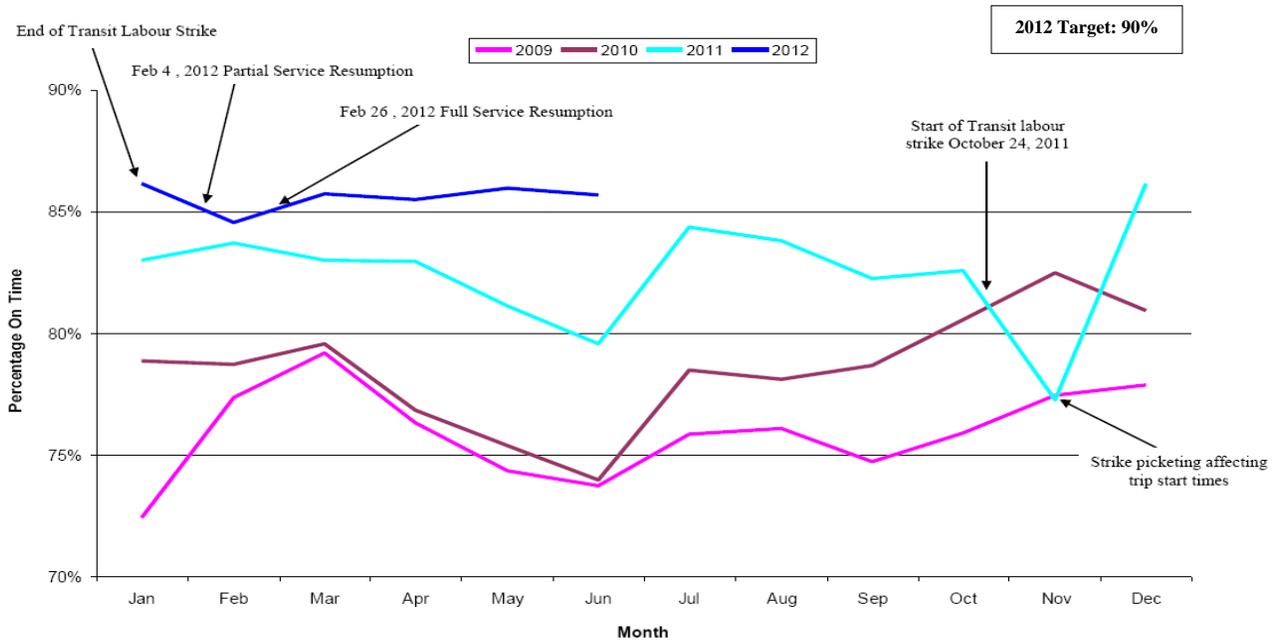
Transportation and Community Planning Department Transit Operating

Explanation of KPI Trend

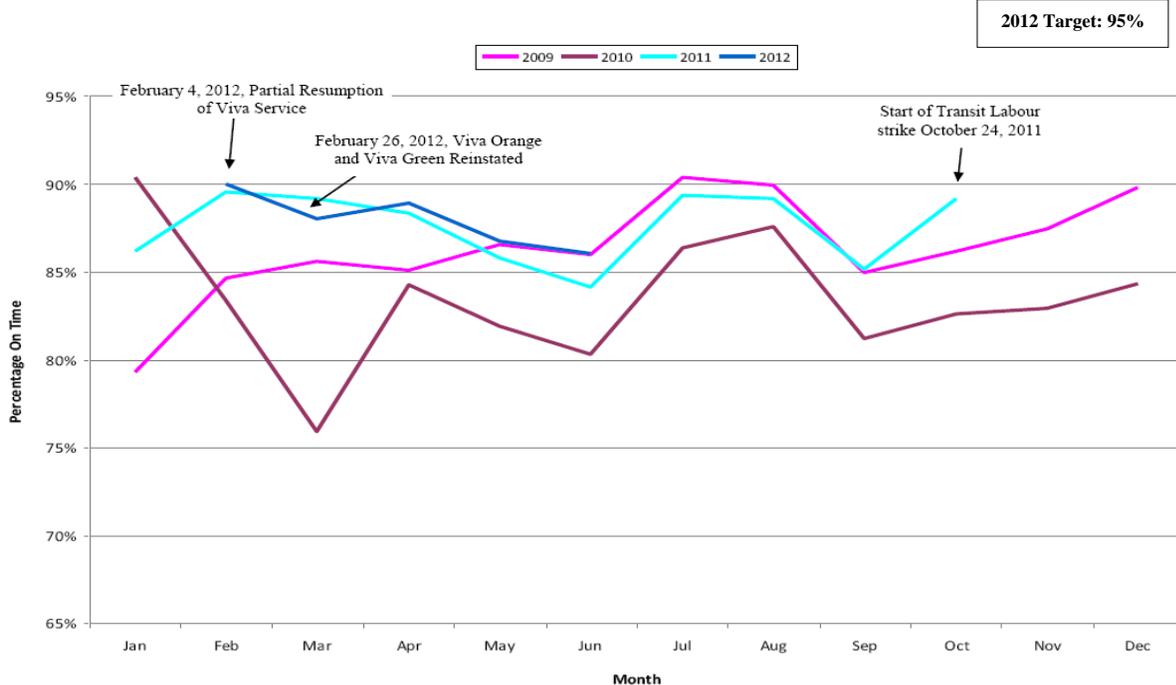
- The R/C ratio declined by 3.7% in 2010 over 2009 due to static revenues and rising contractor costs resulting from renewal of Southwest Division and Viva contracts.
- The R/C ratio improved slightly by 0.9% in 2011. This was largely due to savings realized from reduced service hours pertaining to strike by three major YRT contractors (Miller Transit, First Canada and Veolia BRT) that lasted for 69 days in the last quarter of 2011.
- The R/C ratio in 2012 is expected to slightly decrease by 0.2% resulting from the lost revenues during the strike.
- 2013 R/C ratio is expected to increase to 41.3%, an increase of 6.1% over 2012 as a result of projected average fare increase and ridership growth. R/C ratio for the outlook years (2014 – 2016) is expected to be in 42-44% range.

Transportation and Community Planning Department Transit Operating

On - Time Performance Conventional Bus Routes, Trip Start



On - Time Performance VIVA BRT Routes, Trip Start



What do these graphs show?

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

Transportation and Community Planning Department Transit Operating

Explanation of KPI Trend

- To improve on-time performance for the trip start time, YRT/Viva made significant adjustments to schedules in November 2010.
- Trip start on-time performance targets were identified at the Jun 16, 2011 Council meeting:
 - 90% for conventional service
 - 95% for Viva service
- With on-going analysis of on-time performance and adjustment to schedule, as of September 2011, the conventional service's trip start on-time performance was tracking at approximately 82% compared to 79% for the same period in 2010. Due to the labour strike, conventional service's trip start on-time performance for 2011 declined to 76% compared to 81% during the same period in 2010
- Trip start on-time performance for the viva service before the strike began on October 24 was tracking at 89%.
- As of June 2012, trip start on-time performance for conventional service was tracking at 86% compared to 80% for the same period in 2011. It is on the positive trend to attain the target of 90%.
- The trip start on-time performance for Viva service was 86% in June 2012 compared to 84% for the same period in 2011.

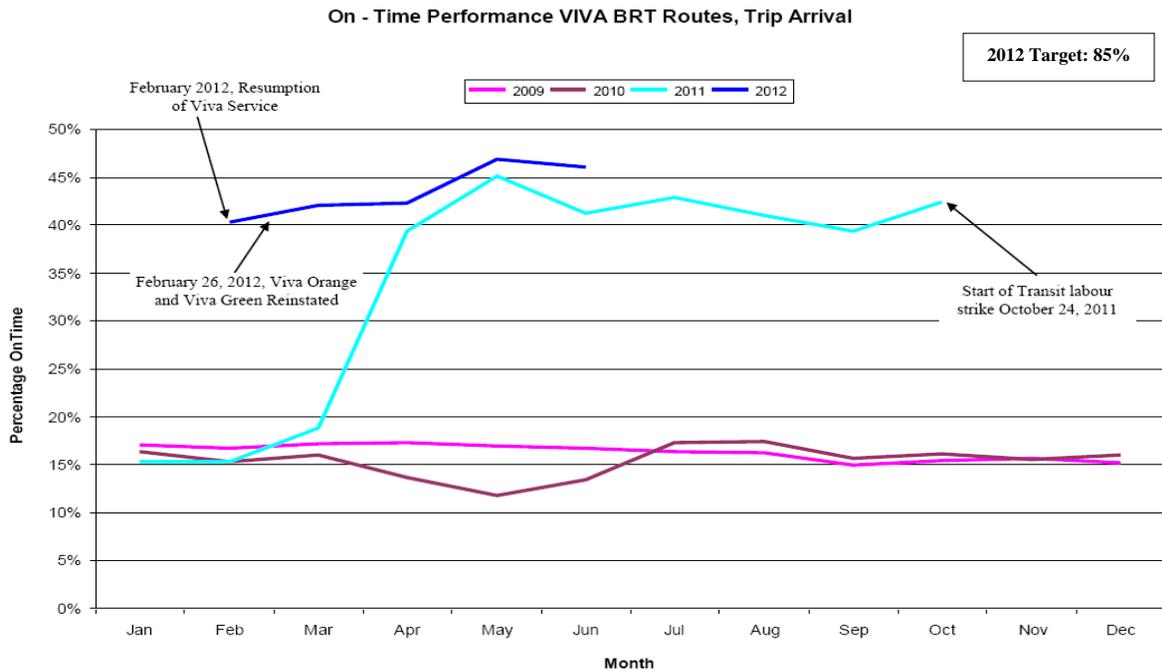
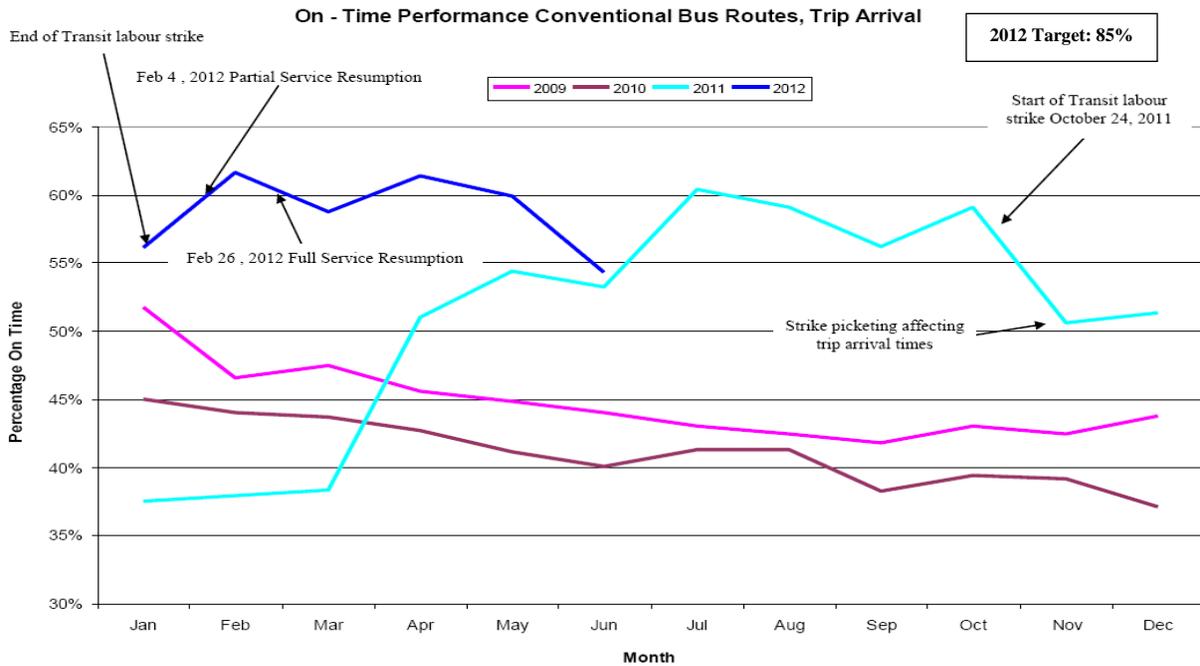
Comments / Background:

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

The purpose of the group is to:

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

Transportation and Community Planning Department Transit Operating



What does the graph show?

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

Transportation and Community Planning Department Transit Operating

Explanation of KPI Trend

- To improve on-time performance for the trip arrival time, YRT/Viva made significant adjustments to schedules in November 2010.
- Trip arrival on-time performance target was identified as 85%-90% at the Jun 16, 2011 Council meeting.
- With on-going analysis of on-time performance and adjustment to schedule, as of Sept 2011, the conventional service's trip arrival on-time performance is tracking at approximately 56% compared to 42% for the same period in 2010.
- Conventional service's trip arrival on-time performance for 2011 declined due to the labour strike to 51%.
- Trip arrival on-time performance for the viva service before the strike began on October 24 was tracking at 42%.
- Conventional service's trip arrival on-time performance for June 2012 was tracking at 54% compared to 53% during the same period in 2011.
- Trip arrival on-time performance for the Viva service was tracking at 46% in June 2012 compared to 41% during the same period in 2011.

Comments / Background:

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

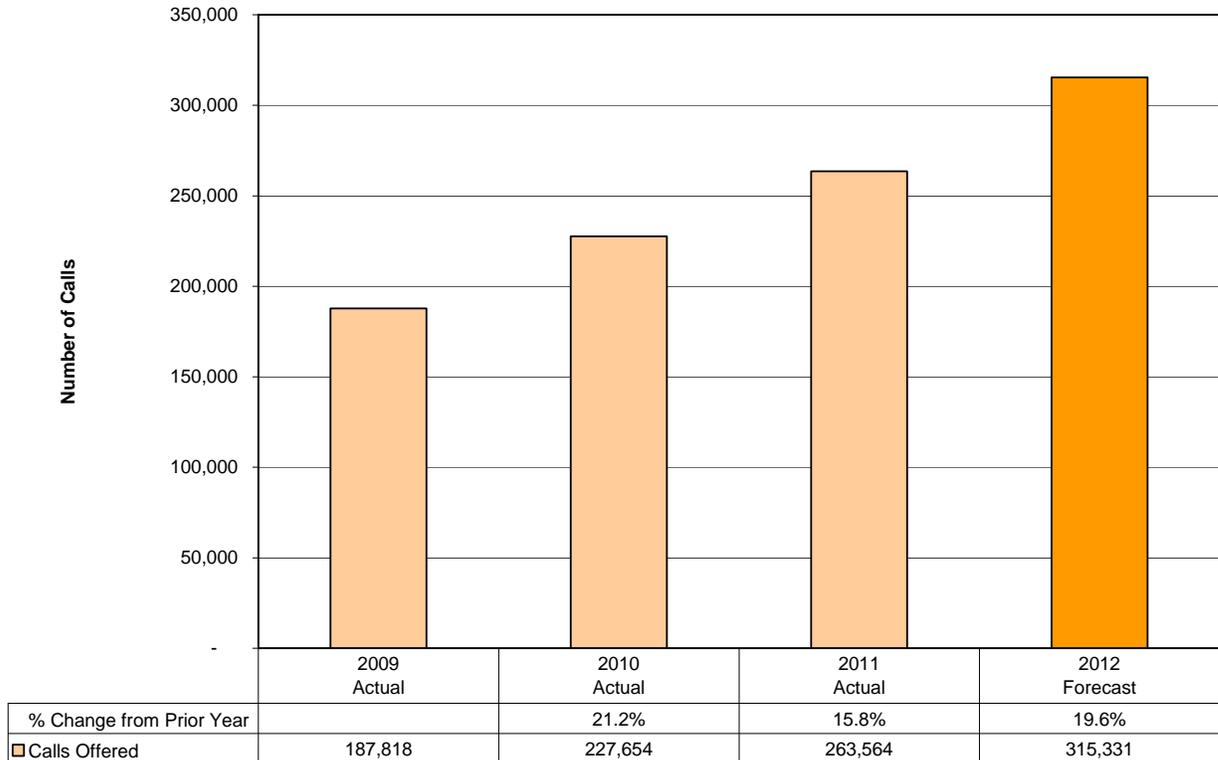
The purpose of the group is to:

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

Transportation and Community Planning Department Transit Operating

Call Centre Statistics Calls Offered

Call Centre Statistics - Call Offered



What does the graph show?

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

Explanation of KPI Trend

- In 2010, calls offered increase by 21.2% over 2009.
- In 2011, the number of calls offered increase by 15.8% over 2010.
- In 2012, the number of calls offered is expected to increase by 19.6% over 2011.
- There has been a steady increase in calls offered to the YRT/Viva Contact Centre and it is anticipated that as transit ridership continues to grow, call volumes to the Contact Centre will continue to increase.

Transportation and Community Planning Department Transit Operating

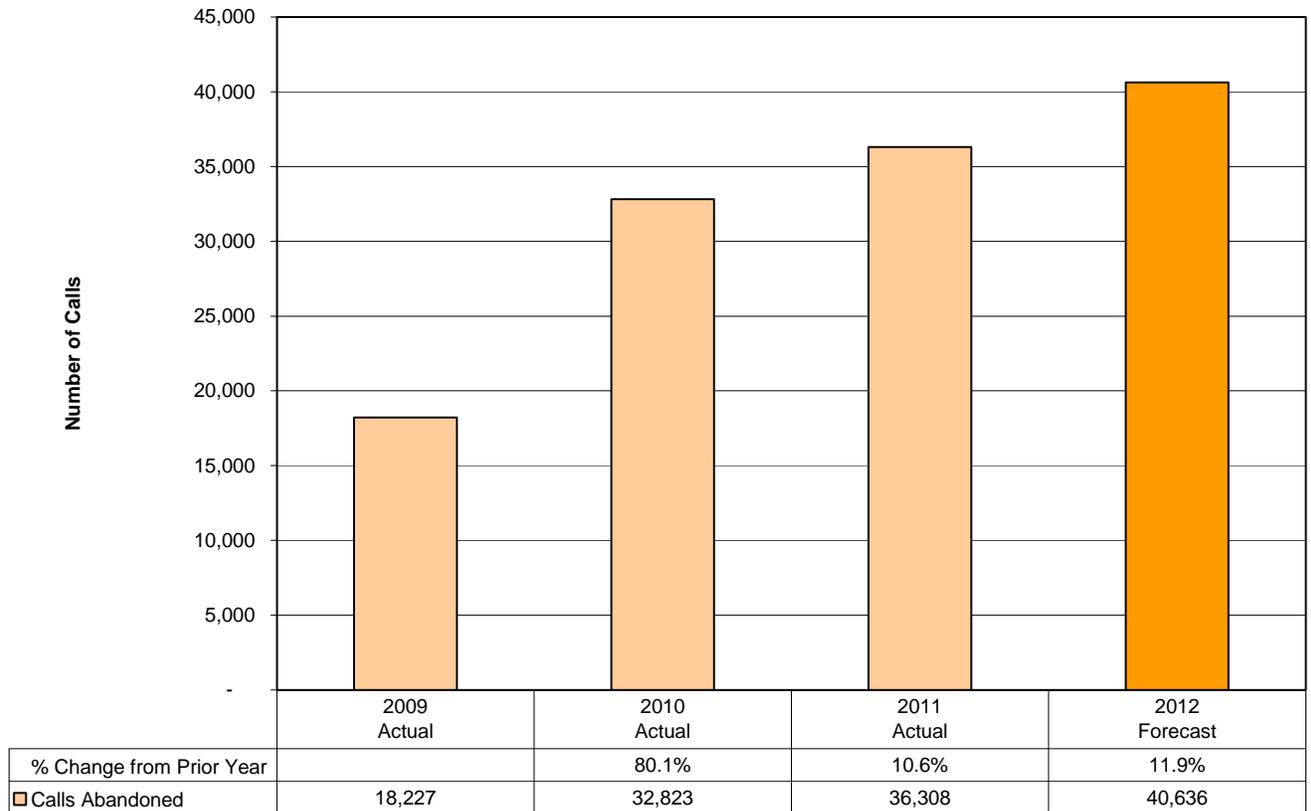
Comments / Background:

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

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

Transportation and Community Planning Department Transit Operating

Call Centre Statistics - Call Abandoned



What does the graph show?

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

Explanation of KPI Trend

- In 2010, calls abandoned totalled 32,823 and almost doubled compared to 2009.
- Calls abandoned increased by 10.6% in 2011 over 2010.
- In 2012, calls abandoned are expected to increase by 11.9% over 2011.
- Due to the increase of incoming calls and limited staff resources, calls abandoned will continue to rise. As a result, service levels would decrease and result in negative feedback and unsatisfied customers.

Comments / Background:

Branch Description

The Regional road network consists of over 3,500 lane-kilometres of urban and rural roads. This is projected to grow by over 260 lane kilometres over the next ten years. The network also includes: culverts, bridges, railway crossings, intersections and highway interchanges. The Roads branch is organized into three service delivery areas:



The primary responsibilities of the branch are the construction and maintenance of the Regional road network and the procurement/maintenance of fleet vehicles. The design and construction of new roads and expansion/rehabilitation of existing roads is the responsibility of the Capital Delivery division. The Maintenance division is responsible for road operations and day to day maintenance. The Fleet division is responsible for the procurement and maintenance of approximately 500 corporate vehicles and operating equipment.

Mission/Vision

The branch mission is to provide a safe and well-designed environment for all modes of travel by maintaining a safe and efficient road system.

Mandate

The Roads branch mandate is to assist in the safe and efficient transport of goods and people through the construction and maintenance of interconnecting roads between urban and rural areas. This is achieved through:

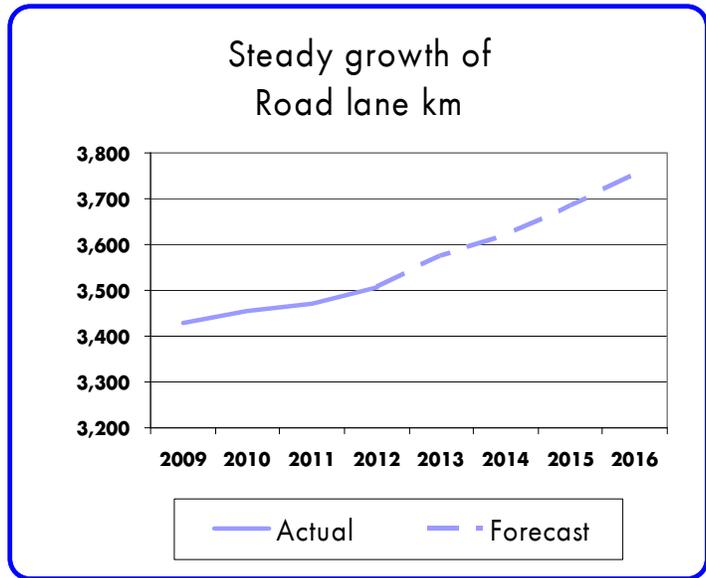
- Optimizing the performance of Regional road infrastructure for all road users.
- Delivering road infrastructure capital projects in a timely, fiscally responsible manner to meet the changing needs (growth and urbanization) of York Region.
- Ensuring a state-of-good repair for all road infrastructure assets.
- Implementing asset management practices to plan and deliver maintenance activities, rehabilitation and reconstruction of the road infrastructure.

In addition, the Fleet division is responsible for procuring, managing and maintaining the Regional fleet of cars, trucks and equipment (excluding YRT/VIVA buses, YRP and EMS).

Base Drivers

Roads maintenance costs will increase with the growing road network

The cost of road maintenance is the largest operating expenditure to the branch. The Region maintains over 3,500 lane kilometers and this is expected to grow by an average of 26 lane km per year over the next 10 years. Maintenance costs are projected to increase as maintenance contracts are renewed and the vivaNext rapidways become operational.



Maintenance costs will increase as the road network transitions from rural to urban

The importance of accommodating multi-modal travel increases as the population intensifies along Regional centres and corridors. Urbanized roads have higher maintenance requirements and will also contribute to maintenance cost increases.

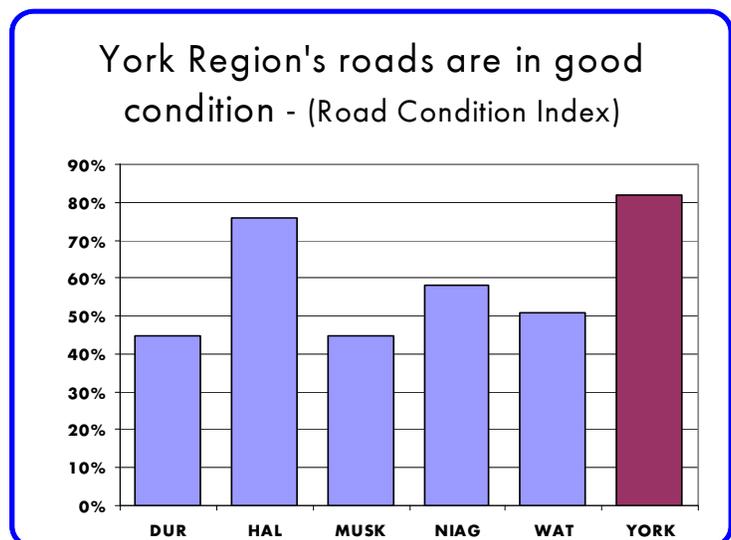
Key Challenges

An improved asset management program will ensure our roads are maintained in a state-of-good-repair

Developing a strategy to find opportunities to improve operational efficiency and maintain Regional roads to a high standard. A key measure for evaluating the state-of-good-repair is the Road Condition Index. York Region has a relatively young road network, which has resulted in the roads being in good condition; however, requirements for rehabilitation spending will increase as the road network ages and older municipal roads are uploaded from other levels of government.

Investing in business intelligence will result in improved performance

Continuing to invest in technology and systems provides business intelligence necessary to: implement improvements in asset management practices, delivery of maintenance activities, and rehabilitation and reconstruction efforts.



An increased sense of urgency is being applied in the capital program to deliver transportation improvements which will relieve traffic congestion

Traffic congestion is the primary concern of residents according to the numerous public opinion surveys. The 10 year capital program has shifted its priorities to increase the delivery of projects focusing on alleviating short-term congestion, while still advancing long-term infrastructure needs.

The capital program is being re-profiled to better reflect realistic delivery targets

The Roads capital program has been re-profiled to provide more realistic delivery schedules which are often complicated by a variety of external factors. A more flexible delivery approach has been adopted to improve the ability to achieve objectives, while responding to external challenges.

Service Challenges

Transit rapidways will require a different standard of maintenance



As York Region’s population continues to grow, so does the need for additional road network capacity and a higher priority for public transit service. Transit rapidways will increase maintenance costs; limited space for snow storage will necessitate snow removal, increased costs for maintaining traffic signals and illumination, and additional pavement markings. Increased maintenance efforts are also required as more lane kilometers are added (especially in more urbanized areas).

Additional resources will be required to maintain existing service levels

As the road network grows and urbanizes, new techniques will need to be developed to meet new challenges. In 2013 Roads Maintenance is proposing the addition of three new supervisory positions required to implement a new delivery model which will strengthen supervisory and increase management's ability to proactively respond to evolving Roads Maintenance needs. Furthermore, an additional mechanic in Fleet is being requested as part of a two year (2012-13) initiative to start a second shift for Fleet maintenance.

Additional facilities will be required to support operations and maintain service levels

As the road network grows, the need for facilities also grows. A review is underway to determine future maintenance facilities requirements. Based on preliminary estimates, additional facilities will be required within the next 10 years to accommodate a new southeast patrol yard as well as a new snow management facility. Land is also proposed to be purchased for a future long-term facility. As development continues, there is less land available for roads maintenance sites. As a result, property requirements need to be projected in the near-term. Below is a summary of the planned maintenance facilities:



Strategic Goals 2013 - 2016

- Develop multi-year road operations optimization plan to better support growing complexity of service delivery (Strengthen Organizational Capacity)
- Continue to deliver and sustain critical infrastructure (on-time and on-budget) while maintaining acceptable service levels

Department Objectives for 2013 and 2014

- Implement an asset management system to track asset maintenance activities
- Increase fleet maintenance service by adding a second shift
- Develop a facilities strategy (includes snow maintenance and south-east yard)
- Prepare an asset management report on the road network

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
Fleet Services growth	Increase vehicle reliability	2013-2014 & 2016	Continue to Deliver & Sustain Critical Infrastructure/ Manage the Region's Finances Prudently
New service delivery model for Roads Maintenance	Maintain state of good repair and improve service levels	2013	Continue to Deliver & Sustain Critical Infrastructure

Operating Impact of Capital

(\$000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Operating Costs				
Road Expansion	67	38	130	193
Debt Repayment *	113	1,337	49	262
Cost Savings	0	0	0	0
Revenue				
DC on Debt *	(113)	(1,337)	(49)	(262)
Other Revenues	0	0	0	0
Total Gross Cost	67	38	130	193

* As per direction from Treasury, all Development Charge funded projects are to be debt financed.

Staffing Resources

Permanent FTE's	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	148.0	154.0	133.0 *	143.0	149.0	153.0	160.0
Part-Time FTE's (PPT)	1.4	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	149.4	154.0	133.0 *	143.0	149.0	153.0	160.0
Net Change		4.6	-21.0 *	10.0 **	6.0	4.0	7.0
Casual (FTE Equivalent)***	10.0	9.0	20.8	20.8	20.8	20.8	20.8

* In 2012, staff were reallocated to Development Planning and Traffic Management and Intelligent Transportation Systems.

** 6 of this FTE increase are fully recoverable from YRRTC. They are assigned to support the construction of the Transit Rapidways

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

Financial Summary

Roads Branch

Tax Levy prior to Allocations

	2009 Actual	2010 Actual	2011 Actual	2012 Budget*	2013 Budget	Change \$	%	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures										
Salaries and Benefits	6,762	16,011	17,422	20,871	22,472	1,601	8%	23,096	23,673	24,673
Program Specific Expenses	7,345	7,699	8,295	10,071	10,381	310	3%	10,589	10,916	11,288
Professional Contracted Services	2,445	2,674	2,379	3,376	3,424	48	1%	3,793	4,556	4,922
General Expenses	4,267	7,959	8,297	4,831	6,953	2,122	44%	7,224	7,295	7,385
Occupancy Costs	16	5	58	101	135	34	34%	136	137	137
Minor Capital	10	139	134	258	260	2	1%	259	260	261
Expenditures	20,845	34,487	36,586	39,509	43,626	4,117	10%	45,097	46,836	48,666

Financing Costs and Reserves

Financing Costs	0	19,987	20,292	20,132	21,772	1,641	8%	31,850	39,103	41,900
Contribution to Reserves	0	2,690	1,268	0	0	0	0%	0	0	0
Contribution to Capital	0	35,372	36,791	31,760	28,859	-2,901	-9%	27,849	38,136	36,184
Financing Costs and Reserves	0	58,049	58,350	51,892	50,632	-1,260	-2%	59,698	77,239	78,083

Gross Expenditures

Gross Expenditures	20,845	92,536	94,936	91,401	94,258	2,857	3%	104,795	124,075	126,750
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Revenues

Grant Subsidies	0	0	0	0	0	0	0%	0	0	0
User Fees	0	0	-0	0	-1	-1	0%	-1	-1	-1
Fees and Charges	-824	-1,192	-1,685	-1,003	-1,101	-98	10%	-1,102	-1,101	-1,102
Developmental Charges	0	-13,109	-3	-13,234	-14,464	-1,229	9%	-23,175	-30,638	-36,593
Contribution from Reserves	-285	-685	-13,383	-622	-622	0	0%	-622	-622	-622
Third Party Recoveries	-153	-529	-363	-554	-554	0	0%	-554	-554	-554
Revenues	-1,262	-15,515	-15,435	-15,414	-16,742	-1,328	9%	-25,454	-32,917	-38,872

Negotiated Specific & Recoveries

Negotiated Specific	341	1,377	1,915	1,911	2,202	291	15%	2,432	2,416	2,416
Departmental Charges & Recoveries	2,227	2,113	-485	-374	-1,246	-873	234%	-1,246	-1,246	-1,246
Capital Recoveries	0	-5,070	-5,859	-7,623	-6,724	899	-12%	-6,724	-6,724	-6,724
Other Recoveries	0	0	0	-1,281	-4,243	-2,963	231%	-4,841	-4,851	-4,857
Negotiated Specific & Recoveries	2,568	-1,581	-4,428	-7,366	-10,012	-2,645	36%	-10,379	-10,405	-10,411

Gross Expenditures including Negotiated Specific & Recoveries

Gross Expenditures including Negotiated Specific & Recoveries	23,413	90,955	90,508	84,034	84,246	212	0%	94,416	113,670	116,338
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Tax Levy Prior to Allocations

Tax Levy Prior to Allocations	22,151	75,441	75,072	68,620	67,504	-1,116	-2%	68,962	80,753	77,466
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* Restated

Budget Change Explanations 2013

Roads - Operating

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 (Including contribution to capital)		84,034		68,620		
Base						
Wages and Adjustment (due to COLA, benefits change, re-classification, re-organization and conversions)		517	0.6	517	0.8	3.0
Contractor Costs Related to Lane Markings		61	0.1	61	0.1	
Material for Planned Service Level Increase		298	0.4	298	0.4	
Salt and Sand for Road Surfaces During Winter Season		99	0.1	99	0.1	
Fleet Maintenance Cost Allocation (Cost recovery from user departments and re-organization)		(712)	(0.8)	(712)	(1.0)	
Other Adjustments (Inflation, insurance, negotiated specifics, allocations from support branches)		540	0.6	540	0.8	
Sub-total Base		802	1.0	802	1.2	3.0
Mandatory						
Additional staffing to support compliance with accessibility legislation (Fully recovered through Environmental Services)		0	0.0	0	0.0	0.7
Sub-total Mandatory		0	0.0	0	0.0	0.7
Annualization						
M5 Software Implementation		86	0.1	86	0.1	
VivaNext Operational Costs		39	0.0	39	0.1	
Financing Costs		1,592	1.9	264	0.4	
Support Branch Allocations		33	0.0	33	0.0	
Sub-total Annualization		1,750	2.1	422	0.6	0.0
Operating Impact of Capital						
Maintenance of Additional Lane Kilometers (52 km assumed from Vaughan, 20 km new construction)		286	0.3	286	0.4	
Procurement of New Vehicles		119	0.1	119	0.2	
Sub-total Impact of Capital		406	0.5	406	0.6	0.0
Efficiency						
Contractor Reductions due to Insourcing or Supplier Change		(278)	(0.3)	(278)	(0.4)	
Snow Plow Rentals (New SW Yard contract effective Oct 2012 to Oct 2017)		(193)	(0.2)	(193)	(0.3)	
Fuel Use and Vehicle Repair Outsource Reduction (due to additional mechanics)		(26)	(0.0)	(26)	(0.0)	
Support Branch Allocations		(23)	(0.0)	(23)	(0.0)	
Sub-total Efficiency		(520)	(0.6)	(520)	(0.8)	0.0
Total Base		2,438	2.9	1,110	1.6	3.7
Growth						
Design Technologists (fully recoverable through YRRTC)		0	0.0	0	0.0	3.0
Additional Road Supervisors, Fleet Mechanic, Support Branch Staff		872	1.0	872	1.3	4.8
Fleet Maintenance Costs		19	0.0	19	0.0	
Total Growth		891	1.1	891	1.3	7.8
Enhancement						
Contribution to Capital Reserve		(3,118)	(3.7)	(3,118)	(4.5)	
Total Enhancement		(3,118)	(3.7)	(3,118)	(4.5)	0.0
Total Requested		212	0.3	(1,116)	(1.6)	11.5
Final Budget		84,246	100.3	67,504	98.4	11.5

Budget Change Explanations 2014

Roads - Operating

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2013 (Including contribution to capital)		84,246		67,504		
Base						
Wages and Adjustment (COLA, Salary Adjustments)		9	0.0	9	0.0	
Winter Maintenance Contracts (Salt, snowplow rental)		230	0.3	230	0.3	
Fleet maintenance cost allocation		461	0.5	461	0.7	
Other Adjustments (Inflation, insurance, negotiated specifics, allocations from support branches)		(232)	(0.3)	(232)	(0.3)	
Sub-total Base		469	0.6	469	0.7	0.0
Annualization						
M5 software implementation		(42)	(0.0)	(42)	(0.1)	
VivaNext Operational Costs		169	0.2	169	0.3	
Financing Costs		10,048	11.9	1,336	2.0	
Sub-total Annualization		10,175	12.1	1,463	2.2	0.0
Operating Impact of Capital						
Maintenance of additional lane kilometers (35 km new construction)		39	0.0	39	0.1	
Procurement of new vehicles		79	0.1	79	0.1	
Sub-total Impact of Capital		118	0.1	118	0.2	0.0
Efficiency						
Fuel Use and Vehicle Repair Outsource Reduction (due to additional mechanics)		(48)	(0.1)	(48)	(0.1)	
Sub-total Efficiency		(48)	(0.1)	(48)	(0.1)	0.0
Total Base		10,713	12.7	2,001	3.0	0.0
Growth						
Roads Operations						
Additional Lead Operators, Transportation Maintenance Workers, Community Liaison Specialist, Fleet Mechanic, Support Branch Staff		737	0.9	737	1.1	10.1
Snow Removal Management Strategy operational costs		250	0.3	250	0.4	
Negotiated Specifics - Legal		124	0.1	124	0.2	
Total Growth		1,111	1.3	1,111	1.6	10.1
Enhancement						
Contribution to Capital		(1,655)	(2.0)	(1,655)	(2.5)	
Total Enhancement		(1,655)	(2.0)	(1,655)	(2.5)	0.0
Total Requested		10,169	12.1	1,457	2.2	10.1
Final Budget		94,416	112.1	68,962	102.2	10.1

Budget Change Explanations 2015

Roads - Operating

2015 (in \$000's)

Budget Change Explanations (2015/2014)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 (Including contribution to capital)		94,416		68,962		
Base						
Wages and Adjustment (COLA, Salary Adjustments)		10	0.0	10	0.0	
Winter Maintenance Contracts (Salt, snowplow rental)		237	0.3	237	0.3	
Fleet maintenance cost allocation		54	0.1	54	0.1	
Other Adjustments (Inflation, insurance, negotiated specifics, allocations from support branches)		4	0.0	3	0.0	
Sub-total Base		304	0.3	304	0.4	0.0
Annualization						
VivaNext Operational Costs		228	0.2	228	0.3	
Financing Costs		7,254	7.7	(210)	(0.3)	
Sub-total Annualization		7,482	7.9	18	0.0	0.0
Operating Impact of Capital						
Maintenance of additional lane kilometers (66 km new construction)		130	0.1	130	0.2	
Departmental Reorganization		2	0.0	2	0.0	
Sub-total Impact of Capital		132	0.1	132	0.2	0.0
Total Base		7,917	8.4	453	0.7	0.0
Growth						
Additional Road Technologists, Transportation Maintenance Workers, Support Branch Staff		615	0.7	615	0.9	4.0
Snow Removal Management Strategy operational costs		500	0.5	500	0.7	
Total Growth		1,115	1.2	1,115	1.6	4.0
Enhancement						
Contribution to Capital		10,222	10.8	10,222	14.8	
Total Enhancement		10,222	10.8	10,222	14.8	0.0
Total Requested		19,255	20.4	11,791	17.1	4.0
Final Budget		113,670	120.4	80,753	117.1	4.0

Budget Change Explanations 2016

Roads - Operating

2016 (in \$000's)

Budget Change Explanations (2016/2015)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015 (Including contribution to capital)		113,670		80,753		
Base						
Wages and Adjustment (COLA, Salary Adjustments)		4	0.0	4	0.0	
Winter Maintenance Contracts (Salt, snowplow rental)		242	0.2	242	0.3	
Fleet maintenance cost allocation		(67)	(0.1)	(67)	(0.1)	
Other Adjustments (Inflation, insurance, negotiated specifics, allocations from support branches)		74	0.1	72	0.1	
Sub-total Base		253	0.2	251	0.3	0.0
Annualization						
VivaNext Operational Costs		319	0.3	319	0.4	
Financing Costs		2,797	2.5	(3,157)	(3.9)	
Sub-total Annualization		3,116	2.7	(2,837)	(3.5)	0.0
Operating Impact of Capital						
Maintenance of additional lane kilometers (70 km new construction)		193	0.2	193	0.2	
Sub-total Impact of Capital		193	0.2	193	0.2	0.0
Total Base		3,561	3.1	(2,393)	(3.0)	0.0
Growth						
Additional Road Technologists, Transportation Maintenance Workers, Support Branch Staff		981	0.9	981	1.2	9.9
Total Growth		981	0.9	981	1.2	9.9
Enhancement						
Contribution to Capital		(1,874)	(1.6)	(1,874)	(2.3)	
Total Enhancement		(1,874)	(1.6)	(1,874)	(2.3)	0.0
Total Requested		2,668	2.3	(3,286)	(4.1)	9.9
Final Budget		116,338	102.3	77,466	95.9	9.9

Transportation & Community Planning

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
YRT/Viva Operations Inspector/Dispatch	1.0	G	81	81
Trip Reservationist	1.0	B-M	74	74
Customer Service Representative (YRT)	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Fleet Mechanic	1.0	G	89	89
Roads Supervisors	3.0	G	380	380
TM & ITS				
Technician II (PFT)	1.0	G	91	91
Technician II (1.5 PPT)	1.5	G	137	137
Engineer	1.0	G	127	127
Community Planning				
Admin Clerk Secretary	1.0	G	68	68
Sub-total Permanent FTEs		12.5	1,215	1,215
<u>Special Request/Conversion</u>				
TM & ITS				
Technologist II (Red Light Camera)	1.0	G	106	
SP & BP				
Local System Support Officer	1.0	G	98	
Roads				
Operations Technologists Traffic	1.0	G	106	
Design Technologists II	3.0	G	318	
Transit Facilities Construction Coordinator	1.0	G	125	
Transit Systems Management Officer	1.0	G	98	
Community Planning				
Senior Planner	1.0	B-M	119	
Sub-total Permanent FTEs		9.0	970	
Total Permanent FTEs		21.5	2,185	1,215

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
Control Centre Inspector	1.0	G	81	81
Marketing & Communications Specialist	1.0	G	91	91
Customer Service Representative	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Lead Operator	2.0	G	170	170
Transportation Maintenance Worker	2.0	G	154	154
Community Liaison Specialist	1.0	G	113	113
Fleet Mechanic	1.0	G	89	89
TM & ITS				
Road Safety Coordinator	1.0	G	112	112
Traffic Engineer	1.0	G	127	127
Technologist II	1.0	G	106	106
Community Planning				
Site Plan Coordinator	1.0	G	75	75
Transportation Planning				
Technologist II	1.0	G	106	106
SP & BP				
Admin Clerk Intermediate (TCP Front Counter)	1.0	G	65	65
AODA Compliance Specialist	1.0	G	105	105
Total Permanent FTEs				
17.0			1,561	1,561

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
2015 Control Centre Inspector	1.0	G	81	81
Scheduling Clerk Apprentice - Mobility Plus	1.0	G	85	85
Special Constable	4.0	G	413	413
Customer Service Representative	1.0	G	65	65
2016 Driver Safety & Training Officer (PCP)	1.0	G	106	106
Customer Service Representative	1.0	G	65	65
Technician II	1.0	G	90	90
Technologist II	1.0	G	106	106
Fleet technician	1.0	G	103	103
Roads				
2015 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
2016 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
Project Manager	1.0	G	140	140
Project Manager	1.0	G	140	140
Fleet Mechanic	1.0	G	89	89
SP & BP				
2015 Records Information Technician	1.0	G	71	71
Continuous Quality Improvement	1.0	G	91	91
Admin Clerk Intermediate	1.0	G	65	65
2016 Admin Clerk Secretary	1.0	G	68	68
Records Information Clerk	1.0	G	65	65
Training Officer	1.0	G	91	91
TM & ITS				
2015 Work Zone Coordinator	2.0	G	141	141
Technologists II - Electrical	1.0	G	106	106
Technologists II - Traffic	1.0	G	106	106
Control Room Supervisor	1.0	G	112	112
2016 Technologists II - Communication	1.0	G	106	106
Supervisor - Traffic Signals & Illumination	1.0	G	112	112
TMS Specialist	1.0	G	122	122
Design Technologist	1.0	G	106	106
Safety Technologist	1.0	G	106	106
Community Planning				
2015 Site Plan Coordinator	1.0	G	75	75
Senior Planner	1.0	G	119	119
2016 Centre & Corridor Planner	1.0	G	105	105
Transportation Planning				
2016 Technologist II	1.0	G	106	106
Total Permanent FTEs		43.0	4,090	4,090

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

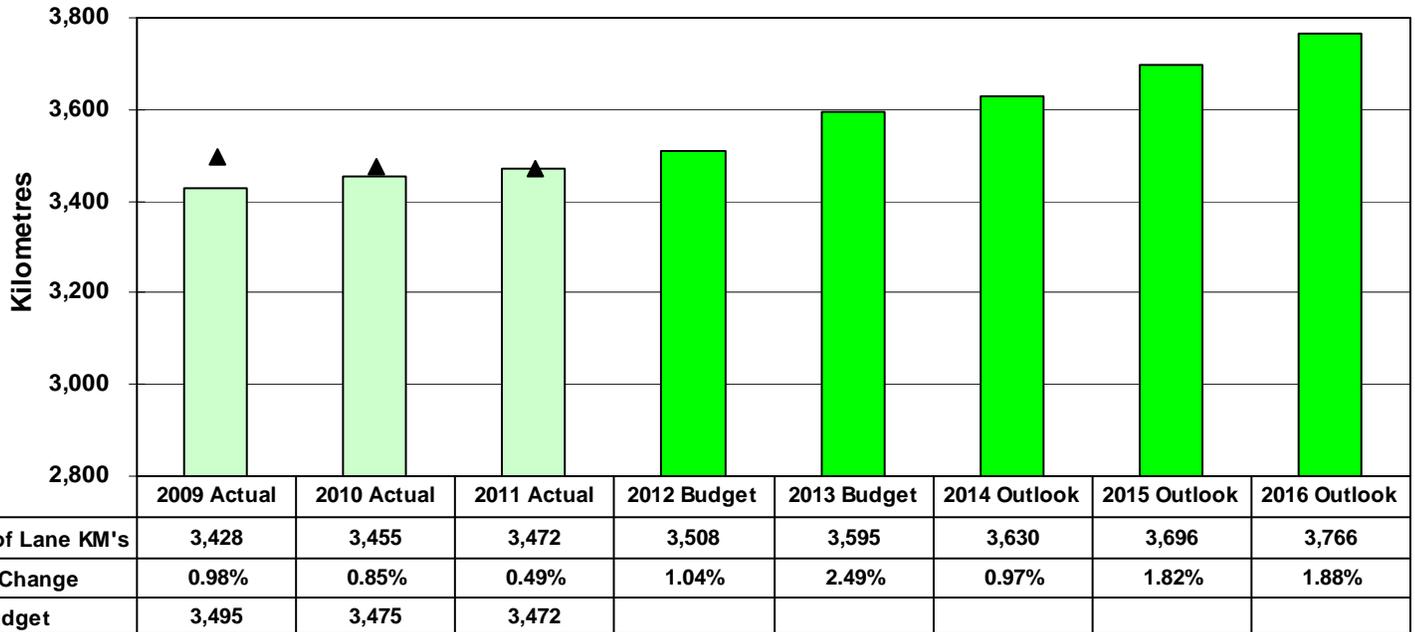
Yes
 No

Transportation Services Roads

Service Level

Number of Lane Kilometres

- YORK
- OMBI



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

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

What does the graph show?

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

Explanation of KPI Trend

- 2009 - Capital Delivery completed 29 new lane kilometres as follows:
 - Bathurst - Mulock Dr to Davis Dr West 4 lane-kms
 - Dufferin – Steeles Ave to Glen Shields 4 lane-kms
 - Stouffville - McCowan to Hwy 48 4 lane-kms
 - Teston Rd – Weston Rd to Jane St 4 lane-Kms
 - Teston Rd at Hwy 400 Interchange 9 lane-kms
 - Weston Road –Major Mackenzie Dr to Teston Rd 4 lane-kms
- 2010 - Capital Delivery completed 11 new lane kilometres and 12 lane kilometres were assumed.*
 - Gamble Sdrd – Yonge St to Bathurst St 4 lane-kms
 - Ninth Line – Hwy 407 to the Markham by-pass 7 lane-kms

Transportation and Community Planning Roads

- 15th Sdrd – Keele St to Bathurst St* 8 lane-kms
- 18th Sdrd – from Dufferin St to Bathurst St* 4 lane-kms

- 2011 - Capital Delivery completed 17 new lane kilometres.
 - Donald Cousens Parkway – Hwy 407 to Box Grove By-Pass 1 lane-kms
 - Birchmount Road at Hwy 407 1 lane-kms
 - Keele Street and 15th Sideroad 1 lane-kms
 - 19th Avenue – Yonge Street to Bayview Avenue 4 lane-kms
 - York/Durham Line – Steeles Ave to South of 14th Avenue 8 lane-kms
 - Dufferin Street – Major Mackenzie to Sir Benson Drive 2 lane-kms

- 2012 - Capital Delivery is expected to complete 36 new lane kilometres.
 - 16th Avenue and Reesor Road Jog Elimination 1 lane-kms
 - Langstaff Road – Hwy 50 to Hwy 27 6 lane-kms
 - Woodbine Avenue – Ravenshoe Road to Morton Avenue 13 lane-kms
 - Woodbine Avenue – Major Mackenzie to 19th Avenue 16 lane-kms

- 2013 - Capital Delivery is expected to complete 35 new lane kilometres and assume 52 lane kilometres*.
 - Stouffville Rd – Hwy 404 to Warden Ave 6 lane-kms
 - Stouffville Rd – Warden Ave to Kennedy Rd 4 lane-kms
 - Stouffville Rd – Kennedy Rd to McCowan Rd 4 lane-kms
 - 16th Ave and Reesor Road Jog Elimination 1 lane-kms
 - Bloomington Rd – Yonge St to Bathurst St 4 lane-kms
 - Bloomington Rd – Yonge St to Bayview Ave 4 lane-kms
 - Hwy 50 – Hwy 7 to Rutherford Rd 4 lane-kms
 - Ninth Line and Stouffville Rd Jog Elimination 1 lane-kms
 - Enterprise Dr – Warden Ave to Birchmount Rd (VivaNext) 1 lane-kms
 - Bayview Ave to Enterprise Dr via Hwy 7 (VivaNext) 6 lane-kms
 - Kirby Rd from Hwy 27 to Dufferin St* 24 lane-kms
 - King Vaughan Rd from Pine Valley Dr to Bathurst St* 20 lane-kms
 - Pine Valley Dr from King-Vaughan Rd to Teston Rd* 8 lane-kms

Comments / Background:

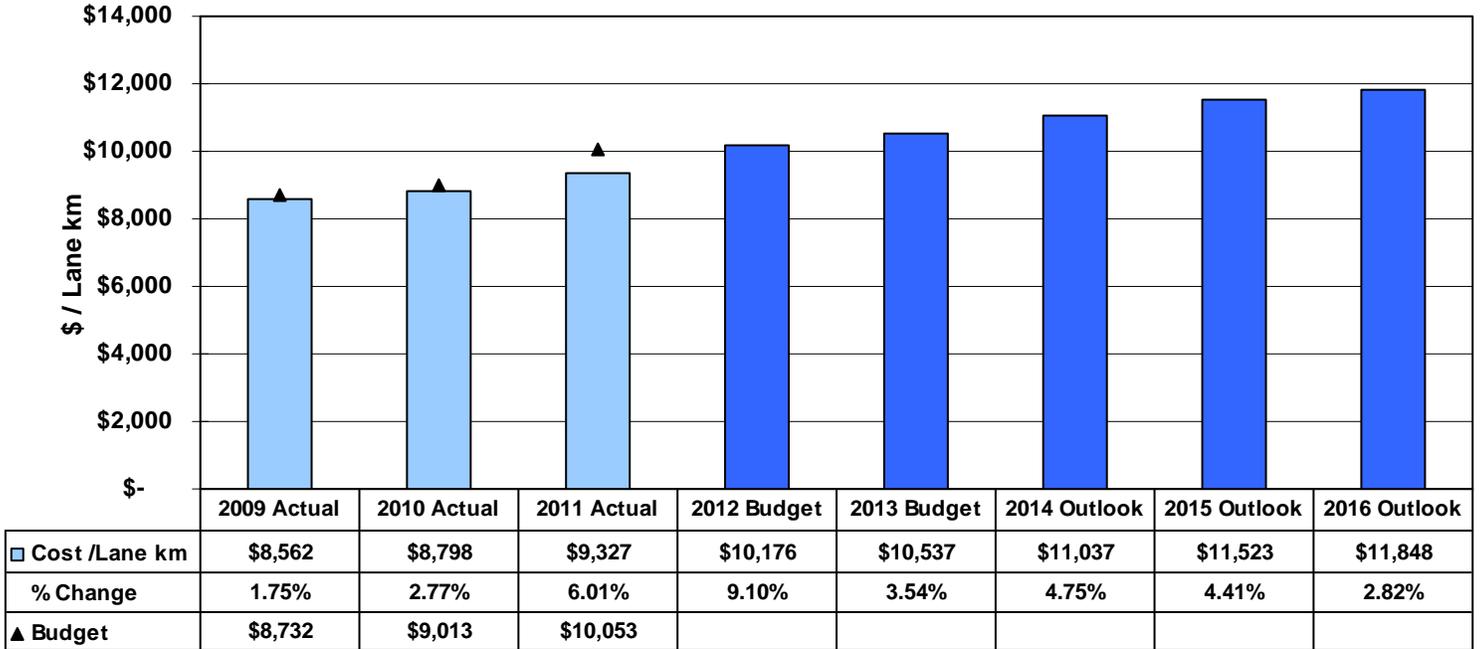
- York Region has approximately \$3.9 billion in assets and roads (3,472 lane kms). Roads infrastructure represents \$1.2 billion or approximately 31% of the Region's assets.

Transportation Services
Roads

Efficiency

• YORK

Cost per Lane Kilometre - All Roadway Operations



Data Table	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Total Cost \$000's	\$29,349	\$30,398	\$32,383	\$35,698	\$37,883	\$40,069	\$42,595	\$44,617
Lane kms	3,428	3,455	3,472	3,508	3,595	3,630	3,696	3,766
△ Total Cost \$000's	\$1,132	\$1,049	\$1,985	\$3,314	\$2,186	\$2,185	\$2,526	\$2,022
△ Lane kms	29	27	17	36	87	35	66	69

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

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

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

What does the graph show?

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

Transportation and Community Planning Roads

Explanation of KPI Trend

- 2009 - The total cost for Roadway Operations is \$29.3 M, a decrease of \$0.8 M over the 2008. Even though the Region experienced a mild winter season with low winter events that reduced the cost of Roadway Operations significantly, the supplies and contractor cost increased:
 - \$0.6 M winter contractor tender increases (12.4%)
 - \$0.5 M in system growth, 2% in lane kms and 3% in traffic signals
 - \$0.3 M municipal contractor cost increase (25.8%). Works completed by the area municipalities on behalf of the Region for winter snow removal and grass cutting are higher than anticipated due to higher fuel costs.
 - \$0.2 M winter salt price increase (6.0%)
- 2010 - The total for Roadway Operations is \$30.4M which exceeds 2009 by \$1.0M, despite the first half of the winter season being mild. The costs contributing to this variance include:
 - \$1.0M Electrical maintenance contract increased volume and cost of repairs (September 23rd, 2009 council report).
 - \$0.3M hydro increase comparative to 2009 which was lower due to a credit issued.
 - (\$0.2M) line painting costs due to contract award process deferring some projects to following year.
- 2011 – The total cost for all Roadway Operations is \$32.4M (includes winter and non-winter maintenance, traffic signals and administration programs and is equivalent to \$9,327 per lane km). This exceeds 2010 actual results by \$2.0M. The following factors and initiatives have contributed to this variance:
 - \$1.5M Increase in support and administrative costs (e.g. Legal, HR, Property Services)
 - \$1.1M Salaries and benefits increased as a result of reduced salary gapping.
 - \$0.9M The winter season for 2011 was average; however the 2010 season was considerably milder resulting in increased salt usage, snow plow rental costs and there was also unit cost increase on salt.
 - \$0.2M A decrease in accident recoveries resulted in lower Fees and Charges revenue compared to 2010.
 - \$0.1M Number of grass cut cycles increased to 14 as a result of council approval in May 2011. This requirement was partially fulfilled in 2011.
 - (\$1.8M) Contractor costs for Roadway Operations were lower in 2011 mainly due to the transition to a new electrical maintenance contractor for traffic signals, resulting in a decrease in volume and cost of repairs.

Transportation and Community Planning Roads

- 2012 - The total budgeted cost for all Roadway Operations is \$35.7M (includes winter and non-winter maintenance, traffic signals and administration programs and is equivalent to \$10,176 per lane km), an increase of \$3.3M compared to 2011 results and \$0.6M increase compared to the 2011 Budget. The following factors and initiatives have contributed to the budget to budget variance:
 - \$0.4M Vehicle maintenance increase due to the required addition of new and replacement vehicles.
 - \$0.3M Boulevard grass cutting requirements to increase per May council report for full year.
 - \$0.5M Winter maintenance increase for additional plows, salt and sand usage required for increased lane kms and urbanization.
 - (\$0.6M) Lower unit costs for traffic signal repairs and maintenance resulting from new contract off set by increase telecommunication costs for signalized intersections.
- 2013 - The total budgeted cost for all Roadway Operations is \$37.9M (includes winter and non-winter maintenance, traffic signals and administration programs and is equivalent to \$10,537 per lane km), an increase of \$2.2M compared to the 2012 Budget. The following factors and initiatives have contributed to the budget to budget variance:
 - \$1.0M Salaries and benefits increase is a result of cost of living adjustments and requests for additional positions.
 - \$0.6M Increase in allocated support costs.
 - \$0.5M Increase in fleet maintenance costs is a result of replacement of vehicles at the end of their useful life as well as purchase of new vehicles.
 - \$0.3M Increase in requirement of materials is due to planned service level increase.
 - \$0.3M Reduction in permit fees revenue, which was allocated to the Traffic Management and ITS department.
 - \$0.2M Increase in planned sand use on Regional Roads when salt is less effective in winter temperatures below -12 degrees Celsius.
 - \$0.0M Costs related to the Red Light Camera program implementation are fully recovered by revenues collected through fines.
 - (\$0.1M) Insourcing of some grass cutting services will result in a decrease to contract costs with municipalities.
 - (\$0.1M) New snow plow contract for Southwest Patrol Yard.
 - (\$0.2M) Decrease in negotiated specific agreements with other departments.
 - (\$0.3M) Decrease to contractor costs is a result of reallocation of Pavement Marking program costs from Roads Operations to Traffic Design

Transportation and Community Planning Roads

- 2014 – The total budgeted cost for all Roadway Operations is \$40.1M (includes winter and non-winter maintenance, traffic signals and administration programs and is equivalent to \$11,037 per lane km), an increase of \$2.2M compared to the 2013 Budget. The following factors and initiatives have contributed to the budget to budget variance:
 - \$0.4M Salaries and benefits increase is a result of cost of living adjustments and requests for additional positions.
 - \$0.7M Increase in contractor costs is a result of VivaNext roadway maintenance. In addition, a new contract for signal maintenance is expected to include a CPI related increase.
 - \$0.4M Fleet maintenance costs are expected to increase as a result of replacement of vehicles at the end of their useful life and purchase of new vehicles.
 - \$0.4M Increase in allocated support costs.
 - \$0.3M Increase in salt and vehicle rental costs are results of CPI adjustments as per contracts.
- 2015 to 2016 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
 - Winter maintenance contracts.
 - VivaNext implementation.
 - System growth in lane kilometres and signalized intersections.

Comments / Background:

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

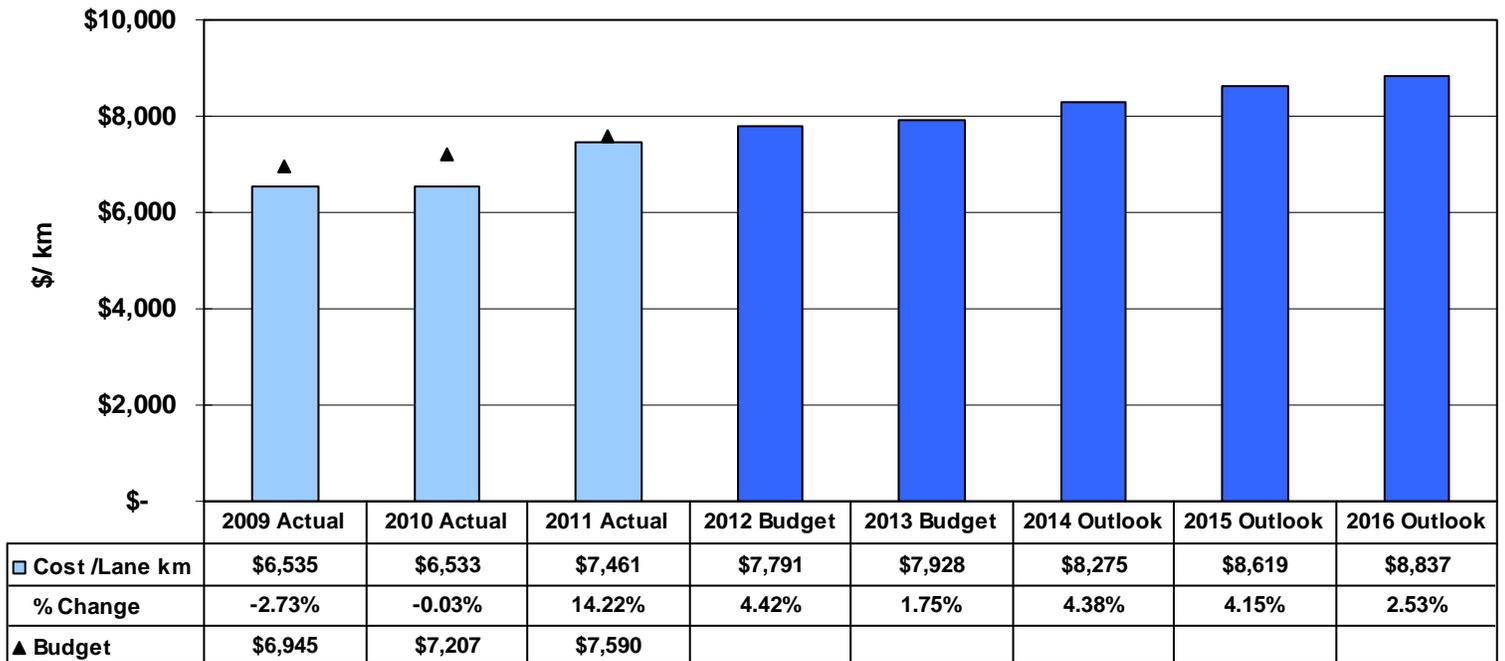
The increased urbanization in York Region is also driving the need for a snow management strategy and increasing the summer maintenance demands per kilometre as more effort is required to maintain urban roadways.

Transportation Services Roads

Efficiency

• YORK

Cost per Lane Kilometre of Road Maintenance



Data Table	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Total Cost \$000's	\$22,401	\$22,570	\$25,906	\$27,331	\$28,503	\$30,042	\$31,859	\$33,277
Lane kms	3,428	3,455	3,472	3,508	3,595	3,630	3,696	3,766
△ Total Cost \$000's	\$1,362	\$169	\$3,335	\$1,425	\$1,172	\$1,539	\$1,817	\$1,418
△ Lane kms	29	27	17	36	87	35	66	69

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

Road Maintenance costs: Total operating costs for road maintenance including winter maintenance and non-winter maintenance (i.e. drainage, safety, associated fleet, surface patching, and roadside costs such as grass cutting, tree trimming, guide rail repairs, signs and other expenditures) and administrative support costs.
 Lane Kilometres: The total number of lane kilometres in the Regional road system.

What does the graph show?

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

Transportation and Community Planning Roads

Explanation of KPI Trend

- 2009 – The Road Maintenance cost of \$22.4 M remains slightly lower than 2008 due to lower number of winter events, even with the cost increase of:
 - \$0.6 M winter contractor tender increases (12.4%)
 - \$0.3 M municipal contractor cost increase (25.8%). Works completed by the area municipalities on behalf of the Region for winter snow removal and grass cutting are higher than anticipated due to higher fuel costs.
 - \$0.4 M in system growth, 2% in lane kms and 3% in traffic signals
 - \$0.2 M winter salt price increase (6.0%)
- 2010 - The 2010 Road Maintenance cost is \$1.9M under budget due mainly to the mild winter experienced. While the number of winter events in 2010 is marginally higher than 2009, it is still under budget. Therefore actual results for 2010 only exceed 2009 by \$0.2M. The costs contributing to this variance include:
 - \$0.1M salt and sand resulting from tender increase and mild 2009 season.
 - \$0.2M winter vehicle stand-by rates for new tender.
 - (\$0.2M) line painting costs due to contract award process deferring some projects to following year.
- 2011 - The total Road Maintenance cost for 2011 is \$25.9M (includes winter, non-winter maintenance and administration programs and is equivalent to \$7,461 per lane km). This was lower than budget \$0.6M but exceeds 2010 results by \$3.3M. The following factors and initiatives have contributed to this variance:
 - \$1.0M Increase in support and administrative costs (e.g. Legal, HR, Property Services).
 - \$1.0M Salaries and benefits increased as a result of vacant positions being filled and the addition of new employees.
 - \$0.5M The winter season for 2011 was considered to be average versus the winter season in 2010, which was considered to be below average. The salt usage for 2011 was therefore higher when compared to 2010. As well there was an increase in unit price as per the salt contract.
 - \$0.3M The winter season also resulted in higher snow plow rental costs versus 2010.
 - \$0.2M A decrease in accident recoveries resulted in lower Fees and Charges revenue compared to 2010.
 - \$0.2M Completion of most line painting projects scheduled for 2011 plus projects that were deferred from 2010 resulted in comparatively higher contractor costs.
 - \$0.1M Number of grass cut cycles increased to 14 as a result of council approval in May 2011. This requirement was partially fulfilled in 2011.

Transportation and Community Planning Roads

- 2012 – The total budgeted cost for Road Maintenance is \$27.3M (includes winter, non-winter maintenance and administration programs and is equivalent to \$7,791 per lane km). This is an increase of \$1.4M compared to 2011 results or an increase of \$0.9M versus the 2011 budget. The following factors and initiatives have contributed to this budget to budget variance:
 - \$0.7M Decrease in capital recovery due mainly to project scope revisions.
 - \$0.4M Vehicle maintenance and related costs to increase due to the required addition of new and replacement vehicles.
 - \$0.3M Increase in boulevard grass cutting requirements as directed by May 2011 council report in effect for the full year.
 - \$0.3M Salt and sand usage due to the increased maintenance required for additional lane kms and the increase in price from the new salt contract.
 - \$0.2M Additional snow plows required for Central District.
 - (\$1.0M) Decrease in support and administrative costs (e.g. Legal, HR, Property Services)
- 2013 – The total budgeted cost for Road Maintenance is \$28.5M (includes winter, non-winter maintenance and administration programs and is equivalent to \$7,928 per lane km). This is an increase of \$1.2M compared to the 2012 budget. The following factors and initiatives have contributed to this budget to budget variance:
 - \$0.1M Salaries and benefits increase is a result of cost of living adjustments and requests for additional positions.
 - \$0.5M Fleet maintenance costs are expected to increase as a result of replacement of vehicles at the end of their useful life and purchase of new vehicles.
 - \$0.4M Increase in allocated support costs
 - \$0.4M Increase in requirement of materials is due to planned service level increase.
 - \$0.3M Reduction in permit fees revenue, which was allocated to the Traffic Management and ITS department.
 - \$0.2M Increase in planned sand use on Regional Roads when salt is less effective in winter temperatures below -12 degrees Celsius.
 - (\$0.1M) Insourcing of some grass cutting services will result in a decrease to contract costs with municipalities.
 - (\$0.1M) New snow plow contract for Southwest Patrol Yard.
 - (\$0.2M) Decrease in negotiated specific agreements with other departments.
 - (\$0.3M) Decrease to contractor costs is a result of reallocation of Pavement Marking program costs from Roads Operations to Traffic Design

Transportation and Community Planning Roads

- 2014 – The total budgeted cost for Road Maintenance is \$30.0M (includes winter, non-winter maintenance and administration programs and is equivalent to \$8,275 per lane km). This is an increase of \$1.5M compared to the 2013 budget. The following factors and initiatives have contributed to this budget to budget variance:
 - \$0.2M Salaries and benefits increase is a result of cost of living adjustments and requests for additional positions.
 - \$0.4M Fleet maintenance costs are expected to increase as a result of replacement of vehicles at the end of their useful life and purchase of new vehicles.
 - \$0.4M Increase in contractor costs is mainly a result of VivaNext roadway maintenance.
 - \$0.3M Increase in salt and vehicle rental costs are results of CPI adjustments as per contracts.
 - \$0.2M Increase in support costs
- 2015 to 2016 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
 - Winter maintenance contracts.
 - VivaNext implementation.
 - System growth in lane kilometres.

Comments / Background:

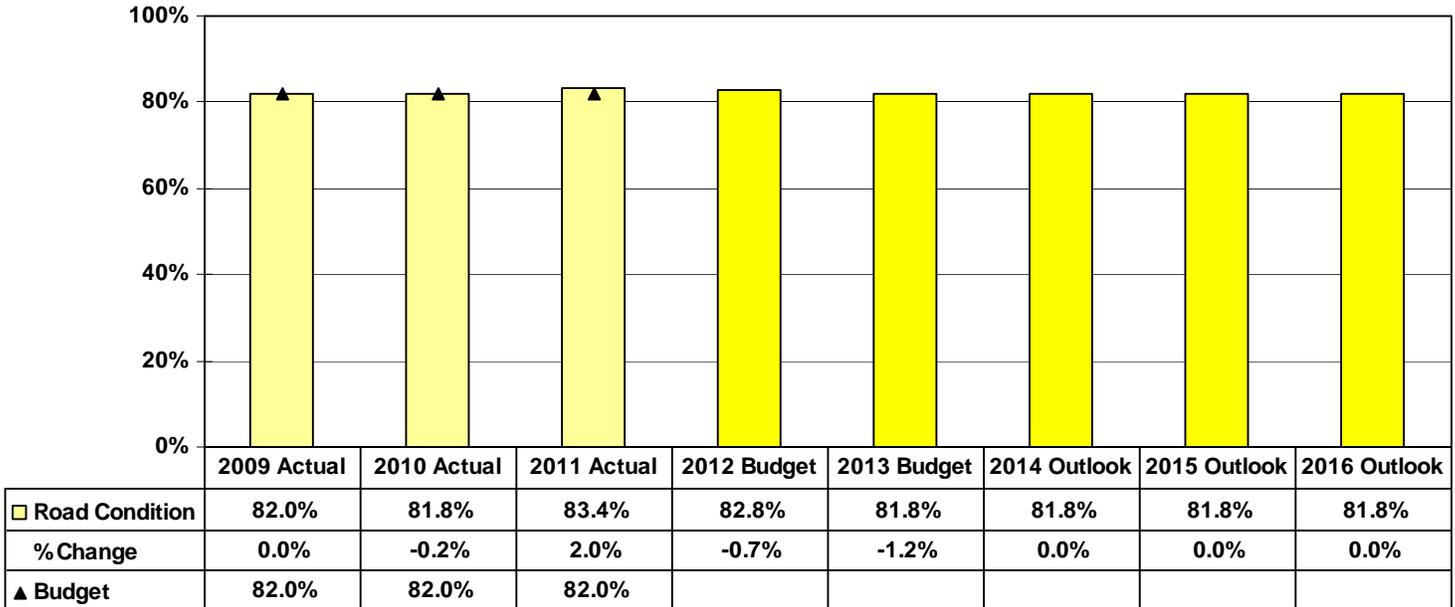
Urbanization of region roads continues to be a pressure on the maintenance costs of maintaining the regional road network. Increased urbanization requires more frequent roadside maintenance than on rural roads and increases the complexity of winter maintenance activities. The Roads Operations team will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

Transportation Services
Roads

Customer Service

- YORK
- MPMP
- OMBI

Road Condition Index (RCI)



Data Table	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Good/V. Good	1,298	1,313	1,535	1,540	1,338	1,358	1,385	1,413
Lane kms Tested	1,583	1,605	1,841	1,860	1,636	1,660	1,693	1,727
△ Rating	11	15	223	5	-202	20	20	20
△ kms Tested	13	22	236	19	-224	24	24	25

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

What does the graph show?

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

Explanation of KPI Trend

- 2009 to 2010 – The RCI is level due to increased funding of the resurfacing program.
- 2011 – Stimulus funding used to improve road condition on several arteries.
- 2012 to 2016 – The RCI will be slightly lower due to assumption of additional lane kilometres from Vaughan, as these additional lane kilometres, are in poorer condition than the average kilometre in the York Region road network.

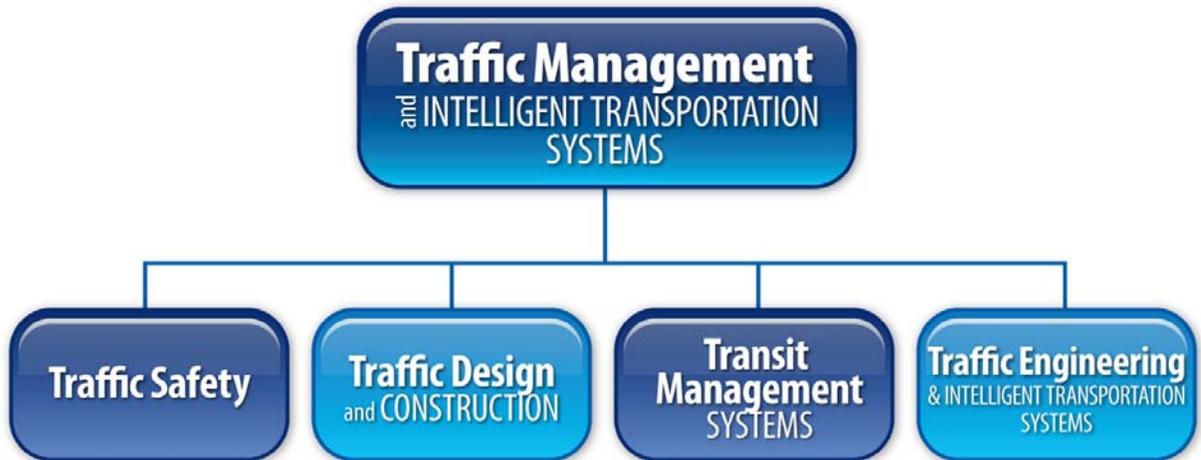
Transportation and Community Planning Roads

Comments / Background:

The Road Condition Index (RCI) is a way of evaluating the overall acceptance of the road surface to the driver. Currently the Region measures one-half of the road system each year which is representative of the entire road system. The road condition index has been relatively stable. The current index at 81.8% is considered satisfactory and consistent with the target of our maintenance program.

Branch Description

The Traffic Management & Intelligent Transportation Systems (TM&ITS) branch is responsible for managing congestion, addressing traffic operations and safety issues and operating the traffic control system through the use of technology to optimize traffic safety and network capacity. The branch is organized into four service delivery areas:



Mission/Vision

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

Mandate

The TM&ITS mandate is to provide a safe and efficient road network. This is achieved through:

- The use of technology to monitor traffic conditions and provide real time information to all road users
- The identification of 'bottlenecks and pinch points' in the transportation network and develop targeted solutions
- The development and implementation of a road disruption management plan
- Collaboration with department branches to co-ordinate activity in the corridors (maintenance, construction, transit operations)
- The maintenance of traffic and transit systems to ensure state of good repair
- The review of traffic design and operational issues to address concerns from the public and other stakeholders

Base Drivers

Increased focus on targeted congestion management techniques is required as the road network transitions from rural to urban

Continued population growth and related urbanization is driving the need to accommodate alternate modes of transportation and manage higher levels of traffic congestion. Increasing demands on the road network require innovative intelligent traffic system and traffic design solutions to manage congestion.

Increased focus and resources will be required with the introduction of new transit rapidways, the need for creative solutions to manage specific traffic challenges and increasing presence of pedestrians and cyclists in our corridors. Implementation of the ITS strategy, better data collection and analysis and a focus on specific traffic problem locations will drive this group's attention in the foreseeable future.

Key Challenges

Managing traffic congestion through the use of business intelligence, technology and creative traffic design solutions

Traffic congestion is the primary municipal concern of York Region residents. As the population grows traffic congestion will continue to increase. Application of business intelligence will allow for the identification of priority action areas. Greater use of technology will inform both control centre staff and the public of traffic conditions, while a focus on creative traffic design will provide targeted solutions for areas 'bottlenecks' and 'pinch points' in the road network.

Service Challenges

Reduce collision severity through the use of red light cameras

The implementation of red light cameras in York Region is reliant upon the establishment of legal agreements with the Ministry of Transportation for Ontario (for changes to regulations and the provision of vehicle ownership information), the City of Toronto (for operating the processing centre) and with the installation / operational contractor. These agreements, and an internal operational process between TM&ITS and Court Services must be established by early 2013 so that installations may be completed on-time. No installations after 2013 will be possible before 2017 due to contractual constraints with the installation / operational contractor.

Focus on implementation of a Road Disruption Management program

A road disruption management program is being developed to manage and collect information on planned and unplanned events on Regional Roads, manage the road network in response to these disruptions, and effectively communicate traveler information to road users. The hours of operation of the Central Traffic Control Centre are to be increased to cover peak travel times, processes reviewed and data collected to help mitigate congestion. Additional resources will be required to implement this program including control centre and technical engineering expertise.

This will drive capital costs in the near term and lead to increased operating costs over the long-term.

Maintain safe operations while mitigating growth impacts through design solutions and appropriate traffic control device deployment

The impacts of growth are a constant pressure on the Regional transportation network. Accommodating growth in a safe and efficient manner during construction and minimizing and mitigating the impacts of our growth in our final designs is a constant challenge. Through innovative traffic design solutions and appropriate deployment of traffic control devices, we strive to minimize risks while maximizing the efficiency of the network.

Improve traffic safety on the Regional road network through traffic bylaw controls, technical guidelines and policies

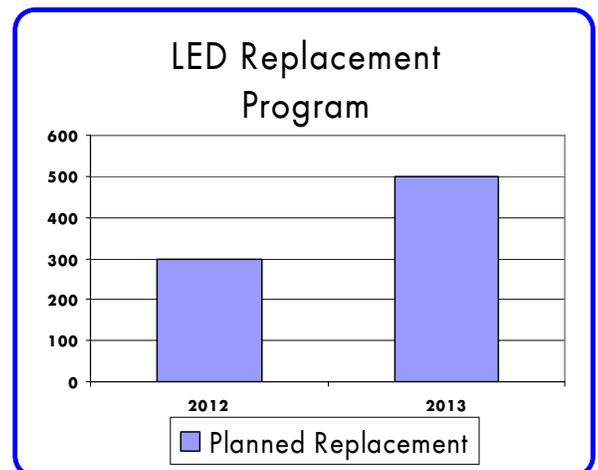
Responding to public concerns in an efficient and timely manner as set out by the customer service corporate policy. Public concerns are investigated and traffic studies are performed, collision data analysis is reviewed to identify locations with a potential for safety improvement, committee reports are prepared and work-orders are issued to resolve traffic operational concerns to the satisfaction of Council and residents.

Strategic Goals

- Continue to implement ITS systems to manage traffic on the road network
- VivaNext – work closely with York Region Rapid Transit Corporation during the design, construction and commissioning of the VivaNext project to ensure effective delivery of traffic management and ITS issues
- Implement a data management system to support business decisions

Department Objectives for 2013 and 2014

- Ongoing traffic management initiatives include: the LED replacement and pavement marking programs (including zebra markings, refresh and design)
- Identify and leverage traffic capacity available in existing road infrastructure to complete the build-out of developing communities (focus on “bottlenecks and pinch-points”)
- Implement road disruption management tool especially along the VivaNext rapidway corridors
- Install red light cameras at critical intersections to improve safety for all road users.



Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
Implement roads disruption management system	Increased control centre hours to respond to peak hour disruptions and implementation of the Traveler information	2013	Continue to Deliver & Sustain Critical Infrastructure
Implement red light camera program	Establish agreements and deploy 20 RLC sites	2013	Continue to Deliver & Sustain Critical Infrastructure
Operational resource to manage service requests	Adherence with customer service corporate policy	2014 - 2018	Continue to Deliver & Sustain Critical Infrastructure/Focus growth along Centres & Corridors

Operating Impact of Capital

(\$'000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Operating Costs				
Salaries & Benefits	-	-	-	-
Debt Repayment	-	-	-	-
<i>Other</i>	281	145	60	60
Cost Savings	-	-	-	-
Revenue				
DC on Debt	-	-	-	-
Other Revenues	-	-	-	-
Total Gross Cost	281	145	60	60
FTE Requirement	-	-	-	-

Staffing Resources

Permanent FTE's	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	39.0	41.0	53.0	57.5	60.5	65.5	70.5
Part-Time FTE's (PPT)	-	-	-	-	-	-	-
Total Permanent FTE's	39.0	41.0	53.0 *	57.5	60.5	65.5	70.5
Net Change		2.0	12.0 *	4.5	3.0	5.0	5.0
Casual (FTE Equivalent)**	8.3	8.3	3.0	11.3	11.3	11.3	11.3

*In 2012, staff has been reallocated from Roads.

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

Financial Summary

Traffic Management & ITS

Tax Levy prior to Allocations									
	2009	2010	2011	2012	2013	Change	2014	2015	2016
	Actual	Actual	Actual	Budget*	Budget	\$	Outlook	Outlook	Outlook
						%			
Expenditures									
Salaries and Benefits	4,043	4,519	7,137	8,030	894	13%	8,410	8,913	9,502
Program Specific Expenses	-167	-227	-249	-146	103	-41%	-176	-221	-221
Professional Contracted Services	4,400	2,506	3,935	4,543	608	15%	5,039	5,272	5,513
General Expenses	1,894	2,268	3,478	3,599	121	3%	3,872	4,048	4,229
Occupancy Costs	1,697	1,587	2,110	2,114	5	0%	2,197	2,256	2,317
Minor Capital	0	0	29	29	0	0%	29	29	29
Expenditures	0	11,868	10,654	16,439	18,169	11%	19,370	20,296	21,368
Financing Costs and Reserves									
Financing Costs	-0	0	7	5	-1	-19%	5	5	5
Contribution to Reserves	0	0	0	0	0		0	0	0
Contribution to Capital	0	0	2,673	4,356	1,683	63%	2,798	2,663	2,663
Financing Costs and Reserves	0	-0	0	2,679	4,361	63%	2,803	2,668	2,668
Gross Expenditures	0	11,867	10,654	19,118	22,530	18%	22,173	22,964	24,036
Revenues									
Grant Subsidies	0	0	0	0	0		0	0	0
User Fees	0	0	0	0	0		0	0	0
Fees and Charges	-1,380	-798	-1,398	-2,160	-762	54%	-2,404	-2,359	-2,359
Development Charges	0	0	-21	0	21	-100%	0	0	0
Contribution from Reserves	-117	-113	-117	-117	0	0%	-117	-117	-117
Third Party Recoveries	0	0	0	0	0		0	0	0
Revenues	0	-1,497	-911	-1,536	-2,277	48%	-2,522	-2,477	-2,477
Negotiated Specific & Recoveries									
Negotiated Specific	0	0	0	24	24		24	24	24
Departmental Charges & Recoveries	-8,748	-8,019	3	-61	-64	-2360%	-61	-61	-61
Capital Recoveries	-1,665	-1,796	-1,828	-1,587	241	-13%	-1,587	-1,587	-1,587
Other Recoveries	0	0	-152	-170	-18	12%	-170	-170	-170
Negotiated Specific & Recoveries	0	-10,414	-9,815	-1,978	-1,794	-9%	-1,794	-1,794	-1,794
Gross Expenditures including Negotiated Specific & Recoveries	0	1,454	838	17,141	20,736	21%	20,378	21,169	22,242
Tax Levy Prior to Allocations	0	-43	-72	15,605	18,459	18%	17,857	18,693	19,765

* Restated

Budget Change Explanations 2013

Traffic Management & ITS - Operating

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012		17,141		15,604		
(Including contribution to capital)						
Base						
Wages and Adjustment (due to COLA, benefits change, re-classification, re-organization and conversions)		32	0.2	32	0.2	
Other Adjustments (Inflation, insurance, negotiated specifics, allocations from support branches)		413	2.4	413	2.6	
Fleet Maintenance Costs		(32)	(0.2)	(32)	(0.2)	
Sub-total Base		414	2.4	414	2.7	0.0
Mandatory						
Additional staffing to support compliance with accessibility legislation (Fully recovered through Environmental Services)		0	0.0	0	0.0	0.2
Sub-total Mandatory		0	0.0	0	0.0	0.2
Annualization						
Fleet Maintenance Costs		4	0.0	4	0.0	
VivaNext operational costs		25	0.1	25	0.2	
Sub-total Annualization		29	0.2	29	0.2	0.0
Operating Impact of Capital						
Additional Traffic Signals and Transit Management System projects		279	1.6	279	1.8	
Fleet Maintenance Costs		5	0.0	5	0.0	
Sub-total Operating Impact of Capital		284	1.7	284	1.8	0.0
Efficiency						
Fuel Use and Vehicle Repair Outsource Reduction (due to additional mechanics)		(1)	(0.0)	(1)	(0.0)	
Sub-total Efficiency		(1)	(0.0)	(1)	(0.0)	0.0
Total Base		725	4.2	725	4.6	0.2

Growth

Additional Engineer, Technicians, Temporary Technician	441	2.6	441	2.8	3.5
Red Light Camera Program (Technologist, agreements with Province of Ontario and City of Toronto, court services, contractor costs, revenues from fines)	741	4.3	0		1.0
Fleet Maintenance Costs	5	0.0	5	0.0	
Total Growth	1,187	6.9	446	2.9	4.5

Enhancement

Contribution to Capital Reserve	1,683	9.8	1,683	10.8	
Total Enhancement	1,683	9.8	1,683	10.8	0.0

Total Requested	3,595	21.0	2,854	18.3	4.7
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Final Budget	20,736	121.0	18,459	118.3	4.7
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Budget Change Explanations 2014

Traffic Management & ITS - Operating

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2013 (Including contribution to capital)		20,736		18,459		
Base						
Wages and Adjustment (due to COLA, benefits change, re-classification, re-organization and conversions)		4	0.0	4	0.0	
Traffic Signal Maintenance Contract (est. 5% increase for new contract April 2014)		123	0.6	123	0.7	
Red Light Camera Program		245	1.2	0		
Other Adjustments (Inflation, insurance, negotiated specifics, allocations from support branches)		(12)	(0.1)	(12)	(0.1)	
Fleet Maintenance Costs		13	0.1	13	0.1	
Sub-total Base		374	1.8	129	0.7	0.0
Annualization						
Fleet Maintenance Costs		(2)	(0.0)	(2)	(0.0)	
VivaNext operational costs		90	0.4	90	0.5	
Sub-total Annualization		88	0.4	88	0.5	0.0
Operating Impact of Capital						
Additional Traffic Signals and Transit Management System projects		361	1.7	361	2.0	
Fleet Maintenance Costs		3	0.0	3	0.0	
Sub-total Operating Impact of Capital		365	1.8	365	2.0	0.0
Efficiency						
Fuel Use and Vehicle Repair Outsource Reduction		(2)	(0.0)	(2)	(0.0)	
Sub-total Efficiency		(2)	(0.0)	(2)	(0.0)	0.0
Total Base		825	4.0	580	3.1	0.0
Growth						
Additional Traffic Engineer, Technologist, Road Safety Coordinator, Support Branch Staff		372	1.8	372	2.0	3.5
Fleet Maintenance Costs		4	0.0	4	0.0	
Total Growth		376	1.8	376	2.0	3.5
Enhancement						
Contribution to Capital Reserve		(1,558)	(7.5)	(1,558)	(8.4)	
Total Enhancement		(1,558)	(7.5)	(1,558)	(8.4)	0.0
Total Requested		(357)	(1.7)	(602)	(3.3)	3.5
Final Budget		20,378	98.3	17,857	96.7	3.5

Budget Change Explanations 2015

Traffic Management & ITS - Operating

2015 (in \$000's)

Budget Change Explanations (2015/2014)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 (Including contribution to capital)		20,378		17,857		
Base						
Wages and Adjustment (due to COLA, benefits change, re-classification, re-organization and conversions)		4	0.0	4	0.0	
Traffic Signal Maintenance Contract (est. 4% increase)		171	0.8	171	1.0	
Red Light Camera Program		(45)	(0.2)	0		
Other Adjustments (Inflation, negotiated specifics, allocations from support branches)		(125)	(0.6)	(125)	(0.7)	
Fleet Maintenance Costs		2	0.0	2	0.0	
Sub-total Base		7	0.0	52	0.3	0.0
B-Annualization						
VivaNext Operational Costs		30	0.1	30	0.2	
Sub-total B-Annualization		30	0.1	30	0.2	0.0
Operating Impact of Capital						
Additional Traffic Signals and Transit Management System projects		394	1.9	394	2.2	
Sub-total Operating Impact of Capital		394	1.9	394	2.2	0.0
Total Base		431	2.1	476	2.7	0.0
Growth						
Additional Technologists, Control Room Supervisor, Coordinator, Support Branch Staff		495	2.4	495	2.8	5.3
Total Growth		495	2.4	495	2.8	5.3
Enhancement						
Contribution to Capital Reserves		(135)	(0.7)	(135)	(0.8)	0.3
Total Enhancement		(135)	(0.7)	(135)	(0.8)	0.3
Total Requested		791	3.9	836	4.7	5.6
Final Budget		21,169	103.9	18,693	104.7	5.6

Budget Change Explanations 2016

Traffic Management & ITS - Operating

2016 (in \$000's)

Budget Change Explanations (2016/2015)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015 (Including contribution to capital)		21,169		18,693		
Base						
Wages and Adjustment (due to COLA, benefits change, re-classification, re-organization and conversions)	2	0.0		2	0.0	
Traffic Signal Maintenance Contract (est. 4% increase)	179	0.8		179	1.0	
Other Adjustments (Inflation, negotiated specifics, allocations from support branches)	(151)	(0.7)		(151)	(0.8)	
Fleet Maintenance Costs	(3)	(0.0)		(3)	(0.0)	
Sub-total Base		27	0.1	27	0.1	0.0
B-Annualization						
VivaNext operational costs	30	0.1		30	0.2	
Sub-total B-Annualization		30	0.1	30	0.2	0.0
Operating Impact of Capital						
Additional Traffic Signals and Transit Management System projects	428	2.0		428	2.3	
Sub-total Operating Impact of Capital		428	2.0	428	2.3	0.0
Total Base		485	2.3	485	2.6	0.0
Growth						
Additional TMS Specialist, Technologists, Supervisor, Support Branch Staff	584	2.8		584	3.1	5.3
Allocated fleet maintenance	3	0.0		3	0.0	
Total Growth		587	2.8	587	3.1	5.3
Total Requested		1,073	5.1	1,073	5.7	5.3
Final Budget		22,242	105.1	19,765	105.7	5.3

Transportation & Community Planning

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
YRT/Viva Operations Inspector/Dispatch	1.0	G	81	81
Trip Reservationist	1.0	B-M	74	74
Customer Service Representative (YRT)	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Fleet Mechanic	1.0	G	89	89
Roads Supervisors	3.0	G	380	380
TM & ITS				
Technician II (PFT)	1.0	G	91	91
Technician II (1.5 PPT)	1.5	G	137	137
Engineer	1.0	G	127	127
Community Planning				
Admin Clerk Secretary	1.0	G	68	68
Sub-total Permanent FTEs		12.5	1,215	1,215
<u>Special Request/Conversion</u>				
TM & ITS				
Technologist II (Red Light Camera)	1.0	G	106	
SP & BP				
Local System Support Officer	1.0	G	98	
Roads				
Operations Technologists Traffic	1.0	G	106	
Design Technologists II	3.0	G	318	
Transit Facilities Construction Coordinator	1.0	G	125	
Transit Systems Management Officer	1.0	G	98	
Community Planning				
Senior Planner	1.0	B-M	119	
Sub-total Permanent FTEs		9.0	970	
Total Permanent FTEs		21.5	2,185	1,215

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
Control Centre Inspector	1.0	G	81	81
Marketing & Communications Specialist	1.0	G	91	91
Customer Service Representative	1.0	G	65	65
Fleet Technician	1.0	G	103	103
Roads				
Lead Operator	2.0	G	170	170
Transportation Maintenance Worker	2.0	G	154	154
Community Liaison Specialist	1.0	G	113	113
Fleet Mechanic	1.0	G	89	89
TM & ITS				
Road Safety Coordinator	1.0	G	112	112
Traffic Engineer	1.0	G	127	127
Technologist II	1.0	G	106	106
Community Planning				
Site Plan Coordinator	1.0	G	75	75
Transportation Planning				
Technologist II	1.0	G	106	106
SP & BP				
Admin Clerk Intermediate (TCP Front Counter)	1.0	G	65	65
AODA Compliance Specialist	1.0	G	105	105
Total Permanent FTEs				
17.0			1,561	1,561

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Transit				
2015 Control Centre Inspector	1.0	G	81	81
Scheduling Clerk Apprentice - Mobility Plus	1.0	G	85	85
Special Constable	4.0	G	413	413
Customer Service Representative	1.0	G	65	65
2016 Driver Safety & Training Officer (PCP)	1.0	G	106	106
Customer Service Representative	1.0	G	65	65
Technician II	1.0	G	90	90
Technologist II	1.0	G	106	106
Fleet technician	1.0	G	103	103
Roads				
2015 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
2016 Technologists II	2.0	G	212	212
Transportation Maintenance Worker	2.0	G	154	154
Project Manager	1.0	G	140	140
Project Manager	1.0	G	140	140
Fleet Mechanic	1.0	G	89	89
SP & BP				
2015 Records Information Technician	1.0	G	71	71
Continuous Quality Improvement	1.0	G	91	91
Admin Clerk Intermediate	1.0	G	65	65
2016 Admin Clerk Secretary	1.0	G	68	68
Records Information Clerk	1.0	G	65	65
Training Officer	1.0	G	91	91
TM & ITS				
2015 Work Zone Coordinator	2.0	G	141	141
Technologists II - Electrical	1.0	G	106	106
Technologists II - Traffic	1.0	G	106	106
Control Room Supervisor	1.0	G	112	112
2016 Technologists II - Communication	1.0	G	106	106
Supervisor - Traffic Signals & Illumination	1.0	G	112	112
TMS Specialist	1.0	G	122	122
Design Technologist	1.0	G	106	106
Safety Technologist	1.0	G	106	106
Community Planning				
2015 Site Plan Coordinator	1.0	G	75	75
Senior Planner	1.0	G	119	119
2016 Centre & Corridor Planner	1.0	G	105	105
Transportation Planning				
2016 Technologist II	1.0	G	106	106
Total Permanent FTEs		43.0	4,090	4,090

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

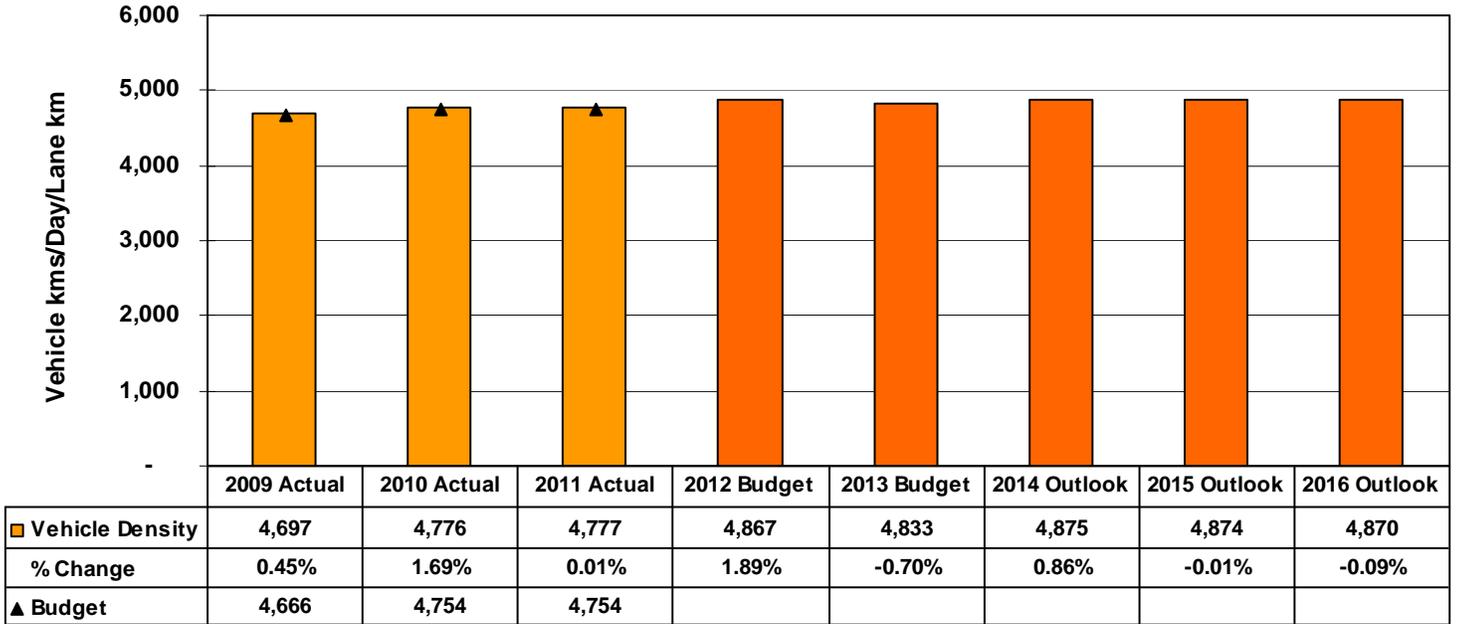
Yes
No

Transportation Services
Traffic Management & Intelligent Transportation Systems

Community Impact

Vehicle Density - Congestion

- YORK
- OMBI



Data Table	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Vehicle kms/Day (000's)	16,100	16,501	16,585	17,074	17,377	17,697	18,018	18,339
Lane kms	3,428	3,455	3,472	3,508	3,595	3,630	3,696	3,766
△ Vehicle kms (000's)/Day	207	401	84	489	303	321	321	321
△ Lane kms	29	27	17	36	87	35	66	69

Source: Vehicle Density records are maintained by Roads Traffic Safety Operations Technologist

Vehicle Kilometres: Total number of vehicle kilometres travelled on the Regional road system on a 24-hour basis.

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

What does the graph show?

- Average utilization (vehicle kms) per day that travel over one lane kilometre of Regional road.

Transportation and Community Planning Traffic Management & Intelligent Transportation Systems

Explanation of KPI Trend

- The population growth has exceeded the increase in road lane kilometres over the past number of years. From 2009 to 2011 the average population growth per year has been 2.6%, outpacing the average increase in lane kilometres of 0.6% per year.

Comments / Background:

Count data is calculated using an estimated Average Daily Vehicle Kilometre travelled on York Region Roads based on the Annual Average Daily Traffic volumes. As historically noted this data represents only roads within York's ownership / jurisdiction and does not reflect all roads in the Region (local municipal / Provincial).

The road system continues to be under significant pressure due to the peak hour congestion experienced by the travelling public. Congestion is now being experienced during non-peak hours throughout the day.

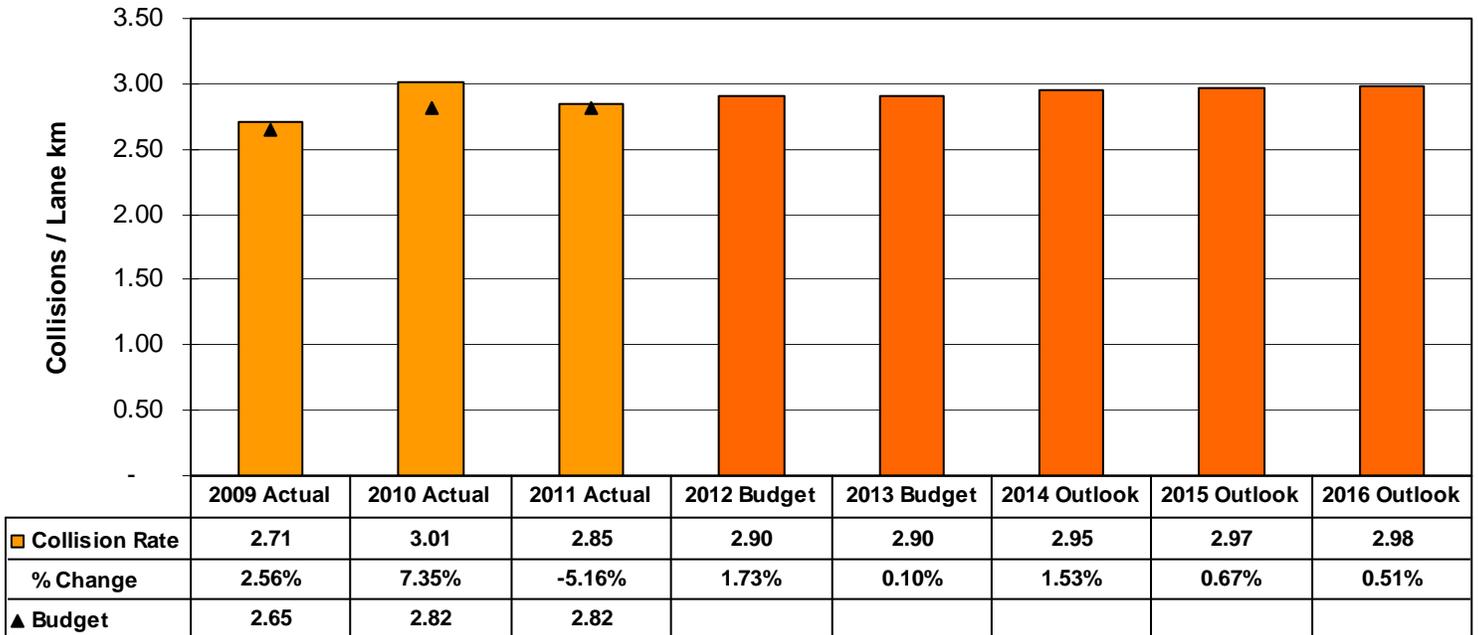
In order to combat this, the Region is making an effort to encourage greater utilization of public transport.

Transportation Services
Traffic Management & Intelligent Transportation Systems

Community Impact

Vehicle Collision Rate

• YORK



Data Table	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Collisions	9,296	10,387	9,900	10,176	10,440	10,703	10,971	11,234
Lane kms	3,428	3,455	3,472	3,508	3,595	3,630	3,696	3,766
△ Accidents	-8	1,091	-487	276	264	263	268	263
△ Lane kms	29	27	17	36	87	35	66	69

Source: Vehicle Density records are maintained by Roads Traffic Safety Operations Technologist.

Collisions: Total number of vehicle collisions reported during the year.
Lane Kilometres: Total number of lane kilometres in the Regional road system.

What does the graph show?

- Average number of vehicle collisions per year for one lane kilometre of Regional road.

Explanation of KPI Trend

The Region of York uses a scientific process based on historic collision rates to measure safety at intersections and target key areas that may require safety improvements.

- For 2009, the collision rate increased due to increased road congestion even though the Region experienced a milder winter with reduced winter events relative to previous years.

Transportation and Community Planning Traffic Management & Intelligent Transportation Systems

- There were a number of factors that could have attributed to the above average increase in collisions for 2010. The increased urbanization of York Region and the corresponding increase in traffic, pedestrian and cyclists volumes (exposure) are the two most likely factors.
- The increase in 2010 is not expected to be an emerging trend. The collision rate for 2011 is expected to experience a reduction from 2010 but will continue to increase at a steadier pace for 2012 to 2016 as the forecasted population continues to grow.

Comments / Background:

The random nature of vehicle collision frequency is most likely associated with increases in traffic, pedestrian and cyclist volumes. The increased number of vehicles travelling on the regional network as reported in the vehicle congestion KPI therefore increases the exposure to collision occurrence.

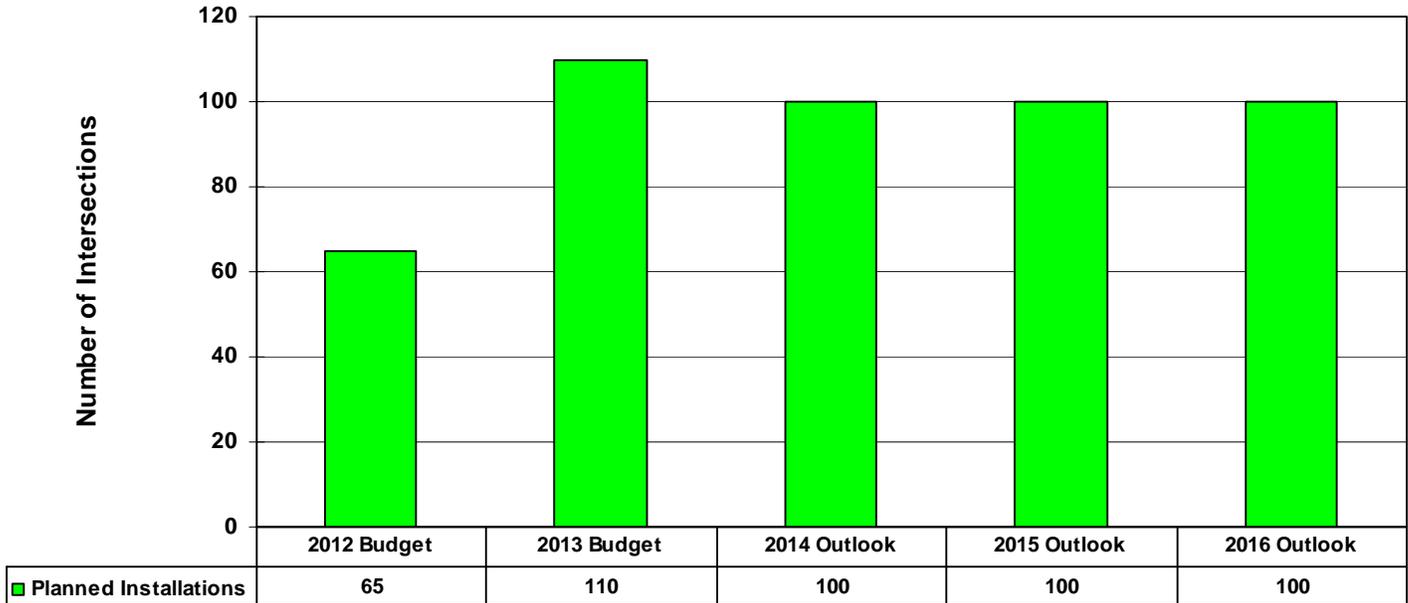
The Region is committed to improving road safety levels. The Transportation Services Department in conjunction with Regional Police and Public Health developed a 3 year traffic safety strategy. This strategy includes reducing aggressive driving, increasing pedestrian safety, reducing impaired driving and increasing seatbelt and child restraint use.

The changes in collision rate are primarily related to weather conditions and increased road congestion. Both conditions will increase the collision rate.

Community Impact

• YORK

Zebra Marking Installation Program



Data Table	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Planned Installations	65	110	100	100	100

Source: Zebra marking installation are planned by Road Safety and Traffic Data Management.

Zebra Markings: Pedestrian crossings distinguished by alternating dark and light stripes.

What does the graph show?

- Number of pedestrian crossings featuring zebra markings to be installed each year.

Explanation of KPI Trend

- From 2009 to 2011 the average population growth per year has been 2.6% and pedestrian traffic has grown accordingly. Installation of pedestrian crossings featuring zebra markings shows York Region’s continued commitment to improve pedestrian safety at signalized intersections and optimize community benefits by ensuring pavement markings are kept visible and maintained to an appropriate level.

Transportation and Community Planning Traffic Management & Intelligent Transportation Systems

Comments / Background:

Although pavement markings have no regulatory authority, it is standard best practice to ensure that they are kept in a state of good repair. This is particularly true in cases where pavement markings are put in place to provide additional safety and comfort for pedestrians and cyclists.

A review of York Region collision statistics shows that the number of roadway fatalities has remained relatively constant over a 10 year period. However, the percentage of those fatalities that involve pedestrians has been steadily increasing.

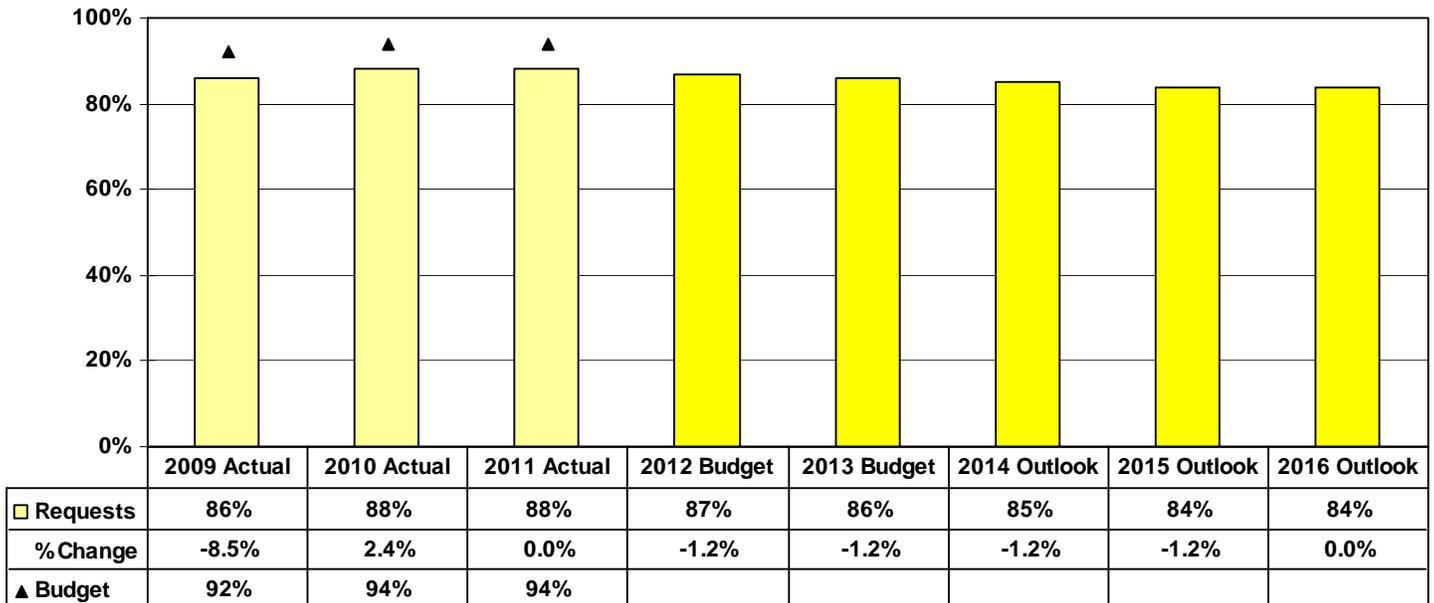
Studies from other jurisdictions have shown that zebra markings can reduce the frequency of vehicle/pedestrian collisions particularly between right turning vehicles and pedestrians within crosswalks.

Transportation Services
Traffic Management & Intelligent Transportation Systems

Customer Service

• YORK

% of Customer Service Requests to Standard



Data Table	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Requests to Standard	400	502	700	530	707	730	753	784
Total Requests	465	570	795	609	822	859	897	934
△ Requests to Standard	-244	81	250	-170	177	23	23	31
△ Total Requests	-220	82	193	-186	213	37	38	37

Source: CARES Database

Requests: The number of traffic service requests that meet standard response time.

What does the graph show?

- The percentage of customer service requests logged into T&W Cares that meet standard response time.

Explanation of KPI Trend

On average a reasonable response time to complete a customer request is 10 days. Response time varies according to type of request. Maintenance requests such as traffic signal not functioning are immediately repaired. Signal timing requests take up to 1 week and traffic counts up to 8 weeks to complete.

Transportation and Community Planning
Traffic Management & Intelligent Transportation Systems

Comments / Background:

Traffic Safety respond to requests and concerns from the public in an efficient and timely manner as set out by the customer service corporate policy. Public concerns are investigated and, if necessary, studies are created.

The urbanized areas in the Region have increased as a result of population growth. This trend is likely to continue for future years. This will add significant pressure to current resources. To maintain the current level of service additional staff and contractors will be required.

Departmental Description

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

- **Operations, Maintenance & Monitoring** – Responsible for the day-to-day delivery of water and wastewater services through maintaining and operating more than \$3.0 billion worth of built water and wastewater conveyance and treatment assets owned by the Region. Operates and monitors water and wastewater infrastructure in compliance with stringent regulatory requirements.
- **Capital Planning & Delivery** – Responsible for delivery of infrastructure projects through all phases from Master Planning and environmental assessment through construction, both for new and expanded assets and major rehabilitation of existing assets. Drives planning and analysis of future servicing capacity requirements.
- **Environmental Promotion & Protection** – Responsible for delivering environmental programs, including advanced water conservation, innovative waste management services, public engagement programs to evoke behaviour supporting sustainable practices, proactively managing risks to source drinking water and engaging regulatory bodies, as well as leading regulatory reporting activities, for the Department. The Natural Heritage and Forestry section undertakes initiatives to ensure preservation of the Region's natural environment for the benefit of present and future generations.
- **Strategy & Business Planning** – Responsible for developing and implementing the Department's strategic business planning, asset management, financial and budget services, technology and business support services, as well as managing inter-municipal agreements vital for long term servicing.

Quick Facts

- Environmental Services delivers leading edge waste diversion programs that have achieved some of the highest diversion among large urban municipalities in Ontario for the past four years.
- Approximately 85% of York Region's water and wastewater operating budget is comprised of fixed costs that do not fluctuate with water and wastewater flows. The majority of fixed costs are attributed to repayment on debt associated with constructing capital infrastructure to service approved growth.
- York Region's leading water conservation program has achieved significant water savings over the past 12 years. On average, York Region residents consume 220 litres of water per day.
- York Region has consistently managed approximately 320 kilograms of residential waste per person, per year since 2007. Region-wide waste diversion has increased from 46% to 54% in 2011.

- Each year, a York Region household pays an average of \$219 for waste management services.
- 21 properties consisting of 2300 hectares of publicly accessible lands are currently managed for environmental protection and passive recreation.

Awards

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

- Forest Stewardship Council (FSC)
 - In 2001, York Regional Forest recognized as Canada's first publicly owned forest to receive international certification for sustainable management
- Toronto Region Conservation Award - Excellence in Environmental Compliance 2009
 - Stephen Marino - Construction Administrator
- Federation of Canadian Municipalities 2010 Sustainable Community Award – Waste Category
 - McCleary Court Community Environmental Centre
- Lake Simcoe Region Conservation Authority 2010 Watershed Heroes Awards
 - Water Conservation Award
 - Education Award
- Ontario Public Works Association - Public Works Leader of the Year 2010
 - Brett Bloxam - Director of Operations, Maintenance and Monitoring
- Ontario Chief Drinking Water Inspector's Annual Report, 2010-2011
 - Water Quality Compliance (99.98%)
 - Facility Compliance (99.82%)
- 2011 - OWWA Award of Excellence for Public Education and Awareness
 - Long Term Water Conservation Strategy Education Program
- Federation of Canadian Municipalities - Sustainable Neighbourhood Retrofit Action Program (SNAP) 2012
 - Pilot project to better control storm water runoff into Lake Wilcox in the Town of Richmond Hill
- Ministry of the Environment Showcasing Water Innovation 2012
 - Removal of Micropollutants from Municipal Wastewater Using Advanced Oxidation Process
 - Innovative Sustainable Development Approvals

Mission

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

Vision

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

Mandate

The Mandate of the Environmental Services Department is to:

- Operate and maintain water and wastewater assets and waste management facilities and programs in accordance with applicable legislation
- Deliver Natural Heritage and Forestry services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure and green infrastructure in compliance with all regulatory requirements
- Ensure the health and safety of all staff
- Secure drinking water sources, provide treatment and bulk distribution to our nine local municipalities
- Provide bulk collection and treatment of wastewater from our nine local municipalities
- Provide high quality, sustainable waste management services to our residents including completion of an Integrated Waste Management Master Plan
- Ensure adequate environmental infrastructure is available to service approved growth through a comprehensive and future focused capital planning and delivery program
- Ensure responsible and proactive asset management practices are in place to extend the life of existing infrastructure and optimize costs
- Negotiate and manage inter-regional water, wastewater and waste management agreements to meet the long-term servicing needs of the Region
- Collaborate with our local municipal partners to enhance program effectiveness and meet provincial requirements for inflow and infiltration reduction and long-term water conservation
- Promote and evoke sustainable behaviour through successful events such as the Children's Water Festival
- Protect drinking water sources and provide sustainable funding sources required under the *Safe Drinking Water Act*
- Enforce the updated Regional Sewer Use By-law
- Advocate for future environmental regulations such as the *Water Opportunities and Water Conservation Act*

Aligning with Vision 2051 and the Strategic Plan

In 2011, York Region initiated development of Vision 2051 and the Strategic Plan. Together, these strategies lay out long-term goals and near-term tactics to help shape the future of York Region support services for all communities served. Environmental Services used the 2011-2015 Strategic Plan Framework to inform 2013 budget priorities and business plans.

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



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

Key Linkages to the 2011 – 2015 Strategic Plan

As part of Environmental Services Business Planning all programs were mapped to the Environmental Services Strategic Plan, 2011 – 2015 Strategic Plan and Vision 2051 key areas. The Strategic Plan identified seven strategic priority areas. Linkages between the 2013 Environmental Services Plan and these priority areas are detailed below.

Continue to deliver and sustain critical infrastructure

The Environmental Services Plan in 2013 and beyond will deliver on this objective by:

- Establishing an increasingly diverse and resilient waste management system by building the Durham York Energy Centre
- Exploring innovative approaches for reclaiming water, recovering nutrients, and generating energy from wastewater to ensure sustainability in servicing future growth
- Responsibly delivering quality capital infrastructure projects (Southeast Collector, Duffin Creek Expansion, Durham-York Energy Centre, etc.) in a timely fashion to accommodate the needs of the growing population in York Region
- Continuing to deliver innovative programs to encourage waste reduction and reuse through developing and implementing an Integrated Waste Management Master Plan
- Continuing to invest and leverage partnerships in natural heritage and forestry for sustainable management of the Region’s green infrastructure to ensure protection of the natural environment and enhanced social, as well as community benefits for present and future generations

Focus growth along Regional Centres and Corridors

The Environmental Services Plan in 2013 and beyond will deliver on this objective by:

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

Improve social and health supports

The Environmental Services Plan in 2013 and beyond will deliver on this objective by:

- Implementing actions in the Greening Strategy that create and protect green infrastructure (e.g. urban forests and woodlots, wetlands, meadows and agricultural lands) and contribute to sustainable healthy communities. Green infrastructure provides energy cost savings, employment opportunities through ecotourism, source water protection, improved air quality, reduction in urban heat islands, climate change mitigation, storm water retention and opportunities for active and healthy communities.
- Providing and operating water, wastewater and waste management infrastructure fundamental to ensuring thriving and healthy communities across York Region

Increase the economic vitality of the Region

The Environmental Services Plan in 2013 and beyond will deliver on this objective by:

- Applying the principles of sustainability in construction, operation and maintenance of infrastructure by equally considering environmental, social and economic impacts in decision making
- Leveraging partnerships to secure land expanding our natural heritage areas
- Providing safe drinking water and wastewater management to key businesses operating throughout York Region

Manage the Region's finances prudently

The Environmental Services Plan in 2013 and beyond will deliver on this objective by:

- Proactively managing and maintaining infrastructure assets to ensure short and long-term adequacy and reliability of water, wastewater, waste management and forestry services
- Invasive species management to proactively and efficiently manage threats to the natural landscape and green assets
- Making improvements in life-cycle asset management practices, as well as in conservation and efficiency. Continuing to implement robust asset management practices to provide guidance on the right investment priorities and ensure funds flow to the assets that need them most.

Make Regional services more user-friendly

The Environmental Services Plan in 2013 and beyond will deliver on this objective by:

- Ensuring water, wastewater, waste management and forestry service levels are clear and achieved by encouraging collaboration, communication and involvement with stakeholders in establishing new and refining existing programs and services

- Delivering water, wastewater, waste management and forestry services through an integrated management system in compliance with all regulatory requirements (*Clean Water Act, Environmental Protection Act, Accessibility for Ontarians with Disabilities Act, Occupational Health and Safety Act, Safe Drinking Water Act, etc.*)

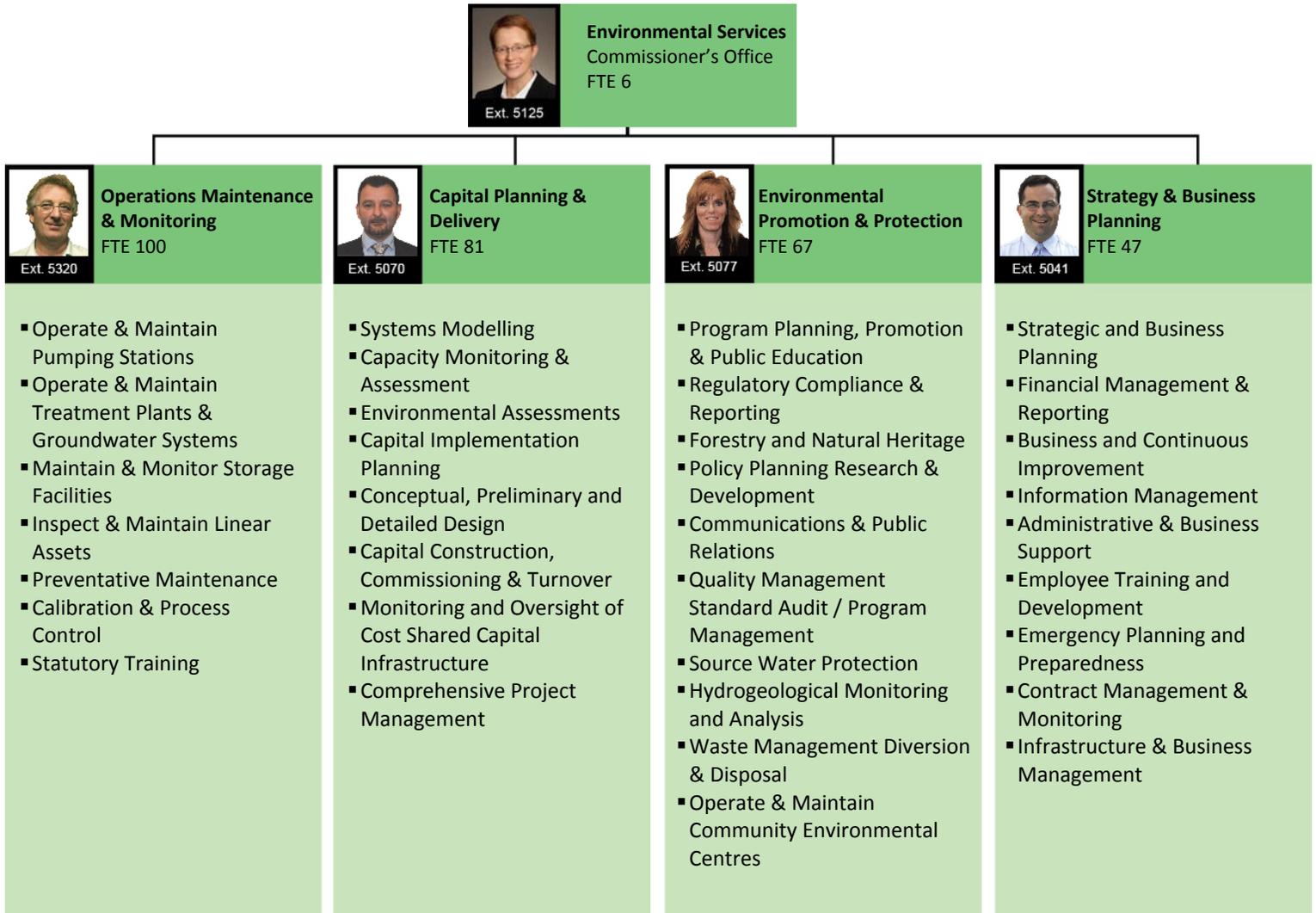
Strengthen organizational capacity

The Environmental Services Plan in 2013 and beyond will deliver on this objective by:

- Attracting, retaining and developing highly qualified staff to effectively deliver our growing water, wastewater, waste management and forestry services
- Developing succession plans to sustain required skills and abilities and resource levels necessary to achieve York Region's strategic priorities and our regulatory commitments
- Proactively managing business processes and technology to drive continuous improvement initiatives in Environmental Services
- Developing and presenting strong business cases to support the need for required staff resources to deliver on Council's objectives

Staffing Resources

Environmental Services Department Summary 2012 Approved Budget 301.0 (PFT & PPT)



Key Highlights

Planned Initiatives for 2013 and 2014

As part of Environmental Services Business Planning all programs were mapped to the Environmental Services Strategic Plan, 2011 – 2015 Corporate Strategic Plan and Vision 2051 key areas. These plans were used to develop 2013 and 2014 planned initiatives. The planned initiatives are grouped under Environmental Services Strategic Goals which link to the Corporate Strategic Plan and Vision 2051.

To deliver water and wastewater services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure in compliance with all regulatory requirements

- Build on source water protection framework under the *Clean Water Act*, and help ensure that long-term infrastructure decisions and future land uses are informed by a comprehensive understanding of risks and threats to sources of drinking water
- Once approved by the Province, operationalize source water protection policies through Risk Management Official prescribed under Part IV of the *Clean Water Act*, negotiating risk management plans, issuing permits, orders and notices to protect quality and quantity of municipal drinking water
- Develop a risk management program to meet Section 47 of the *Clean Water Act* to protect drinking water source waters through mandatory and voluntary actions which control land use activities that may threaten the quality or quantity of drinking water
- Continue to implement the updated Sewer Use Surcharge program to ensure appropriate user-pay cost recovery and consistency across all agreements
- Work to advocate for the Region's position on pending provincial statutes including the proposed Great Lakes Protection Act

To apply the principles of sustainability in the creation/acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making

- Explore innovative approaches for reclaiming water, recovering nutrients, and generating energy from wastewater to ensure sustainability in servicing future growth. This will be assessed through capital planning work including the Upper York Sewage Solutions project.
- Increase understanding of how water and wastewater systems can manage emerging issues, including any environmental and health impacts of chemicals in urban wastewater and the need to adapt to climate change
- Evaluate and develop a full-cost recovery conservation oriented pricing structure as identified in the Long Term Water Conservation Strategy. This evaluation will include information already gathered related to a global best-in-class review of programs supporting water conservation and efficiency. The water rate analysis will involve evaluating impacts of alternative wholesale and retail water rate structures on demand and an assessment of cost recovery by the Region and

local municipalities. The analysis will commence in 2013, and will involve public engagement over the next 3 years.

- Implement outreach, promotion and education programs to drive consumer behavior towards departmental objectives, including long-term water conservation, source water protection, asset management and inflow and infiltration reduction
- Enhance education and outreach to demonstrate the value of water and water conservation as part of implementing the Long Term Water Conservation Strategy and a foundation for revised water rates in 2016

To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region

- Review inventory and purchasing practices to control costs and increase efficiency
- Evaluate and implement recommendations from the Business Improvement Plan optimizing operations in the most fiscally prudent manner
- Ensure long-term efficient operability of water and wastewater capital assets through review by operations team during design development process and review of design standards
- Deliver Energy Management Programs, including hydro cost savings initiatives and Greenhouse Gas emission reductions to reduce operating costs and improve air quality in York Region and beyond
- Ensure needs of the growing population are met through initiating the water and wastewater Master Plan update

To attract, retain and develop highly qualified staff to effectively deliver water and wastewater services and proactively plan for their succession

- Environmental Services staff to apply for ECO Canada's Environmental Professional, Compliance Environmental Auditor designation
- Continue developing operator training program to ensure regulatory compliance, operator safety, succession planning and program efficiency

To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of water and wastewater services

- Continue to develop a Comprehensive Asset Management Plan to proactively identify needs, protect infrastructure and plan future investments
- Operationalize and test the Business Continuity Plan
- Implement recommendations from the Work Well Audit
- Develop and implement process to validate quality of maintenance work performed to ensure reliability of water and wastewater assets
- Revise Sewer Use Industrial Discharger Sampling schedule to incorporate a risk-based monitoring protocol to better prioritize and protect Regional assets and infrastructure

To proactively manage the application of business support practice, process, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement

- Improve Information and Technology Management through governance, including developing policies, procedures, guidelines and standards for the Operations Data Management System
- Implement a mobile data strategy to provide further functionality and enhance user experience to improve business processes, quality of data and access to data
- Implement recommendations from the water billing process review
- Better monitor preventative and reactive maintenance activities completed on assets to drive activity based budgeting
- Evaluate efficiencies of work practices as part of continuous improvement process
- Launch new Data Management system that will streamline business processes, track non-compliances, and improve data sharing with relevant stakeholders
- Advance Integrated Management Systems, including integration of the Geospatial Information System (GIS) and Maximo as an integrated Asset Management System to proactively manage the lifecycle of infrastructure and improve forecasting of maintenance and capital needs
- Develop enhanced audit program for wastewater facilities to ensure compliance, manage risk and identify areas for continuous improvement
- Complete and update annual water and wastewater servicing capacity analysis
- Implement the Integrated Management System Enhancement Plan in phases to improve the efficiency and effectiveness of the Region's Quality and Environmental Management Systems
- Implement Phase 3 of the In-House Compliance Audit Program where Environmental Services staff will lead compliance audit activities with support of third-party consultant

To ensure that water and wastewater service levels are understood and achieved by encouraging collaboration, communication and involvement with stakeholders

- Implement and review performance of the Water Service Level Agreement with the Towns of Newmarket and East Gwillimbury
- Develop and implement an "All Pipes" Geospatial Information System database that reflects the connectivity of the Regional and local pipes and provides a comprehensive basis for local municipalities and the Region to plan, manage risk and maintain water and wastewater services
- Implement priority tasks identified in the long-term water strategy including developing detailed implementation plans for all programs; development of detailed monitoring programs using water consumption data obtained from local municipalities; implement steps to increase uptake in sustainable development programs with the development community; implement multi-stakeholder advisory committee, and complete municipal water audit and implement leakage reduction program with local municipalities
- Enhance partnerships and share information with Conservation Authorities to protect assets near streams and riverbanks to cost-effectively reduce the risk of infrastructure failure and to protect the environment

- Continue to develop and implement innovative approaches to public engagement and community partnerships
- Drive enhanced partnerships with Peel, Toronto and Durham regarding long-term water and wastewater delivery, including shared operational strategies such as the Joint Optimization Study and Toronto Operations Optimization project
- Demonstrate leadership in research and innovation through key partnerships with University of Toronto Drinking Water Research Chair and Showcasing Water Innovation provincial funding partners (key projects include Innovative and Sustainable Development Approvals Pilot Project in partnership with Toronto Region Conservation Authority and Removal of Micropollutants from Municipal Wastewater Pilot Project in partnership with Lake Simcoe Conservation Authority)

2013 Base Drivers

- Annualization of debt cost increases of 23% for water and 16% for wastewater due to debenture financing required to deliver the capital program
- Rate increases of 8.5% for Peel water
- Annualization of \$0.7M to operate Duffin Creek Stage 3 Solids expansion
- Peel wastewater treatment rate increase of 5%
- Salary contract will expire in 2013 and there will be contract obligations for cost of living adjustments

2012 Accomplishments

To deliver water and wastewater services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure in compliance with all regulatory requirements

- Scored 99.85% on Ministry of the Environment inspections for water facilities
- Achieved zero non-compliances on Ministry of the Environment water facility inspection reports in 2011
- Completed forty compliance audits at water and wastewater facilities to evaluate operational activities against applicable environmental regulatory requirements
- Continued collaboration with local municipalities in developing risk management program to meet requirements under the *Clean Water Act*

To apply the principles of sustainability in the creation/acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making

- Developed an Energy Management Program focused on analyzing water and wastewater facilities and making process and equipment changes to optimize energy use, including consideration of renewable energy sources and developing a sub-metering project
- Initiated Innovative and Sustainable Development Approvals Pilot Project with Town of Newmarket, Conservation Authorities and Ministry of the Environment to encourage local developer to build a sustainable residential subdivision with enhanced water and energy savings measures

To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region

- Participated in developing revised Development Charges Bylaw approved by Council in May
- Established a Reliability Centered Team to continuously improve maintenance and operational practices cost effectively
- Maintained quality and kept downward pressure on costs by organizing to provide more engineering support and enhanced coordination of asset inspection and maintenance
- Maintained compliance and operational excellence during construction on over 40 complex capital projects
- ISO 9001 Recertification audit performed on water facilities to verify continued effectiveness of York Region's quality management system. Water facilities maintained ISO 9001 certification.
- Developed an Integrated Management System Enhancement Plan to improve the efficiency and effectiveness of the Region's Environmental and Quality Management Systems
- Updated fees and charges bylaw to move towards cost recovery in several program areas, including discharge requests, surcharge program rates and fees, hauled waste rates and registration, and environmental site assessment requests
- Established Project Delivery Office in Capital Planning & Delivery Branch to improve business processes and consistency of branch programs and services

To attract, retain and develop highly qualified staff to effectively deliver water and wastewater services and proactively plan for their succession

- All licensed operators received 100% of regulatory training requirements
- Environmental Services staff attained the Provisional Environmental Auditor designation from the Auditing Association of Canada
- Implemented recommendations from health and safety audit program to manage risk and ensure compliance by continuing to protect employees at work

To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of water and wastewater services

- Integrated Maximo (Maintenance Management System) and Geospatial Information System to enable access to all assets using a common asset registry for enhanced asset management and capacity modeling
- Implemented scheduled Asset Management projects from the 5-year prioritized plan for Maximo
- Developed an Asset Ownership document template complete with developer connections
- Implemented an enhanced chamber inspection program as part of Inflow and Infiltration Reduction Program

To proactively manage the application of business support practice, process, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement

- Developed a reporting strategy across all operating district Hubs to improve performance measurement of key indicators to manage risk
- Developed a plan for Operations Data Management and established a governance committee
- Updated the Information System Master Plan and established a framework for Information and Technology governance
- Established systematic development and reporting of department performance plan with linkages to the Corporate 2011-2015 Strategic Plan
- Developed a mobile technology strategy to provide further functionality and enhance user experience to improve business processes, quality of data and access to data in the field
- Developed process metrics for annual monitoring and reporting of water consumption data in accordance with Long Term Water Conservation Strategy and approval requirements

To ensure that water and wastewater service levels are understood and achieved by encouraging collaboration, communication and involvement with stakeholders

- Achieved support from local municipalities to move forward with an “All Pipes” Geospatial Information System database to integrate Regional and local pipe infrastructure to be used for identifying asset ownership, enhanced calibration of hydraulic models, and improved support for emergency management
- Developed collaboration policy to define roles and responsibilities with local municipalities in terms of sewer use
- Increased collaboration with local municipalities as part of water billing process review and program improvements
- Increased presence and level of engagement at events related to environmental services with a focus on driving reductions in water use through changes in consumer behavior and use of social marketing (Splash Festival, five day Children’s Water Festival attended by about 5,000 grade 4 and grade 5 students, hosted and sponsored 30 water efficient garden design seminars attended by over 1,500 residents, tap’d in mobile water trailer provided drinking water at over 25 community events)
- Formed the Water Conservation Advisory Committee comprised of residents, businesses and various organizations throughout the Region to provide input to implementation of the Long Term Water Conservation Strategy
- Actively participated and advocated municipal position as Committee members of the Credit Valley, Toronto and Region, and Central Lake Ontario Source Protection Committee, and the South Georgian Bay Lake Simcoe Source Protection Committee in finalizing Source Protection Plans for submission to the Ministry of the Environment for source water protection, including extensive public and local municipal consultation
- Key engagement with provincial and federal authorities to clarify and advocate municipal responsibilities as outlined in the *Water Opportunities and Water Conservation Act*, proposed Great Lakes Protection Act and federal Wastewater Systems Effluent Regulations under the *Fisheries Act*

Key Challenges

Financial Constraints

Over 50% of gross operating costs are directed to financing new / expanded capital infrastructure. Growth in capital requirements has caused the Region to incur debt to pay for capital costs. Cost of debt repayment for water and wastewater infrastructure resides in the operating budget. Debt servicing costs for the capital program to service approved growth will continue to significantly impact operating costs over the next 10 to 15 years.

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

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

Regional Growth

Growth pressures continue to impact operations as over 50% of gross operating costs are driven by financing new infrastructure capital required to service approved growth. Transmission systems are also approaching capacity in certain areas resulting in system operating risks. This is particularly acute on the water system through the summer months when outdoor watering is at its peak and on the wastewater system during the fall and spring when excess wet weather flows impact sewer system capacity. Despite the pressures on water use during the hot dry summer in 2012, York Region did not experience any material capacity concerns. Continued improvements in water demand management and inflow and infiltration reduction will be key to optimizing the use of all available capacity within existing water and wastewater systems.

Regulatory Demands

Addressing increased demands from emerging legislation and new regulatory requirements including the *Lake Simcoe Protection Act*, *Water Opportunities and Water Conservation Act*, *Clean Water Act*, *Safe Drinking Water Act*, proposed Great Lakes Protection Act and Intra-Basin Transfer will continue over the next five year horizon. Further pressure results from meeting comprehensive conditions of approval on major infrastructure projects. These conditions intensify the operating impact of capital projects by increasing the pressure to rates. Changes to the *Occupational Health and Safety Act* also increase staffing requirements and other resource demands, as well as the need to improve worker safety and protect the public. These business drivers will impact staff levels to address and meet all regulatory requirements.

Proactive Risk Management

As a proactive measure to mitigate wastewater risks associated with industrial discharges to the Region's sanitary collection and treatment systems, the Sewer Use By-law has been amended to include enhanced enforcement powers and more stringent requirements for industrial dischargers. These activities drive additional resource pressures, including data management (software), staffing and equipment. To meet these needs, rates and other service fees have either been increased or implemented to better match program costs and ensure improved cost recovery to help support program improvements and current levels of service.

Service Challenges

Service challenges for the 2013 budget year include:

- Increased costs for hydro, chemicals and bio-solids management
- Retaining and attracting staff in a competitive market
- Increased costs and resource requirements for rehabilitation, replacement and repairs due to aging infrastructure, compliance requirements, maintenance inspections, replacement parts, and health and safety equipment
- Development of a risk management program to meet the *Clean Water Act* without commitment from the Province to fund municipal responsibilities as defined under the *Act*
- Compliance with legislative and regulatory requirements including the *Occupational Health and Safety Act*, *Safe Drinking Water Act*, *Clean Water Act* and Lake Simcoe Protection Plan, the Drinking Water Quality Management Standard, Public Sector Accounting Board rules
- Implementing recommendations detailed in the Long-Term Water Conservation Strategy, conditions of approval on Intra-Basin Transfer and Inflow and Infiltration Reduction Plan
- Increased scope of the Region's Integrated Management System (ISO 9001, ISO 14001 and DWQMS) to include new facilities and implementation of an in-house Compliance Audit Program resulting in increased resource requirements
- Increasing demand for partnership opportunities and presence at community events throughout the Region results in increased resource requirements
- Increased costs and resource requirements to monitor and enforce Sewer Use By-law

Strategic Goals 2013 – 2016

Environmental Services Strategic Goals inform planned initiatives and link to 2011 – 2015 Corporate Strategic Plan and Vision 2051. All Environmental Services programs have been mapped to these Strategic Goals to ensure effective and efficient service delivery.

Water & Wastewater service delivery has seven core Strategic Goals:

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

Water and Wastewater Program Objectives for 2013 and 2014

The objectives listed below have been developed to support implementation of the Corporate Strategic Plan and the planned initiatives link directly to the objectives.

1) Provide clean and safe drinking water to over one million residents
2) Support population and employment growth
3) Proactively manage over \$3.0B worth of built assets
4) Return high quality effluent to the environment
5) Minimize risk through accreditation to Drinking Water Quality Management Standards (DWQMS) and compliance with Acts and Regulations

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
1a)	Operationalize and test the Business Continuity Plan	Continuous Delivery of Water & Wastewater services in case of emergencies or any epidemic and labour disruptions	2012 & 2013	Organizational Capacity
1b)	Increase our understanding of how our water and wastewater systems deal with emerging issues	To have in-depth understanding of any environmental and health impacts of chemicals in urban wastewater and the need to adapt to climate change in order to provide clean and safe drinking water	2013 & 2014	Regional Centres and Corridors
1c)	Enhance partnerships and share information with Conservation Authorities to protect assets near streams and riverbanks	To cost-effectively reduce the risk of infrastructure failure and to protect the environment	2012 & 2013	Regional Services
1d)	Drive enhanced partnerships with Peel, Toronto and Durham regarding long-term water and wastewater delivery including shared operational strategies such as the Joint Optimization Study and Toronto Operations Optimization project	To continue building strong relationships with our partners in order to successfully deliver water and wastewater services to our residents	2012 & 2013	Regional Centres and Corridors and Critical Infrastructure

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
2a)	Explore innovative approaches for reclaiming water, recovering nutrients, and generating energy from wastewater	To ensure sustainability in servicing future growth. This will be assessed through capital planning work including the Upper York Sewage Solutions project	2013 & 2014	Critical Infrastructure
2b)	Develop outreach, promotion and education programs to drive consumer behaviour towards departmental objectives, including long term water conservation strategy, source water protection, asset management and inflow and infiltration reduction	Increased participation by residents in our programs resulting in achievement of objectives	2012 & 2013	Social and Health Supports
3a)	Develop and implement an "All Pipes" Geospatial Information System (GIS) database that reflects the physical integration of Regional and Local Infrastructure	Enhance access to information with the Region and Local Area Municipalities to effectively plan, manage and maintain water and wastewater services	2013 & 2014	Critical Infrastructure
3b)	Enhance inventory and purchasing practices along with implementation of activity based budgeting	Control costs and increase efficiency	2012 & 2013	Financial Management
3c)	Advance Integrated Management Systems including integration of the GIS and Maximo as an integrated Asset Management System	To proactively manage the lifecycle of infrastructure including maintenance and capital needs.	2013	Critical Infrastructure and Economic Vitality

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
4)	Deliver Energy Management Programs including hydro cost savings initiatives and Greenhouse Gas (GHG) emission reductions	Reduction in operating costs and improvement of air quality in York Region and beyond	2013	Financial Management and Regional Services
5a)	Develop a risk management program to meet Section 47 of the <i>Clean Water Act</i> to protect drinking water source waters through mandatory and voluntary actions which control land use activities that may threaten the quality or quantity of drinking water	Better understanding of risks and threats to make informed strategic and long-term water infrastructure decisions	2013	Regional Centres and Corridors
5b)	Development of a risk based monitoring protocol for the Sewer Use Program	Revise sewer use sampling schedule to better prioritize and protect Regional assets and infrastructure	2012 & 2013	Regional Services

Operating Impact of New Capital

\$000's	2013 Approved	2014 Request	2015 Outlook	2016 Outlook	2017-2022 Outlook	Total
OPERATING COSTS						
Salaries and Benefits	101	101	303	101	1,352	1,958
Debt Repayment	5,015	23,825	15,466	12,587	96,536	153,429
Contribution to Replacement Reserve	690	707	1,083	1,130	7,936	11,546
Other: Chemical & Hydro	0	40	28	0	52	120
TOTAL GROSS COST	5,806	24,673	16,880	13,818	105,876	167,053
Revenue						
DC on Debt	(4,239)	(20,711)	(10,983)	(9,641)	(94,106)	(139,680)
TOTAL NET COST (USER RATE)	1,567	3,962	5,897	4,177	11,770	27,373

Staffing Resources

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Permanent FTE's							
Operations							
Maintenance and Monitoring	88	95	100	105	109	116	126
Capital Planning & Delivery	63	66	79	84	87	93	98
Environmental Promotion & Protection	30	33	35	37	38	43	45
Strategy & Business Planning	38	36.5	38	41	45	51	57
Commissioner's Office	3	4	5	5	5	5	5
Total Permanent FTE's	222	234.5	257	272	284	308	331
Net Change	20	13	22.5	15	12	24	23
Casual (FTE Equivalent)*	3.0	7.0	7.0	7.0	7.0	7.0	7.0

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

KPI Highlights

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

Water Supply

2012 Budget	Volume of Water Distributed M ³	128,384,000
2013 Budget	Volume of Water Distributed M ³	129,667,841
		+1.0%
2012 Budget	Cost per ML of Water Treated & Distributed	\$550
2013 Budget	Cost per ML of Water Treated & Distributed	\$531
		-3.6%

The primary driver of the cost per megalitre decrease is due to no rate increase from Toronto for purchased water. York Region purchases over 80% of the water that is distributed to the local municipalities.

Wastewater Treatment

2012 Budget	Volume of Wastewater Treated M ³	126,124,000
2013 Budget	Volume of Wastewater Treated M ³	127,385,713
		+1.0%
2012 Budget	Cost per ML of Wastewater Treated	\$507
2013 Budget	Cost per ML of Wastewater Treated	\$491
		-3.2%

The primary driver of the cost per megalitre decrease is reduction in operating cost at Peel Wastewater Treatment as lower flows are diverted to Peel.

Environmental Services - Water & Wastewater

Financial Summary

	2009	2010	2011	2012	2012	2013	Change		2014	2015	2016
	Actual	Actual	Actual	Forecast	Budget		Budget	\$			
Expenditures											
Salaries and Benefits	18,025	21,114	25,498	30,157	30,157	34,824	4,667	15%	36,597	39,898	43,139
Program Specific Expenses	58,424	64,246	73,287	80,367	80,367	82,623	2,257	3%	88,417	96,032	104,412
Professional Contracted Services	285	750	821	2,386	2,386	2,689	304	13%	2,208	2,308	2,411
General Expenses	2,932	3,237	3,636	4,868	4,868	5,701	833	17%	5,315	5,553	5,802
Occupancy Costs	8,424	8,687	9,266	11,169	11,169	11,610	441	4%	11,898	12,434	12,994
Minor Capital	1,190	1,066	1,400	2,529	2,529	2,911	382	15%	2,833	2,961	3,094
Expenditures	89,280	99,100	113,907	131,475	131,475	140,358	8,883	7%	147,267	159,185	171,851
Financing Costs and Contributions to Reserves											
Financing Costs	128,135	147,309	162,716	197,113	197,113	233,824	36,711	19%	257,648	273,116	285,703
Contribution to Reserves	22,917	21,685	24,950	23,427	23,427	43,869	20,442	87%	50,042	72,439	81,815
Contribution to Capital	8,724	24,381	21,645	24,470	24,470	13,574	(10,896)	(45%)	22,932	14,198	18,101
Financing Costs and Contributions to Reserves	159,776	193,374	209,311	245,010	245,010	291,267	46,257	19%	330,622	359,754	385,619
Gross Expenditures	249,056	292,474	323,218	376,485	376,485	431,625	55,140	15%	477,889	518,938	557,470
Revenues											
User Fees	(141,028)	(163,563)	(176,530)	(203,904)	(203,904)	(226,506)	(22,603)	11%	(251,599)	(279,477)	(306,290)
Fees and Charges	(1,134)	(1,249)	(1,295)	(1,540)	(1,540)	(2,126)	(586)	38%	(2,219)	(2,319)	(2,423)
Development Charges	(89,843)	(99,352)	(127,063)	(158,412)	(158,412)	(193,724)	(35,312)	22%	(214,434)	(225,417)	(235,058)
Contribution from Reserves	(21,996)	(33,057)	(14,559)	(14,993)	(14,993)	0	14,993	(100%)	0	0	0
Revenues	(254,000)	(297,220)	(319,448)	(378,848)	(378,848)	(422,356)	(43,508)	11%	(468,253)	(507,213)	(543,772)
Negotiated Specific & Recoveries											
Negotiated Specific	3,635	3,749	4,251	5,430	5,430	4,862	(568)	(10%)	5,087	5,105	5,124
Departmental Charges & Recoveries	1,117	1,168	(6,913)	(1,022)	(1,022)	(822)	200	(20%)	(803)	(2,002)	(3,195)
Capital Recoveries	(4,034)	(5,067)	(6,260)	(7,336)	(7,336)	(19,320)	(11,984)	163%	(20,301)	(21,284)	(22,221)
Negotiated Specific & Recoveries	719	(150)	(8,922)	(2,928)	(2,928)	(15,280)	(12,352)	422%	(16,017)	(18,181)	(20,292)
Gross Expenditures including Negotiated Specific & Recoveries	249,775	292,324	314,297	373,557	373,557	416,345	42,789	11%	461,872	500,758	537,177
Prior to Allocations and Recoveries	(4,225)	(4,896)	(5,151)	(5,291)	(5,291)	(6,011)	(719)	14%	(6,381)	(6,455)	(6,595)
% Change						13.6%			6.2%	1.2%	2.2%
Allocations and Recoveries	4,224	4,896	5,150	5,291	5,291	6,010	719	14%	6,381	6,455	6,595
Net	0	0	0	0	0	0	0		0	0	0

2013 Controllable Gross Expenditure Increase
\$000's

	With Gross Financing		With Net Financing	
2012 W&Ww Operating Budget (excluding inter-departmental allocations and contribution to capital)	\$349,087.1		\$190,674.7	
2013 W&Ww Operating Budget (excluding inter-departmental allocations and contribution to capital)	\$383,326.5		\$189,591.8	
	<u>\$34,239.4</u>	9.81%	<u>(\$ 1,082.9)</u>	(0.57%)
less uncontrollable items:				
Water Financing costs increase	(\$ 19,028.3)	(5.45%)	\$ 384.9	0.20%
Wastewater Financing costs increase	(\$ 17,683.9)	(5.07%)	\$ 1,024.1	0.54%
Peel Water base price increase	(\$ 921.4)	(0.26%)	(\$ 921.4)	(0.48%)
Toronto Water base price increase	\$ 0.0	0.00%	\$ 0.0	0.00%
Contribution to Reserves - Water	(\$ 330.4)	(0.09%)	(\$ 330.4)	(0.17%)
Contribution to Reserves - Wastewater	(\$ 359.7)	(0.10%)	(\$ 359.7)	(0.19%)
Toronto/ Peel growth purchases	(\$ 342.8)	(0.10%)	(\$ 342.8)	(0.18%)
Peel Wastewater Treatment	\$ 183.6	0.05%	\$ 183.6	0.10%
Duffin Creek Operations	(\$ 1,201.3)	(0.34%)	(\$ 1,201.3)	(0.63%)
	<u>(\$ 5,444.8)</u>	<u>(1.56%)</u>	<u>(\$ 2,645.9)</u>	<u>(1.39%)</u>

REGION OF YORK
Budget Change Explanations 2013

Environmental Services - Water and Wastewater

2013(in \$000's)

Budget Change Explanations (2013/2012)	Gross	
	\$000's	%
2012 Approved Departmental Budget (Excluding Contribution to Capital & Interdepart'l Allocations)	\$ 349,087.1	
Restatement		
Source Water Protection - integration into operating budget	\$ 1,085.0	
Integration of Planning into Environmental Services	\$ 1,064.0	
Recoveries and Allocations	\$ (2,149.0)	
2012 Restated Departmental Budget	\$ 349,087.1	100.0%
Base - Price Pressure		
Water		
Staff Costs - Salaries & Benefits	472.8	0.1%
Peel Water Purchases (increase from 35.1 cents/m3 to 38.1 cents/m3)	921.4	0.3%
Toronto Water Purchases (no rate increase)	0.0	0.0%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	200.7	0.1%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	617.7	0.2%
General Expenses - Supplies, Materials, Training, Equipment Leases	60.7	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	403.0	0.1%
Contribution to Reserves	256.5	0.1%
Other - Intradepartmental Allocations, Negotiated Specifics	566.6	0.2%
Water Base Increase	3,499.4	1.0%
Wastewater		
Staff Costs - Salaries & Benefits	566.5	0.2%
Duffin Creek	533.9	0.2%
Peel Ww Treatment (increase from \$40.81/m3 to \$42.87/m3)	285.8	0.1%
Wastewater Treatment - Treatment Chemicals, Sludge Removal, Lab Fees, R&M sewer mains	467.7	0.1%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	775.7	0.2%
General Expenses - Supplies, Materials, Training, Equipment Leases	102.1	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	686.3	0.2%
Contribution to Reserves	201.0	0.1%
Other - Intradepartmental Allocations, Negotiated Specifics	515.7	0.1%
Wastewater Base Increase	4,134.7	1.2%
Capital Delivery		
Staff Costs - Salaries & Benefits	884.0	0.3%
Other - Operating costs	(362.5)	(0.1%)
Capital Recovery	(9,929.7)	(2.8%)
Capital Delivery Base Increase	(9,408.3)	(2.7%)
Total Base Increase	(1,774.2)	(0.5%)
Reductions / Efficiencies		
Water		
Other - Program Reductions & Efficiencies	(1,874.6)	(0.5%)
Water Program Cost Reduction	(1,874.6)	(0.5%)
Wastewater		
Peel Wastewater Treatment	(469.4)	(0.1%)
Wastewater Treatment - Sludge Removal, Treatment, Lab Fees	(48.2)	(0.0%)
Other - Program Reductions & Efficiencies	(1,947.3)	(0.6%)
Wastewater Program Cost Reduction	(2,464.9)	(0.7%)
Total Reductions / Efficiencies	(4,339.5)	(1.2%)

REGION OF YORK
Budget Change Explanations 2013

Environmental Services - Water and Wastewater

2013(in \$000's)

Budget Change Explanations (2013/2012)	Gross	
	\$000's	%
Mandatory / Legislated		
New Staff		
1 FTE Sewer Use By-Law Enforcement Officer - to support the successful implementation of the enhanced Environmental Monitoring and Enforcement Program	93.2	0.0%
Water		
Other Costs, Intradepartmental Allocations	161.5	0.0%
Wastewater		
Other Costs, Intradepartmental Allocations	168.2	0.0%
Total Mandatory / Legislated	422.9	0.1%
Annualization		
Water		
Financing Charges	19,028.3	5.5%
Wastewater		
Financing Charges	17,683.9	5.1%
Other	95.6	0.0%
Operating Impact of Approved Capital Duffin Creek - Stage 3 Solids Expansion	667.4	0.2%
Total Annualization	37,483.3	10.7%
Total Base Change	31,792.5	9.11%
Growth		
Capital - New Staff		
1 FTE Field Engineer - for the flow monitoring and auditing within the Water and Wastewater System Performance Program - Inflow and Infiltration reduction.	127.0	0.0%
2 FTE Construction Coordinator - to ensure the overall construction support team can adequately service the CPD project managers to manage \$4.4B of 20 year Capital Plan.	140.8	0.0%
1 FTE Design Technologist II - to assist project managers in the delivery of capital growth projects within the 10 Year Capital Water and Wastewater Program.	106.1	0.0%
1 FTE Modeling Engineer - to support the Inflow and Infiltration Program which is a Condition of Approval from the MOE for the Southeast Collector project that is currently under construction.	127.0	0.0%
Other - Operating costs related to capital	873.0	0.3%
Recovery from Capital	(1,373.9)	(0.4%)
	0.0	
New Staff		
1 FTE Water/Wastewater System Engineer - required to provide water & wastewater systems engineering analysis, compiling bi-monthly water & wastewater data for billings to the local area municipalities, perform operations systems analysis, provide data and technical support and ensure accurate data capture, analysis and documentation.	127.0	0.0%
1 FTE Supervisor, Business Support - required to supervise the departmental business requirements for customer service responses, staffing resources and processes, and information records/document management and general office administration support.	98.0	0.0%
1 FTE Infrastructure Engineer - is vital to further develop and implement proactive asset management program and maintenance practices to ensure the reliability and soundness of infrastructure and minimize risks associated with infrastructure failure.	127.0	0.0%

REGION OF YORK
Budget Change Explanations 2013

Environmental Services - Water and Wastewater

2013(in \$000's)

Budget Change Explanations (2013/2012)	Gross	
	\$000's	%
2 FTE Capital Support Technologist - to facilitate the required OMM contributions to Environmental Services Department capital projects.	223.0	0.1%
3 FTE Supervisor - to effectively and efficiently manage resources to operate water and	419.5	0.1%
1 FTE Risk Management Data Specialist - to effectively manage information and fees for approvals, notices and other Part IV duties to ensure the regulatory compliance with the Clean Water Act in York Region.	106.1	0.0%
	1,100.6	0.3%
Water		
Toronto & Peel Purchased Water	342.8	0.1%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	23.9	0.0%
Other Expenses	204.0	0.1%
Contribution to Reserves	73.9	0.0%
Sub-total Water Growth Increase	644.6	0.2%
Wastewater		
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	24.9	0.0%
Other Expenses	212.2	0.1%
Contribution to Reserves	158.7	0.0%
Sub-total Wastewater Growth Increase	395.8	0.1%
Other Growth		
Total Growth Request	2,141.0	0.6%
Total Base, Growth and Enhancements	33,933.5	9.7%
2013 Total Business Plan with Base, Growth and Enhancements	383,020.6	9.7%
Interdepartmental Allocations - 2012	5,291.0	
2013 Interdepartmental Allocations Increase (Decrease)	719.1	
2012 Contribution to Capital - Water (non-growth)	10,260.0	
2013 Contribution to Capital Increase/(Decrease)	(2,760.0)	
2012 Contribution to Capital - Wastewater (non-growth)	14,210.0	
2013 Contribution to Capital Increase/(Decrease)	(8,136.0)	
2013 Contribution to Reserve - Water - Operating Surplus	8,925.6	
2013 Contribution to Reserve - WasteWater - Operating Surplus	10,826.4	
2013 Business Plan Total	422,356.7	

**2014 Controllable Gross Expenditure Increase
\$000's**

	With Gross Financing		With Net Financing	
2013 W&Ww Operating Budget (excluding inter-departmental allocations and contribution to capital)	\$383,020.4		\$189,296.7	
2014 W&Ww Operating Budget (excluding inter-departmental allocations and contribution to capital)	\$413,725.1		\$199,290.8	
	<u>\$30,704.7</u>	8.02%	<u>\$9,994.1</u>	5.28%
less uncontrollable items:				
Water Financing costs increase	(\$ 8,211.8)	(2.14%)	\$ 749.2	0.40%
Wastewater Financing costs increase	(\$ 15,613.4)	(4.08%)	\$ 2,365.4	1.25%
Peel Water base price increase	(\$ 530.5)	(0.14%)	(\$ 530.5)	(0.28%)
Toronto Water base price increase	(\$ 2,767.4)	(0.72%)	(\$ 2,767.4)	(1.46%)
Contribution to Reserves - Water	(\$ 339.1)	(0.09%)	(\$ 339.1)	(0.18%)
Contribution to Reserves - Wastewater	(\$ 368.3)	(0.10%)	(\$ 368.3)	(0.19%)
Toronto/ Peel growth purchases	(\$ 691.1)	(0.18%)	(\$ 691.1)	(0.37%)
Peel Wastewater Treatment	(\$ 453.4)	(0.12%)	(\$ 453.4)	(0.24%)
Duffin Creek Operations	(\$ 976.4)	(0.25%)	(\$ 976.4)	(0.52%)
	<u>\$753.3</u>	0.20%	<u>\$6,982.5</u>	3.69%

REGION OF YORK
2014 Budget Change explanations

Environmental Services - Water and Wastewater

2014(in \$000's)

Budget Change Explanations (2014/2013)	Gross (\$000's)	%
2013 Approved Departmental Budget (Excluding Contribution to Capital & Interdepart'l Allocations)	\$ 383,020.4	
Base - Price Pressure		
Water		
Staff Costs - Salaries & Benefits	85.8	0.0%
Peel Water Purchases (increase from 38.1 cents/m3 to 39.8 cents/m3)	530.5	0.1%
Toronto Water Purchases (increase from 34.0 cents/m3 to 37.4 cents/m3)	2,767.4	0.7%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	73.2	0.0%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	303.7	0.1%
General Expenses - Supplies, Materials, Training, Equipment Leases	41.6	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	48.4	0.0%
Contribution to Reserves	261.9	0.1%
Other - Intradepartmental Allocations, Negotiated Specifics	(64.5)	(0.0%)
Water Base Increase	4,048.0	1.1%
Wastewater		
Staff Costs - Salaries & Benefits	90.1	0.0%
Duffin Creek	558.0	0.1%
Peel Ww Treatment (increase from \$42.87/m3 to \$43.91/m3)	132.9	0.0%
Wastewater Treatment - Treatment Chemicals, Sludge Removal, Lab Fees, R&M sewer mains	96.1	0.0%
Occupancy Costs, Repairs and Maintenance, Hydro, Insurance	199.4	0.1%
General Expenses - Supplies, Materials, Training, Equipment Leases	42.4	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	34.0	0.0%
Contribution to Reserves	205.9	0.1%
Other - Intradepartmental Allocations, Negotiated Specifics	61.8	0.0%
Wastewater Base Increase	1,420.5	0.4%
Capital Delivery		
Staff Costs - Salaries & Benefits	222.6	0.1%
Other	350.2	0.1%
Capital Recovery	(573.3)	(0.1%)
Capital Delivery Base Increase	(0.5)	(0.0%)
Total Base Increase	5,468.0	1.4%
Reductions / Efficiencies		
Water		
Other - Program Reductions & Efficiencies	(722.0)	(0.2%)
Water Program Cost Reduction	(722.0)	(0.2%)
Wastewater		
Other - Program Reductions & Efficiencies	(585.7)	(0.2%)
Wastewater Program Cost Reduction	(585.7)	(0.2%)
Total Reductions / Efficiencies	(1,307.7)	(0.3%)
Annualization		
Water		
Financing Charges	8,211.8	2.1%
Wastewater		
Financing Charges	15,613.4	4.1%
Total Annualization	23,825.2	6.2%
Total Base Change	27,985.5	7.3%

REGION OF YORK
2014 Budget Change explanations

Environmental Services - Water and Wastewater

2014(in \$000's)

Budget Change Explanations (2014/2013)	Gross (\$000's)	%
Growth		
Capital - New Staff		
1 FTE Design Technologist	106.1	0.0%
1 FTE Modeling Engineer	127.1	0.0%
1 FTE Field Engineer	127.1	0.0%
Other - Operating costs related to capital	47.7	0.0%
Recovery from Capital	(408.0)	(0.1%)
	0.0	0.0%
New Staff		
1 FTE Business Operations Support Analyst	84.5	0.0%
1 FTE Datawarehouse/Business Intelligence Analyst	111.6	0.0%
1 FTE Condition Assessment Technologist	111.6	0.0%
1 FTE Support System Specialist	115.4	0.0%
1 FTE Instrumentation Technician	90.1	0.0%
1 FTE Water & Wastewater Operator I - IV	100.6	0.0%
1 FTE Contract Administrator for Linear	110.3	0.0%
1 FTE Program Manager, OMM Support	139.9	0.0%
1 FTE Compliance Technologist	106.1	0.0%
	970.1	0.3%
Water		
Toronto & Peel Purchased Water	691.1	0.2%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	7.8	0.0%
Other General Expenses	27.2	0.0%
Contribution to Reserves	77.2	0.0%
	803.3	0.2%
Water Growth Increase		
Wastewater		
Peel Wastewater Treatment	320.5	0.1%
Water Treatment - Treatment Chemicals, Lab Fees, R&M water mains	7.8	0.0%
Contribution to Reserves	162.4	0.0%
Minor Capital - Operating Equipment, Spare Equipment, Small Tools, Vehicles	8.2	0.0%
Other General Expenses	446.9	0.1%
	945.8	0.2%
Total Growth Request	2,719.2	0.7%
Total Base, Growth and Enhancements	30,704.7	8.02%
2014 Total Business Plan with Base, Growth and Enhancements	413,725.1	8.0%
Interdepartmental Allocations - 2013	6,010.1	
2014 Interdepartmental Allocations Increase (Decrease)	370.5	
2013 Contribution to Capital - Water	7,500.0	
2014 Contribution to Capital Increase/(Decrease)	1,217.0	
2013 Contribution to Capital - Wastewater	6,074.0	
2014 Contribution to Capital Increase/(Decrease)	8,141.0	
2014 Contribution to Reserve - Water - Operating Surplus	11,066.2	
2014 Contribution to Reserve - WasteWater - Operating Surplus	14,151.1	
2014 Business Plan Total	468,255.0	

2015 & 2016 Budget Change Explanations Outlook Years

Environmental Services Water & Wastewater

2015 & 2016 Base Outlook Years (in \$000's)

	2015	2016
	Gross	Gross
Prior Year's Departmental Budget (excluding Contribution to Capital & Interdepartmental)	413,725	507,213
1. Base		
Water		
Salary & Benefit Increases	428	458
Peel Water Purchase	1,277	1,756
Toronto Water Purchase	2,767	3,099
Water Treatment	759	369
Occupancy Costs & R&M Costs	253	265
Minor Capital	72	75
Contribution to Reserves	355	370
Other (General Expenses, Internal Charges, Negotiated Specifics, Professional/Contracted Services)	<u>25,248</u>	<u>(3,524)</u>
	31,160	2,867
Wastewater		
Salary & Benefit Increases	400	429
Peel Wastewater Treatment	272	652
Duffin Creek	1,299	1,358
Wastewater Treatment	227	237
Occupancy Costs & R&M Costs	283	295
Minor Capital	55	58
Contribution to Reserves	315	325
Other (General Expenses, Internal Charges, Negotiated Specifics, Professional/Contracted Services)	<u>26,279</u>	<u>(3,668)</u>
	29,131	(315)
Base	<u>60,290</u>	<u>2,553</u>
Reductions/Efficiencies		
Reductions/Efficiencies	<u>0</u>	<u>0</u>
Mandatory/Legislated		
Mandatory/Legislated	<u>\$ 0.0</u>	<u>0</u>
Annualization		
Water		
Financing Costs	\$ 2,369.1	2,143
Operating Impact of Approved Capital - Water		
Wastewater		
Financing Costs	\$ 13,097.2	10,443
Operating Impact of Approved Capital - Wastewater		
Annualization	<u>\$ 15,466.3</u>	<u>12,586</u>
Total Base	75,756.8	15,138.7
Growth		
Water		
Salary & Benefits	1,212	1,153
Toronto Water Purchase	546	751
Peel Water Purchase	145	160
Contribution to Reserve	0	0
Wastewater		
Salary & Benefits	1,261	1,200
Peel Wastewater Treatment	321	0
Contribution to Reserve	48	55
Total Growth	<u>3,533</u>	<u>3,319</u>
Enhancement		
	<u>0</u>	<u>0</u>
Total Enhancement	<u>0</u>	<u>0</u>
	493,015	525,671
Interdepartmental Allocations	6,455	6,595
Previous Year's Contribution to Capital - Water	8,717	5,955
Contribution to Capital Increase/(Decrease)	(2,762)	(870)
Previous Year's Contribution to Capital - Wastewater	14,215	8,243
Contribution to Capital Increase/(Decrease)	<u>(5,972)</u>	<u>4,773</u>
	14,198	18,101
Business Plan Total	507,213	543,772
Business Plan Total	507,213	543,772

**Department: Environmental Services
Water & Wastewater**

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Capital Planning and Delivery</u>				
Modeling Engineer	1.0	C	\$ 127.0	\$ 76.2
Design Technologist - Level II	1.0	C	\$ 106.1	\$ 63.7
Construction Coordinator	2.0	C	\$ 140.8	\$ 84.5
Field Engineer	1.0	C	\$ 127.0	\$ 76.2
<u>Strategy and Business Planning</u>				
Water/Wastewater System Engineer	1.0	G	\$ 127.0	\$ 127.0
Supervisor, Business Support	1.0	G	\$ 98.0	\$ 98.0
Infrastructure Engineer	1.0	G	\$ 127.0	\$ 127.0
<u>Operations and Maintenance</u>				
Capital Support Technologist/Coordinator	2.0	G	\$ 223.0	\$ 223.0
Supervisor	3.0	G	\$ 419.5	\$ 419.5
<u>Environmental Promotion and Protection</u>				
Sewer Use By-Law Enforcement Officer	1.0	M	\$ 93.2	\$ 93.2
Risk Management Data Specialist	1.0	G	\$ 106.1	\$ 106.1
Total W&WW New Staff Summary	15.0		1,694.7	1,494.3
Total Commissioners and Negotiated Specifics New Staff Summary	0.0		0.0	0.0
Total Environmental Services New Staff Summary	15.0		1,694.7	1,494.3

2014 Proposed New Staff Summary

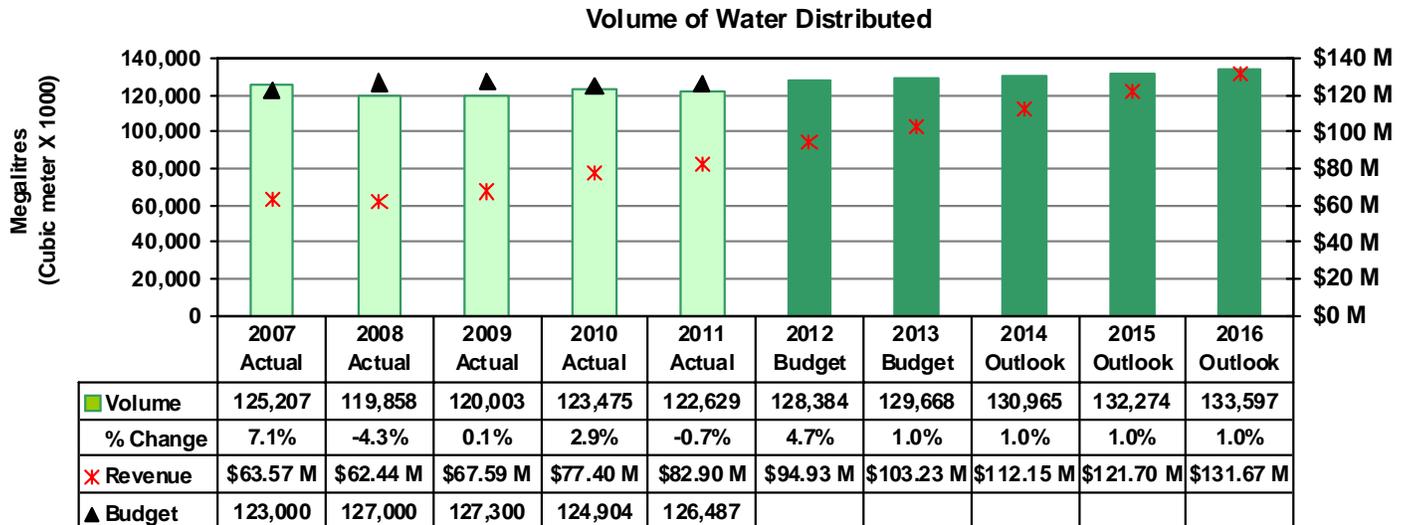
Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
		(B/G/E/C)	(\$ 000's)	(\$ 000's)
<u>Capital Planning and Delivery</u>				
Design Technologist	1.0	C	\$ 106.1	\$ 63.7
Modeling Engineer	1.0	C	\$ 127.1	\$ 76.3
Field Engineer	1.0	C	\$ 127.1	\$ 76.3
<u>Strategy and Business Planning</u>				
Business Operations Support Analyst	1.0	G	\$ 84.5	\$ 84.5
Datawarehouse/Business Intelligence Analyst	1.0	G	\$ 111.6	\$ 111.6
Condition Assessment Technologist	1.0	G	\$ 111.6	\$ 111.6
Support System Specialist	1.0	G	\$ 115.4	\$ 115.4
<u>Operations and Maintenance</u>				
Instrumentation Technician	1.0	G	\$ 90.1	\$ 90.1
Water & Wastewater Operator I - IV	1.0	G	\$ 100.6	\$ 100.6
Contract Administrator for Linear	1.0	G	\$ 110.3	\$ 110.3
Program Manager, OMM Support	1.0	G	\$ 139.9	\$ 139.9
<u>Environmental Promotion and Protection</u>				
Compliance Technologist	1.0	G	\$ 106.1	\$ 106.1
Total W&WW New Staff Summary	12.0		1,330.4	1,186.3
Total Environmental Services New Staff Summary	12.0		1,330.4	1,186.3

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
		(B/G/E/C)	(\$ 000's)	(\$ 000's)
<u>Capital Planning and Delivery</u>				
Design Production Coordinator	1.0	C	\$ 106.2	\$ 63.7
Construction Coordinator	2.0	C	\$ 141.1	\$ 84.7
Field Engineer	1.0	C	\$ 127.1	\$ 76.3
Project Collaboration Specialist	1.0	C	\$ 91.2	\$ 54.7
Technologists (Level I, II, III)	5.0	C	\$ 518.5	\$ 311.1
Community Engagement Specialist	1.0	C	\$ 122.5	\$ 73.5
<u>Strategy and Business Planning</u>				
Accounting Clerk Intermediate	1.0	G	\$ 70.6	\$ 70.6
Business Operations Support Analyst	1.0	G	\$ 84.6	\$ 84.6
Program Manager, Finance	1.0	G	\$ 126.8	\$ 126.8
Administrative Clerk Secretary	1.0	G	\$ 65.0	\$ 65.0
Asset Management Specialist	1.0	G	\$ 99.6	\$ 99.6
Datawarehouse/Business Intelligence Analyst	2.0	G	\$ 223.3	\$ 223.3
Infrastructure Engineer	1.0	G	\$ 127.1	\$ 127.1
Condition Assessment Technologist	1.0	G	\$ 111.7	\$ 111.7
Energy Management Analyst	1.0	G	\$ 104.7	\$ 104.7
ITS Project Manager	1.0	G	\$ 150.5	\$ 150.5
Process/Policy Analyst	1.0	G	\$ 91.2	\$ 91.2
<u>Operations and Maintenance</u>				
Instrumentation Technician	1.0	G	\$ 90.2	\$ 90.2
Water & Wastewater Operator I - IV	5.0	G	\$ 503.3	\$ 503.3
Inventory Control Technician - Store Keeper	1.0	G	\$ 90.2	\$ 90.2
SCADA Data Analyst	2.0	G	\$ 212.4	\$ 212.4
Process Optimization Engineer / Reliability Engineer	1.0	G	\$ 127.2	\$ 127.2
Asset Inspectors	1.0	G	\$ 90.2	\$ 90.2
Locates	2.0	G	\$ 163.6	\$ 163.6
PCS Technologist	1.0	G	\$ 111.6	\$ 111.6
Electrician	1.0	G	\$ 89.9	\$ 89.9
Maintenance Mechanic	1.0	G	\$ 88.7	\$ 88.7
Quality Control Officer	1.0	G	\$ 106.2	\$ 106.2
<u>Environmental Promotion and Protection</u>				
Public Education Assistant	1.0	G	\$ 70.5	\$ 70.5
Program Manager Community Outreach	1.0	G	\$ 126.8	\$ 126.8
Sewer Use By-Law Enforcement Officer	1.0	G	\$ 93.3	\$ 93.3
Compliance Technologist	1.0	G	\$ 106.2	\$ 106.2
Policy Coordinator	1.0	G	\$ 110.4	\$ 110.4
Community Outreach Coordinator	1.0	G	\$ 99.6	\$ 99.6
Risk Management Inspector	1.0	G	\$ 90.2	\$ 90.2
Total W&WW New Staff Summary	47.0		4,732.2	4,289.6
<hr/>				
Total Environmental Services New Staff Summary	47.0		4,732.2	4,289.6

Environmental Services
Water & Wastewater - Operating

Service Level - Water



What does the graph show?

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

Explanation of KPI Trend

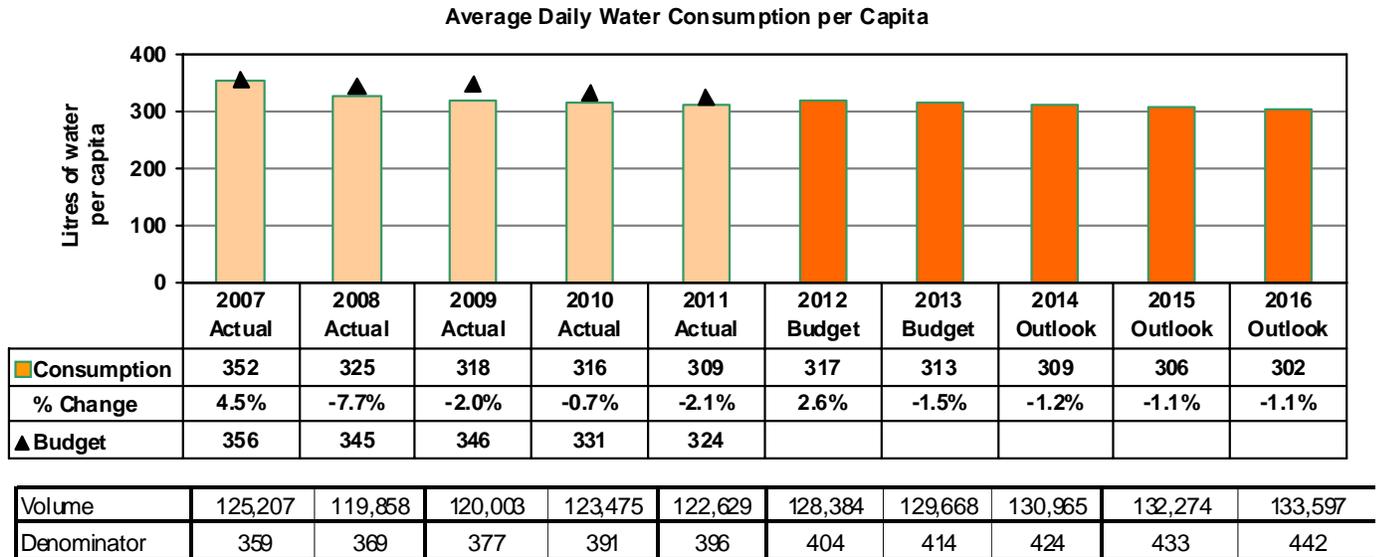
- Water consumption is primarily affected by residential water use practices, weather, conservation, industrial and commercial use, as well as population growth
- 2007 had a hotter/drier summer than the historic average resulting in higher than average annual demands
- 2008, 2009, 2010 and 2011 were cooler/wetter summers compared to the historic average resulting in lower than average annual water demands
- There is an underlying increasing trend in annual water volume which is correlated with population growth forecasted to grow by 2% every year
- Flows are budgeted to increase annually by 1.0% from 2013 to 2016; the yearly water rate increase approved by council for this same time period is 7.7%; total water revenue is budgeted to increase by 9% each of these years due to these increased flows and increased rates

Comments / Background:

- Water purchased from the City of Toronto represents 60% of the total water distributed in 2011 and is dispersed to 6 of the 9 local municipalities in York Region
- Water purchased from Peel Region represents 26% of the total water distributed in 2011 and is dispersed to 6 of the 9 local municipalities in York Region
- Groundwater supplies account for 12% of water volume distributed and Lake Simcoe accounts for the remaining 2%

Environmental Services
Water & Wastewater - Operating

Community Impact - Water



What does the graph show?

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

Explanation of KPI Trend

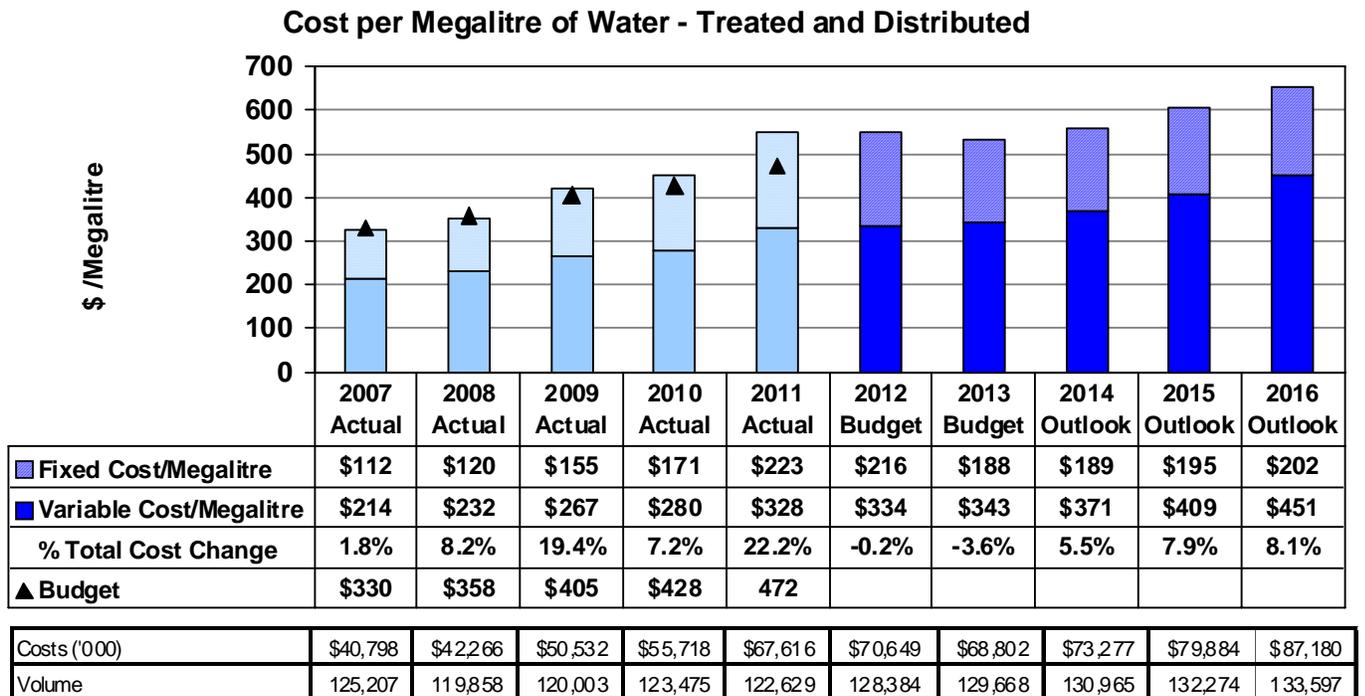
- Water consumption is primarily affected by residential water use practices, conservation, industrial and commercial use, population growth and is highly dependant on weather conditions. 2008, 2009, 2010 and 2011 experienced higher than anticipated wet weather conditions, resulting in lower than average annual demands. 2007 experienced hotter/dryer conditions than anticipated, resulting in higher than average annual demands
- Water Consumption per Capita has declined by 16% from 2001 to 2011 as a result of York's successful Water for Tomorrow program
- Per capita water consumption is expected to decrease in future years (approximately 1% decrease every year from 2012 to 2015) as a result of continued efforts in conservation and public education through work completed under the Water for Tomorrow Program and the Long Term Water Conservation Strategy

Comments / Background:

- Long Term Planning has estimated that the population at the end of 2011 was 1,085,588 (2012 – 1,108,000; 2013 - 1,135,600; 2014 – 1,160,600; 2015 – 1,185,600; 2016 – 1,210,600)

Environmental Services
Water & Wastewater - Operating

Efficiency - Water



What does the graph show?

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

Explanation of KPI Trend

- The increasing cost trend is related to upward cost pressures in labour, energy and chemical costs and increasing operational requirements resulting from significant regulatory changes over the past 5 years
- The cost of purchased water from Toronto and Peel has been steadily increasing each year with increases of 6.45% and 9.8% respectively in 2011. The primary reason for the increase is that York purchased more water from Peel in 2011 as well as 2010 reconciliation amounts had not been paid or accrued until 2011
- Variable costs represent 65% of total costs as they include costs to purchase water from Toronto and Peel whereas fixed costs include salaries and benefits
- 2013 fixed costs are projected to decrease by \$1.8M as compared to 2012 due to cost savings measures taken in several programs that have resulted in efficiencies as well as through better budgeting practices

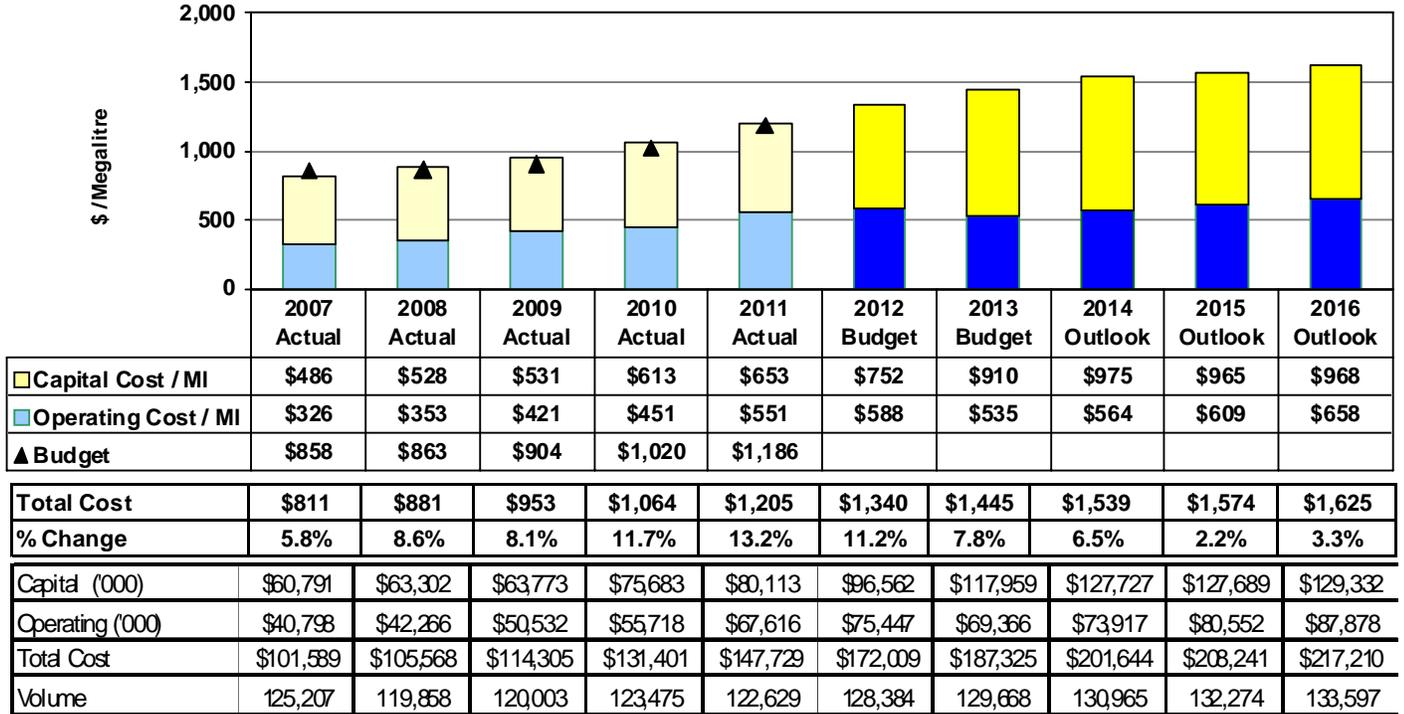
Comments / Background:

- Water Treatment and Distribution Operations is a registered ISO 9001 Quality Management System and has achieved accreditation for DWQMS

Environmental Services
Water & Wastewater - Operating

Efficiency - Water

Total Gross Expenditures per Megalitre of Water - Treated and Distributed



What does the graph show?

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

Explanation of KPI Trend

- On average, total costs have increased by 9.5% annually from 2006 to 2011; this cost includes purchased water from Toronto and Peel and York Water System operational costs. York purchased more water from Peel in 2011, as well as 2010 reconciliation amounts had not been paid or accrued until 2011
- Capital cost increase trend (9% average increase from 2006 to 2011) is indicative of significant regional growth pressures and need to build increased treatment and distribution capacity in the short term to service approved growth. Also, capital costs are high as York Region does not have direct access to Lake Ontario. Cost shared water capital with Toronto and Peel are included in our capital costs
- The total combined actual capital and operating costs have been higher than budget from 2008 to 2011 by 10% on average. The forecasted annual increase for 2012 and outer years is budgeted at an average of 6%

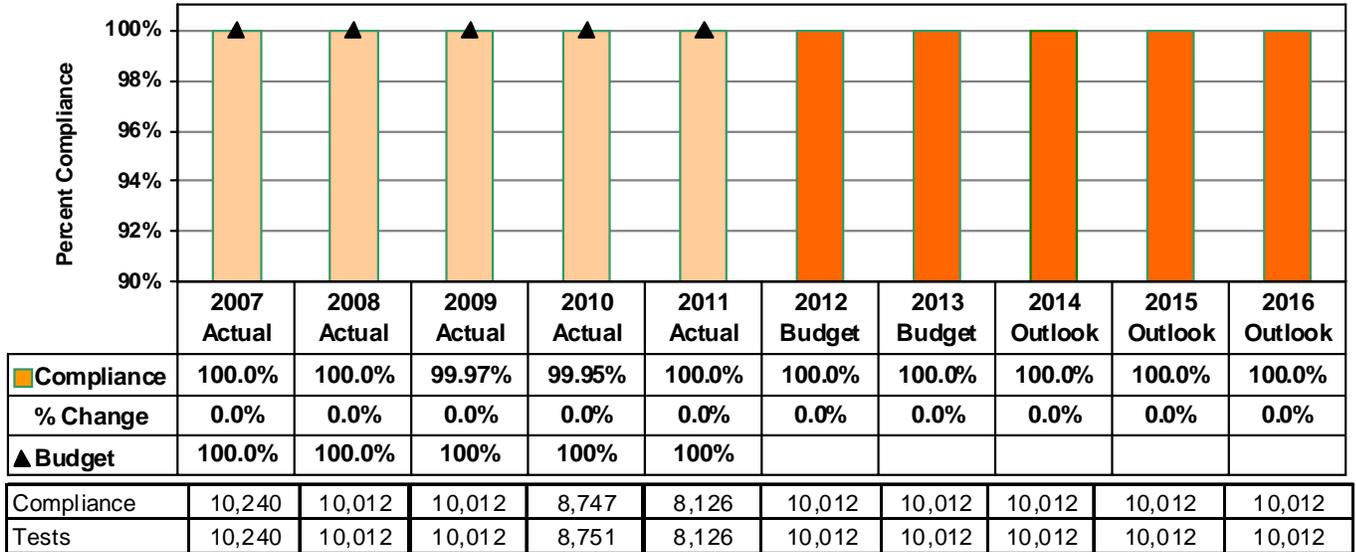
Comments / Background:

- Water Treatment and Distribution Operations is a registered ISO 9001 Quality Management System and has achieved accreditation for DWQMS

Environmental Services
Water & Wastewater - Operating

Community Impact

Compliance with Drinking Water Standards



What does the graph show?

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

Explanation of KPI Trend

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

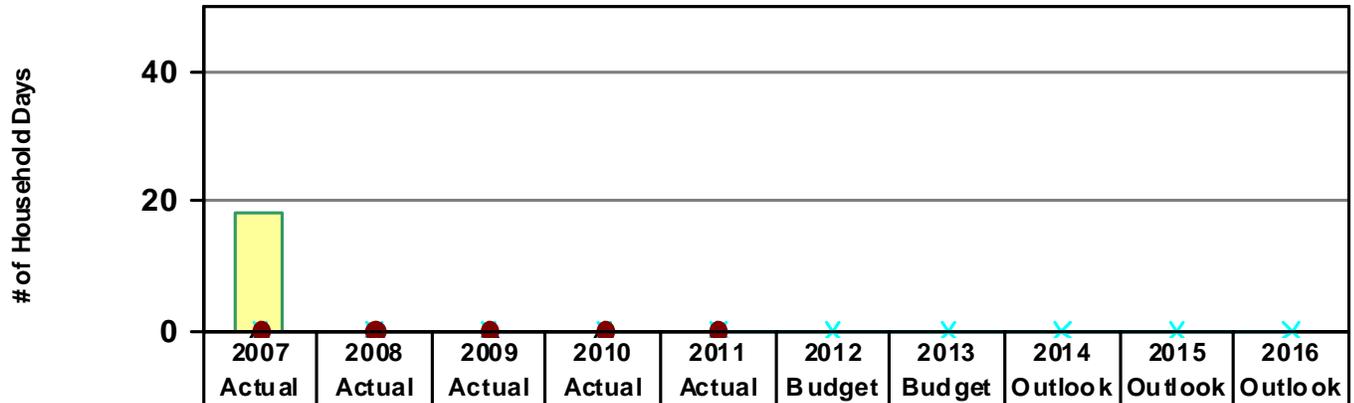
Comments / Background:

- York Water System and the rural water systems are registered to ISO 9001 standard (Quality Management System) and have achieved accreditation for DWQMS

Environmental Services
Water & Wastewater - Operating

Customer Service

Number of Household Days with Water Restrictions & Boil Water Advisory



■ Water Restrictions	18	0	0	0	0	0	0	0	0	0
% Change	-54.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
▲ Budget	0	0	0	0	0					
✕ Boil Water Advisory	0	0	0	0	0	0	0	0	0	0
% Change	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
● Budget	0	0	0	0	0					

What does the graph show?

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

Explanation of KPI Trend

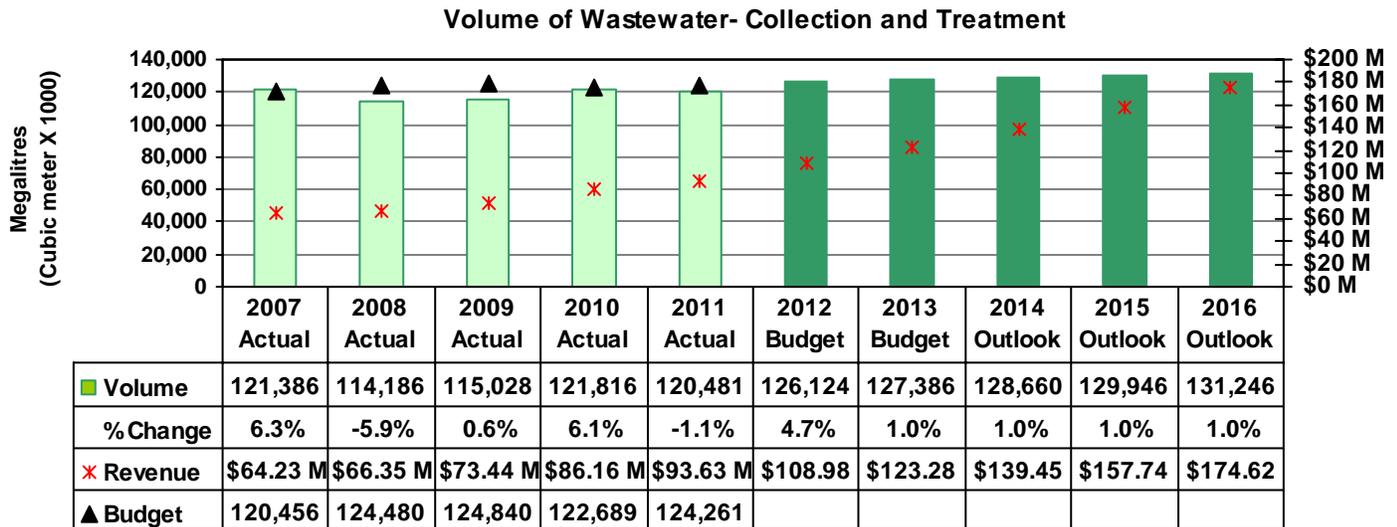
- 2007 was a hot dry summer and the water restriction was in place for 18 days. An improvement over the prior year was as a result of immediate resident compliance with the ban and no unusual performance issues at any wells
- There were no water restrictions in 2008, 2009, 2010 and 2011
- No boil water advisories have been issued for any year from 2007 through 2011

Comments / Background:

- York Region recommends the local municipalities to implement and enforce outdoor water use by-laws
- Issuing boil water advisories is the responsibility of the Regional Public Health Department

Environmental Services
Water & Wastewater - Operating

Service Level - Wastewater



What does the graph show?

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

Explanation of KPI Trend

- The volume of wastewater collected is correlated with water consumption
- Conservation measures initiated through the Water for Tomorrow program (low flow showerheads, water saving toilet flappers) have successfully reduced the rate of increase of annual wastewater flow volumes below the rate of increase of the population growth in York Region. The 2013 proposed budget includes a 1.0% increase in the wastewater flow volumes versus an anticipated population growth of 2.0%. A steady increase in annual volumes of wastewater collected in outlook years is consistent with current and projected population growth in York Region
- Flows are budgeted to grow by 1.0% from 2013 to 2016; the wastewater rate increase approved by Council for this same time period is 12%; revenue is budgeted to increase by 13% each year due to increased flows and increased rates

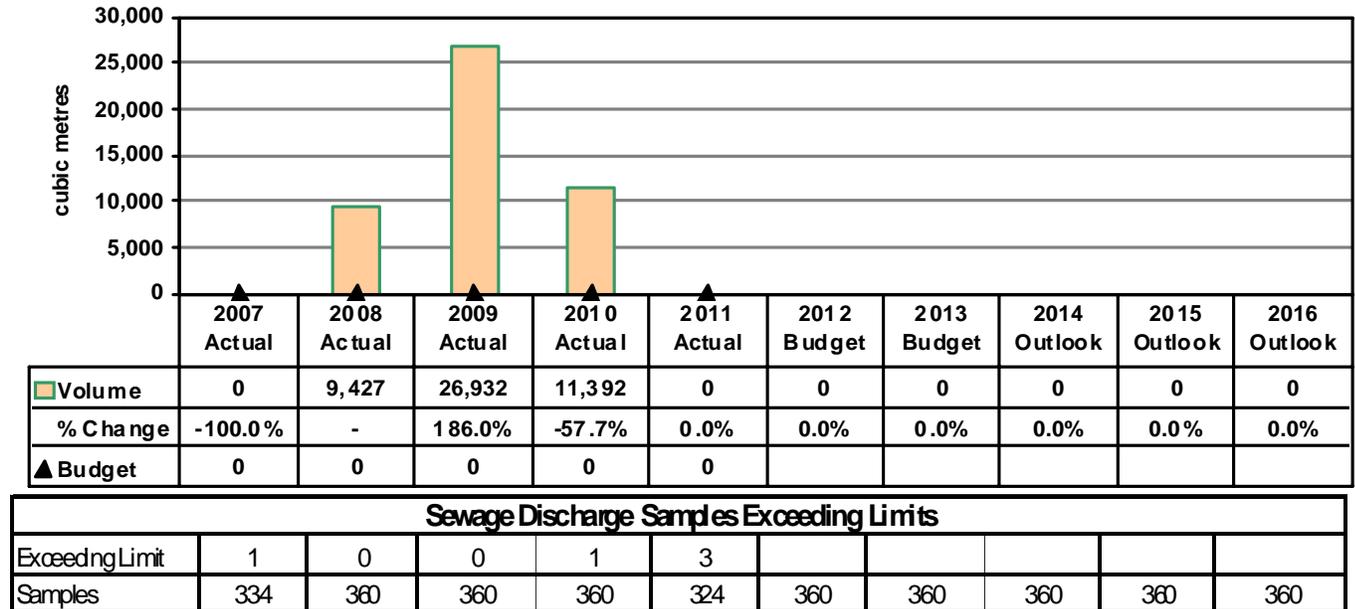
Comments / Background:

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

Environmental Services
Water & Wastewater - Operating

Community Impact

Volume of Untreated Sewage Released into the Environment



What does the graph show?

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

Explanation of KPI Trend

- In April 2008, one spill occurred due to 11.4 mm of rainfall within 1 day with a combination of melting snow on frozen ground conditions triggered the hydrological overflow at the Newmarket Sewage Pumping Station
- In February 2009, one spill occurred at the Newmarket Sewage Pumping Station due to rapid spring thaw combined with heavy rainfall. In September 2009 a blockage at the Kleinburg Pumping Station resulted in a spill
- In 2010, a spill incurred due to vandalism at Holland Landing lagoons and unauthorized discharge. The other spills were due to minor mechanical failure at Sutton Lagoon, Georgina Sewage Pumping Station, Kleinburg WPCP, forcemain chamber near Leslie PS, forcemain at Bogart Creek SPS. All spills were immediately contained and repaired with limited quantity spilled to the environment
- In 2011, there were no spills for the Region
- 3 Wastewater samples exceeded regulatory limits in 2011 due to higher than normal ammonia levels in the inflow stream which contributed to an exceedance of the monthly average at Schomberg and Mount Albert WPCPs. At Kleinburg WPCP, higher than normal total phosphorus levels were attributed to mechanical issues with the alum feed system which resulted in wastewater samples exceeding regulatory limits. A new alum tank and pumping configuration has been commissioned as part of plant upgrades
- Implementation of the ISO 14001 Environmental Management System in 2001 resulted in improved sampling procedures that reduced laboratory testing errors

Environmental Services
Water & Wastewater - Operating

- Commissioning of the new Sutton and Mount Albert wastewater treatment plants in early 2005 introduced an increase in the sampling frequency. Also, many of the wastewater treatment facilities have undergone certificate of approval renewal, increasing the sampling frequency to meet new, more stringent effluent limits and requirements

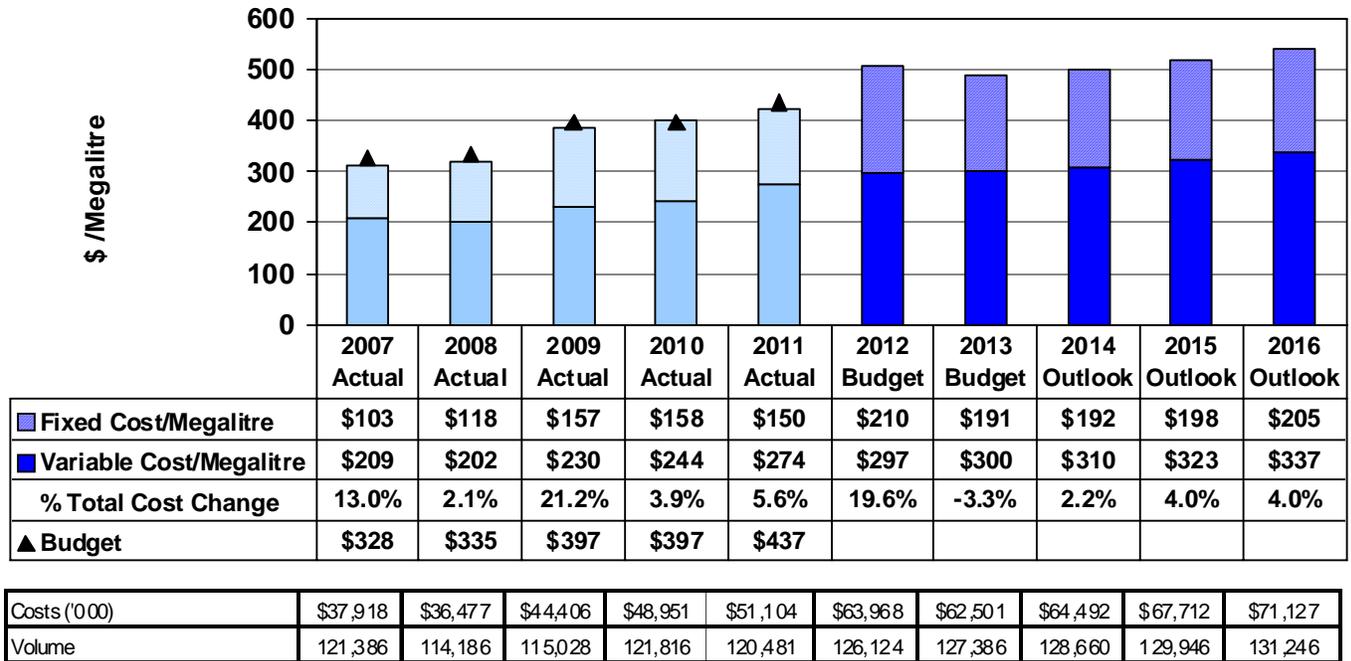
Comments / Background:

- Measures have been taken to minimize system wastewater spills. Equalization tanks were built in Newmarket (commissioned on September 18, 2008) and Aurora (commissioned on August 27, 2010) which extend the service capacity of the pumping stations by buffering wet weather peak flows to the pumping station, provide additional capacity and aid in minimizing downstream capacity risks. The operation of the Peel Diversion also alleviates constraints through diversion of sewage flows during normal and peak conditions into the South Peel System for treatment. York Region also initiated an Inflow and Infiltration Reduction Program with the local municipalities that has shown early, but promising results in decreasing peak wet weather flows
- Wastewater Treatment and Collection is registered under ISO 14001. York Region is consistently aiming to achieve high standards in effluent quality of wastewater and is currently striving to achieve 100% compliance. Regulations under the *Ontario Water Resources Act* were met

Environmental Services
Water & Wastewater - Operating

Efficiency - Wastewater

Cost per Megalitre of Wastewater - Collection and Treatment



What does the graph show?

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

Explanation of KPI Trend

- 2007 costs increased due to higher operational costs at the York-Durham Sewage System (YDSS) and the first full year of operations of the Peel WPCP
- 2008 costs increased due to higher operational costs (hydro, lab fees, chemical costs) at the York-Durham Sewage System (YDSS)
- 2009 costs increased due to higher operational costs at the York-Durham Sewage System (YDSS) and Duffin Creek Plant
- 2010 total costs increased on average by 11% from 2006 due to commissioning of Duffin Creek Stage 3 Solids Expansion, higher operational costs at the York-Durham Sewage System (YDSS), Peel Wastewater Treatment, Keswick WPCP and the first year of operations of the Nobleton WPCP
- 2011 total costs increased by 4% from 2010 mainly due to higher operational costs at Duffin Creek Operations and Peel Wastewater Treatment
- 2013 fixed costs are projected to decrease by \$1.4M as compared to 2012 due to cost savings measures taken in several programs that have resulted in efficiencies as well as through better budgeting practices

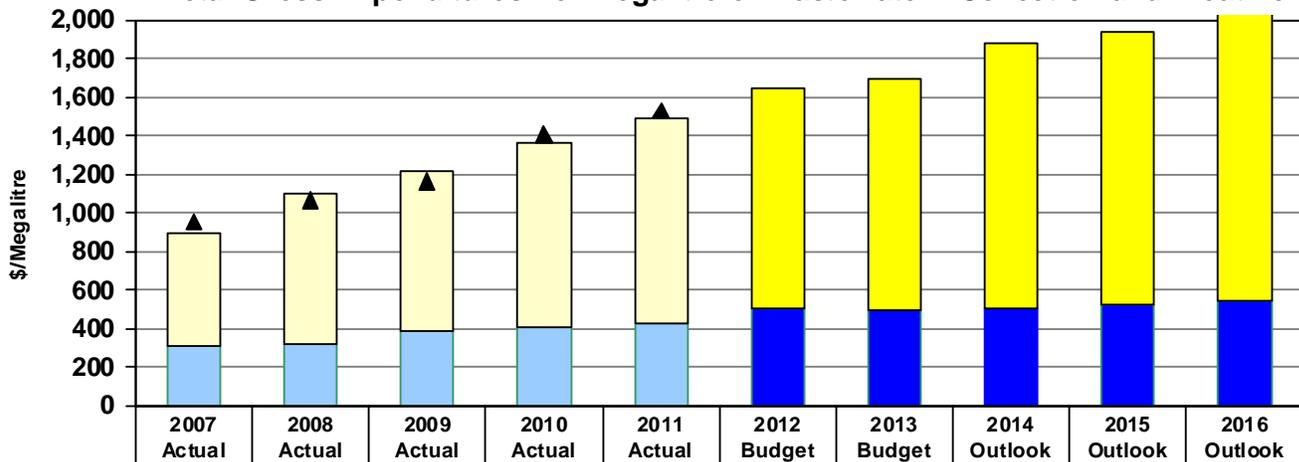
Comments / Background:

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

Environmental Services
Water & Wastewater - Operating

Efficiency - Wastewater

Total Gross Expenditures Per Megalitre of Wastewater - Collection and Treatment



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
□ Capital Cost/MI	\$582	\$781	\$830	\$959	\$1,066	\$1,133	\$1,199	\$1,375	\$1,419	\$1,524
■ Operating Cost/MI	\$312	\$319	\$387	\$402	\$424	\$507	\$491	\$501	\$521	\$542
▲ Budget	\$954	\$1,065	\$1,162	\$1,403	\$1,527					

Total Cost	\$895	\$1,100	\$1,217	\$1,361	\$1,490	\$1,640	\$1,690	\$1,876	\$1,940	\$2,066
% Change	5.3%	23.0%	10.6%	11.9%	9.5%	10.1%	3.0%	11.0%	3.4%	6.5%

Capital ('000)	\$70,682	\$89,146	\$95,289	\$116,868	\$128,422	\$142,871	\$152,778	\$176,901	\$184,330	\$199,986
Operating ('000)	\$37,918	\$36,477	\$44,406	\$48,951	\$51,104	\$63,968	\$62,501	\$64,492	\$67,721	\$71,127
Total Cost	\$108,600	\$125,623	\$139,695	\$165,819	\$179,526	\$206,839	\$215,279	\$241,393	\$252,110	\$271,112
Volume	121,386	114,186	115,028	121,816	120,481	126,124	127,386	128,660	129,946	131,246

What does the graph show?

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

Explanation of KPI Trend

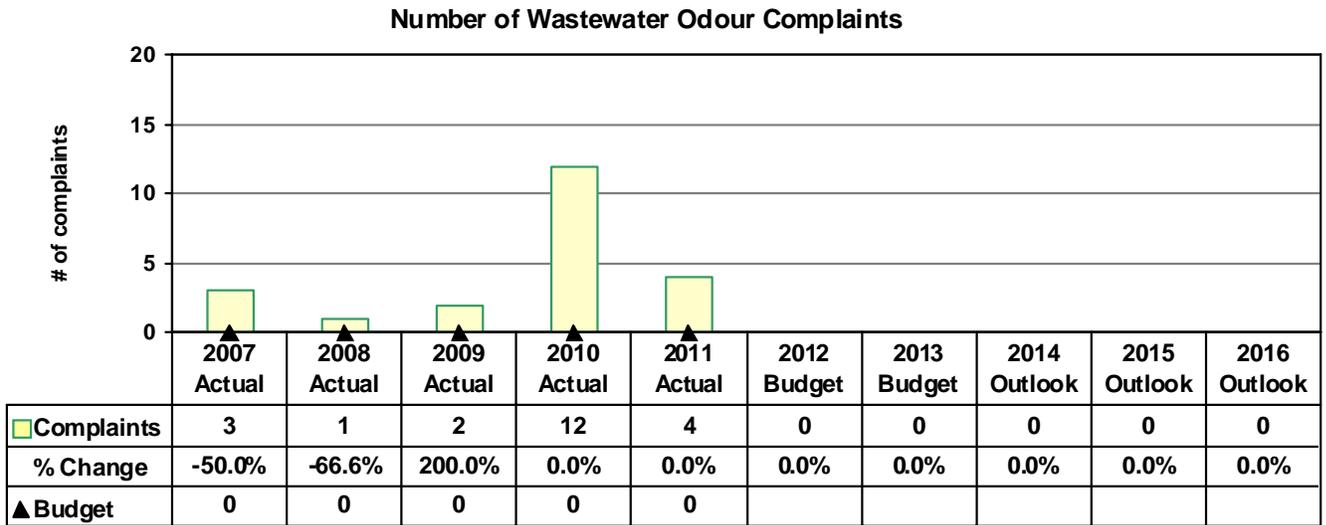
- On average, operational costs have increased annually by 12% from 2006 to 2011. These costs include Duffin Creek operations, Peel Wastewater Treatment, York-Durham Sewage System (YDSS) and smaller sewage treatment facilities operated by the Region
- Capital cost increase trend (14% average annual increase from 2007 to 2011) is indicative of significant regional growth pressures and need for building increased treatment and distribution capacity in the short term to service approved growth
- The total combined actual capital and operating costs have been higher than budget from 2007 to 2011 by 12% on average. The forecasted annual increase for 2012 and outer years is budgeted at an average of 7%

Comments / Background:

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

Environmental Services
Water & Wastewater - Operating

Customer Service



What does the graph show?

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

Explanation of KPI Trend

- Odour complaints were received in 2007 regarding the Keswick Sewage Pump Station No. 4 shortly after it was commissioned in 2006
- The 2008 complaint was a result of a maintenance access hole collapse at the Aurora Pumping Station. The access hole has since been repaired
- The 2009 complaints pertained to the Holland Landing Lagoons and a chamber at Major Mackenzie Drive and Leslie Street
- 12 odour complaints were received in 2010 from various residents around the Region. Solutions were implemented to mitigate the odour issues, including installing odour control units and sealing maintenance access holes. All complaints were investigated by operational staff and resolved with a satisfactory response to residents involved in the complaint
- 4 odour complaints were received in 2011 for Holland Landing Lagoons (East Gwillimbury), Ninth Line and Rouge Bank Drive had 2 complaints (Markham) and Riverview Drive (Markham). All these odour complaints were investigated and resolved with repairs where required

Comments / Background:

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

2013 Budget - Water Rate Summary

	2012 RESTATED BUDGET			2013 BUDGET			2014 BUDGET			2015 BUDGET				
	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	% Change	% Share of Total	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)
EXPENDITURES														
Operations														
York Operations	16,563.3	27,678.3	21.56	16,883.0	29,741.7	22.94	7.5%	31.5%	16,355.0	30,303.8	23.14	15,474.0	31,667.0	24.18
Recoveries - Operations		(547.0)	(0.43)		(1,111.2)	(0.86)	103.1%	-1.2%		(1,186.5)	(0.91)		(1,239.8)	(0.95)
	16,563.3	27,131.3	21.1	16,883.0	28,630.5	22.1	5.5%	30.4%	16,355.0	29,117.3	22.2	15,474.0	30,427.2	23.2
Purchased Water														
Toronto - 34.0 cents/m3 (2013) (34.0 cents/m3 in 2012)	80,795.7	27,470.5	21.40	81,395.0	27,674.3	21.34	0.7%	29.3%	82,855.0	30,987.7	23.66	84,680.0	34,837.4	26.34
Peel - 38.1 cents/m3 (2013) (35.1 cents/m3 in 2012)	31,025.0	10,889.7	8.48	31,390.0	11,950.1	9.22	9.7%	12.7%	31,755.0	12,625.7	9.64	32,120.0	14,048.0	10.62
	111,820.7	38,360.2	29.9	112,785.0	39,624.4	30.6	3.3%	42.0%	114,610.0	43,613.4	33.3	116,800.0	48,885.4	37.0
Total Operating Expenditures		65,491.5			68,254.9		4.2%	72.4%		72,730.7			79,312.6	
Capital - Related														
Financing Charges - Gross		83,893.4	65.35		102,921.7	79.37	22.7%	109.1%		111,133.5	84.86		113,502.6	85.81
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(73,265.9)	(57.07)		(91,909.3)	(70.88)	25.4%	-97.5%		(99,371.9)	(75.88)		(100,885.5)	(76.27)
Capital Planning and Delivery		4,610.1	3.59		0.0	0.00	-100.0%	0.0%		0.0	0.00		0.0	0.00
Contribution to Capital Replacement Reserve		7,207.2	5.61		7,537.6	5.81	4.6%	8.0%		7,876.7	6.01		8,231.2	6.22
Contribution to Capital Construction (Non-growth)		10,260.0	7.99		7,500.0	5.78	-26.9%	8.0%		8,717.0	6.66		5,955.0	4.50
		32,704.8			26,050.0		-20.3%	27.6%		28,355.3			26,803.3	
TOTAL EXPENDITURES	128,384.0	98,196.3	76.5	129,668.0	94,304.9	72.7	-4.0%	100.0%	130,965.0	101,086.0	77.2	132,274.0	106,115.9	80.5
REVENUES														
Water Rate Revenues														
Aurora	6,120.5	4,523.5	73.94	6,181.7	4,919.2	79.61	8.7%	4.8%	6,243.5	5,344.3	85.63	6,305.9	5,801.0	92.03
East Gwillimbury	1,429.8	1,057.5	73.94	1,444.1	1,150.0	79.61	8.7%	1.1%	1,458.6	1,249.4	85.63	1,473.2	1,356.2	92.03
Georgina	3,561.3	2,631.9	73.94	3,596.9	2,862.1	79.61	8.7%	2.8%	3,632.9	3,109.5	85.63	3,669.2	3,375.1	92.03
King	1,105.9	817.5	73.94	1,117.0	889.0	79.61	8.7%	0.9%	1,128.2	965.8	85.63	1,139.5	1,048.3	92.03
Markham	37,910.3	28,028.7	73.94	38,289.4	30,480.3	79.61	8.7%	29.5%	38,672.2	33,114.4	85.63	39,059.0	35,944.1	92.03
Newmarket	9,596.8	7,090.3	73.94	9,692.8	7,710.5	79.61	8.7%	7.5%	9,789.7	8,376.9	85.63	9,887.6	9,092.9	92.03
Richmond Hill	21,345.5	15,780.4	73.94	21,558.9	17,160.7	79.61	8.7%	16.6%	21,774.5	18,643.7	85.63	21,992.2	20,236.8	92.03
Vaughan	44,236.2	32,720.6	73.94	44,678.6	35,582.4	79.61	8.7%	34.5%	45,125.4	38,657.1	85.63	45,576.6	41,960.0	92.03
Whitchurch - Stouffville	3,077.7	2,276.8	73.94	3,108.5	2,475.9	79.61	8.7%	2.4%	3,139.5	2,689.8	85.63	3,170.9	2,919.7	92.03
TOTAL REVENUES	128,384.0	94,927.2	73.9	129,668.0	103,230.1	79.6	8.7%	100.0%	130,965.0	112,150.9	85.6	132,274.0	121,734.1	92.0
Contribution (to)/from Reserve - (Surplus) / Shortfall		3,269.1	2.5		(8,925.2)	(6.9)	-8.6%			(11,064.9)	(8.4)		(15,618.2)	(11.6)

2013 Budget - Wastewater Rate Summary

	2012 RESTATED BUDGET			2013 BUDGET			2014 BUDGET			2015 BUDGET				
	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	% Change	% Share of Total	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)	Flow (m ³ 000's)	Amount (\$ 000's)	Rate (cents/m ³)
EXPENDITURES														
Operations														
York Operations	4,869.4	25,780.9	20.44	4,938.2	27,997.2	21.98	8.6%	24.9%	5,069.5	28,540.8	22.18	5,212.9	29,825.8	22.95
Recoveries - Operations		(992.9)	(0.79)		(1,014.8)	(0.80)	2.2%	-0.9%		(1,032.7)	(0.80)		(1,079.2)	(0.83)
Duffin Creek Operations	107,385.1	27,728.8	21.99	109,672.5	29,027.10	22.79	4.7%	25.8%	110,085.0	30,021.10	23.33	111,228.0	31,372.10	24.14
Peel Wastewater Treatment	13,870.0	5,660.3	4.49	12,775.0	5,476.60	4.30	-3.2%	4.9%	13,510.0	5,930.00	4.61	13,510.0	6,522.90	5.02
Total Operating Expenditures		58,177.1			61,486.1		5.7%	54.7%		63,459.2			66,641.6	
Capital - Related														
Financing Charges - Gross		113,219.6	89.77		130,903.2	102.76	15.6%	116.4%		146,516.6	113.88		159,613.8	122.83
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(85,146.3)	(67.51)		(101,814.4)	(79.93)	19.6%	-90.5%		(115,062.4)	(89.43)		(124,531.2)	(95.83)
Capital Planning and Delivery		4,798.2	3.80		0.0	0.00	-100.0%	0.0%		0.0	0.00		0.0	0.00
Contribution to Capital Replacement Reserve		15,441.1	12.24		15,800.8	12.40	2.3%	14.1%		16,169.1	12.57		16,532.7	12.72
Contribution to Capital Construction (Non - Growth)		14,210.0	11.27		6,074.0	4.77	-57.3%	5.4%		14,215.0	11.05		8,243.0	6.34
Total Capital Related Expenditures		62,522.6			50,963.6		-18.5%	45.3%		61,838.3			59,858.3	
TOTAL EXPENDITURES	126,124.5	120,699.7	95.7	127,385.7	112,449.7	88.3	-6.8%	100.0%	128,664.5	125,297.5	97.4	129,950.9	126,499.9	97.3
REVENUES														
Wastewater Rate Revenues														
Aurora	6,120.5	5,285.0	86.40	6,181.7	5,978.5	96.77	13.1%	4.8%	6,243.5	6,762.8	108.39	6,305.9	7,650.1	121.39
East Gwillimbury	669.7	578.7	86.40	676.4	654.6	96.77	13.1%	0.5%	683.1	740.5	108.39	689.9	837.7	121.39
Georgina	3,561.3	3,074.7	86.40	3,596.9	3,478.2	96.77	13.1%	2.8%	3,632.9	3,934.5	108.39	3,669.2	4,450.6	121.39
King	252.3	217.6	86.40	254.9	246.2	96.77	13.1%	0.2%	257.4	278.5	108.39	260.0	315.0	121.39
Markham	37,910.3	32,753.2	86.40	38,289.4	37,051.1	96.77	13.1%	30.1%	38,672.2	41,911.7	108.39	39,059.0	47,410.2	121.39
Newmarket	9,596.8	8,282.5	86.40	9,692.8	9,369.3	96.77	13.1%	7.6%	9,789.7	10,598.4	108.39	9,887.6	11,988.9	121.39
Richmond Hill	21,345.5	18,439.5	86.40	21,558.9	20,859.1	96.77	13.1%	16.9%	21,774.5	23,595.6	108.39	21,992.2	26,691.1	121.39
Vaughan	44,007.9	38,046.2	86.40	44,447.9	43,038.6	96.77	13.1%	34.9%	44,892.4	48,684.7	108.39	45,341.3	55,071.8	121.39
Whitchurch - Stouffville	2,660.3	2,298.9	86.40	2,686.9	2,600.6	96.77	13.1%	2.1%	2,713.8	2,941.8	108.39	2,740.9	3,327.6	121.39
TOTAL REVENUES	126,124.0	108,976.3	86.4	127,386.0	123,276.2	96.8	13.1%	100.0%	128,660.0	139,448.5	108.4	129,946.0	157,743.0	121.4
Contribution (to)/from Reserve - (Surplus) / Shortfall		11,723.4	9.3		(10,826.5)	(8.5)	-192.3%	-8.8%		(14,151.0)	(11.0)		(31,243.1)	(24.0)

Key Highlights

Planned Initiatives for 2013 and 2014

As part of Environmental Services Business Planning, all programs were mapped to the Environmental Services Strategic Plan, 2011 – 2015 Corporate Strategic Plan and Vision 2051 key areas. These plans were used to develop 2013 and 2014 planned initiatives. The planned initiatives are grouped under Environmental Services Strategic Goals which link to the Corporate Strategic Plan and Vision 2051.

To deliver waste management services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure in compliance with all regulatory requirements

- Closure of Asian Long-horned Beetle processing site based on Canadian Food Inspection Agency anticipated discontinuation of infestation zone

To apply the principles of sustainability in the creation/acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making

- Initiate redevelopment of McCleary Court and Elgin Mills Community Environmental Centres to include weigh scales and household hazardous waste collection services to better facilitate cost recovery and “one stop” waste management services at these locations
- Continued advocacy to Federal, Provincial and industry organizations on waste management issues and stewardship funding through Extended Producer Responsibility

To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region

- Re-development of Georgina Transfer Station into the Warden Avenue Community Environmental Centre
- Continue to develop waste management infrastructure, specifically the Durham York Energy Centre and a Source Separated Organics processing facility in partnership with Dufferin County

To attract, retain and develop highly qualified staff to effectively deliver waste management services and proactively plan for their succession

- Completed business requirements for Statistical Data Analyst and Waste Management Assistant to ensure adequate resources to deliver highly complex waste management systems in collaboration with local municipalities
- Finalize 2014 resource requirement for a Project Coordinator required to implement recommendations developed under the Integrated Waste Management Master Plan

To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of waste management services

- Initiate implementation of the Integrated Waste Management Master Plan short-term recommendations and plan for medium and long term recommendations
- Secure short and long-term source separated organics processing capacity to ensure processing is optimized while minimizing source separated organics landfill disposal
- Continued administration and detailed performance review of high priority waste management contracts

To proactively manage the application of business support practices, processes, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement

- Ongoing monitoring and refinement of key performance metrics to enable continuous improvement
- Initiate ISO9001 registration at the Regional Waste Management Centre

To ensure that waste management service levels are understood and achieved by encouraging collaboration, communication and involvement with stakeholders

- Complete the Integrated Waste Management Master Plan in conjunction with the nine local municipalities and stakeholders to drive waste reduction and reuse, and guide waste management decisions over the next 25 – 40 years
- On-going promotional campaigns to increase participation in the Blue Box and Green Bin programs, including implementation of the compostable bag campaign to reduce residue, improve source separated organics processing efficiency and improve end product compost quality

2013 Base Drivers

- Contracts with consumer price index factoring will increase processing costs by approximately 2%
- Tonnage transfer of 25,000 tonnes from lower cost landfill disposal to higher cost pelletization processing puts added pressure on the total cost of waste management
- Diversion growth of an estimated 2.3% increase and residual waste growth of 1% from forecasted 2012 tonnes

2012 Accomplishments

- Development of the Integrated Waste Management Master Plan through completion of Phase 1: “Where We Are” and Phase 2: “Where We Want To Go” and initiation of planning for Phase 3: “How Are We Going to Get There”
- Co-presented to Environmental Services Committee and all nine local municipalities on Phase 1 activities of the Integrated Waste Management Master Plan
- Development of an Integrated Partnership model and decision making framework to allow for collaborative decision making amongst 10 municipal partners to deliver waste management services in a one tax payer approach

- Completed first ever SM4RT Family Challenge whereby York Region families were used as role models for sustainable waste management activities and decisions
- Use of social media for consultation and education/awareness (Facebook, Twitter)
- Incorporated majority of waste management facilities to the Environmental Management System (ISO 14001)
- Secured additional source separated organics processing capacity at Orgaworld to minimize landfilling of organics due to Universal Resource Recovery and WeCare Organics processing challenges
- Advocated to the Provincial government, the Association of Municipalities of Ontario, Waste Diversion Ontario and the broader waste management industry on municipal hazardous and special waste, waste electrical and electronic waste
- Initiated contract performance management and compliance to improve third party service delivery
- Developed “on line open house” to provide public with a convenient way to participate in the Integrated Waste Management Master Plan in addition to extensive public engagement at festivals, events and focus sessions

Key Challenges

The following key challenges are the major issues facing York Region and the waste management team in the next 5 years.

Regulatory Issues

Extended Producer Responsibility programs see the brand owner or first importer of a designated product responsible for the end-of-life management of the unused product and packaging. Municipalities in Ontario have been advocating for full Extended Producer Responsibility to drive sustainability, as end-of-life costs will be incorporated into products rather than being borne by taxpayers. The future of Extended Producer Responsibility programs is still being determined, causing program uncertainty. This has been reflected as an increase in the Regional budget for the Municipal Hazardous and Special Waste (MHSW) program over the past year. Conservative budgeting will continue to be applied for the MHSW program until detailed information is provided within the revised *Waste Diversion Act* and/or by Waste Diversion Ontario through Stewardship Ontario and the Ministry of the Environment.

As the Region embarks on establishing Regionally-owned source separated organics processing infrastructure through the Infrastructure Ontario Public Private Partnership (P3) Program, it is of critical importance to have a better understanding of regulatory requirements for organics processing infrastructure and beneficial end uses such as compost products and/or energy capture. It is widely accepted that there is a significant shortfall of organics processing capacity in the Province causing high reliance on few processors and subsequent operational challenges due to high throughputs. Infrastructure Ontario recognizes the current reality and is supportive of the Regional application for additional organics processing infrastructure at this point in time.

Environmental Issues

The Regional Official Plan states a 90% diversion from landfill goal by 2016 and 100% by 2020. The Region continues to introduce new programs to achieve this diversion target; however organics processing issues continue to challenge the Region's ability to achieve targeted diversion goals. Council has adopted a goal of moving from landfill waste disposal to technologies that recover energy from waste such as Dongara pelletization and the Durham York Energy Centre. These facilities offer more sustainable solutions, however, have higher costs than landfill options in the short-term.

The Region continues to pursue infrastructure ownership to decrease reliance on external contractors for service delivery and increase due diligence in meeting environmental and regulatory goals and objectives. The Community Environmental Centre network, Durham York Energy Centre (with 21% York Region ownership) and the future source separated organics processing facility being planned through Infrastructure Ontario, together with the Waste Management Centre, will be the foundation to a robust Region-owned waste management infrastructure system.

Consumer Packaging Trends

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

Regional Growth

Population growth, service levels, waste management program components and economic conditions are key factors driving the Waste Management business plan. The total amount of waste managed by the Region is expected to increase with population growth in 2013. Budgeted tonnages are calculated using 2012 forecasted tonnages plus 2.3% population growth for diversion and 1.0% for residual waste based on growth trends within the Region and area municipalities.

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

Service Challenges

The following service challenges are the major issues facing York Region and its waste management program in the next two years.

Processing Capacity for Source Separated Organics

- Source Separated Organics tonnage has increased by approximately 52% in 5 years. Long-term processing solutions for management of organics are being considered through the Infrastructure Ontario Public Private Partnership (P3) process with a decision on project funding anticipated by April 2013.
- Should P3 funding be successful, the project is anticipated to be completed by 2017. In the interim, short-term processing contingencies will be required.
- Currently Orgaworld in London, Ontario has committed to processing 80,000 tonnes of Region organics, leaving approximately 10,000 tonnes uncommitted.
- Small contingency contracts are being considered to process the remaining tonnage; however, should processing not be available, some organics will require incineration and/or landfill disposal.
- As the Region commits to innovative technical solutions on residual waste, including Durham York Energy Centre and Dongara, residual contingency capacity is required to ensure continued service delivery should processing capacity disruptions occur.
- The extreme hot weather experienced in summer months has resulted in voluntary reduction of third-party organics processing capacity to mitigate odour concerns. This seasonal constraint may continue.

Contractual Obligations

- The 2013 operating budget includes provisions for consumer price index increases and fuel escalation

Environmental Issues

- The addition of Municipal Hazardous and Special Waste (MHSW) scales to Elgin Mills and McCleary Court Community Environmental Centres (CEC) is expected to increase diversion tonnage by 400 tonnes annually by providing enhanced public drop-off services to the public
- In addition, realignment of fees and consistency of fees throughout the CEC network is anticipated to result in improved fiscal performance while still achieving environmental/diversion goals
- Termination of waste exports to Michigan in 2008 and Government mandated waste diversion targets have placed significant pressure on the Region to develop innovative means of managing waste and expanding its diversion programs

Regulatory Issues

- Funding for Municipal Hazardous and Special Waste (MHSW) collection cost has been revised to reflect reduced funding from the Province and Stewardship Ontario due to significant changes to the Orange Drop program
 - Phase 1 funding is expected to remain as per the Region's agreement with Stewardship Ontario (for nine Phase 1 materials)
 - Ontario Ministry of the Environment announced that they have budgeted a maximum of \$3.9 million per year to fund Phase 2 materials throughout the Province as of October 1, 2012. Given that this amount may not be sufficient to cover Phase 2 materials throughout Ontario, the 2013/2014 Regional budget will continue to carry the cost to manage Phase 2 materials.
 - As of October 1, 2012, municipalities will be responsible for funding Phase 3 materials going forward. The Regional budget will continue to carry the cost to manage these materials.

- The Region continues to advocate for consistent delivery of service across the Region to provide efficiencies and improve education and promotion resulting in improved diversion and reduced contamination. Consistent service delivery across the Region will also better position York Region and our local municipalities, should the Province chose to move forward with further Extended Producer Responsibility programs.

Intensification Issues

- Provision of waste management services for multi-residential dwellings is a new endeavour for the Region and our local municipalities. Continued cooperation between Regional and local planners and waste management staff will be critical in delivering consistent service and maintaining high levels of waste diversion throughout the Region. The Integrated Waste Management Master Plan will fully explore implications resulting from intensification and its impacts on quality of diverted materials while maintaining service delivery.

Strategic Goals 2013 – 2016

Environmental Services Strategic Goals inform planned initiatives and link to 2011 – 2015 Corporate Strategic Plan and Vision 2051. All Environmental Services programs have been mapped to these Strategic Goals to ensure effective and efficient service delivery.

Waste Management service delivery has seven core Strategic Goals:

- To deliver waste management services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure in compliance with all regulatory requirements
- To apply the principles of sustainability in the creation/acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making

- To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region
- To attract, retain and develop highly qualified staff to effectively deliver waste management services and proactively plan for their succession
- To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of waste management services
- To proactively manage the application of business support practices, processes, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement
- To ensure that waste management service levels are understood and achieved by encouraging collaboration, communication and involvement with stakeholders

Waste Management Program Objectives for 2013 and 2014

The objectives listed below have been developed to support implementation of the Corporate Strategic Plan and the planned initiatives link directly to the objectives.

1) To drive waste reduction and reuse through advocacy, policy development, pilot projects, collaboration and partnerships
2) To increase accessibility to sustainable waste management options for York Region residents and maximize diversion from landfill
3) Improved contract management and compliance of external waste management contractors including contingency plans to ensure continual service delivery
4) To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of waste management services

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
1a)	Continued advocacy to Federal, Provincial and Industry Organizations on waste management issues	Reduction in waste generation per capita and increased diversion from landfill	2013 & 2014	Critical Infrastructure Financial Management
1b)	Promotional campaigns to increase participation and decrease contamination in the Blue Box and Green Bin	Reduction in waste generation per capita and increased diversion from landfill	2013 & 2014	Organizational Capacity

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
1c)	Finalize Integrated Waste Management Master Plan	Reduction in waste generation per capita and increased diversion from landfill	2013	Critical Infrastructure
2a)	Coordinate with Capital Planning & Delivery on Durham York Energy Centre	Maximizing diversion from landfill	2014 & 2015	Critical Infrastructure
2b)	Initiate redevelopment of Georgina Transfer Station into Warden Avenue Community Environmental Centre	Maximizing diversion from landfill	2013 – 2015	Critical Infrastructure
2c)	Renovation of Community Environmental Centres (McCleary Court and Elgin Mills)	Maximizing diversion from landfill	2013 – 2015	Critical Infrastructure
2d)	Securing services through procurement process at McCleary Court CEC, Georgina Transfer Station for WEEE processing	Maximizing diversion from landfill	2013 and 2014	Critical Infrastructure
3a)	Ongoing monitoring and refinement of key performance metrics to enable continuous improvement	Reduction in waste generation per capita and increased diversion from landfill	2013 & 2014	Organizational Capacity
3b)	Continued contract administration for high priority contracts	Maximizing diversion from landfill	2013 and 2014	Critical Infrastructure
4a)	Improve Management and Tracking of Customer inquiries	Increased diversion from landfill	2013 & 2014	Organizational Capacity
4b)	Coordinate with CPD on Source Separated Organics Processing Capacity through P3 process	Maximizing diversion from landfill	2016	Critical Infrastructure

Operating Impact of New Capital

\$000's	2013 Approved	2014 Request	2015 Outlook	2016 Outlook	2017-2022 Outlook	Total
OPERATING COSTS						
Salaries and Benefits	30	199	360	367	0	956
Debt Repayment	287	1,813	961	370	(6)	3,425
Other	541	397	150	0	0	1,088
TOTAL GROSS COST	858	2,409	1,471	737	(6)	5,469

Staffing Resources

Permanent FTE's	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Operations							
Maintenance and Monitoring	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Planning & Delivery	1.0	1.0	2.0	2.0	2.0	2.0	2.0
Environmental							
Promotion & Protection	16.0	18.0	20.0	22.0	24.0	27.0	36.0
Strategy & Business							
Planning	8.0	8.0	8.0	8.0	8.0	8.0	8.0
Commissioner's Office	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Permanent FTE's	26.0	28.0	31.0	33.0	35.0	38.0	47.0
Net Change	0.0	0.0	3.0	2.0	2.0	3.0	9.0**
Casual (FTE Equivalent)*	2.0	4.0	4.0	3.0	3.0	3.0	3.0

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

Note: includes allocation of 6 Environmental Support Staff

** 9 FTE's in 2016 include 1 Supervisor and 6 Scale Operators required if currently contracted out CEC scale management services are directly delivered by York Region staff. Business case analysis on this issue to be completed during 2014/2015.

KPI Highlights

2012 Budget	Tonnes of Solid Waste Managed	362,298
2013 Budget	Tonnes of Solid Waste Managed	367,044
2012 Budget	Disposal Cost per Tonne	\$109
2013 Budget	Disposal Cost per Tonne	\$137
2012 Budget	Diversion Cost per Tonne	\$166
2013 Budget	Diversion Cost per Tonne	\$162

**York Region
Waste Management**

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	1,707	2,105	2,380	3,005	3,232	7.6%	3,335	3,690	4,521
Program Specific Costs	8,233	8,417	9,157	8,197	10,977	33.9%	12,240	12,703	13,021
Professional / Contracted Services	26,959	27,739	32,649	34,684	34,480	(0.6%)	35,973	37,614	39,008
General Expenses	872	909	1,104	1,345	1,472	9.4%	1,442	1,440	1,467
Financing Costs	2,540	3,328	3,893	4,016	4,316	7.5%	6,214	7,282	8,259
Occupancy Costs	140	175	286	266	381	42.9%	362	369	376
Contribution to Reserves	2,326	7,639	10,556	6,903	6,976	1.1%	3,734	5,008	6,684
Internal Charges / Recoveries		0	0	0	0	-	0	0	0
Minor Capital	1	4	8	41	46	10.4%	41	42	42
Negotiated Specific & IntraDeptCo	(129)	(140)	(284)	225	154	(31.5%)	783	795	799
Total Expenditures	42,650	50,177	59,751	58,683	62,033	5.7%	64,123	68,944	74,177
Revenues									
Grant Subsidies		0	0	0	0	-	0	0	0
User Fees		(5,629)	(13,194)	(9,825)	(10,218)	-	(10,443)	(10,661)	(10,883)
Fees and Charges						4.0%			
Development Charges		0	0	0	0	-	0	0	0
Contribution From Reserves	(23)	0	0	0	0	-	0	0	0
Third Party Recoveries	(5,938)	(5,544)	(8,232)	(8,090)	(8,924)	10.3%	(9,092)	(9,264)	(9,439)
Court Revenues Disbursement		0	0	0	0	-	0	0	0
Total Revenues	(11,590)	(16,479)	(21,425)	(17,915)	(19,142)	6.8%	(19,535)	(19,925)	(20,322)
Net Tax Levy Requirement	31,060	33,698	38,326	40,767	42,891	5.2%	44,587	49,019	53,856
% Change		8.5%	13.7%	6.4%	5.2%		4.0%	9.9%	9.9%

**REGION OF YORK
Budget Change Explanations 2013**

Environmental Services - Waste Management

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross			Net		FTE
	Tonnes	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (Including Contributions to Capital and excluding Interdept'l)	362,298	\$ 58,682.5		\$ 40,767.3		
Base - Price Pressure						
Diversions						
Salary		26.7	0.0%	26.7	0.1%	
Fuel Surcharge		(18.2)	(0.0%)	(18.2)	(0.0%)	
Source Separated Organics	(2,248)	(10.7)	(0.0%)	(10.7)	(0.0%)	
Household Hazardous Waste Depots	133	(97.5)	(0.2%)	(251.3)	(0.6%)	
Yard Waste	1,039	67.3	0.1%	74.4	0.2%	
CEC McCleary Ct, Vaughan	1,430	58.8	0.1%	(44.4)	(0.1%)	
CEC Elgin Mills, Richmond Hill	2,080	165.9	0.3%	(10.0)	(0.0%)	
Blue Box	(1,009)	(66.7)	(0.1%)	(66.7)	(0.2%)	
Blue Box - market revenue		0.0	0.0%	(0.0)	(0.0%)	
Georgina Transfer Station diversion	242	(14.8)	(0.0%)	(14.8)	(0.0%)	
Waste Diversion Ontario - Third Party Payments		73.0	0.1%	0.0	0.0%	
IWMMMP (previously called Multi Residential / Parks and Recreation)		133.9	0.2%	133.9	0.3%	
Waste Diversion Disposal (previously called Waste Reduction Advocacy)		121.3	0.2%	121.3	0.3%	
Asian Longhorned Beetle Recovery		(33.8)	(0.1%)	(33.8)	(0.1%)	
Administration - diversion at 67%		311.1	0.5%	311.1	0.8%	
Negotiated Specifics		242.1	0.4%	242.1	0.6%	
Capital Recovery		(248.4)	(0.4%)	(248.4)	(0.6%)	
Disposal						
Waste Disposal	(3,528)	2,136.4	3.6%	2,024.9	5.0%	
Fuel Surcharge		(10.9)	(0.0%)	(10.9)	(0.0%)	
Administration - disposal at 33%		153.1	0.3%	153.1	0.4%	
			0.0%	0.0	0.0%	
Base - Price Pressure	358,978	2,988.5	5.1%	2,378.1	5.8%	0.0
Reductions / Efficiencies						
Diversions						
Source Separated Organics - lower priced contractor WeCare vs. Orgaworld		(1,176.7)	-2.0%	(1,176.7)	(2.9%)	
Additional revenue from electronics			0.0%	(441.3)	(1.1%)	
Contribution to Solid Waste Reserve (42001)		-	0.0%	0.0	0.0%	
Reductions / Efficiencies	(1,176.7)	(2.0%)	(1,618.1)	(4.0%)	0.0	
Annualization						
Diversions						
Financing costs		248.3	0.4%	248.3	0.6%	
Annualization		248.3	0.4%	248.3	0.6%	-
Total Base Change	358,978	2,060.1	3.5%	1,008.3	2.5%	0.0
Growth						
Diversions						
Source Separated Organics - tonnage growth from population increase	2,151	318.5	0.5%	318.5	0.8%	
Yard Waste - tonnage growth from population increase	769	47.4	0.1%	47.4	0.1%	
Net Blue box - tonnage growth from population increase	2,137	157.8	0.3%	56.3	0.1%	
1 FTE Waste Management Assistant		67.9	0.1%	67.9	0.2%	1.0
1 FTE Statistical Data Analyst		78.4	0.1%	78.4	0.2%	1.0
1 Student		53.9	0.1%	53.9	0.1%	1.0
Disposal						
Waste Disposal - tonnage growth	3,009	311.3	0.5%	311.3	0.8%	
CEC Elgin Mills, Richmond Hill		181.8	0.3%	181.8	0.4%	
Total Growth Request	8,066	1,217.0	2.1%	1,115.5	2.7%	3.0
Enhancements						
Diversions						
Waste Diversion Ontario - Contribution to Solid Waste Reserve		73.0	0.1%	0.0	0.0%	
Total Enhancements Request	-	73.0	0.1%	0.0	0.0%	0.0
2013 Departmental Request(Including Contributions to Capital and excluding Interdept'l)		62,032.6	5.7%	42,891.1	5.2%	3.0
Interdepartmental Allocations		1,403.1		1,403.1		
2013 Business Plan Total	367,044	63,435.7		44,294.2		

**REGION OF YORK
Budget Change Explanations 2014**

Environmental Services - Waste Management

2014 in(\$000's)

Budget Change Explanations (2014/2013)	Tonnes	Gross		Net		FTE Impact
		\$000's	%	\$000's	%	
2013 Approved Departmental Budget (Including Contributions to Capital and excluding Interdept'l)	367,044	\$ 62,032.3		\$ 42,890.8		
Base - Price Pressure						
Diversions						
Salary		2.6	0.0%	2.6	0.0%	1.0
Fuel Surcharge		3.3	0.0%	3.3	0.0%	
Source Separated Organics	0	175.9	0.3%	175.9	0.4%	
Household Hazardous Waste	285	23.8	0.0%	23.4	0.1%	
Household Hazardous Waste - MSHW recovery of costs			0.0%	(17.0)	(0.0%)	
Yard Waste	(118)	(111.4)	(0.2%)	(103.5)	(0.2%)	
CEC Vaughan		23.5	0.0%	(4.0)	(0.0%)	
CEC Richmond Hill		190.2	0.3%	180.2	0.4%	
Blue Box	(210)	396.4	0.6%	396.4	0.9%	
Blue Box - market revenue			0.0%	(0.0)	(0.0%)	
Georgina Transfer Station diversion	(23)	7.2	0.0%	7.2	0.0%	
Waste Diversion Ontario - Third Party Payments		72.8	0.1%	0.0	0.0%	
IWMMP (previously called Multi Residential / Parks and Recreation)		234.3	0.4%	234.3	0.5%	
Waste Diversion Disposal (previously called Waste Reduction Advocacy)		32.0	0.1%	32.0	0.1%	
ALHB Recovery		610.3	1.0%	610.3	1.4%	
Administration - diversion at 67%		(4.6)	(0.0%)	(4.6)	(0.0%)	
Negotiated Specifics		(6.2)	(0.0%)	(6.2)	(0.0%)	
Capital Recovery		(0.2)	(0.0%)	(0.2)	(0.0%)	
Disposal						
Waste Disposal - program related costs	(1,216)	967.5	1.6%	935.7	2.2%	
Fuel Surcharge		(28.3)	(0.0%)	(28.3)	(0.1%)	
Administration - disposal at 33%		(2.3)	(0.0%)	(2.3)	(0.0%)	
Base - Price Pressure	365,933	2,587	4.2%	2,435	5.7%	1
Reductions / Efficiencies						
Diversions						
Contribution to Solid Waste Reserve (42001)		(3,315.5)	-5.3%	(3,315.5)	-7.7%	
Reductions / Efficiencies		(3,315.5)	(5.3%)	(3,315.5)	(7.7%)	0.0
Annualization						
Diversions						
Principal and Interest on capital projects		1,817.2	2.9%	1,817.2	4.2%	
Annualization		1,817.2	2.9%	1,817.2	4.2%	-
Total Base Change	365,933	1,088.6	1.8%	936.8	2.2%	1.0
Growth						
Diversions						
Source Separated Organics - tonnage growth from population inc	2,105	315.6	0.5%	315.6	0.7%	
Yard Waste - tonnage growth from population increase	951	59.7	0.1%	59.7	0.1%	
Blue box - tonnage growth from population increase	2,091	157.5	0.3%	(11.7)	(0.0%)	
Waste Program Coordinator		99.5	0.2%	99.5	0.2%	1.0
Disposal						
Waste disposal - tonnage growth from population increase	2,743	296.1	0.5%	296.1	0.7%	
Total Growth Request	7,890	928.4	1.5%	759.1	1.8%	1.0
Enhancements						
Diversions						
Waste Diversion Ontario - Contribution to Solid Waste Reserve		72.8	0.0%	0.0	0.0%	
Total Enhancements request	-	72.8	0.1%	0.0	0.0%	0.0
2014 Departmental Request (Including Contributions to Capital and excluding I		64,122.1	3.4%	44,586.8	4.0%	2.0
Interdepartmental Allocations		1,532.1		1,532.1		
2014 Business Plan Total	373,823	65,654.2		46,118.9		

Budget Change Explanations Outlook Years 2015/2016

Environmental Services - Waste Management

Outlook Years
(in \$000's-Incremental values)

	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (Including Contributions to Capital and excluding Interdept'l)	64,123	44,588	68,944	49,019
Base				
Diversion				
Salary	3	3	(126)	(126)
Fuel Surcharge	3	3	3	3
Source Separated Organics	602	602	612	612
Household Hazardous Waste	50	50	50	50
Household Hazardous Waste - MSHW recovery of costs		(18)		(17)
Yard Waste	117	117	119	119
Blue Box	475	475	482	482
Blue Box - market revenue		(173)		(169)
Community Environmental Center - Vaughan	23	14	23	15
Community Environmental Center - Richmond Hill	25	15	26	16
Waste Diversion Ontario	74	0	76	0
Muliti Res. Parks & Rec.	144	144	13	13
Principal and Interest on capital projects	985	985	892	892
Other	34	34	26	26
Disposal				
Waste Disposal	659	627	391	350
Fuel Surcharge	(1)	(1)	13	13
Base	3,193	2,877	2,601	2,280
Growth 9 FTE's	354	354	957	957
Growth	354	354	957	957
Enhancements				
Contribution to Capital Increase/Reserve				
Waste Diversion Ontario	74	0	76	0
Contribution to Solid Waste Reserve (42001)	1,200	1,200	1,600	1,600
Enhancements	1,274	1,200	1,676	1,600
Total Annual Incremental Budget Pressures	4,821	4,431	5,234	4,837
Current Year Departmental Request (excluding Interdept'l)	68,944	49,019	74,178	53,857

Department: Environmental Services
Business Unit: Waste Management

2013 New Staff Summary

Category/Description	# of FTE's	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Savings Revenue Generated by FTE'S (\$000's)
<u>Diversion</u>					
Statistical Data Analyst	1.0	G	\$ 78.4	\$ 78.4	\$ 0.0
Waste Management Assistant	1.0	G	\$ 67.9	\$ 67.9	\$ 0.0
Total Permanent FTEs	2.0		\$ 146.3	\$ 146.3	\$ 0.0

2014 Proposed New Staff Summary

Category/Description	# of FTE's	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Savings Revenue Generated by FTE'S (\$000's)
<u>Diversion</u>					
Project Coordinator Waste Management (EPP)	1.0	B	\$ 99.5	\$ 99.5	\$ 0.0
Waste Coordinator (Multi Res. ICI & MP-LM Partnership/li	1.0	G	\$ 99.5	\$ 99.5	\$ 0.0
Total Permanent FTEs	2.0		\$ 199.1	\$ 199.1	\$ 0.0

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE's	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Savings Revenue Generated by FTE'S (\$000's)
<u>Diversion</u>					
Contract Oversight Engineer	1.0	G	\$ 127.1	\$ 127.1	\$ 0.0
Waste Coordinator (Multi Res. ICI & MP-LM Partnership/li	2.0	G	\$ 199.2	\$ 199.2	\$ 0.0
Project Engineer - Sustainable Waste Management/Infrast	1.0	G	\$ 127.1	\$ 127.1	\$ 0.0
Process Engineer for Source Separated Organics Facility	1.0	G	\$ 127.2	\$ 127.2	\$ 0.0
Supervisor Scale Transations at Regional CEC's	1.0	G	\$ 112.3	\$ 112.3	\$ 0.0
Scale Operators - Regional CEC's	6.0	G	\$ 490.9	\$ 490.9	\$ 0.0
Total Permanent FTEs	12.0		\$ 1,183.8	\$ 1,183.8	\$ 0.0

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

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

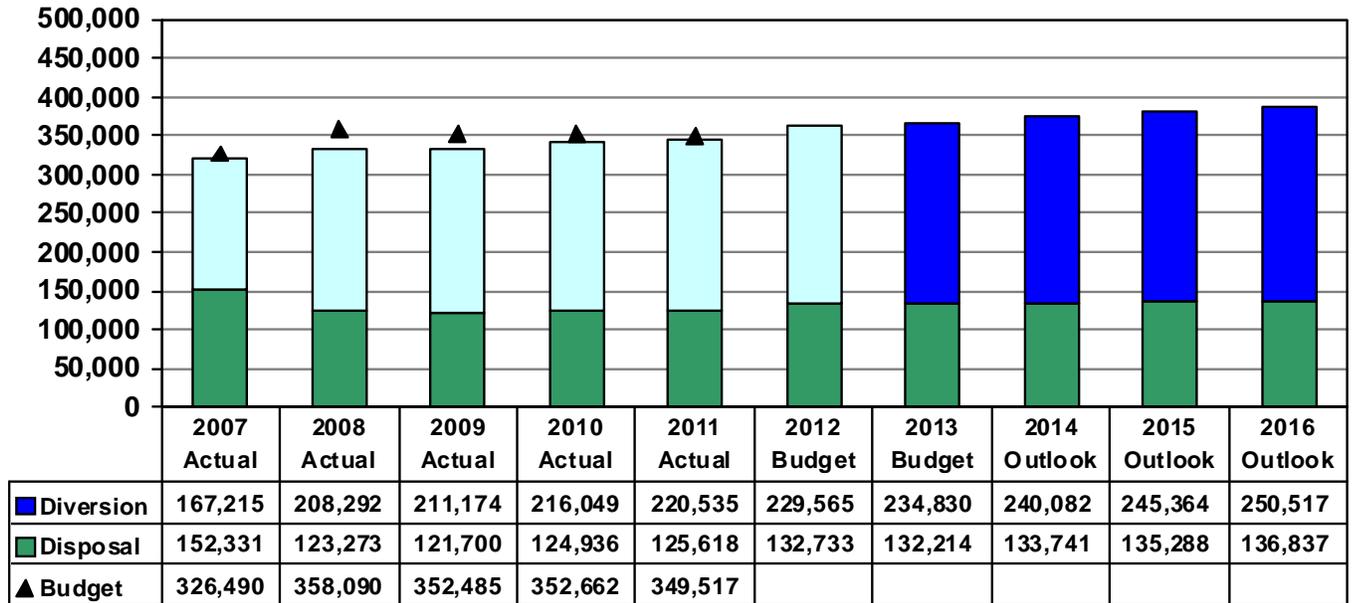
Space Needs accommodations:

Space needs accommodations have been considered for the above requested positions

Environmental Services Waste Management

Service Level

Total Tonnes of Waste Managed



% Change WDO	-3.0%	3.8%	0.4%	2.4%	1.5%	4.7%	1.3%	1.8%	1.8%	1.8%
Diversion %	46%	53%	57%	52%	60%	61%	61%	62%	62%	62%

Total	319,546	331,565	332,874	340,985	346,153	362,298	367,044	373,823	380,652	387,354
ΔDiversion	35,875	41,077	2,882	4,875	4,486	9,030	5,265	5,252	5,282	5,153
ΔDisposal	-45,611	-29,058	-1,573	3,236	682	7,115	-519	1,527	1,547	1,549

What does the graph show?

- The total metric tonnes of solid waste managed annually by Region
- Diversion equals inbound tonnes of blue box, green bin, yard waste, household hazardous waste, electronics, scrap metal, tires, clean fill and textiles. Blue box residues are deducted and moved to disposal. No other residuals are deducted as the Region only manages blue box processing.
- Disposal equals inbound residual waste plus blue box residue
- The annual percentage change of total tonnes managed
- York Region publicly reports the Waste Diversion Ontario diversion rate, which is calculated in accordance with Waste Diversion Ontario approved protocols
- Waste Diversion Ontario diversion rates for 2006 to 2010 have been publicly reported. Rates from 2011 to 2016 are calculated estimates not yet reported to the public.

Environmental Services Waste Management

Explanation of KPI Trend

- The total annual quantity of waste produced in the Region is driven by consumer habits, population growth and to a lesser extent, prevailing economic conditions
- The shift from disposal to diversion is not as high as in previous years (2008 and prior) because all “lower cost” diversion options have now been implemented
- 2013 budgeted diversion tonnes are expected to increase with population growth of 2.3% over forecasted tonnes; residual waste is expected to increase at a lower rate of 1% based on trends within the Region and area municipalities
- 2014 to 2015 budget estimates increase by 2.2% and 2.1% for 2016 based on the projected population growth rates provided by the Finance Department
- Overall increase in budgeted tonnes is mainly driven by population growth in 2013 and outlook years, with small increases expected in 2013 for a full year at Elgin Mills Community Environmental Centre (3,350 new diversion tonnes) and Emerald Ash Borer related yard waste (1,500 tonnes)

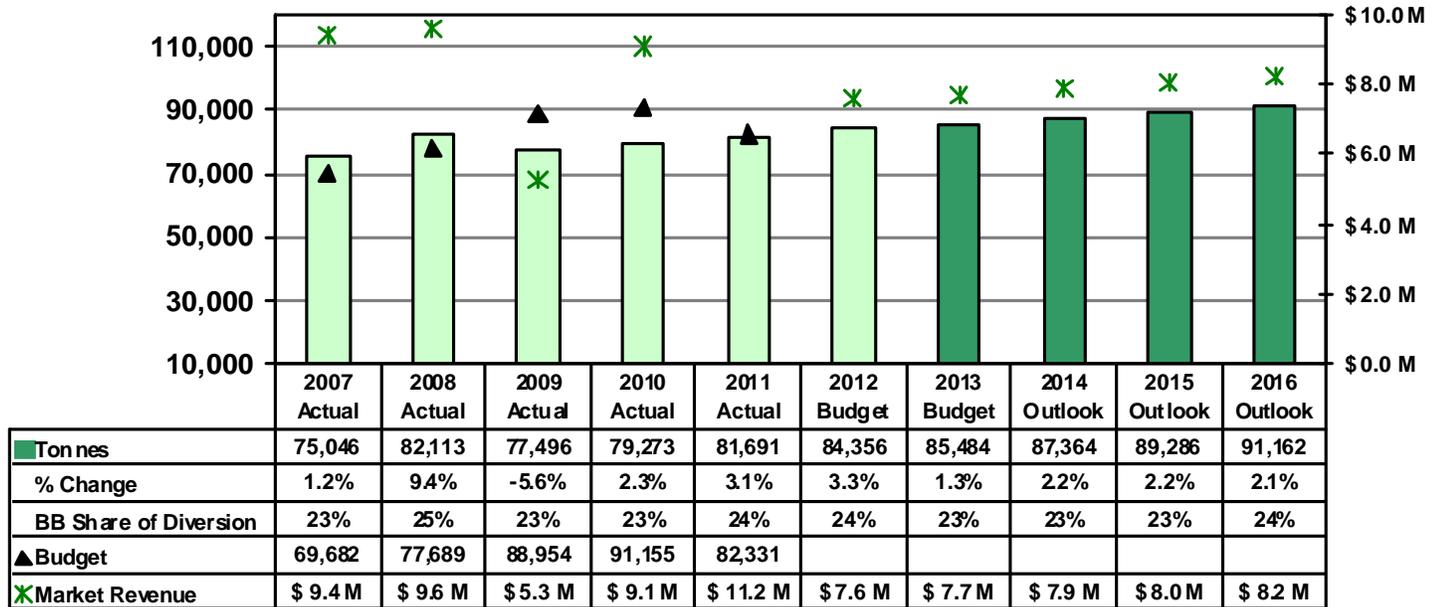
Comments / Background:

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

Environmental Services Waste Management

Service Level

Total Tonnes of Recyclable Blue Box Material



What does the graph show?

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

Explanation of KPI Trend

- Total tonnes of blue box material managed fluctuates with population growth, economic conditions and changes in public participation as a result of promotion and education efforts
- Tonnes of recyclables declined in 2009 and 2010 from 2008 levels, primarily as a result of lower consumer spending during the economic down turn during this time period as evidenced by lower market revenue in 2009 at \$5.3M. Blue box market revenue dropped from \$126 per tonne in 2007 to \$62 per tonne in 2009 as part of the economic downturn and rebounded to \$145 per tonne in 2011. Outlook years are benchmarked at \$90 per tonne.
- 2013 budgeted tonnages were determined based on expected population growth. However, with a shift to lighter weight packaging materials, no new materials added to the blue box and a maturing program, the annual growth rate has been reduced in 2013 to 1.3% and remains fairly stable to 2016.

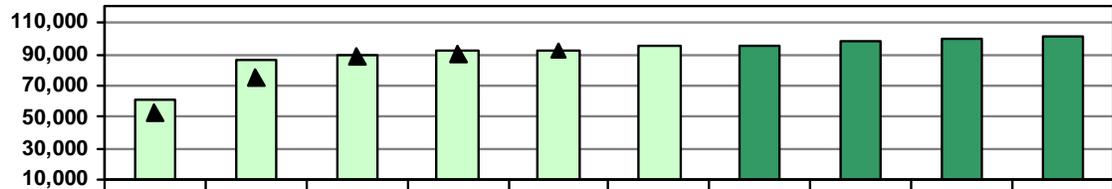
Comments / Background:

- Recyclable blue box materials are comprised of 77% fibre, 19% plastics & glass and 4% aluminium and steel
- Aluminum represents 10% of total revenue
- With the implementation of the Waste Management Center in East Gwillimbury in July 2005, the Region increased the number of blue box materials removed from the waste stream. These items were plastics no. 3 through 7, empty paint and aerosol cans, polycoat (gable top containers) and aluminium foil.

Environmental Services Waste Management

Service Level

Total Tonnes of Source Separated Organics



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
■ Tonnes	60,290	86,266	88,671	91,680	91,685	95,767	95,670	97,775	99,926	102,024
% Change	143.0%	43.1%	2.8%	3.4%	0.1%	4.5%	-0.1%	2.2%	2.2%	2.1%
SSO Share of Diversion	19%	26%	27%	27%	26%	26%	26%	26%	26%	26%
▲ Budget	52,760	74,694	87,925	90,475	92,194					
✱										

Cost Per Tonne	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	\$160	\$128	\$131	\$145	\$186	\$187	\$177	\$168	\$175	\$185

What does the graph show?

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

Explanation of KPI Trend

- Total tonnes of source separated organics managed are expected to increase with population growth and promotion and education efforts in the outlook years
- Tonnage for 2007 increased by 143% over 2006 due to the roll-out of the source separated organics program across the remaining Northern six municipalities in September 2007
- Tonnages do not fluctuate significantly on a year over year basis as economic conditions have less impact on SSO generation compared to economic impacts on the quantities of blue box recyclables

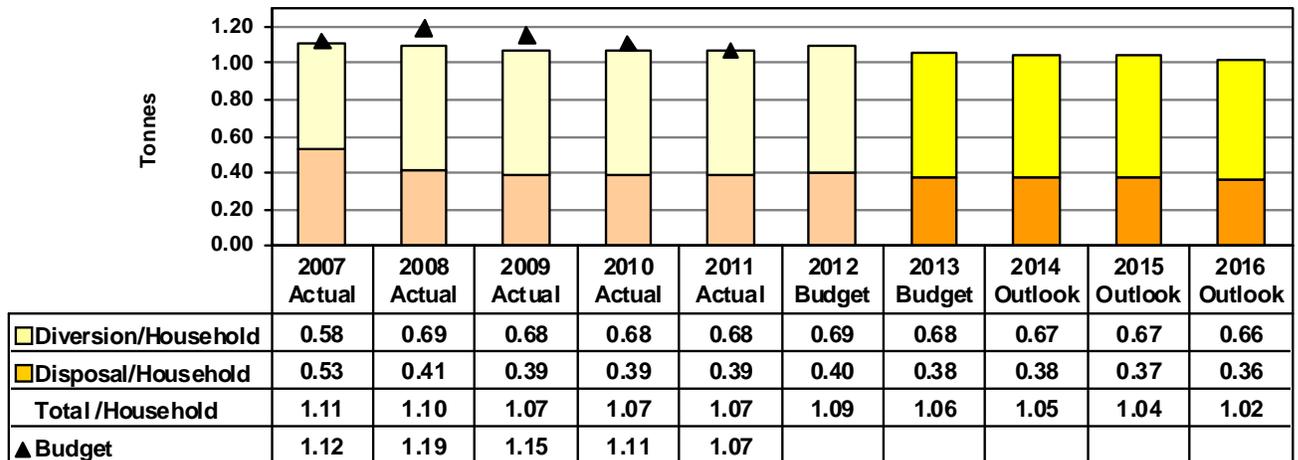
Comments / Background:

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

Environmental Services Waste Management

Community Impact

Tonnes of Solid Waste Per Household



Diversion Tonnes	167,215	208,292	211,174	216,049	220,535	229,565	234,830	240,082	245,364	250,517
Disposal Tonnes	152,331	123,273	121,700	124,936	125,618	132,733	132,214	133,741	135,288	136,837
Households	288,156	303,043	308,852	317,964	325,831	333,325	345,782	358,184	366,585	376,987
Δ Diversion	35,875	41,077	2,882	4,875	4,486	9,030	5,265	5,252	5,282	5,153
Δ Disposal	-45,611	-29,058	-1,573	3,236	682	7,115	-519	1,527	1,547	1,549
Δ Households	10,170	14,887	5,809	9,112	7,867	7,494	12,457	10,402	10,401	10,402

What does the graph show?

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

Explanation of KPI Trend

- Total waste generated per household remains fairly constant, with a slight decline beginning in 2007 which is attributed to bi-weekly garbage collection, more effective promotion and education programs and slower economic growth. 2008 and 2009 total solid waste per household tonnage was under budget (2008 by 8% and 2009 by 6%) primarily due to the economic slow down and the resulting impact on consumer spending.
- 2013 budget per household decrease is due to reduced forecast of residual waste generation

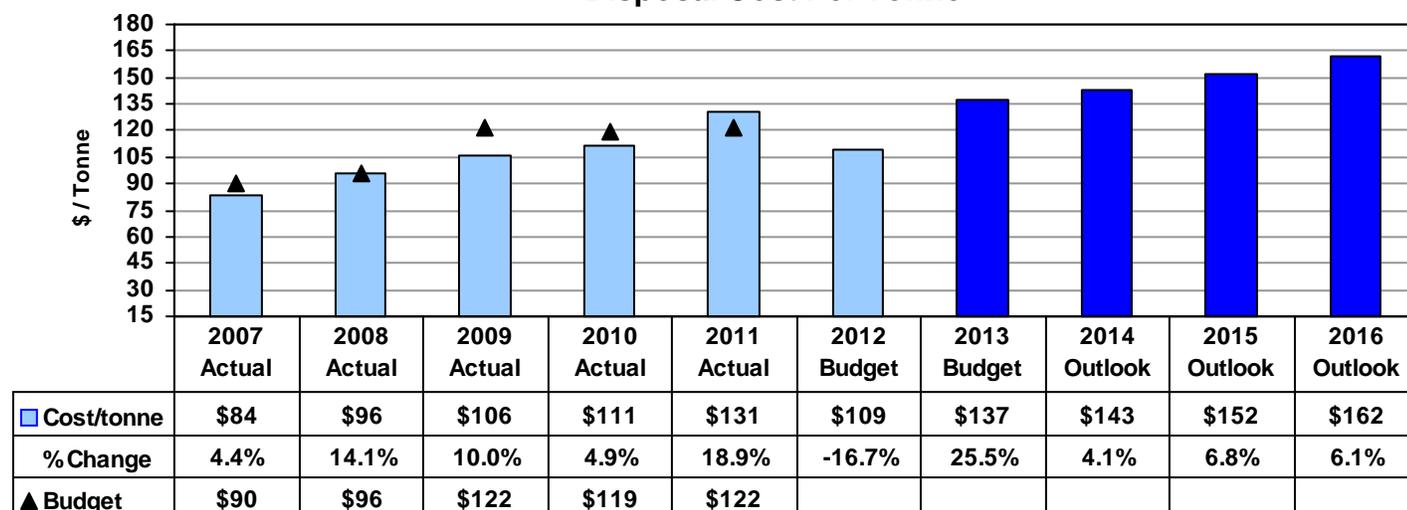
Comments / Background:

- OMBI Provincial average for tonnes collected per household is 0.92 in 2011. The Region's OMBI average is higher at 1.05 in 2011 (Note: OMBI numbers are reduced by IC&I)

Environmental Services Waste Management

Efficiency

Disposal Cost Per Tonne



Cost(000's)	\$12,814	\$11,834	\$12,854	\$13,845	\$16,463	\$14,501	\$18,131	\$19,085	\$20,613	\$22,129
Tonnes Disposed	152,331	123,273	121,700	124,936	125,618	132,733	132,214	133,741	135,288	136,837
Δ Cost (000's)	-\$3,132	-\$981	\$1,020	\$992	\$2,621	-\$1,962	\$3,630	\$954	\$1,528	\$1,515
Δ Tonnes	-\$45,611	-29,058	-1,573	3,236	682	7,115	-519	1,527	1,547	1,549

What does the graph show?

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

Explanation of KPI Trend

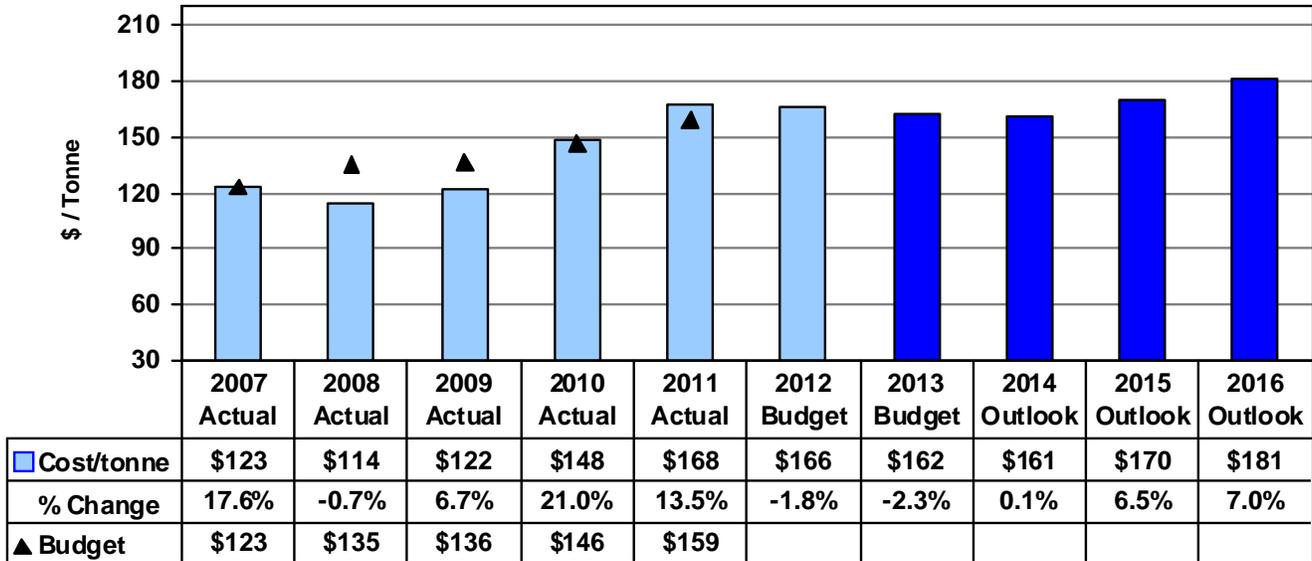
- 2007 through to 2011 cost increases are due to diversion of waste from lower cost landfill to the higher cost processing at the Dongara Facility, which began operation in late 2008
- 2012 budget is \$13 per tonne lower than 2011 due to 25,000 fewer tonnes to Dongara
- 2013 price increase is due to 25,000 more tonnes budgeted to Dongara from lower cost landfill, plus CPI increase of 2%. Tonnage estimates are reduced to reflect current trends in York Region and surrounding area municipalities.
- 2014 costs increased by 2% CPI and 1% growth plus increased debenture principal and interest payments of \$1.8M for funding of the Durham York Energy Centre. Cost increases are offset by reduced funding of the Waste Management Reserve to meet corporate targets
- Outlook costs are higher due to the start-up of the Durham York Energy Centre in late 2014 directing 30,000 tonnes annually, plus CPI increases of 2%, growth of 1% annually and a gradual increase to full funding of the Waste Management Reserve

Comments / Background:

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

Environmental Services
Waste Management

Diversion Cost Per Tonne



Efficiency

Cost (000's)	\$20,541	\$23,802	\$25,749	\$31,885	\$36,955	\$38,049	\$38,020	\$39,140	\$42,351	\$46,017
Tonnes Diverted	167,215	208,292	211,174	216,049	220,535	229,565	234,830	240,082	245,364	250,517
Δ Cost (000's)	\$6,827	\$3,262	\$1,947	\$6,136	\$5,070	\$1,093	-\$29	\$1,120	\$3,211	\$3,666
Δ Tonnes	35,875	41,077	2,882	4,875	4,486	9,030	5,265	5,252	5,282	5,153

What does the graph show?

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

Explanation of KPI Trend

- 2011 actual cost is 6% over budget due to higher priced contractor WeCare for processing Source Separated Organics (SSO)
- 2013 budget is \$7 per tonne lower than 2012 due to cost savings of \$34 per tonne for lower priced SSO contractor Orgaworld compared to WeCare
- 2014 costs remain flat due to reduced contribution of blue box revenue to reserve
- Outlook year increases are attributed to increased debenture financing for capital projects such as the Durham York Energy Centre and Source Separated Organics facility as well as CPI forecasted at 2.0%, growth at 2.2% and a gradual increase to full funding of the Waste Management Reserve

Comments / Background:

- Commencing in 2004, Source Separated Organics (SSO) was introduced on a pilot basis in the Town of Markham and was expanded in 2006 with the addition of Vaughan. The remaining six municipalities were fully on-line with the SSO program as of 2007.

Key Highlights

Planned Initiatives for 2013 and 2014

As part of Environmental Services Business Planning, all programs were mapped to the Environmental Services Strategic Plan, 2011 – 2015 Corporate Strategic Plan and Vision 2051 key areas. These plans were used to develop 2013 and 2014 planned initiatives. The planned initiatives are grouped under Environmental Services Strategic Goals which link to the Corporate Strategic Plan and Vision 2051.

To deliver Natural Heritage and Forestry services as they relate to the creation / acquisition, operation, maintenance and management of infrastructure and green infrastructure in compliance with all regulatory requirements

- Accept maintenance of VivaNext Highway 7 softscapes including trees, shrubs and planting beds; additional maintenance is a significant increase over 2012 maintenance levels
- Accept maintenance of Great Regional Streets road improvement projects softscapes, including Dufferin Street medians and boulevard treatments
- Confirm Canadian Food Inspection Agency 'all clear' quarantine zone (Plant Protection Act) dissolution in 2013 for Asian Long-horned Beetle eradication program
- Advance design and construction of a one kilometre fully accessible trail loop in the York Regional Forest every two years, with locations to be finalized in 2013

To apply the principles of sustainability in the creation/acquisition, operation, maintenance and management of infrastructure by considering the environmental, social and economic impacts in decision making

- Implement advanced schedule of street tree removal and replacement and public communications initiatives related to Emerald Ash Borer Management Plan
- Develop 3 year Greening Strategy agreements for Council endorsement, with Nature Conservancy of Canada, Oak Ridges Moraine Land Trust and Local Enhancements and Appreciation of Forests (residential tree planting program)

To responsibly deliver quality projects in a timely fashion with design consistency to accommodate the needs for the growing population in York Region

- Evaluate efficiencies and improvements across all aspects of Street Tree Program to demonstrate continuous improvements and cost effectiveness of program delivery
- Street Tree Program inspects 100% of trees selected in the nursery, following planting on site, and at two year warranty to ensure survivability
- Assess, design, construct, and develop communications plan for a dog off-leash area or dog off-leash trail initiative in the York Regional Forest

To attract, retain and develop highly qualified staff to effectively deliver Natural Heritage and Forestry services and proactively plan for their succession

- Finalize 2014 resource requirements to deal with significant increase in softscape maintenance and contractor oversight resulting from increased rate of tree planting due to urbanization of the region and improved survivability of existing trees
- Finalize 2014 resource requirement for a Senior By-law Enforcement Officer to increase coordination and efficiency of Forest Conservation By-law

To proactively manage and maintain infrastructure to ensure short and long-term adequacy and reliability of Natural Heritage and Forestry services

- Review of the capital construction of the York Regional Forest Stewardship and Education Centre, with on site program adjustments coordinated through the 2013/14 construction period
- Undertake re-assessment of York Regions forest cover and compare with Regional Official Plan 25% forest cover target
- Assist with the transition of the Rouge Park to a Rouge National Urban Park under Parks Canada, through participation on the Landholders Table Committee and Markham Rouge Park Implementation Task Force to ensure the protection of present (and future) critical infrastructure

To proactively manage the application of business support practice, process, data, technology and staff over the planning, execution and monitoring cycle required to monitor performance and drive continuous improvement

- Implementation of Cityworks (Computerized Maintenance Management System – CMMS) for York Regional Forest and Street Tree assets
- Update the existing Street Tree inventory to better capture street tree attributes and health information, and use new technologies (e.g. ruggedized tablets) to improve operational efficiencies and asset management

To ensure that Natural Heritage and Forestry service levels are understood and achieved by encouraging partnerships, collaboration, communication and involvement with stakeholders

- Complete Greening Strategy achievements report and initiate implementation of actions defined in the updated Strategy
- Define and document Standard Operating Procedures for administering the Forest Conservation By-law
- Deliver 25 targeted environmental public outreach Greening Strategy and York Region Forest events

2013 Base Drivers

- Contracts with consumer price index factoring will increase costs by approximately 2%
- Emerald Ash Borer will kill ash trees across York Region - tree removal contractors will face increased work load with significant demands and pressures - may increase tree removal contractor costs
- Emerald Ash Borer public engagement and other communications initiatives will increase as public awareness and interest escalates and more trees decline, die and are removed
- VivaNext projects - committed corridor maintenance increasing workload and operating costs for additional streetscape features – trees, shrubs, plants and flowers
- Increasing tree maintenance costs (primarily hazard tree removals) due to expansion of Regional Road Networks as a result of uploading of 10 km of municipal roadway from Vaughan
- Increasing Regional Street Tree population demands as inventory increases by approximately 2,000 street trees per year from capital construction and development projects along the Regional road network
- Increased use of the York Regional Forest will place demands on forest ecosystem and site infrastructure (parking areas, trails, signage etc.)

2012 Accomplishments

- Planted 1,900 street trees and maintained 13,000 street trees (excluding watering)
- Delivered over 50 public greening events, engaging residents and planting almost 100,000 trees and shrubs
- Completed Greening Strategy public consultation process with a report to Council on what was heard and outlined next steps in refining the strategy including the development of the 2013 Action Plan
- Completed the monitoring/trapping program, for Emerald Ash Borer, which concluded with new finds in all York Region municipalities confirming the infestation has now escalated to the entire Regional landscape
- Issued an Emerald Ash Borer ash street tree removal contract for 600+ street trees
- Coordinated the Emerald Ash Borer Technical Working Group meetings with local municipalities, Conservation Authorities, provincial (MNR) and federal (CFIA) government representation
- Launched the Emerald Ash Borer communications strategy with implementation including media events, releases and landowner information sessions
- Issued the request for pre-qualification and request for proposal for architectural and engineering work for replacement/construction of the York Regional Forest Stewardship and Education Centre
- Audited street tree planting and maintenance contractor works to ensure quality work completed
- Completed Urban Forest Studies with City of Vaughan, City of Markham and the Town of Richmond Hill to quantify green infrastructure and provide detailed financial benefits of its services (e.g. oxygen production, energy savings, pollution uptake, stormwater management, public health etc.)

- Staff selected to participate on strategic Board positions with several federal/provincial organizations, including the Invasive Species Centre, Ontario Forestry Association, Ontario Urban Forest Council and the International Society of Arboriculture Ontario. This provided key opportunities for advocacy and strategic alignment of core business
- Staff participated in the process to transition Rouge Park to Parks Canada governance, while ensuring the long-term protection of Regional infrastructure

Key Challenges

The following trends and issues will have an impact on the Natural Heritage and Forestry Program over the 2013 to 2016 timeframe:

Regional Growth

Population growth, service levels, environmental and economic conditions are key factors driving the Forestry business plan. Street tree and other softscape living elements of the Region's streetscape will increase with population growth. Consequently, urbanization and higher landscaping requirements of VivaNext capital construction and Great Regional Streets capital projects will significantly increase street tree program service levels, and drive increases in annual program operating budgets and staffing requirements.

A growing population and heightened awareness of the importance of our green infrastructure will result in an increase in the use of the 21 York Regional Forest properties (2,300 hectares). As York Regional Forest becomes more popular, maintenance requirements and forest infrastructure (e.g. parking lots, trails and signage) will need to keep pace with increased use.

Forest Conservation By-law Regulatory Improvements

In 2012 Council endorsed some regulatory and administrative changes to the Forest Conservation By-law. These changes included:

- Better alignment with *Municipal Act* changes
- Changes to the permit structure to meet industry expectations e.g. focus on Good Forestry Practices and removal of Harvest Permits
- Increased emphasis on education and stewardship
- Improvements in compensation and mitigation criteria
- Recognition of the need to develop Standard Operating Procedures and other optimization and standardization mechanisms – supporting the role of a Senior Enforcement Officer for 2014

Environmental Issues

Global warming and climate change continue to directly and indirectly impact our green infrastructure. This impacts our operations in the following areas:

Invasive Species – management

The Asian Long-horned Beetle appears to be on track for eradication in 2013. Vigilant wood moving and processing practices coupled with monitoring and public awareness have been effective in the battle against the Asian Long-horned Beetle as a primary tree killer.

The Emerald Ash Borer was identified through the Regional monitoring program to be in every municipality in York Region. Street tree removal and replacement activities will increase significantly over the next few years. Public communications efforts will need to ramp up to meet the public demand. Management of the York Regional Forest will be impacted through the need for increased removal of hazardous trees along public trails and assessment of fire risk associated with increased presence of dead trees.

Regional Street Tree – health and survival

Mild winters, early springs and dry summers stress street trees and require increase contractor oversight and maintenance activities (e.g. establishment practices – watering programs to ensure program and public expectations are met). Programs continue to adapt to changing demands and requirements associated with increasing service level expectations. Street trees remain a highly visible barometer of Regional maintenance activities along Regional Road network. Street trees are an integral component of the urban forest and contribute significantly to a sense of community for residents.

York Regional Forest – management

Invasive species, as well as fire management and preparedness, will require additional attention in future years. Silvicultural management and hazard tree removals will need to be adjusted to meet the demand of warmer climates and invasive species including; dog strangling vine, garlic mustard and the spread of Emerald Ash Borer.

Service Challenges

The following service challenges are major issues facing York Region and the Natural Heritage and Forestry Services over the next two years. Service challenges for the 2013 and 2014 budget years include:

- Increased costs and resourcing requirements for advancing implementation of the Emerald Ash Borer Management Plan including; street tree removal and replacement, York Regional Forest hazard tree management, and public communications initiatives (media releases, media events, public information sessions).

- Significant increases in all road softscape maintenance activities; street trees, shrubs and other vegetation, associated with highly visible VivaNext works in Markham and upcoming in Newmarket, as well as those associated with major roads capital delivery of Great Regional Streets. Requirement for additional staffing support to retain core competency, implement adequate contractor oversight and manage assets to appropriate service levels.
- Advancing changes to the Forest Conservation By-law and development of standard procedures with the need for a Senior By-law Enforcement Officer to coordinate activities, meet program needs and ensure regulatory compliance with the *Municipal Act* and the *Occupational Health and Safety Act*.
- Increasing demand for strategic partnership opportunities under the Greening Strategy, and presence at community events and public education programming throughout the Region resulting in increased resource requirements.

Strategic Goals 2013 – 2016

Environmental Services Strategic Goals inform planned initiatives and link to 2011 – 2015 Corporate Strategic Plan and Vision 2051. All Environmental Services programs have been mapped to these Strategic Goals to ensure effective and efficient service delivery.

Natural Heritage and Forestry service delivery has seven core Strategic Goals:

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

Natural Heritage and Forestry Objectives for 2013 and 2014

The objectives listed below have been developed to support implementation of the Corporate Strategic Plan and the planned initiatives link directly to the objectives.

1) Implement Street Tree Program planting and establish continuous improvements practices
2) Initiate softscape maintenance for VivaNext and Great Regional Streets
3) Implement Street Tree maintenance – proactive management of growing and aging street tree assets
4) Implement sustainable management of York Regional Forest properties
5) Undertake assessment of York Region forest cover
6) Implement updated Greening Strategy
7) Implement environmental education and stewardship outreach
8) Implement Invasive Species Emerald Ash Borer Management Plan
9) Advance York Regional Forest Stewardship and Education Centre building replacement
10) Initiate community engagement on targeted environmental initiatives

	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
1)	<ul style="list-style-type: none"> • Issue street tree planting contract • Plant 1,500 street trees • Audit all works 	Complete green infrastructure works	2013	Critical Infrastructure
2)	<ul style="list-style-type: none"> • Issue softscape maintenance contract for VivaNext and Roads capital works • Audit all works 	Complete green infrastructure works	2013	Critical Infrastructure
3)	<ul style="list-style-type: none"> • Issue large tree maintenance contract • Audit all works 	Complete green infrastructure works and minimize hazards and risk	2013	Critical Infrastructure

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
4)	<ul style="list-style-type: none"> Issue timber harvest and trail construction contracts Audit all works 	Complete works to improve user experience and minimize risks	2013	Critical Infrastructure Regional Services user friendly
5)	<ul style="list-style-type: none"> Hire MFC student, confirm methodology, undertake assessment Report to Council 	Complete assessment and report to Council	2013	Critical Infrastructure
6)	<ul style="list-style-type: none"> Greening Achievements report to Council - Winter Initiate implementation of Greening Strategy Plan to Council - Fall 	Complete review and report to Council demonstrating green infrastructure values and benefits	2013	Critical Infrastructure
7)	<ul style="list-style-type: none"> Initiate partnerships with agricultural, health sectors Scope school board partnerships 	Complete assessment and initiate value added partnerships	2013	Critical Infrastructure Regional Services user friendly
8)	<ul style="list-style-type: none"> Execute NGO agreement for residential tree planting Remove and replace street trees Engage municipalities through working group, media, public forums and communications initiatives 	Complete Emerald Ash Borer work plan and implementation	2013	Critical Infrastructure Regional Services user friendly
9)	<ul style="list-style-type: none"> Complete architectural and engineering RFP Initiate and complete construction works 	Issue contract(s) and complete \$3.5M capital construction works	2013/ 2014	Critical Infrastructure Regional Services user friendly
10)	<ul style="list-style-type: none"> Review Urban Forest Studies report, Emerald Ash Borer and Forestry communications strategies and initiatives Implement strategies and engage residents and stakeholders 	Better public engagement and understanding of resources, issues and values of green infrastructure	2013	Critical Infrastructure Regional Services user friendly

Operating Impact of New Capital

\$000's	2013 Budget	2014 Request	2015 Outlook	2016 Outlook	2017-2022 Outlook	Total
OPERATING COSTS						
Payment To Contractor	4	9	5	5	30	52
Other	0	40	0	0	0	40
TOTAL GROSS COST	4	49	5	5	30	92

Staffing Resources

	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Permanent FTE's							
Operations							
Maintenance and Monitoring	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Capital Planning & Delivery	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Environmental Promotion & Protection	0.0	0.0	12.0	12.0	14.0	16.0	18.0
Strategy & Business Planning	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Commissioner's Office	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	0.0	0.0	13.0	13.0	15.0	17.0	19.0
Net Change	0.0	0.0	4.0	0.0	2.0	2.0	2.0
Casual (FTE Equivalent)*	0.0	0.0	0.0	3.8	3.8	3.8	3.8

Note: Includes allocation of 1 additional Environmental support staff

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

Budget Change Explanations 2013

Natural Heritage & Forestry

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE
Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)	6,285		5,590		
Restatement					
Contribution to capital tax levy reserve (from Roads)					
2012 Restated Departmental Budget	6,285		5,590		0.0
Base					
Salary and Benefits	96	1.5	96	1.7	
Program Related Expenses	217	3.5	217	3.9	
Contribution to/from Land Securement Reserve	350	5.6	91	1.6	
Minor Capital	17	0.3	17	0.3	
Fleet Cost	15	0.2	15	0.3	
Insurance	10	0.2	10	0.2	
Recovery from Capital	30	0.5	30	0.5	
Negotiated Specific - Property Service	10	0.2	10	0.2	
Asian long-horned beetle - allocation	37	0.6	37	0.7	
Asian Long-horned beetle - flows through Solid Waste	(126)	-2.0	(3)	-0.1	
Intra-departmental allocation	13	0.2	13	0.2	
Base	670	10.7	534	9.5	0.0
Reductions/Efficiencies					
Salaries and Benefits - reduced overtime	(15)	-0.2	(15)	-0.3	
Intra-departmental allocation	(3)	-0.0	(3)	-0.1	
Reductions/Efficiencies	(18)	(0.3)	(18)	(0.3)	0.0
Mandatory/Legislated					
Streetscaping of Roadways uploaded from Vaughan	26 Km		75	1.2	
Mandatory/Legislated			75	1.2	0.0
Annualization					
Urbanization/VivaNext Corridor Maintenance			162	2.6	
Maintenance costs for additional street trees	300 trees		4	0.1	
Intra-departmental allocation			1	0.0	
Annualization			167	2.6	0.0
Total Base Approved			893	14.2	0.0
Growth					
Emerald Ash Borer - Increase in dead/hazardous trees			69	1.1	
Intra-departmental allocation			8	0.1	
Total Growth Approved			76	1.2	0.0
Enhancement					
Intra-departmental allocation			1	0.0	
Contributions to Capital			(605)	-9.6	
Total Enhancement Approved			(604)	(9.6)	0.0
2013 Departmental Request (including Contribution to Capital)			6,651	5.8	0.0

Budget Change Explanations 2014

Natural Heritage & Forestry

2014 (in \$000's)

Budget Change Explanations (2014/2013)		Gross		Net		FTE
	Units	\$000's	%	\$000's	%	Impact
2013 Approved Departmental Budget (including Contributions to Capital)		6,650		5,819		
Base						
Salaries and Benefits		5		5		
Contribution to/from Land Securement Reserve			0.0	82	1.4	
Increase to facility management costs		40	0.6	40	0.7	
Recovery from Capital		86	1.3	86	1.5	
Fleet Cost		24	0.4	24	0.4	
Program Related Expenses		33	0.5	33	0.6	
Base		188	2.7	269	4.5	0.0
Reductions/Efficiencies						
Intra-departmental allocation		(1)		(1)		
Asian Long-Horned Beetle program to be phased out by end of 2013		(610)	-9.2	(610)	-10.5	
		(611)	-9.2	(611)	-10.5	0.0
Mandatory/Legislated						
Streetscaping of Roadways uploaded from Vaughan		26 Km		(73)	-1.3	
Mandatory/Legislated		(73)	-1.1	(73)	-1.3	0.0
Annualization						
Urbanization/VivaNext Corridor Maintenance		392	5.9	392	6.7	
Maintenance costs for additional street trees		300 trees	4	4	0.1	
Annualization		396	6.0	396	6.8	0.0
Total Base Change		(99)	(0.5)	(18)	(0.4)	0.0
Growth						
Salaries and Benefits - Area Forester		16	0.2	16	0.3	1.0
Vehicle Cost for new FTE		5	0.1	5	0.1	
Salaries and Benefits - Senior By-law Enforcement		101	1.5	101	1.7	1.0
Vehicle Cost for new FTE		5	0.1	5	0.1	
Emerald Ash Borer - Increase in dead/hazardous trees		53	0.8	53	0.9	
Maintenance cost of increased street tree inventory		4		4	0.1	
Peggy's Wood Nature Reserve		4	0.1	4	0.1	
Total Growth Request		187	2.8	187	3.2	2.0
Enhancement						
Contribution to Capital		(240)	-3.6	(240)	-4.1	
Total Enhancement Request		(240)	(3.6)	(240)	(4.1)	0.0
2014 Departmental Request (including Contribution to Capital)		6,498	-1.3	5,748	-1.3	2.0

Budget Change Explanations 2015

Natural Heritage & Forestry - Operating

2015 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2014 Restated Base		6,497		5,747		
Base						
Salaries and Benefits	1	0.0		1	0.0	
Fleet Cost	0	0.0		0	0.0	
Intra departmental Allocations	2	0.0		2	0.0	
Capital Recovery	(0)	(0.0)		(0)	(0.0)	
Sub-total Base		3	0.0	3	0.0	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Urbanization/VivaNext Corridor Maintenance	718	11.0		718	12.5	
Sub-total Annualization		718	11.0	718	12.5	0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		720	11.1	720	12.5	0.0
Growth						
Salaries and Benefits	155	2.4		155	2.7	
Program Related Expenses	10	0.2		10	0.2	
Minor Capital	1	0.0		1	0.0	
Intra departmental Allocations	4	0.1		4	0.1	
Streetscaping of Roadways uploaded from Vaughan	86	1.3		86	1.5	
Asian Long-Horned Beetle transferd to Waste Management	0			(1)	(0.0)	
Third Party Recovery	0			(2)	(0.0)	
Total Growth		255	3.9	252	4.4	0.0
Enhancement						
Contributions to Capital	100	1.5		100	1.7	
Total Enhancement		100	1.5	100	1.7	
Total Requested		1,075	16.6	1,072	18.7	0.0
Final Budget		7,572	16.6	6,819	18.7	

Budget Change Explanations 2016

Natural Heritage & Forestry - Operating

2016 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2015 Restated Base		7,572		6,819		
Base						
Salaries and Benefits		0	0.0	0	0.0	
Fleet Cost		(0)	(0.0)	(0)	(0.0)	
Intra departmental Allocations		2	0.0	2	0.0	
Capital Recovery		(0)	(0.0)	(0)	(0.0)	
Sub-total Base		2	0.0	2	0.0	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Urbanization/VivaNext Corridor Maintenance		414	5.5	414	6.1	
Sub-total Annualization		414	5.5	414	6.1	0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		416	5.5	416	6.1	0.0
Growth						
Salaries and Benefits		180	2.4	180	2.6	
Program Related Expenses		10	0.1	10	0.1	
Minor Capital		1	0.0	1	0.0	
Streetscaping of Roadways uploaded from Vaughan		35	0.5	35	0.5	
Asian Long-Horned Beetle transferd to Waste Management		0		(1)	(0.0)	
Third Party Recovery		0		(2)	(0.0)	
Total Growth		226	3.0	223	3.3	0.0
Enhancement						
Contributions to Capital		160	2.1	160	2.3	
Total Enhancement		160	2.1	160	2.3	
Total Requested		802	10.6	799	11.7	0.0
Final Budget		8,374	10.6	7,618	11.7	

**Department: Environmental Services
Natural Heritage & Forestry**

2013 New Staff Summary

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

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Area Forester	1.0	G	21	21
Senior By-law Enforcement Officer	1.0	G	101	101
Total Permanent FTEs 2.0 122 122				

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Administrative Clerk	1.0	G	65	65
Forestry Technician	3.0	G	271	271
Total Permanent FTEs 4.0 337 337				

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

Department Description

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

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

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

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

- Ontario Works
- Child care and early intervention services
- Social and affordable housing
- Homelessness prevention

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

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

Mission

Working together for inclusive, healthy, resilient communities.

Mandates and Roles

Housing and Long Term Care:

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

Social Services:

- Plans, administers and delivers region-wide services that help residents remain or become economically and/or socially independent including child care fee assistance and early

intervention services for children with special needs; administers wage subsidy in licensed child care programs and a wide range of family strengthening programs; manages homelessness prevention programs; and manages funding and program relationships with emergency shelter operators and domiciliary operators.

- Provides services under *Ontario Works Act*, other applicable legislation, and Council approved municipal programs, including financial assistance, employment assistance, emergency shelters, and homemakers and nurses services.

Strategic Service Integration and Policy:

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

Emergency Medical Services:

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

Public Health:

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

Business Operations & Quality Support:

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

Strategic Alignment

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

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

Base Drivers

Drivers affecting the department base budget for the next two years include:

- Population growth.
- Changing demographics: aging population, increasing diversity, more non-traditional families.
- Growing gap between household income and the high cost of living in York Region.
- Coordinated support required to help people with increasingly complex human service needs.
- Increased community expectation for “one-stop” access to information and services.

- Increasing pressures of regulatory requirements and growth faced by Public Health, EMS and Long Term Care.
- Upcoming changes in provincial policy direction will require Community and Health Services to transition into new or expanded roles.

Goals

The MYP identifies six goals.

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

Highlights of achievements in 2012

- Improved access to public transit for eligible low income residents by implementing a transit subsidy initiative.
- Provided recommendations focused on employment outcomes to Commission for the Review of Social Assistance in Ontario and province-wide social assistance technology reform.
- Invested more than 6 million to enhance social services through the Community Development and Investment Fund. In 2011 (date of last report), funded 86 projects delivered by 51 community agencies and assisted almost 80,000 York Region residents.
- Identified 60 member organization actions and eight collective actions to advance the Making Ends Meet community results.
- Partnerships with Employment Ontario Social Services and the Region's Economic Development Branch established to move more residents toward economic independence.

Highlights of 2013/2014 Objectives

- Introduce a revised community investment strategy with a stronger community development focus. This new strategy will add an Innovation and Collaboration Funding Stream promoting innovation, multi-sectoral partnerships and collective actions.
- Implement provincial social assistance reform changes.
- Implement new province-wide social assistance web-based technology.
- Implement homelessness operational reform.
- Support improved labour market opportunities for Ontario Works participants.

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

Highlights of achievements in 2012

- Two housing communities are under development to meet changing needs of low income residents including singles, families with children, seniors and persons with disabilities requiring accessible units.
- A new building is under development for homeless, single women.
- Expanded housing choices through expansion of regional rent supplements. Regional Rent Assistance program funded 119 units as of October 2012.
- Adopted a long-term care (LTC) risk-management model to enhance governance, management and compliance to legislation.
- The creation and the endorsement of the Housing York Inc. Strategic Plan (2012-2016), which focuses on sustaining healthy communities.

Highlights of 2013/2014 Objectives

- LTC risk-management reporting begins in 2013 using 2012 data.
- Monitor and respond to the new provincial housing and homelessness funding model changes from the Ministry of Municipal Affairs and Housing.
- Develop a 10-year housing and homeless plan.
- Implement operational homelessness reforms and the Provincial Community Homelessness Prevention initiative reforms

3. Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.

Highlights of achievements in 2012

- Developing surge capacity in infectious disease prevention and control.
- Completed the review of kindergarten student immunization records prior to school entry.
- Approved the 10-Year Master Plan for York Region Emergency Medical Services.
- Approved York Region Emergency Medical Services Response Time Performance targets.
- Pursuing opportunities to address growth pressures and the optimal use of paramedic resources.
- Beginning process to obtain Baby-Friendly Initiative designation.
- Piloted predictive system for monitoring recreational beach water quality to more accurately identify E. coli levels.

Highlights of 2013/2014 Objectives

- Expansion of YorkSafe inspection disclosure program to services, wading pools, splash pads and small drinking water systems.
- Provide training and capacity building to senior-serving organizations, especially in relation to falls prevention and participate in development of a seniors' strategy for York Region.
- Implement strategies for targeted efficiency improvements to ambulance dispatch processes.
- Continue to develop surge capacity in infectious diseases prevention and control.
- Develop strategies to improve program delivery and access to services by maximizing use of technology and public health innovations.

4. Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential.

Highlights of achievements in 2012

- Investing up to nearly \$1.3 million in 2012 for full-day kindergarten extended day initiative, transition operating initiative and transition minor capital initiative.
- Enhanced child-care-fee subsidy levels.
- Served just over 8,000 low-income residents through regionally funded family strengthening program in partnership with various community agencies and municipalities.

Highlights of 2013/2014 Objectives

- Monitor and respond to provincial direction around service system changes. (Modernization of Child Care, and Child and Family Centre Development)
- Annual communication planning to improve access to Community and Health Services programs and services.

- Support families in accessing recreation and parenting programs through the provision of family strengthening programs.
- Strengthen Early Intervention capacity through expanding community partnerships and through technological reforms

5. Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community.

Highlights of achievements in 2012

- Provided innovative employment supports to internationally educated individuals by hosting a conference on the Canadian workplace.
- Developed 126 individual member actions (including 10 collective actions) to advance the community results identified in the *York Region Immigration Settlement Strategy* including producing the report: *Turning the Curve Indicator Report: Measuring the Well-being of Newcomers Living in York Region*, and the plan: *Leading Change for a Stronger Community: Community Partnership Council Collective Action Plan 2012 – 2015*
- Developed actions to advance the *Making Ends Meet in York Region* Community Results identified in the HSPB Baseline Measures: *Turning the Curve* report as well as Action Plans by:
 - Hosting a Housing Affordability Options Symposium;
 - Hosting a Social Assistance Review Commission Options Paper community discussion and submitting a community response to the Province;
 - Creating mentoring opportunities for skilled immigrants in York Region through a Mentoring Partnership Program (have collaborated with the CPC on this initiative).
- Approved an accessibility plan that identifies 163 new initiatives including: enhanced access to housing and forest trails, and addresses communication issues by improving access to web-based communications.
- Completed report on multi-lingual language barriers in accessing health care.
- Developed a communication strategy to improve access to Community and Health Services programs and services.

Highlights of 2013/2014 Objectives

- Contribute to the community results and actions to implement the York Region Immigration Settlement Strategy.
- Contribute to advancing the community results identified in the *Making Ends Meet* initiative.
- Provide mature workers, newcomers and internationally educated professionals with innovative program options that promote improved opportunities for labour market attachment.

6. Deliver a more integrated human service system that supports effective community planning and quality services.

Highlights of achievements in 2012

- Building internal and community partnerships to foster a collaborative approach to service delivery for example through the Human Services Planning Board and the Community Partnership Council
- Collaborating with appropriate agencies to develop a senior's strategy for geographical York Region.

- Supporting healthy, sustainable communities through collaboration with planners and other stakeholders.

Highlights of 2013/2014 Objectives

- Implement an integrated approach to the planning, development and delivery of services in CHS using the department's Multi-year Plan as a basic framework.
- Support the collaborative planning efforts of both the Human Services Planning Board of York Region and the Community Partnership Council to implement action plans for the *Making Ends Meet* initiative and the *Immigration Settlement Strategy*.

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)	2012 Budget (R)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	1,345.2	1,436.3	1,473.3	1,501.0	1,536.0	1,574.0	1,602.0
Part-Time FTE's (PPT)	185.8	146.6	144.2	151.5	152.5	155.5	157.5
Total Permanent FTE's	1,531.0	1,582.9	1,617.5	1,652.5	1,688.5	1,729.5	1,759.5
Net Change*		51.9	34.6	35.0	36.0	41.0	30.0
Casual (FTE Equivalent)**	131.7	158.2	169.4	181.9	181.9	181.9	181.9

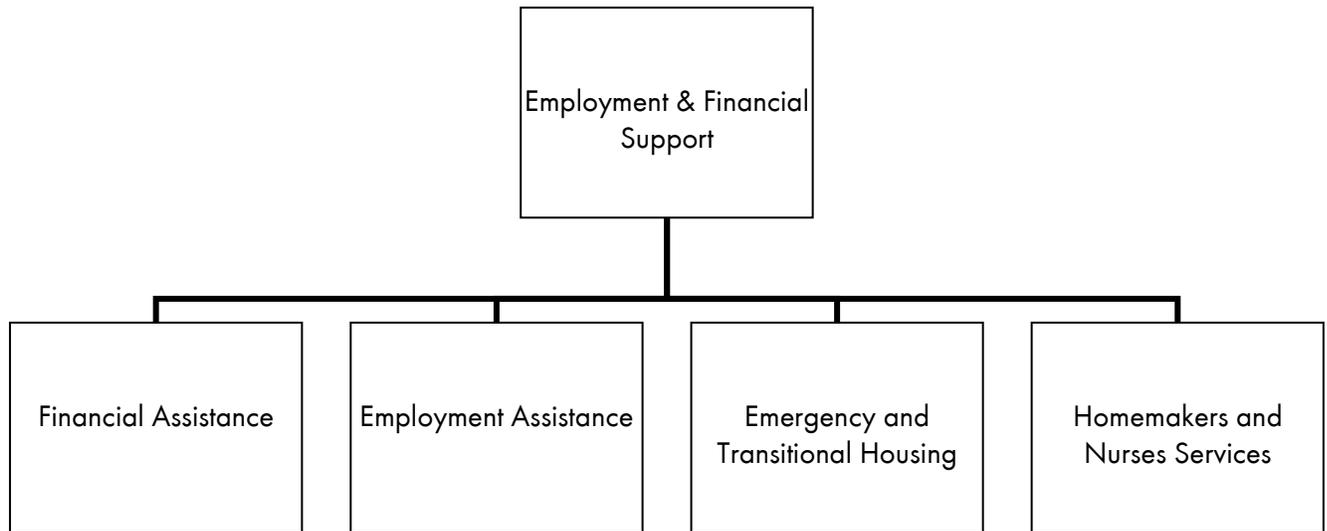
* Includes FTE's allocated from Business Operations and Quality Assurance support program areas.

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

**York Region
Community & Health Services**

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	133,417	142,016	150,589	164,451	173,032	5.2%	176,421	180,382	183,665
Program Specific Costs	173,630	178,374	166,632	179,508	188,538	5.0%	192,951	194,548	197,273
Professional / Contracted Services	3,464	2,596	2,550	4,786	4,456	(6.9%)	4,236	4,041	4,041
General Expenses	10,368	10,246	10,361	11,657	12,301	5.5%	12,341	12,414	12,476
Financing Costs	6,403	6,345	4,792	4,467	4,236	(5.2%)	4,456	5,059	5,846
Occupancy Costs	3,550	2,485	2,929	2,425	2,390	(1.5%)	2,411	2,346	2,368
Contribution to Reserves	11,303	9,973	11,422	8,244	9,004	9.2%	9,313	10,461	11,847
Internal Charges / Recoveries	(30)	(15)	0	0	0	-	(0)	0	(0)
Minor Capital	1,215	801	754	1,273	1,166	(8.4%)	1,211	1,211	1,211
Negotiated Specific & IntraDeptCo	2,468	2,767	3,196	4,285	5,303	23.8%	5,707	5,801	5,824
Total Expenditures	345,788	355,588	353,227	381,096	400,425	5.1%	409,048	416,262	424,552
Revenues									
Grant Subsidies	(189,210)	(214,219)	(213,380)	(212,843)	(223,210)	4.9%	(230,977)	(236,112)	(239,846)
User Fees	(498)	246	224	0	0	-	0	0	0
Fees and Charges	(10,508)	(11,125)	(11,452)	(12,513)	(13,084)	4.6%	(13,486)	(13,892)	(14,265)
Development Charges	(150)	(141)	(141)	(302)	(241)	(20.2%)	(364)	(733)	(1,010)
Contribution From Reserves	(8,660)	(6,175)	(1,315)	(8,895)	(13,000)	46.2%	(10,440)	(5,850)	(4,669)
Third Party Recoveries	(930)	(933)	(889)	(935)	(960)	2.7%	(961)	(961)	(961)
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(209,957)	(232,348)	(226,953)	(235,486)	(250,496)	6.4%	(256,227)	(257,548)	(260,751)
Net Tax Levy Requirement	135,831	123,240	126,274	145,608	149,929	3.0%	152,821	158,714	163,801
% Change		(9.3%)	2.5%	15.3%	3.0%		1.9%	3.9%	3.2%



Mission/Vision

To assist residents to achieve and maintain socio-economic independence through the provision of employment and financial supports in a manner that maintains legislative integrity and fiscal responsibility.

Mandate

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

Financial Assistance

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

Employment Assistance

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

Emergency and Transitional Housing

- Short-term emergency housing
- Interim transitional housing
- Transition to permanent housing

Homemakers and Nurses Services (HNS)

- Basic homemaking supports
- Professional nursing services

Base Drivers

- Population growth, dynamic economic conditions and changing demographics continue to be the main drivers of the Ontario Works caseload and demand for emergency and transitional housing supports
- Provincially mandated increases to OW allowances will have an impact on base costs
- Cost shared increases to provincially established per diems impact base costs for domiciliary hostels and emergency shelters
- Imposed caps on certain benefits (ex. adult dental, optical) could impact base program costs and services
- Changes in the administration and funding of housing start-up benefits and emergency housing operating costs, resulting from the consolidation of provincial housing and homelessness funding, will have implications on base costs in 2013 and 2014

Rates and Per Diems:

- A provincially mandated one percent increase to social assistance allowances and shelter costs and the personal needs allowance will have a direct impact on base costs
- The Community and Health Services Department has incorporated rate and personal needs allowance increases into its 2013 budget request

Key Challenges

Regional Growth and Economic Factors

- Population growth will continue to have a direct influence on the Ontario Works caseload and homelessness supports in 2013 and the outlook years
- National and local economic conditions are not expected to cause significant caseload growth in the coming years

Demographic Changes

- A growing number of participants with complex and multiple barriers to employment will require the need for intensive employment and housing transition supports
- Increasing numbers of New Canadians and Internationally Educated Professionals will require innovative partnerships and workforce development opportunities
- The needs of an aging workforce will demand integrated, client-centered service approaches that allow for continued labour market participation

Mandated Program Reform

- Provincially mandated program reform in both Social Assistance and Housing and Homelessness is expected to have a transformative impact on accountabilities, program design, delivery and cost sharing in 2013-14 and the outlook years
- Mandated policy changes require ongoing service adjustment, staff training, and program communication

- Recent changes to federal Employment Insurance (EI) rules and the use of temporary foreign workers could impact the number of people requiring Ontario Works
- Changes to mandatory retirement age and CPP eligibility are expected to reduce the number of jobs available for social assistance recipients

Provincial Budget Announcement

- As part of its 2012 budget, the province recently announced:
 - a cap on funding for health and non-health related social assistance benefits (ex., adult basic dental treatment, glasses, orthotics etc.) which limits the supports available to those looking for work
 - Changes to the funding and administration of the Community Start-up and Maintenance Benefit (CSUMB) which are expected to impact the ability of OW participants to maintain stable housing and to move to jobs
 - Changes to the program design, administration and funding of emergency housing and homelessness prevention programs could impact supports available to homeless residents and those at risk of homelessness

Availability of Affordable Housing and Child Care

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

Service Challenges

Caseload Growth

- Influenced primarily by population growth, the caseload is expected to experience modest growth in 2013, placing pressure on existing resources to meet the needs of low-income residents

Provincial Program Reform

- The final paper on the Social Assistance Review, due to be released in the fall of 2012, is expected to propose transformative administrative and funding changes to the delivery of OW and ODSP programs which could dramatically impact the structure and delivery of social assistance
- The new Community Homelessness Prevention Initiative announced in July 2012 proposed significant program, administrative and funding changes that will change the structure and delivery of emergency housing and homelessness supports

Administrative and Program Funding

- Provincially capped Ontario Works administrative and employment assistance allocations continue to represent a challenge in supporting participants to employment
- Changes in the administration and funding of emergency housing could become an obstacle in meeting the needs of vulnerable residents
- An imposed cap on certain benefits could impact base program costs and the level of service provided to residents

- The uploading of Ontario Works program costs will have a positive impact on future Regional net tax levy as the province gradually assumes responsibility for the full cost of program expenses over the coming years

Demographics

- Demographic change including increasing numbers of new Canadians, Internationally Educated Professionals and those with multiple barriers to employment create the need for new partnerships, innovative programs and focused case management strategies

Strategic Goals 2013 - 2016

- Implement provincial social assistance reform changes
- Support the smooth transition to a new province-wide social assistance web-based technology
- Implement homelessness reforms that focus on preventing and reducing homelessness and providing transitional supports to those impacted by homelessness
- Inform the development of the homelessness framework for the province's 10 year housing and homelessness plan
- Explore new service delivery options tailored to the unique needs of the Region's changing demographics and labour market
- Use innovation and partnership to support continuous quality improvement, program sustainability and client-centered service

Department Objectives for 2013 and 2014

- 1) Implement provincial social assistance reform changes
- 2) Implement new province-wide social assistance web-based technology
- 3) Implement homelessness operational reform focused on prevention and housing stabilization
- 4) Promote innovative solutions and creative workforce development strategies to support improved labour market opportunities for Ontario Works participants
- 5) Build creative internal and external partnerships to foster a collaborative approach to service delivery
- 6) Provide mature workers, newcomers and internationally educated professionals with innovative program options that promote improved opportunities for labour market attachment
- 7) Actively utilize consumer input and geospatial data analysis to guide program planning and service delivery

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
Implement provincial social assistance reform changes	Changes implemented as required	2013-2014	Organizational Capacity
Implement new province-wide web-based social assistance technology	Changes implemented as required	2013-2014	Organizational Capacity
Implement 2013 provincial budget priorities including changes to Community Start-up and Maintenance Benefit (CSUMB) and funding for discretionary benefits	Changes implemented as required	2013-2014	Organizational Capacity Social and Health Supports
Participate in the development of the Region's 10 year Housing & Homelessness Plan	Identify housing needs and homelessness prevention supports	2013-2014	Economic Vitality
Implement homelessness operational reform to meet the needs of people who are homeless or at risk of homelessness	Improved access and supports to homeless persons or those at risk of homelessness	2013-2014	Organizational Capacity Social and Health Supports
Implement new provincial housing and homelessness consolidated funding model changes mandated by MMAH	Implement new funding model and service provider agreements with emergency housing providers	2013	Organizational Capacity
Provide service system management in the development of new women's and youth emergency and transitional housing initiatives	Expanded service delivery and improved access to emergency and transitional housing	2013-2014	Organizational Capacity
Provide job specific skills training in solar panel installation to promote access to green jobs	Enhanced sustainable job opportunities in the emerging green sector	2013	Economic Vitality

Collaborate in the delivery of a locally developed self-employment program	Enhanced labour market participation through self-employment	2013-2014	Social and Health Supports Economic Vitality
Establish a Community Employment Roundtable comprised of government, not-for-profit and employer representatives	Improved employer engagement and job opportunities for OW participants	2013	Economic Vitality
Initiate OW volunteer placements in the York Region workplace	Increased workplace experience opportunities for OW participants	2013	Economic Vitality
Utilize the Region's Community Development Investment Fund to meet the diverse needs of low-income residents	Enhanced pre-employment and job-specific skills training, employment placement and retention	2013	Economic Vitality
Continue in the delivery of newly implemented transit subsidy pilot program for OW/ODSP recipients	Improved employment opportunities through enhanced access to transit service	2013-2014	Economic Vitality
Develop and implement peer mentoring programs for mature workers and Internally educated Professionals (IEP)	Promote improved labour market attachment through peer support	2013	Social and Health Supports and Economic Vitality
Strengthen social assistance presence at federally funded Welcome Centres	Enhance participant access to settlement services and jobs	2013	Social and Health Supports and Economic Vitality
Provide pre-employment assistance, job placement and retention supports to Internationally Educated Professionals (IEP)	Increased IEP participation in sector or related field	2013	Economic Vitality
Partner with Public Health to develop and implement a train-the-trainer model to promote integrated service delivery	Increased OW participant awareness of and access to Public Health information and programs	2013	Social and Health Supports
Promote improved job opportunities for OW participants through stronger linkages with Economic Development	Improved employer engagement and labour market attachment for OW participants	2013	Economic Vitality

Continue to act on feedback of local OW consumer reference groups	Enhanced program planning and customer service	2013	Organizational capacity
Continue to partner with the Geographic Information Systems Branch in the development of program specific geo-spatial maps	Enhanced program planning and case management capability	2013	Economic Vitality Organizational Capacity

Operating Impact of Capital

(\$'000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook	2013 - 2016 Total
Operating Costs					
Salaries & Benefits			211		211
Debt Repayment					0
<i>Other</i>	231	1,505	923	748	3,407
Cost Savings					0
Revenue					
DC on Debt					0
Other Revenues					0
Total Gross Cost	271	1,505	1,134	748	3,618
FTE Requirement			2.0		

Note: The above chart illustrates the incremental operating budget impacts and FTE requirements that can be expected as a result of the commitments for the Emergency Housing component of the projects within the Housing Services Capital Business Plan

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)	2012 Budget (R)	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	172.7	174.6	176.0	174.4	182.7	184.4	184.8
Part-Time FTE's (PPT)	3.0	3.0	4.0	6.3	6.7	8.3	9.1
Total Permanent FTE's	175.7	177.6	180.0	180.7	189.4	192.7	193.8
Net Change*		1.9	2.4	0.7	8.7	3.3	1.1
Casual (FTE Equivalent)**	10.7	17.0	17.7	21.8	21.8	21.8	21.8

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

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

York Region
Employment & Financial Support
 Operating Financial Summary
 In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	11,256	11,812	12,645	12,679	13,220	4.3%	13,413	13,633	13,636
Program Specific Costs	72,256	68,172	59,119	64,722	69,237	7.0%	71,086	73,789	76,345
Professional / Contracted Services	69	68	148	187	187	0.0%	187	187	187
General Expenses	876	856	897	1,020	1,015	(0.5%)	1,015	1,015	1,015
Financing Costs	45	43	4	42	42	0.0%	44	44	44
Occupancy Costs	18	13	12	24	29	20.8%	29	29	29
Contribution to Reserves	47	0	0	0	0	-	0	0	0
Internal Charges / Recoveries	2,659	2,620	2,543	3,996	4,163	4.2%	4,224	4,292	4,370
Minor Capital	77	25	35	65	65	0.0%	71	71	71
Negotiated Specific & IntraDeptCo	862	879	923	1,036	1,117	7.9%	1,091	1,103	1,105
Total Expenditures	88,166	84,488	76,326	83,770	89,075	6.3%	91,161	94,163	96,801
Revenues									
Grant Subsidies	(47,170)	(56,055)	(57,639)	(60,609)	(65,700)	8.4%	(69,001)	(72,253)	(75,628)
User Fees	0	0	44	0	0	-	0	0	0
Fees and Charges	0	(4)	0	0	0	-	0	0	0
Development Charges	0	0	0	0	0	-	0	0	0
Contribution From Reserves	(2,078)	(1,719)	(8)	(4,938)	(6,542)	32.5%	(4,273)	(2,800)	(1,619)
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(49,248)	(57,778)	(57,603)	(65,547)	(72,241)	10.2%	(73,274)	(75,053)	(77,246)
Net Tax Levy Requirement	38,919	26,710	18,724	18,223	16,833	(7.6%)	17,887	19,110	19,555
% Change		(31.4%)	(29.9%)	(2.7%)	(7.6%)		6.3%	6.8%	2.3%

Budget Change Explanations 2013

Employment and Financial Support

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	83,770		18,223	
Base				
Annualization impacts of 2012 Salary increases	151	0.2	151	0.8
Benefit Rate Increase	190	0.2	190	1.0
Download of ODSP CSUMB costs, offset with new CHPI funding	758	0.9		
OW Discretionary Benefit funding reduction			1,619	8.9
OW Discretionary Benefit funding reduction offset with Social Assistance reserve funds			(1,619)	(8.9)
3% increase to hostel operator's - bridge funding	36	0.0	36	0.2
Share of program support services	160	0.2	160	0.9
Base	1,295	1.5	537	2.9
Reductions/Efficiencies				
MYP 1.3 Pro-rate Transit Subsidy program to one year	(441)	(0.5)		
Share of program support services	(40)	(0.0)	(40)	(0.2)
Negotiated Specifics (Occupancy costs)	(51)	(0.1)	(51)	(0.3)
Reductions/Efficiencies	(532)	(0.6)	(91)	(0.5)
Mandatory/Legislated				
1% rate increase for basic & shelter allowances, emergency shelter per diems & PNA	1,323	1.6	243	1.3
Caseload growth (monthly average 6,300 vs. 6,180)	1,191	1.4	182	1.0
Social Assistance Reserve funding to offset tax levy impact of caseload growth & rate increases			(426)	(2.3)
Provincial funding upload (from 82.8% in 2012 to 85.8% in 2013)			(1,743)	(9.6)
Mandatory/Legislated	2,513	3.0	(1,743)	(9.6)
Annualization				
Negotiated Specifics (Occupancy costs)	45	0.1	45	0.2
<i>Operating Impact of approved capital</i>				
Women's Shelter ramp-up and training costs - project# 67918	231	0.3	231	1.3
Annualization	275	0.3	275	1.5
Total Base Change	3,551	4.2	(1,022)	(5.6)
Growth				
Share of program support services	13	0.0	13	0.1
Total Growth	13	0.0	13	0.1
Enhancement				
TFT's for Homelessness Initiative (Supervisor and Database Coordinator)	214	0.3	197	0.2
New incremental Community Homelessness Prevention Initiative (CHPI) Funding			(2,105)	(2.5)
One-time Homelessness Support Initiatives	1,405	1.7	1,405	1.7
Negotiated Specific - Property Services - Vaughan Building Operator	84	0.1	84	0.1
Share of program support services	39	0.0	39	0.2
Total Enhancement	1,741	2.1	(380)	(2.1)
2013 Departmental Budget (including Contribution to Capital)	89,075	6.3	16,833	(7.6)

Budget Change Explanations 2014

Employment and Financial Support

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net	
	\$000's	%	\$000's	%
2013 Approved Departmental Budget (including Contributions to Capital)	89,075		16,833	
Base				
Benefit Rate Increase	16	0.0	16	0.1
Convert temporary Social Assistance Case Coordinators to permanent (4 FTE's)				
Convert temporary Outreach Worker (Shelters) to permanent (1 FTE)				
Convert casual Social Assistance Case Coordinator (Shelters) to permanent (1 FTE)				
Corporate Insurance Allocation	2	0.0	2	0.0
Share of program support services	3	0.0	3	0.0
Base	21	0.0	21	0.1
Reductions/Efficiencies				
Reversal of one-time Homelessness Support Initiatives	(1,405)	(1.6)	(1,405)	(8.3)
Negotiated Specifics (Occupancy Costs)	(24)	(0.0)	(24)	(0.1)
Reductions/Efficiencies	(1,428)	(1.6)	(1,428)	(8.5)
Mandatory/Legislated				
1% rate increase for basic & shelter allowances	546	0.6	76	0.4
Caseload growth (monthly average 6,430 vs. 6,300)	1,205	1.4	218	1.3
Eliminate reserve funding for caseload growth as provincial upload escalates			1,382	8.2
Provincial funding upload (from 85.8% in 2013 to 88.6% in 2014)			(1,676)	(10.0)
Mandatory/Legislated	1,751	2.0	0.0	
Annualization				
New incremental Community Homelessness Prevention Initiative (CHPI) Funding			(167)	(1.0)
<i>Operating Impact of approved capital</i>				
Women's Shelter full year operating costs - project# 67918	1,505	1.7	1,505	8.9
Annualization	1,505	1.7	1,338	7.9
Total Base Change	1,849	2.1	(70)	(0.4)
Growth				
Share of program support services	32	0.0	32	0.0
Total Growth Request	32	0.0	32	0.2
Enhancement				
Program Analyst TFT	90	0.1	90	0.5
Share of program support services	27	0.0	27	0.2
Negotiated Specifics (Occupancy costs)	(2)	(0.0)	(2)	(0.0)
Multi-Year Plan Initiatives				
1.3) Transit Subsidy Pilot - eliminate reserve funding as pilot converted to on-going initiative (includes 1 FTE)			886	5.3
5.2a) Integrated Social Worker initiative (1 FTE), includes furniture costs	91	0.1	91	0.5
Total Enhancement Request	205	0.2	1,091	6.5
2014 Departmental Request (including Contribution to Capital)	91,161	2.3	17,887	6.3

Budget Change Explanations Outlook Years 2015/2016

Employment and Financial Support

	Outlook Years			
	(in \$000's - Incremental Values)			
	2015	2015	2016	2016
	Gross	Net	Gross	Net
Prior Year's Departmental Budget (including Contributions to Capital)	91,161	17,887	94,163	19,110
Base				
Benefit Rate Increase	10	10	3	3
New shelters - bridge funding increases for operational costs	52	52	106	106
Share of program support services	3	3	1	1
Base	64	64	111	111
Reductions/Efficiencies				
Share of program support services	(10)	(10)		
Reductions/Efficiencies	(10)	(10)	0	0
Mandatory/Legislated				
1% rate increase for basic & shelter allowances	563	63	580	49
Caseload growth (6,430 in 2014 and 6,560 in 2015)	1,216	187	1,228	155
Eliminate reserve funding for caseload growth as provincial upload escalates		1,473		1,181
Provincial funding upload (from 88.6% in 2014 to 91.4% in 2015 to 94.2% in 2016)		(1,723)		(1,770)
Mandatory/Legislated	1,779		1,808	(385)
Annualization				
<i>Operating Impact of approved capital</i>				
New Youth Hub operating costs, includes 2 FTE's - project# 67510	1,083	1,083	642	642
Annualization	1,083	1,083	642	642
Growth				
Share of program support services	64	64	64	64
Growth	64	64	64	64
Enhancements				
Share of program support services	21	21	12	12
Negotiated Specifics	2	2	2	2
Enhancements	22	22	14	14
Total Annual Incremental Budget Pressures	3,003	1,223	2,639	445
Total Annual Budget Request	94,163	19,110	96,802	19,555

Employment and Financial Support

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support	0.7			
Total Permanent FTEs	0.7			

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
SA Case Coordinator (Convert temporary to permanent)	4.0	B		
Outreach Worker - Shelters (Convert temporary to permanent)	1.0	B		
SA Case Coordinator - Shelters (Convert temporary to	1.0	B		
Transit Fare Subsidy Coordinator	1.0	E	85	85
Social Assistance Worker	1.0	E	85	85
Share of program support	0.7			
Total Permanent FTEs	8.7		169	169

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Supervisor, Hostel Programs - 2015	1.0	B-A	127	127
SA Case Coordinator - Shelters - 2015	1.0	B-A	85	85
Share of program support - 2015	1.4			
Share of program support - 2016	1.0			
Total Permanent FTEs	4.4		211	211

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

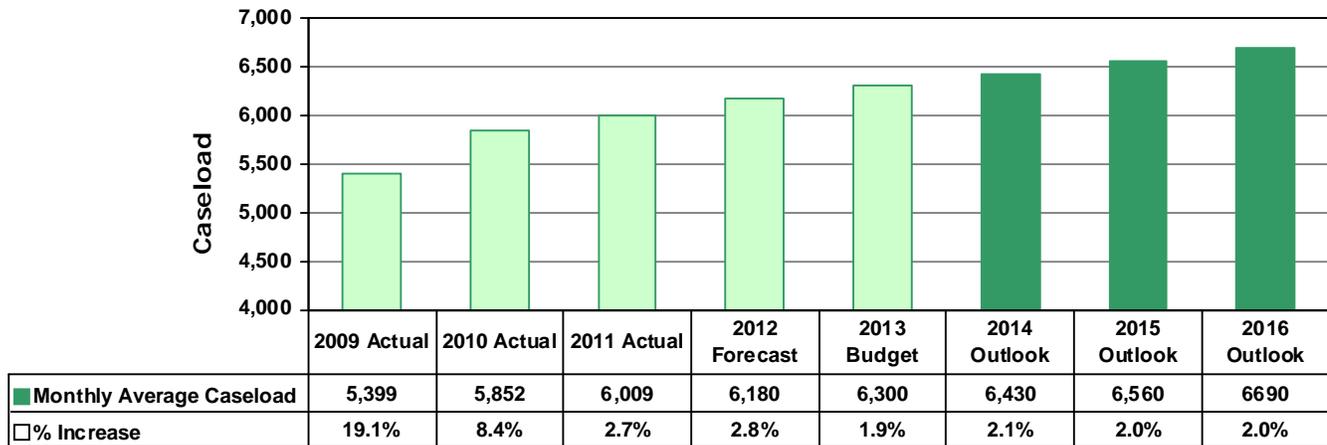
B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
 No

Financial Assistance - Monthly Average Caseload



Source: Provincial statistical reports

What does the graph show?

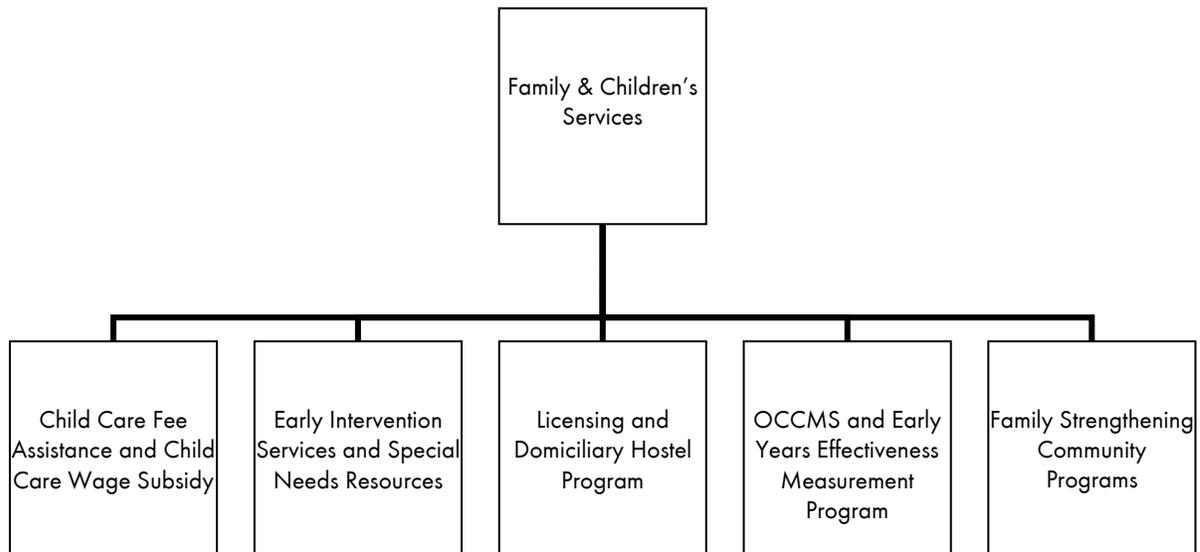
- The number of households (individuals or families) receiving financial assistance from York Region, within an average month

Explanation of KPI Trend

- Caseload increases have historically been attributable to population growth in the Region and an increase in harder to serve clients with multiple barriers, combined with overall economic and job market conditions
- Caseload growth from 2009 to 2011 and projected growth in 2012 reflect a period of steady population growth and continued economic stability
- Caseload for 2013 and the outlook years is expected to show modest growth during a period of projected economic improvement and population growth

Comments / Background:

For 2012, the social assistance monthly caseload averaged 6,176 cases (as at June 2012). These cases were comprised of 10,963 individual beneficiaries representing 1.0 % of the population.



Mission/Vision

Outstanding Customer Service, Community Partnerships, a leader in Integrated Services with the goal of assisting residents to achieve and maintain socio-economic independence.

Mandate

To plan, administer and deliver a region-wide service system as mandated through provincial legislation including:

- Child Care Fee Assistance for eligible families
- Early Intervention Services for children with special needs
- Administration of Wage Subsidy to enhance staff salaries in licensed child care programs

Manage funding and program relationships with agencies that provide special needs resources including:

- Speech and language services for children with special needs
- Services for the physically and/or visually impaired
- Enhanced funding to support the inclusion of children with exceptional special needs in licensed child care centres

Oversee and support the delivery of a wide range of Family Strengthening programs and community-based initiatives including:

- Summer camps and year round recreation
- AOK Early Child Development and Parenting Programs including Early Learning and Child Care Hubs
- Family and Children's Services Community Development and Investment Fund projects eg. After School programs in social housing communities

- Oversee and support the delivery of Domiciliary Hostel programs: License, monitor and administer funding for per diem, clothing allowance and Quality of Life to the Domiciliary Hostel program to support vulnerable individuals in York Region
- Manage development, upgrades and province-wide training related to the Ontario Child Care Management System.
- Support early years community through data measurement and program effectiveness evaluation.

Base Drivers

- Population growth, dynamic economic conditions and changing demographics continue to be main drivers in the demand for Children's Services.
- Continued provincial and 100% Regional funding will maintain current service levels and help address service pressures.
- Annually approved 100% Regional funding for Family Strengthening Programs
- Transition Funding, assists in supporting the transition in the child care system for the early learning community
- Changes in the funding of Domiciliary Hostels resulting from the consolidation of provincial housing and homelessness funding, could have implications on base costs in 2013 and 2014

Rates and per diems:

The Community and Health Services Department has incorporated child care fee assistance and Personal Needs Allowance (PNA) and per diem rate increases into its 2013 budget request.

Domiciliary hostel allowance	\$49.20 per diem and \$134 monthly PNA
Child Care Fee Assistance rate	1.5% increase to the 2012 schedule of rates by service type

Key Challenges

Population Growth

- The child population aged 0 – 14 increased by 14.3% since the last census period according to the 2006 Census. Child population growth in York Region is the highest in Ontario and as a result, child care service pressures and waitlists for child care and family strengthening programs are expected to continue, as population growth continues.
- Low income families in York Region have increased by 55%, since the last census period according to the 2006 Census. This increase in low income families is expected to continue creating service pressures in fee subsidy, family strengthening, early intervention.
- Due to province wide emphasis on early diagnosis and intervention of services, the demand for Early Intervention Services has outpaced population growth. Referral to Early Intervention Services increased 73% for the census period, from 2001 to 2006.
- The waitlist for Child Care Fee Assistance has increased 40.3% since 2008.

Transition of Provincial Child Care Services to the Ministry of Education

- Funding is now split between the Ministry of Children & Youth Services and the Ministry of Education for Early Intervention Services. This has resulted in the loss of service system manager flexibility to manage service delivery in the community for infant development (children aged 0 – 3.8) and special needs resourcing (children aged 3.8 – 6 years of age).
- Currently, 49% of schools provide Full Day Kindergarten; increasing to approximately 70% in September 2013, with full implementation in September 2014.
- In 2011, 83% of Full Day Kindergarten Schools also provided an extended day program provided by 3rd party licensed child care operators for children 4 and 5 years of age. This will have an impact on licensed child care programs that are not located in schools resulting in service primarily for children 0 – 3.8 years of age which is significantly more costly both for parent fees as well as for operational costs for licensed child care operators.

Increasing Diversity

- Families and their needs are more complex. Changing demographics, including increasing numbers of new Canadians promote the need for new and responsive programs and services
- Changing demographics have resulted in more families with complex needs that require additional support with service access and ongoing case management by staff

Mandated Programs

- Provincial funding for Ontario Works and LEAP child care fee subsidy is insufficient and continues to create service pressures for this highly vulnerable client group.

Service System and Program Changes

- Implementation of Full Day Kindergarten initiative is continuing to have an impact on the financial viability of some child care centres. With 4 and 5 year old children leaving the full time licensed child care system for Full Day Kindergarten, there is increasing financial pressures for parents who are accessing licensed child care for children 0 – 3.8 years of age as the centres with younger children are more expensive. This in turn, increases the pressure on the fee subsidy system as more parents require financial assistance.
- Migration of provincial responsibility for child care licensing from MCYS to EDU has resulted in the creation of a new quality assurance and licensing unit in EDU, which may impact the service system manager role by increasing responsibilities of the CMSM/DSSAB in the area of implementing a provincially mandated quality assurance role for child care programs, including 3rd party operators in extended day programs.
- Modernization of Child Care, an EDU initiative, may result in changes to the current legislation that will have impacts for operators and could impact quality of programs offered. As well, additional responsibilities for the CMSM/DSSAB are anticipated once consultation is completed and policy direction by the province is finalized

Availability of Affordable Housing

- The limited availability of affordable housing continues to be a risk to low income parents and indirectly on the fee subsidy system, as it imposes on their ability to afford child care.

Service Challenges

Caseload/Waitlist Growth

- There currently is a waitlist of approximately 5100 children for child care fee assistance(as of June 2012) and a monthly average waitlist of over 161(2011 monthly average)children for early intervention services
- The average caseload for Early Intervention Services has increased approximately 11% per year since 2009.
- With the addition of 2 FTE CSR's in 2012, the average caseload size for Child Care Services meets the internally established standard for average caseload size. Additional funding for child care fee assistance has typically not included any additional funding for administrative costs so increases in funding could exceed staff capacity to deliver services.
- The number of very low income families has increased. This has resulted in a reduction in the amount of resources fee subsidy parents can pay for child care services and increased the portion paid by York Region. This change could result in service reductions should additional funding not be available.
- The current infrastructure of office space, interview rooms, clinical services rooms impacts increased service delivery for clients; increased funding results in increased caseload size which requires increased infrastructure to support intake, ongoing case management and regular service delivery for all clients
- There are currently 411 Domiciliary Hostel beds funded by York Region; there continues to be a demand by Domiciliary Hostel Operators for more funded beds.

Provincial Funding/System Changes

- Current provincial funding allocations continue to be confirmed annually, creating impacts for future planning of service delivery to meet growing community demands
- Provincial initiatives create impact and workload demands on service provision as support of these initiatives do not provide administrative funding to support additional resources
- The consolidation of provincial housing and homelessness programs will change the current administration and funding model for Domiciliary Hostels that could impact the availability to meet future domiciliary funding demands.

Administrative Pressures

- Provincially capped administrative and children's services funding represents a challenge to providing child care funding to families wanting to move to, or maintain, employment and economic self-sufficiency.

Managing Service System Changes

- The Branch will continue to closely monitor and evaluate the impact of the implementation of additional recommendations associated with the Pascal Report on Early Learning under EDU and the implementation of Child and Family Centres under MCYS, that may arise and be related to service delivery, service system responsibilities, provincial policy change and associated funding.
- The Branch will assess budget and program implications to Domiciliary Hostels as a result of the consolidation of provincial housing and homelessness funding

Access to Recreation/Community Programs

- Continue to monitor the outcomes and effectiveness of the Family Strengthening programs supporting the Multi Year Plan, Local Immigration Partnership and Making Ends Meet

Strategic Goals 2013 - 2016

- Continue to integrate initiatives that contribute to the objectives of the Regional Strategic Plan via the Human Services Planning Board, Local Immigration Partnership and Multi Year-Plan initiatives.
- Continue to support Family Strengthening Programs to assist children and youth including those with special needs.
- Continue to monitor and respond to provincially directed changes that emerge in Early Learning and Child Development service delivery related to the implementation of the Pascal Report including the ongoing implementation of Full Day Kindergarten and Extended Day Programs, potential changes for quality assurance, community engagement and potential implementation of Child and Family Centres.
- Monitor and respond to provincially directed changes that emerge in the Modernization of Child Care related to service system manager role including funding model changes, legislation(DNA)changes, increased responsibilities for CMSMs/DSSABs in both system and funding responsibilities
- Increase EIS Division service delivery efficiency and sustainability through improved mobile technology and implementation of an integrated electronic client record and data system. Utilize telework as a work alternative for the EIS Division to improve operational efficiency and sustainability.
- Continue to work closely with, and take a leadership role in, the early years community to promote the use of information gained through the Early Development Instrument and other data sets to enhance services for children.
- Complete analysis of 2012 results and provide comparison data to previous 3 cycles of EDI completed in 2003, 2006 and 2009.

Department Objectives for 2013 and 2014

- 1) Monitor and respond to the new provincial housing and homelessness funding model changes from MMAH
- 2) Monitor and respond to provincial direction related to service system changes specifically; a) Modernization of Child Care and b) Child and Family Centre Development
- 3) Continue to support families in accessing recreation and parenting programs through the provision of family strengthening programs

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
1 a) Participate in the development of the Region's 10 year Housing and Homelessness Plan	Identify supportive housing needs and potential housing options for vulnerable York Region residents	2013-14	Economic Vitality
1 b) Implement new provincial housing and homelessness consolidated funding model changes from MMAH	Implement new funding model and service provider agreements with Domiciliary Hostel Service Providers	2013	Organizational Capacity
2 a) Monitor and implement changes in legislation, service system manager role as a result of provincial policy change related to the Modernization of Child Care	Increased knowledge and provide leadership in the community with implementing required policy changes	2013 - 14	Organizational Capacity Social and Health Supports
b) Monitor growth of the child care waitlist	Implement new funding and increase access to child care fee assistance for low income families	2013	Economic Vitality
3 Support access to recreation and parenting programs through the provision of family strengthening programs	Implement revised Community investments model and base funding approach to family strengthening programs	2013	Organizational Capacity Social and Health Supports

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)	2012 Budget (R)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	123.0	121.6	125.3	125.7	125.8	126.0	126.2
Part-Time FTE's (PPT)	11.5	12.5	11.5	12.3	12.4	12.7	12.9
Total Permanent FTE's	134.5	134.1	136.8	138.0	138.2	138.7	139.1
Net Change*		-0.4	2.7	1.2	0.2	0.5	0.4
Casual (FTE Equivalent)**	2.3	2.9	2.8	3.5	3.5	3.5	3.5

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

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

**York Region
Family and Children's Services**

Operating Financial Summary
In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	9,569	9,842	10,301	11,131	11,485	3.2%	11,492	11,499	11,502
Program Specific Costs	45,295	41,687	45,825	50,857	52,789	3.8%	53,238	53,695	54,152
Professional / Contracted Services	582	288	282	916	922	0.7%	922	922	922
General Expenses	831	858	875	916	915	(0.2%)	915	915	915
Financing Costs	91	19	14	36	36	0.0%	37	37	37
Occupancy Costs	5	10	382	65	8	(87.7%)	8	8	8
Contribution to Reserves		0	0	0	0	-	0	0	0
Internal Charges / Recoveries	1,286	1,308	1,344	1,451	1,562	7.7%	1,598	1,621	1,655
Minor Capital	17	10	8	72	60	(16.8%)	60	60	60
Negotiated Specific & IntraDeptCo	814	759	805	871	1,100	26.3%	1,092	1,111	1,123
Total Expenditures	58,489	54,779	59,835	66,315	68,877	3.9%	69,362	69,868	70,374
Revenues									
Grant Subsidies	(45,647)	(46,078)	(47,090)	(48,570)	(50,494)	4.0%	(50,494)	(50,494)	(50,494)
User Fees	18	7	(43)	0	0	-	0	0	0
Fees and Charges	(4)	(6)	(22)	(5)	(5)	0.0%	(5)	(5)	(5)
Development Charges	0	0	0	0	0	-	0	0	0
Contribution From Reserves	(229)	(4)	(1)	(18)	0	(100.0%)	0	0	0
Third Party Recoveries	(930)	(933)	(889)	(935)	(960)	2.7%	(961)	(961)	(961)
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(46,792)	(47,015)	(48,045)	(49,527)	(51,459)	3.9%	(51,460)	(51,460)	(51,460)
Net Tax Levy Requirement	11,697	7,765	11,790	16,787	17,418	3.8%	17,902	18,408	18,914
% Change		(33.6%)	51.8%	42.4%	3.8%		2.8%	2.8%	2.7%

Budget Change Explanations 2013

Family and Children's Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	66,315		16,787	
Base				
Annualization impacts of 2012 Salary increases	96	0.1	48	0.3
Benefit Rate Increase	160	0.2	160	1.0
1.5% Fee Subsidy Operator rate increase, offset with new provincial funding	484	0.7		
Decrease in Parental Contribution to 7% from 8%, offset with new provincial funding	279	0.4		
1% rate increase for Domiciliary hostel per diem & PNA	34	0.1	34	0.2
General Administrative Adjustments	12	0.0	12	0.1
Negotiated Specifics (Occupancy Costs)	134	0.2	134	0.8
Corporate Audit Allocation	4	0.0	4	0.0
Share of Program Support Services	70	0.1	70	0.4
Reversal of one-time furniture reserve contribution			6	0.0
Base	1,275	1.9	469	2.8
Reductions/Efficiencies				
Remove one-time Furniture & Fixture expense and reserve funding offset	(12)	(0.0)		
Reduction in expense and funding in Childcare contract (Minor Capital)	(22)	(0.0)		
Share of Program Support Services	(14)	(0.0)	(14)	(0.1)
Reductions/Efficiencies	(48)	(0.1)	(14)	(0.1)
Mandatory/Legislated	0		0	
Annualization				
Small Waterworks Program download from Ministry of Education (committee Oct 2012)	23	0.0		
Ministry of Education childcare stabilization funds (committee Sep 2012)	686	1.0		
Negotiated Specifics - 9060 Jane St (Occupancy Costs)	33	0.0	33	0.2
Annualization	742	1.1	33	0.2
Total Base Change	1,970	3.0	488	2.9
Growth				
Increase Childcare Fee Subsidy to reduce waitlist (MYP 1.6) Offset with new provincial funding (Sept 2012)	450	0.7		
Share of Program Support Services	9	0.0	9	0.1
Total Growth	459	0.7	9	0.1
Enhancement				
Program Analyst for Childcare program (1 FTE)	91	0.1	91	0.5
Share of Program Support Services	42	0.1	42	0.3
Total Enhancement	133	0.2	133	0.8
2013 Departmental Budget (including Contribution to Capital)	68,877	3.9	17,418	3.8

Budget Change Explanations 2014

Family and Children's Services

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net	
	\$000's	%	\$000's	%
2013 Approved Departmental Budget (including Contributions to Capital)	68,877		17,418	
Base				
Benefit Rate Increase	7	0.0	6	0.0
2% Operator rate increase - Fee subsidy	448	0.7	448	2.6
Corporate Insurance Allocation	2	0.0	2	0.0
Share of Program Support Services	1	0.0	1	0.0
Base	458	0.7	458	2.6
Reductions/Efficiencies				
Negotiated Specifics (Occupancy Costs)	(7)	(0.0)	(7)	(0.0)
Reductions/Efficiencies	(7)	(0.0)	(7)	(0.0)
Mandatory/Legislated	0		0	
Annualization	0		0	
Total Base Change	451	0.7	450	2.6
Growth				
Share of Program Support Services	11	0.0	11	0.1
Total Growth Request	11	0.0	11	0.1
Enhancement				
Share of Program Support Services	24	0.0	24	0.1
Total Enhancement Request	24	0.0	24	0.1
2014 Departmental Request (including Contribution to Capital)	69,363	0.7	17,903	2.8

Budget Change Explanations Outlook Years 2015/2016

Family and Children's Services

Outlook Years (in \$000's - Incremental Values)

	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (including Contributions to Capital)	69,363	17,903	69,869	18,408
Base				
Benefit Rate Increase	7	6	3	2
2% Operator rate increase - Fee subsidy	457	457	457	457
Share of Program Support Services	1	1		
Negotiated Specifics (Occupancy Costs)	8	8	12	12
Base	473	472	472	472
Reductions/Efficiencies				
Share of Program Support Services	(10)	(10)		
Reductions/Efficiencies	(10)	(10)	0	0
Mandatory/Legislated	0	0	0	0
Annualization	0	0	0	0
Growth				
Share of Program Support Services	22	22	22	22
Growth	22	22	22	22
Enhancements				
Share of Program Support Services	22	22	12	12
Enhancements	22	22	12	12
Total Annual Incremental Budget Pressures	506	505	506	506
Total Annual Budget Request	69,869	18,408	70,375	18,914

Family and Children's Services

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Program Analyst	1.0	E	91	91
Share of program support	0.2			
Total Permanent FTEs		1.2	91	91

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support	0.2			
Total Permanent FTEs		0.2		

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support - 2015	0.5			
Share of program support - 2016	0.4			
Total Permanent FTEs		0.8		

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

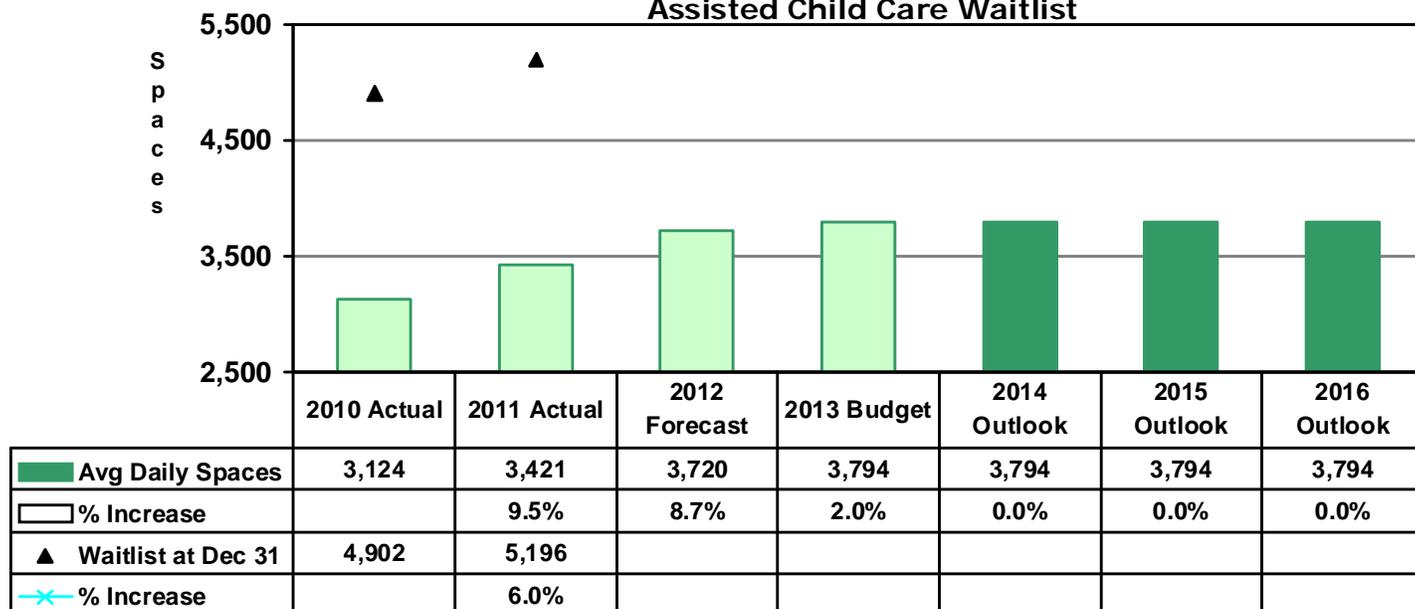
B - Base
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
 No

Avg. Daily Fee Assisted Child Care Spaces Provided and Children on Fee Assisted Child Care Waitlist



Source: Ontario Child Care Management System

What does the graph show?

- The average daily fee assisted child care spaces funded by York Region and the waitlists as at December 31st of each year-end.

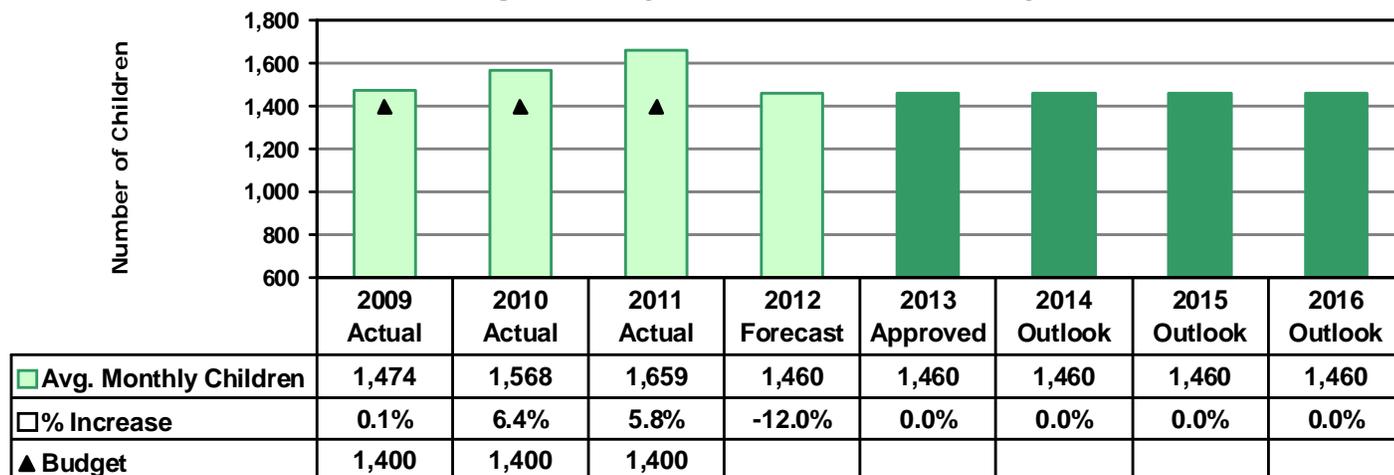
Explanation of KPI Trend

- Upward trend in daily spaces for 2011 due to re-instatement of 100% Provincial funding, provision of new 100% Provincial funding and 100% Municipal funding (Multi-Year Plan). In 2012, further Provincial investment and 100% Municipal funding (Multi-Year Plan) has allowed for increases in daily spaces.
- Upward trend in waitlist growth from 2008 to 2011 due to increased population growth and increase in low income families. The 2012 waitlist at the end of June is 5121, although slowing due to increase in service levels.

Comments / Background:

Lack of stability in Provincial funding, age mix of children served and changes in level of parent revenue requires service levels to be monitored and adjusted in-year, within the approved budget. Current funding levels are insufficient to meet community need; waitlist growth is outpacing service level growth and this trend is projected to continue through 2012 and into the outlook years. Waitlist growth from 2010 is 6.0%. Service level growth from 2010 is 9.5%.

Avg. Monthly Children Served - Early Intervention



What does the graph show?

- The average monthly number of York Region children served by the Early Intervention program.

Explanation of KPI Trend

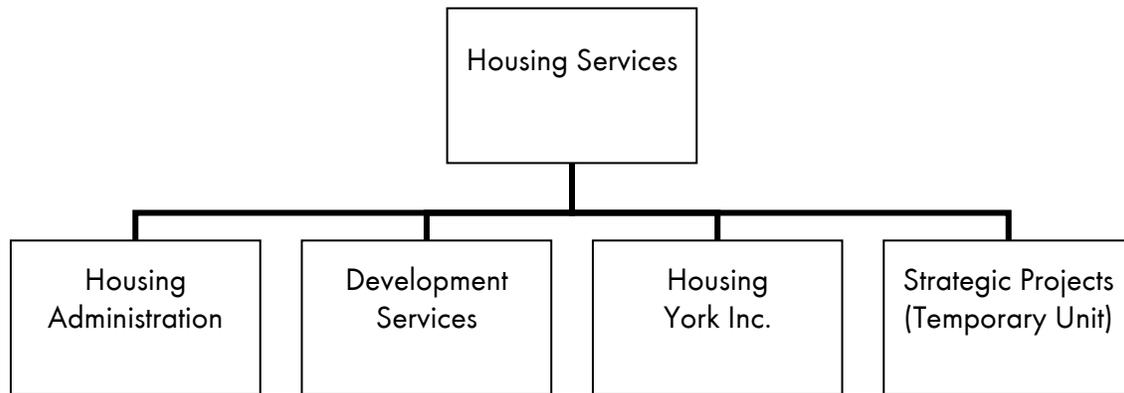
- Upward trend in service levels is reflective of the implementation of ELCC and Best Start program initiatives, combined with increased demand and program efficiencies.
- 2013 Outlook and onwards reflects no increase in resources.

Comments / Background:

Service provision is case managed dependent upon each child's and family needs. Generally, the more complex the child's needs, the more service hours are required to meet them.

KPI results are calculated on average monthly number of children served. In 2011, the total cumulative number of children served was 2,327.

In 2012, service levels will be managed in accordance with Ministry guidelines and funding allocations. As further direction is received from the Province (the Ministry of Children and Youth Services and the Ministry of Education) related to budget/contractual changes and initiatives associated with the Pascal report on areas of service delivery and administration, service levels will be monitored.



Mission/Vision

Housing People, Strengthening Communities, Building Solutions...Leading the Way

Mandate

The mandate of Housing Services is to:

Administer Regional housing related initiatives, social housing and affordable housing programs in York Region under the terms of the *Housing Services Act*, 2011, Canada Ontario Affordable Housing program and the Investment in Affordable Housing for Ontario program (IAH)

- Fund and administer approximately 6,000 social housing units, owned and managed by community housing providers and Housing York Inc.
- Manage a York Region wide waiting list/access system for subsidized housing of over 9000 applicant households.
- Manage York Region's municipal non-profit housing corporation, Housing York portfolio of 2,341 units, in 35 communities across 9 local municipalities.
- Provide financial assistance to over 800 households through Rent Supplement and Rent Assistance programs in partnership with private sector and not-for-profit landlords.
- Plan for the long-term viability of affordable housing in the Region that promotes housing choices that match our needs and supports health and sustainability.
- Advise and support housing providers on preventative maintenance, analysis of building issues and long term asset management.
- Provide educational tools and training to support housing provider staff and boards in managing housing communities.

Develop new housing initiatives:

- Lead the creation of affordable housing in York Region by raising community awareness, supporting housing and delivering new initiatives.
- Act as Developer and Funder for new affordable housing facilities both short-term and long-term in York Region.

Base Drivers

- Population growth, global economic uncertainty, increasing mandated program costs and an increasing need for affordable housing.
- An aging housing stock, limited federal and provincial funding and increasing construction costs make it challenging for York Region to fund and maintain the existing portfolio.
- Gaps in federal and provincial funding, availability of suitable sites and potential financing cost increases will impact new development.

Key Challenges

Funding Environment

- The lack of long-term sustainable federal and provincial programs to support much needed affordable housing make it challenging for York Region to meet the housing affordability needs of the community.
- The Social Housing Wait List continues to increase rapidly with the number of households on the wait list increasing by over 55% from 5,833 in 2008, to over 9,100 in June 2012.
- The Region will continue to press the federal and provincial governments for long term funding mechanisms to meet the growing cost of developing, operating and maintaining the much needed affordable housing stock.

Legislative Environment

- The new *Housing Services Act*, 2011, changed the Region's approach in how it meets the affordable housing needs of the community over the next ten years. The new governing legislation will allow the Region some flexibility in the delivery of housing services, however, it may not bring any additional funds in the short term.
- Requirements to respond to legislative changes in relation to building systems, such as Asbestos Management, Elevator standards, AODA standards, Fire Code changes, Pesticide bans, OBC requirements for sprinklers, increasing municipal sustainability requirements (e.g. mandatory LEED certification) etc. require ongoing monitoring and impact analysis for the social housing portfolio.

Service Challenges

Population and Economic Factors

- The rental market in York Region is inadequate to meet the housing needs of a growing low income population associated with urbanization. This increased demand for affordable housing puts increased pressures on already limited rental opportunities.
- The Region's changing demographics increase the pressure for more holistic human services to come together in a collaborative approach to community planning and housing services.

Strategic Goals 2013 - 2016

- Promote and strengthen a culture of innovation that enhances continuous quality development and supports the sustainability of housing programs and services.
- Lead the development of a 10 year Housing and Homelessness Plan in accordance with the *Housing Services Act, 2011*, and the Ontario Housing Policy Statement.
- Adapt housing programs and services for better integration of support and services to meet the changing needs of York Region residents including singles, families with children and seniors.
- Proactively plan for the anticipated requirements under the AODA to provide for the housing needs of persons with disabilities.
- Continue housing development maximizing the Investment in Affordable Housing for Ontario program (IAH).
- Incorporate sustainability features in new buildings according to the principles of the Leadership in Energy and Environmental Design (LEED®).

Department Objectives for 2013 and 2014

- 1) Deliver effective housing programs and services to meet the changing needs of low income York Region residents including singles, families with children, seniors and persons with disabilities requiring accessible units which also meet the requirements of policy and program work required under the Housing Services Act, 2011.
- 2) Develop a 10 year Housing and Homelessness Plan. Continue to implement Multi-Year Plan initiatives supporting healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents from homelessness to home ownership. Ensure linkages to the work of Human Services Planning Board, Local Integration Partnerships, the Region's Strategic Plan and long-term Corporate Strategies. Optimize any potential provincial policy development and funding.

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
Respond to change required by the new <i>Housing Services Act</i> and its regulations.	Implement policy and program work identified in 2012 through various consultation processes.	2013	Social and Health Supports & Regional Services
Respond to change required by the new Housing Services Act and its regulations.	Implement Housing Strategy.	2014	Social and Health Supports & Regional Services
Implement a service delivery model promoting community health.	Implement Community Health Framework for Housing and Long Term Care.	2014	Social and Health Supports
Lead development of the 10-year Housing and Homelessness Plan.	Develop a Housing and Homelessness Plan.	2013	Social and Health Supports & Regional Services
Support implementation of Housing York Inc. 5-year Strategic Plan.	Housing York Inc. strategy.	2013 to 2016	Social and Health Supports
Develop an Emergency Plan which alignment with Corporate and Department plans.	Emergency Plan developed.	2014	Regional Services
Implement under the Multi-Year Plan a repair and renovation program for low income seniors and people with disabilities.	Implementation of repair and renovation program for low income seniors and people with disabilities.	2013	Social and Health Supports & Regional Services
Complete the construction of Mackenzie Green a mixed family nine-storey building with 140 units located in Richmond Hill.	Increase affordable housing portfolio to accommodate 140 households of low to moderate household income and reduce the Centralized Waiting List to be owned and operated by Housing York Inc.	2013	Social and Health Supports & Regional Services
Complete construction of a 28 shelter bed and 9 transitional housing facility in response to urgent need for accommodation for homeless single women.	Completion of shelter facility adding 28 shelter beds and 9 transitional units.	2014	Social and Health Supports & Regional Services

Complete construction of a multi-residential building in Keswick.	Construction of a 97 unit building in Keswick.	2014	Social and Health Supports & Regional Services
Secure Municipal approvals for the construction of a multi-residential building incorporating youth housing and services.	Secure Municipal approval.	2013	Social and Health Supports & Regional Services
Investigate the possibility of intensifying existing social housing sites in Woodbridge and Markham.	Complete feasibility studies for the two identified sites.	2013	Social and Health Supports & Regional Services

Operating Impact of Capital

('(\$000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook	2013 – 2016 Total
Operating Costs					
Salaries & Benefits			387		387
Debt Repayment					0
<i>Other</i>					0
Cost Savings					0
Revenue					0
DC on Debt					0
Other Revenues			-387		-387
Total Gross Cost	0	0	0	0	0
FTE Requirement			4		4

Note: The above table illustrates the incremental operating budget impacts and FTE requirements that can be expected as a result of the commitments for the Housing component of the 2013 Housing Capital Budget and Business Plan. The incremental costs and FTEs associated with the Emergency Housing component of Housing projects have been included in the Employment and Financial Support business plan

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)	2012 Budget (R)	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	99.8	103.8	103.1	107.5	110.6	115.9	116.0
Part-Time FTE's (PPT)	0.0	0.0	1.0	1.9	2.0	2.2	2.5
Total Permanent FTE's	99.8	103.8	104.1	109.4	112.6	118.1	118.5
Net Change*		4.0	0.3	5.3	3.2	5.5	0.4
Casual (FTE Equivalent)**	7.9	8.5	10.3	9.3	9.3	9.3	9.3

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

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

**York Region
Housing Services**

Operating Financial Summary
In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	6,890	7,630	8,277	8,669	9,433	8.8%	9,708	10,065	10,067
Program Specific Costs	43,747	55,685	48,504	48,288	51,086	5.8%	52,801	51,163	50,795
Professional / Contracted Services	228	104	343	1,084	990	(8.7%)	870	760	760
General Expenses	366	393	345	508	629	23.8%	501	500	499
Financing Costs	2,437	2,374	880	1,601	1,552	(3.0%)	1,886	1,957	2,326
Occupancy Costs	4	10	0	74	70	(4.4%)	71	73	74
Contribution to Reserves	9,478	7,040	8,084	4,800	5,800	20.8%	6,300	7,300	8,300
Internal Charges / Recoveries	1,233	1,272	1,321	1,550	1,656	6.8%	1,685	1,715	1,754
Minor Capital	80	11	5	11	11	0.0%	11	11	11
Negotiated Specific & IntraDeptCo	241	300	489	393	509	29.4%	518	526	527
Total Expenditures	64,704	74,820	68,249	66,977	71,738	7.1%	74,351	74,071	75,112
Revenues									
Grant Subsidies	(15,676)	(26,505)	(20,486)	(13,671)	(13,539)	(1.0%)	(14,492)	(14,427)	(13,017)
User Fees	(136)	(12)	54	0	0	-	0	0	0
Fees and Charges	(4,430)	(5,066)	(5,403)	(6,570)	(7,105)	8.1%	(7,505)	(7,998)	(8,369)
Development Charges	0	0	0	0	0	-	0	0	0
Contribution From Reserves	(5,359)	(4,005)	(950)	(3,420)	(5,986)	75.0%	(6,010)	(3,050)	(3,050)
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(25,601)	(35,587)	(26,785)	(23,661)	(26,630)	12.5%	(28,007)	(25,475)	(24,436)
Net Tax Levy Requirement	39,103	39,233	41,463	43,316	45,108	4.1%	46,344	48,596	50,676
% Change		0.3%	5.7%	4.5%	4.1%		2.7%	4.9%	4.3%

Budget Change Explanations 2013

Housing	2013 (in \$000's)			
Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	66,977		43,316	
Base				
Annualization of 2012 salary increase	98	0.1	52	0.1
Benefit rate increase	141	0.2	59	0.1
Rent Supplement Program inflationary pressures	104	0.2	104	0.2
Inflationary impact of occupancy, audit and program support costs	119	0.2	119	0.3
Base	462	0.7	335	0.8
Reductions/Efficiencies				
AHP Original projects completed - REENA, Mt Albert	(1,510)	(2.3)		
Building Condition Assessments - one-time cost	(50)	(0.1)		
Administration savings based on historical trends	(100)	(0.1)	(100)	(0.2)
Share of Program Support Services	(12)	(0.0)	(12)	(0.0)
Reductions/Efficiencies	(1,672)	(2.5)	(112)	(0.3)
Mandatory/Legislated				
Funding adjustment Ministry of Municipal Affairs and Housing (MMAH)			(16)	(0.0)
Non Profit Housing capital repair expenditures funded from reserve	2,916	4.4		
Mandatory/Legislated	2,916	4.4	(16)	(0.0)
Annualization				
Investment in Affordable Housing (IAH) Projects (Oct 2012 Report)	1,038	1.6		
Changes in debt financing repaid by Provincial funding and Housing York Inc revenues	(48)	(0.1)		
Technical Services Program and cost sharing with HYI	(53)	(0.1)	(114)	(0.3)
Annualization	936	1.4	(114)	(0.3)
Total Base Change	2,643	3.9	93	0.2
Growth				
Staffing Resources - HYI portfolio growth (3 FTE)	324	0.5		
Share of program support services	7	0.0	7	0.0
Total Growth	331	0.5	7	0.0
Enhancement				
Increase contribution to Non Profit Housing Capital Repair Reserve	1,000	1.5	1,000	2.3
Housing Collaborative Initiative (HCI) - Social Housing IT Software	150	0.2	150	0.3
Security Emergency Management (1 FTE)	116	0.2	58	0.1
Manager Community Partnerships (1 FTE)	156	0.2	156	0.4
Shared Business Support Analyst (IT Negotiated Specific 1 FTE)	73	0.1	36	0.1
Share of program support services	42	0.1	42	0.1
Multi-Year Plan Initiatives				
2.3 b) Rent Supplement Program increase \$1M over 4 years - Year 1	250	0.4	250	0.6
Total Enhancement	1,787	2.7	1,692	3.9
2013 Departmental Budget (including Contribution to Capital)	71,738	7.1	45,108	4.1

Budget Change Explanations 2014

Housing	2014 (in \$000's)			
	Gross		Net	
	\$000's	%	\$000's	%
Budget Change Explanations (2014/2013)				
2013 Approved Departmental Budget (including Contributions to Capital)	71,738		45,108	
Base				
Benefit rate increase	7	0.0	3	0.0
Rent Supplement Program inflationary pressures	92	0.1	92	0.2
Share of Program Support Services, insurance and negotiated specifics	9	0.0	6	0.0
Base	108	0.2	101	0.2
Reductions/Efficiencies				
Housing Collaborative Initiative (HCI) - one-time cost	(130)	(0.2)	(130)	(0.3)
MYP 2.1 a) Housing Strategy - one-time costs	(120)	(0.2)		
Reductions/Efficiencies	(250)	(0.3)	(130)	(0.3)
Mandatory/Legislated				
Funding adjustment from MMAH			41	0.1
Non Profit and Public Housing Program payments to Housing Providers	234	0.3	234	0.5
Non Profit Housing capital repair expenditures funded from reserve	144	0.2		
Mandatory/Legislated	378	0.5	275	0.6
Annualization				
Investment in Affordable Housing (IAH) Projects (Oct 2012 Report)	994	1.4		
Changes in debt financing repaid by Provincial funding and Housing York Inc revenues	333	0.5		
Technical Services Program and cost sharing with HYI	(11)	(0.0)	(70)	(0.2)
Annualization	1,316	1.8	(70)	(0.2)
Total Base Change	1,552	2.2	176	0.4
Growth				
Applicant Service Representative, Housing Access (1 FTE)	74	0.1	74	0.2
Architectural Project Coordinator, Technical Services (1 FTE)	105	0.1	105	0.2
Share of program support services	10	0.0	10	0.0
Total Growth Request	188	0.3	188	0.4
Enhancement				
Increase contribution to Non Profit Housing Capital Repair Reserve	500	0.7	500	1.1
Share of program support services	18	0.0	18	0.0
Multi-Year Plan Initiatives				
2.3 b) Rent Supplement Program Coordinator (1 FTE)	105	0.1	105	0.2
2.3 b) Rent Supplement increase \$1M over 4 years - Year 2	250	0.3	250	0.6
Total Enhancement Request	873	1.2	873	1.9
2014 Departmental Request (including Contribution to Capital)	74,351	3.6	46,344	2.7

Budget Change Explanations Outlook Years 2015/2016

Housing	Outlook Years (in \$000's - Incremental Values)			
	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (including Contributions to Capital)	74,351	46,344	74,071	48,596
Base				
Benefit rate increase	7	4	3	1
Inflationary pressures - Rent Supplement	95	95	96	96
Public Housing debenture			(78)	(78)
Base	102	99	21	19
Reductions/Efficiencies				
AHP administration funding adjustment				34
MYP 2.3 c) Housing Affordability Program one-time costs eliminated	(250)			
IAH Program funding completed	(304)		(1,729)	
Non Profit Housing capital repair expenditures funded from reserve	(2,710)			
Share of Program Support Services and Technical Services cost sharing	(8)	(7)		
Reductions/Efficiencies	(3,272)	(7)	(1,729)	34
Mandatory/Legislated				
Funding adjustment from MMAH - Rent Supp/Non Profit Housing		(240)		(353)
Non Profit and Public Housing Program payments to Housing Providers	1,032	1,032	1,092	1,092
Mandatory/Legislated	1,032	792	1,092	739
Annualization				
Changes in debt financing repaid by Provincial funding and HYI revenues	71	(1)	368	(1)
Annualization	71	(1)	368	(1)
Growth				
Applicant Service Representative Housing Access (1 FTE)	74	74		
Staffing resources - HYI portfolio growth as per capital plan (4 FTE)	417			
Share of program support services	20	20	20	20
Growth	510	93	20	20
Enhancements				
Increase contribution to Non Profit Housing Capital Repair Reserve	1,000	1,000	1,000	1,000
Share of program support services	26	26	19	19
Multi-Year Plan Initiatives				
2.3 b) Rent Supplement Program \$1M over 4 years - Years 3 and 4	250	250	250	250
Enhancements	1,276	1,276	1,269	1,269
Total Annual Incremental Budget Pressures	(280)	2,252	1,041	2,080
Total Annual Budget Request	74,071	48,596	75,112	50,676

Housing

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Program Manager - Security Emergency Management	1.0	E	112	51
Manager Community Partnerships	1.0	E	151	151
Building Superintendent II (HYI)	1.0	G	81	0
Program Analyst (HYI)	1.0	G	91	0
Senior Financial Management (HYI)	1.0	G	151	0
Share of Program Support	0.2			
Total Permanent FTEs	5.2		587	202

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Architectural Project Coordinator Technical Services	1.0	G	105	105
Applicant Services Representative Housing Access	1.0	G	74	74
Program Coordinator Rent Supplement	1.0	E	105	105
Share of Program Support	0.2			
Total Permanent FTEs	3.2		283	283

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Applicant Service Representative Housing Access - 2015	1.0	G	74	74
Building Superintendent II (HYI) - 2015	1.0	G	81	0
Maintenance Coordinator (HYI) - 2015	1.0	G	105	0
Maintenance Service Representative (HYI) - 2015	1.0	G	105	0
Property Manager (HYI) - 2015	1.0	G	127	0
Share of Program Support - 2015	0.5			
Share of Program Support - 2016	0.4			
Total Permanent FTEs	5.9		491	74

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

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

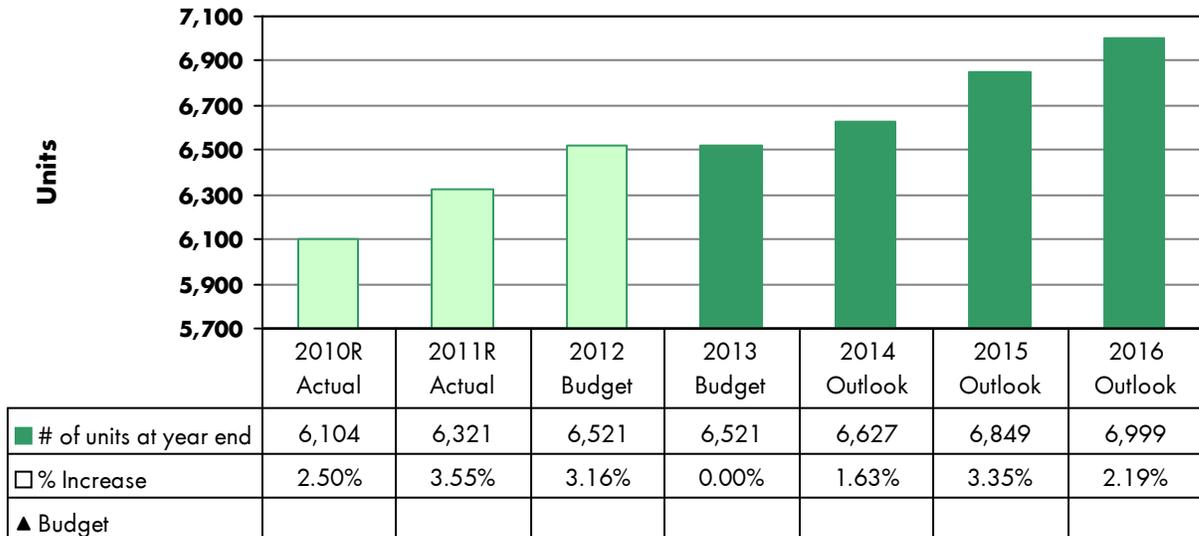
Space Needs Accommodations:

Space needs accommodations have been cor for the above requested positions

Yes
 No

Service Level: Actual Number of Units

Total Number of units in the Social and Affordable Housing Portfolio



Source: Actual Number of Social Housing units transferred from the Province under various programs and new units built under the Affordable Housing Program (AHP) as at year end.

What does the graph show?

- The graph reflects the actual number of Social Housing and Affordable Housing Program (AHP) units at year end of each fiscal year.

Explanation of KPI Trend

- 2014 outlook unit increases represent 106 new AHP units to be completed and scheduled to open in 2014 (i.e. 97 Multi-Residential units in Keswick and Shelter Facility).
- 2012 and 2013 budgeted unit increases represent 200 new AHP units under construction and scheduled to open in 2012 (i.e. Mackenzie Green and Reena).

Comments / Background:

- Social Housing and AHP units provide affordable housing options to people whose income, age, social or health needs prevent them from attaining adequate housing in the private rental market. These units form the basic majority of units that are used to deliver housing assistance programs.

Service Level: Program Funded Number of Units

Total Number of Units funded and or administered (e.g. Social Housing Units, AHP Units, Rent Supplement, Rent Assistance)



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

What does the graph show?

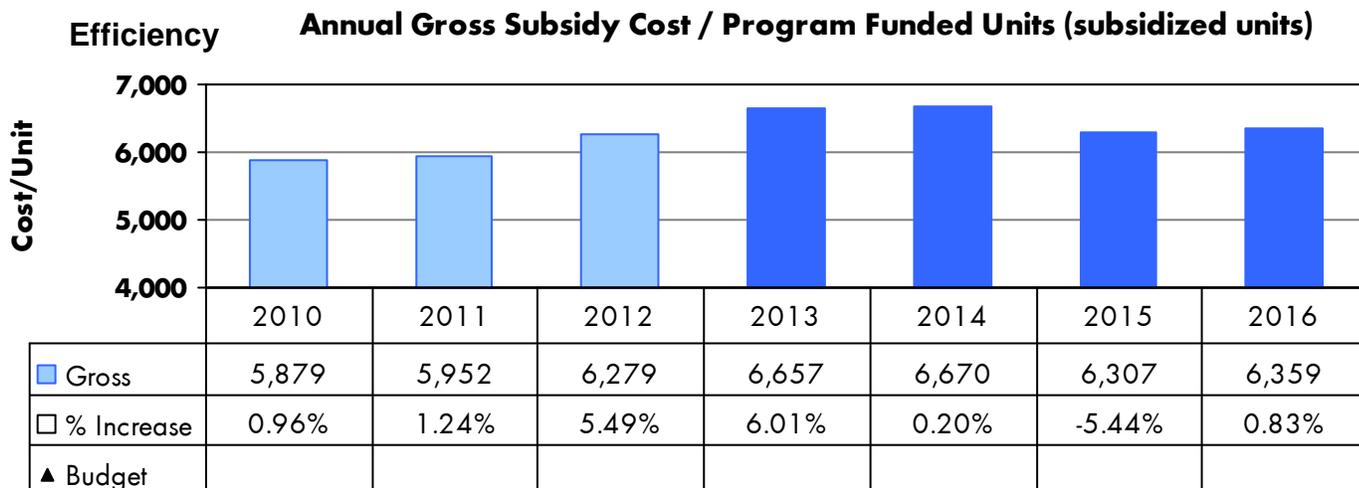
- The graph reflects the total number of Social Housing program units, Rent Supplement / Regional Rent Assistance units and Affordable Housing Program (AHP) units. Units reflect program units that we fund under various contracts and programs. Some physical units participate in more than one program.

Explanation of KPI Trend

- 2014: The Affordable Housing Program (AHP) portfolio to increase with the completion of a 97 multi-unit residential building.
- 2013: Regional Rent Assistance program will increase the affordability of 70 additional units.
- 2010-2012: budgeted unit increases represent 417 new AHP units under construction and included in the Social Housing and Affordable Housing Program (AHP) portfolio. In addition, 149 Regional Rent Assistance units are to be funded in 2012.
- In 2010, 149 new AHP units were offset by 52 Mt Albert units which left the Non-Profit Housing Program.

Comments / Background:

- Subsidized housing provides geared-to-income rental assistance to people whose income, age, social or health needs prevent them from attaining adequate housing in the private rental market.
- Although OMBI methodology of unit counting may apply, OMBI metrics reported differ from this KPI reported for internal management purposes only.



	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Cost*	40,046,605	42,213,275	46,114,848	49,385,220	50,210,365	48,876,625	50,236,863
Units	6,812	7,092	7,344	7,419	7,528	7,750	7,900

Source: Number of Social Housing Units as reported in OMBI, AHP units and Regional Rent Assistance. Subsidy costs Service Manager Annual Information Return (SMAIR) and Regional Rent Assistance costs.

What does the graph show?

- Annual gross subsidy cost for prescribed Rent Supplement, Rent Assistance (both short-term and permanent), Public Housing and the Non Profit Housing Programs, divided by the average number of Social Housing, Affordable Housing Program (AHP) units and Regional Rent Assisted units, excluding administrative costs.

Explanation of KPI Trend

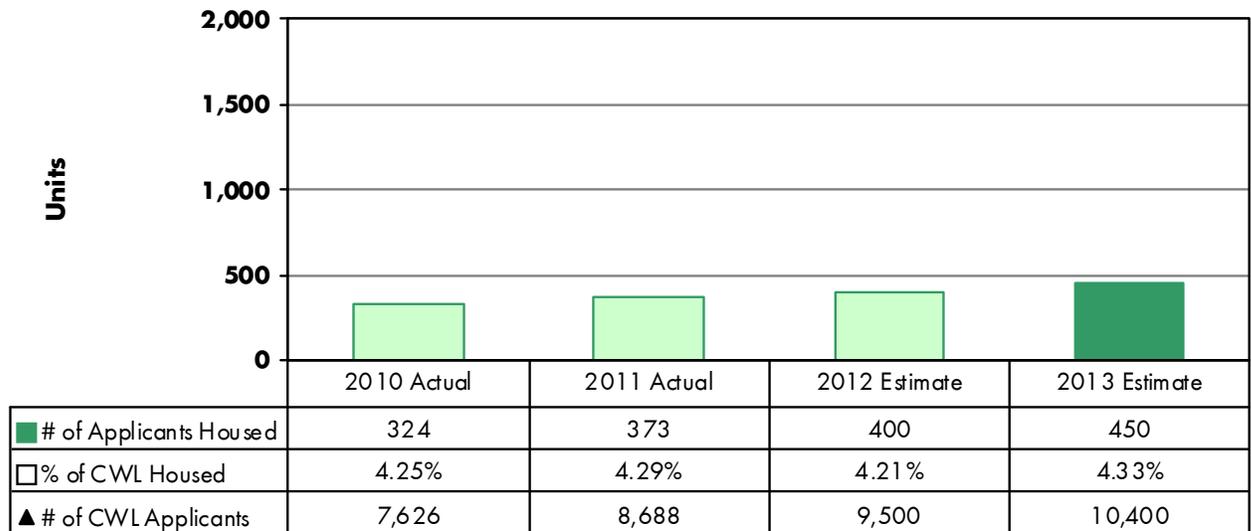
- 2013-2014: higher subsidy levels are budgeted in outlook years as mortgage rates, property taxes, capital repair costs and tenant RGI subsidies are anticipated to increase and the impact of the mandated Housing Services Act, 2011, funding formula is felt.
- 2012 budget program per unit cost increase of 5.49% includes a 3.55% increase in units (252 units) from 2011 and complete implementation of the 100% Regional Rent Assistance Program.

Comments / Background:

- Funding provided for the housing provider capital repair expenditures are included in costs and may fluctuate significantly from year to year.
- This report is used for internal management purposes only and is not consistent with the OMBI definition of a similar measure.

Community Impact

Social Housing Waiting List Placed Annually



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

What does the graph show?

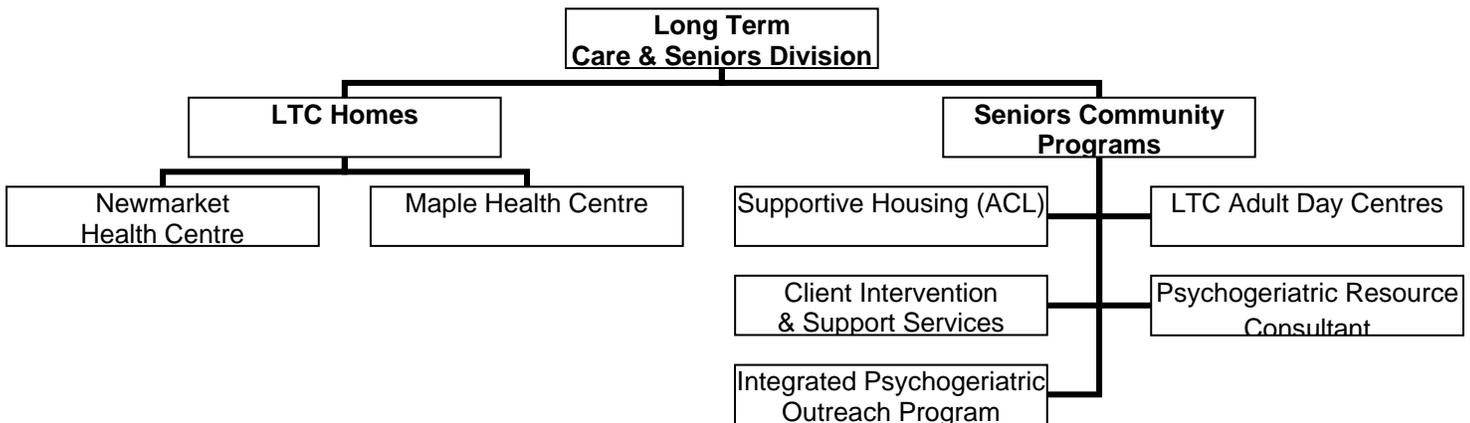
- The graph reflects the total number of households housed from the centralized waiting list in a given year, over the total number of active households on the centralized waiting list at that year end.

Explanation of KPI Trend

- 2013: estimate includes continued expansion of Regional Rent Assistance Program increasing the affordability of 70 AHP new units and contributing to the sustained housed percentage.
- 2011-2012: proposed unit increases represented by new AHP units and the continued implementation of the Region's Rent Assistance Program in those communities contributes to the housed percentage.

Comments / Background:

- Following the 2008 fall recession applicant numbers have continued to steadily increase, over the last two years the waitlist has grown by over 20% and is anticipated to keep growing.



Mission/Vision

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

Mandate

The Long Term Care and Seniors Division is responsible for:

- **Long Term Care Homes Programs**
Operation of two Long Term Care (LTC) Homes:
 - Facility based care for people with complex health needs who are unable to remain at home or in a supportive living environment, and may also require convalescent/rehab or respite care.
- **Seniors Community Programs**
Supportive Housing - Alternative Community Living Programs:
 - Provides 24/7 support services and essential homemaking in partnership with social housing providers, for frail and/or cognitively challenged older persons or adults with disabilities.
 Adult Day Programs:
 - Provides day programs for clients in achieving and maintaining their maximum level of functioning; to prevent premature, inappropriate institutionalization.
 Client Intervention and Support Services:
 - Provides intervention and support services through social workers to vulnerable and at-risk seniors and their caregivers living in the community.
 Regional Psychogeriatric and Mental Health Consulting Services:
 - Provides expertise in behavioural management to front line staff in long term care and community support agencies in York Region, in dealing with clients with severe/difficult responsive behaviours due to dementias and/ or mental health disorders.
 Integrated Psychogeriatric Outreach Program (IPOP):
 - Provides psychogeriatric assessment, treatment planning and follow up to older adults with mental health disorders living in York Region.

- Services of a geriatrician and/or psychiatrist are available through the IPOP team when needed.

Base Drivers

- Aging population and population growth in York Region are drivers for the demand for services.
- Proportion of the aging population with dementia is increasing significantly.
- Compliance requirements of the new *LTC Homes Act, 2007* regulations relating to policies and operational procedures, reporting, enhanced staff qualifications and training.
- Increased requirements to enhance the safety and security systems in the Homes.
- The legislated expanded role for the Community Care Access Centers (CCAC) for Supportive Housing.
- Inflationary pressures for salaries and benefits, raw food costs, health supplies and contractual agreements etc.
- Adequacy of provincial funding levels; improving resident care documentation leading to maximize funding, utilizing enhanced IT initiatives.

Key Challenges

The following trends and issues will have an impact on the Branch over the 2013 to 2016 timeframe.

Regional growth/service capacity

- Growth and demographic changes will create pressure to increase Regional services for seniors. Development of a Seniors Strategy will incorporate an assessment of future needs.
- The Region provides the only mental health assessment and treatment planning program in York Region for older adults living in the community with dementias and/or mental health issues.
- With the exception of Central CCAC, the Region also provides the only community social work program for vulnerable, at risk older adults living in the community. The clients are presenting with increasingly complex physical, emotional and social situations that require significantly more time to resolve.
- Population growth and aging will continue to increase demand for long term care and seniors services. Between 2001 and 2011 York Region experienced a 82% growth in the number of seniors aged 65 and over. Between 2011 and 2031 York Region will experience an increase of 157% in the number of seniors age 65 and over and 161% in the number of seniors age 75 and over.. The prevalence of severe to moderate dementia requiring some level of health service intervention/support are projected to increase by over 300% by 2031.

Customer demand

- 55% of Canadians 65 years or older with dementia are living in their own homes. This is expected to increase to 62% by 2031. This will substantially increase care giver burden and the need for community care services.

- The complexity of client situations is increasing significantly for all seniors community programs requiring more time for individual clients to resolve issues.
- Existing programs are revised as necessary to meet the needs of our residents. Future programming will need to be integrated, innovative and flexible to meet growing service demands.
- Restructuring of the current adult day program for people with physical disabilities to include services for higher need clients with cognitive impairments to address the 18 month wait list.

Environmental issues

- The level and complexity of care our clients require continues to increase as the province increases focus on aging at home strategies. In order to meet this identified need, additional funding and staffing resources are required.
- Compliance to changes to the Fire Code and policies.
- Requirement to develop long term plan for life cycle replacement of equipment, furniture, computer based systems, software etc.

Financial constraints

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

Legislative pressures

- Compliance with the *LTC Homes Act, 2007* and regulations and maintaining appropriate service standards for the residents at the Long-Term Care Homes.
- Negotiation and implementation of expanded role of the CCAC for admissions to supportive housing and adult day programs.
- The requirement to have all Personal Support Workers registered with the provincial registry.

Contractual obligations

- There is an increased accountability burden placed on both Long Term Care and Seniors Community Programs due to the significantly increased reporting requirements by both the Central Local Health Integration Network (CLHIN) and the province through the service accountability agreements.
- There is an increase in the administration activities due to the implementation of common client assessments for Community Support Services (Inter Rai Cha and the Integrated Assessment Repository-IAR). New software, staff training and support for implementation is required.
- Memorandum of Understanding for LTC Homes and community services for the Behavioral Support Ontario (BSO) initiative will be required between the Region and CLHIN.

Service Challenges

Trends and issues impacting the budget for 2013 and 2014:

- Assessment for improved funding:
A contracted specialist resource conducted a review and audit of the Resident Assessment Instrument Minimum Data Set (RAI-MDS) resident classification system. Implementation of the recommendations are required to improve resident care documentation to ensure that computerized documentation practices are capturing client care needs and higher acuity levels to maximize MOHLTC funding. This also includes additional training for managers, registered staff and front line staff.
- Organizational restructuring and staffing alignment impacts:
Restructuring activities have been implemented to be consistent with residents' assessed care and safety needs. Additional training is required for all staff, as well as increased investment in policy and process review and system support to meet legislated changes.
- Building upgrades in both Homes to allow for enhanced security features including closed circuit television digital recording devices, enhanced access entry / exit systems, and a number of improvements to the reception areas, elevators, lighting, windows, doors and equipment in both homes to become compliant with legislation.
- Renovation of resident dining serveries and replacement of equipment in both Homes to allow for improvements and to meet MOHLTC standards. This includes new servery equipment, flooring, mill work/cabinetry, kitchen equipment and architectural, mechanical, electrical and structural work.
- Broad transformation in regard to the characteristics of long term care residents. CCAC expectations to admit most if not all residents with complex and behavioural issues, with no additional funding. Also increasing client expectations and family involvements.
- Common Assessment for improved service and integration:
Implementation of Inter Rai Cha provincial client common assessment for all community support services across the province.
- Implementation of the Integrated Assessment Repository (IAR) for the common assessments.
- Negotiation and implementation of expanded role of the CCAC for admissions to supportive housing programs operated by the Region. Housing legislation requirements are not recognized in the CCAC expanded role. Agreements and/or memorandums of understanding will have to be negotiated to allow for the CCAC to carry out their new role.
- Behaviour Support Ontario (BSO) initiative that is currently being implemented by LHINs across the province providing service for residents/ clients in LTC Homes and Community Services experiencing responsive behaviours. The BSO initiative will increase demand for the Psychogeriatric Resource Consultants program and the Integrated Psychogeriatric Outreach Program operated by the Region. Monitoring of the increasing demand will be required to support requests of the CLHIN for additional funding and/or staff for these programs.

Strategic Goals 2013 – 2016

- Development of a modern resilient organizational structure and culture that is supported by staff recruitment, specialized training and leading practices to enhance the quality service to our residents and clients.
- Implement initiatives relating to the safety and security of our residents and clients.
- Continue with Information technology innovation and improvements to enhance resident care documentation, staff scheduling and compliance to increase funding opportunities.
- Ability to meet the increasing demands to provide services to more complex physical, emotional and social clients in the Homes and Senior Community Programs.

Department Objectives for 2013 and 2014

- 1) Develop a modern and resilient LTC organization structure, including staff recruitment, specialized staff training and retention strategies to be able to meet the future challenges of the sector.
- 2) Promote a continuous quality improvement culture and participate in provincial quality improvement initiatives.
- 3) Implement initiatives and systems to create efficiencies in resident documentation and compliance, including safety and security systems in the Homes. Review opportunity to develop a centralized scheduling model, improved technology supports, and improving the management and monitoring of the modified work program with the position of a Return to Work Coordinator.
- 4) Review and evaluate current programs and services delivered by Seniors Community Programs, including implementation of common client assessments, IAR for the common assessments and participation in the BSO initiative.
- 5) Participate in development of a Seniors Strategy for geographical York Region, partnering with appropriate agencies.

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
<ul style="list-style-type: none"> -Establish recruitment, specialized training and retention strategies for all LTC staff 	<ul style="list-style-type: none"> - Compliance with training requirements outlined in the Act / Regulations - Ability to meet the needs of more complex needs of residents / clients 	2013 - 2014	Organizational Capacity
<ul style="list-style-type: none"> -Continuous Quality Improvement framework - Implement provincial compliance risk indicators and Resident Quality Inspection (RQI) process and protocols. - Program review of operational program areas 	<ul style="list-style-type: none"> - CQI Framework for LTC and Seniors Community Programs - Participation in Provincial quality and performance improvement and reporting initiatives - Compliance with Long Term Care Homes Act 2007 and Ontario Regulations 79/10. - Preparation for Accreditation 	2013 – 2014	Social and Health Supports
<ul style="list-style-type: none"> - Implementation of initiatives and systems relating to <ul style="list-style-type: none"> a) resident charting improvements that influence funding opportunities, and b) staff scheduling efficiencies that improve expenditures 	<ul style="list-style-type: none"> - Implementation of recommendations relating to resident documentation and reporting - Opportunities to develop a centralized scheduling model - Operationalize the Return to Work Coordinator position 	2013-2014	Financial Management
<ul style="list-style-type: none"> - Review and evaluate current programs and services delivered by Seniors Community Programs, 	<ul style="list-style-type: none"> - Implementation of common client assessments and IAR - Participation in the BSO initiative - Restructuring of the current adult day program 	2013 - 2014	Social and Health Supports
<ul style="list-style-type: none"> - Participate in activities related to development of Seniors Strategy 	<ul style="list-style-type: none"> - Seniors Strategy 	2013 - 2014	Social and Health Supports

Operating Impact of Capital

There are no Incremental Operating Impacts of Capital in the years 2013 through 2016 associated with the Long Term Care Capital Budget.

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)	2012 Budget (R)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	163.0	202.5	211.0	210.4	210.6	210.8	210.9
Part-Time FTE's (PPT)	143.3	109.1	106.2	107.0	107.2	107.4	107.6
Total Permanent FTE's	306.3	311.6	317.2	317.4	317.8	318.2	318.6
Net Change*		5.3	5.6	0.2	0.4	0.4	0.4
Casual (FTE Equivalent)**	57.5	57.8	62.3	66.2	66.2	66.2	66.2

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

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

**York Region
Long Term Care**

Operating Financial Summary
In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	23,236	24,882	26,223	27,764	28,559	2.9%	28,588	28,604	28,608
Program Specific Costs	2,250	2,621	2,688	3,540	3,472	(1.9%)	3,496	3,520	3,551
Professional / Contracted Services	1,392	915	863	663	472	(28.9%)	472	387	387
General Expenses	812	1,111	967	1,204	1,163	(3.4%)	1,163	1,163	1,163
Financing Costs	2,072	2,098	2,010	878	756	(14.0%)	384	245	212
Occupancy Costs	1,254	1,314	1,496	1,305	1,530	17.2%	1,549	1,570	1,591
Contribution to Reserves	190	190	197	190	190	0.0%	190	190	190
Internal Charges / Recoveries	946	1,190	1,581	1,485	1,616	8.9%	1,655	1,654	1,665
Minor Capital	210	191	168	346	270	(22.1%)	270	270	270
Negotiated Specific & IntraDeptCo	100	174	247	175	303	73.4%	303	314	314
Total Expenditures	32,462	34,686	36,440	37,550	38,330	2.1%	38,070	37,917	37,950
Revenues									
Grant Subsidies	(16,234)	(17,211)	(17,423)	(18,013)	(18,372)	2.0%	(18,765)	(19,168)	(19,581)
User Fees	(381)	(165)	169	0	0	-	0	0	0
Fees and Charges	(5,104)	(5,300)	(5,362)	(5,346)	(5,376)	0.6%	(5,378)	(5,291)	(5,293)
Development Charges	0	0	0	0	0	-	0	0	0
Contribution From Reserves	(141)	(376)	(284)	(518)	(372)	(28.1%)	(157)	0	0
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(21,861)	(23,052)	(22,900)	(23,877)	(24,120)	1.0%	(24,300)	(24,459)	(24,874)
Net Tax Levy Requirement	10,601	11,634	13,541	13,673	14,210	3.9%	13,770	13,458	13,076
% Change		9.7%	16.4%	1.0%	3.9%		(3.1%)	(2.3%)	(2.8%)

Budget Change Explanations 2013

Long Term Care

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	37,550		13,673	
Base				
Annualization of 2012 salary increases - salaries	406	1.1	406	3.0
Benefit Rate Increases	353	0.9	353	2.6
Inflationary impact for program costs, insurance, occupancy and audit fees	83	0.2	73	0.5
Share of Program Support Services	60	0.2	60	0.4
Base	901	2.4	891	6.5
Reductions/Efficiencies				
Eliminate costs for one-time IT improvements-ICE call out/MIS implementation	(80)	(0.2)		
Reductions/Efficiencies	(80)	(0.2)		
Mandatory/Legislated				
Anticipated Provincial funding increase Facilities			(245)	(1.8)
Anticipated Provincial funding increase for Seniors Community Programs (SCP)			(113)	(0.8)
Mandatory/Legislated			(358)	(2.6)
Annualization				
Debt payment reduction	(157)	(0.4)	(157)	(1.1)
Technical Services provided by Housing Services	66	0.2	66	0.5
Annualization	(91)	(0.2)	(91)	(0.7)
Total Base Change	730	1.9	442	3.2
Growth				
Share of Program Support Services	19	0.1	19	0.1
Total Growth	19	0.1	19	0.1
Enhancement				
Return to Work Coordinator (Negotiated Specific HR 1 FTE)	101	0.3	101	0.7
Casual savings to offset Return to Work Coordinator	(101)	(0.3)	(101)	(0.7)
Shared Business Support Analyst (Negotiated Specific 1 FTE)	36	0.1	36	0.3
Share of Program Support Services	39	0.1	39	0.3
Multi-Year Plan Initiatives				
3.3 Seniors Strategy	(45)	(0.1)		
Total Enhancement	30	0.1	75	0.5
2013 Departmental Budget (including Contribution to Capital)	38,330	2.1	14,210	3.9

Budget Change Explanations 2014

Long Term Care

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net	
	\$000's	%	\$000's	%
2013 Proposed Departmental Budget (including Contributions to Capital)	38,330		14,210	
Base				
Benefit rate increase	15	0.0	15	0.1
Inflationary impact for program costs, insurance and occupancy costs	55	0.1	52	0.4
Base	70	0.2	67	0.5
Mandatory/Legislated				
Anticipated Provincial funding increase - Facilities			(277)	(1.9)
Anticipated Provincial funding increase - SCP			(116)	(0.8)
Mandatory/Legislated			(393)	(2.8)
Annualization				
Debt payment reduction	(382)	(1.0)	(166)	(1.2)
Technical Services provided by Housing Services	15	0.0	15	0.1
Annualization	(367)	(1.0)	(151)	(1.1)
Total Base Change	(297)	(0.8)	(477)	(3.4)
Enhancement				
Share of Program Support Services	37	0.1	37	0.3
Total Enhancement Request	37	0.1	37	0.3
2014 Departmental Request (including Contribution to Capital)	38,070	(0.7)	13,770	(3.1)

Budget Change Explanations Outlook Years 2015/2016

Long Term Care

	Outlook Years (in \$000's - Incremental Values)			
	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (including Contributions to Capital)	38,070	13,770	37,917	13,458
Base				
Benefit rate increase	15	15	4	4
Inflationary impact for program costs, occupancy and program support	46	133	51	49
Base	61	148	55	53
Reductions/Efficiencies				
Share of Program Support Services	(10)	(10)		
Reductions/Efficiencies	(10)	(10)		
Mandatory/Legislated				
Anticipated Provincial funding increase - Facilities		(285)		(292)
Anticipated Provincial funding increase - SCP		(118)		(120)
Mandatory/Legislated		(403)		(412)
Annualization				
Debt payment reduction	(139)	(67)	(32)	(32)
Annualization	(139)	(67)	(32)	(32)
Enhancements				
Share of Program Support Services	19	19	10	10
Multi-Year Plan Initiatives				
3.3 Seniors Strategy	(85)			
Enhancements	(66)	19	10	10
Total Annual Incremental Budget Pressures	(153)	(312)	33	(381)
Total Annual Budget Request	37,917	13,458	37,950	13,076

Long Term Care

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of Program Support	0.2			
Total Permanent FTEs		0.2	0	0

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of Program Support	0.2			
Total Permanent FTEs		0.2		

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of Program Support - 2015	0.5			
Share of Program Support - 2016	0.4			
Total Permanent FTEs		0.9		

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

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

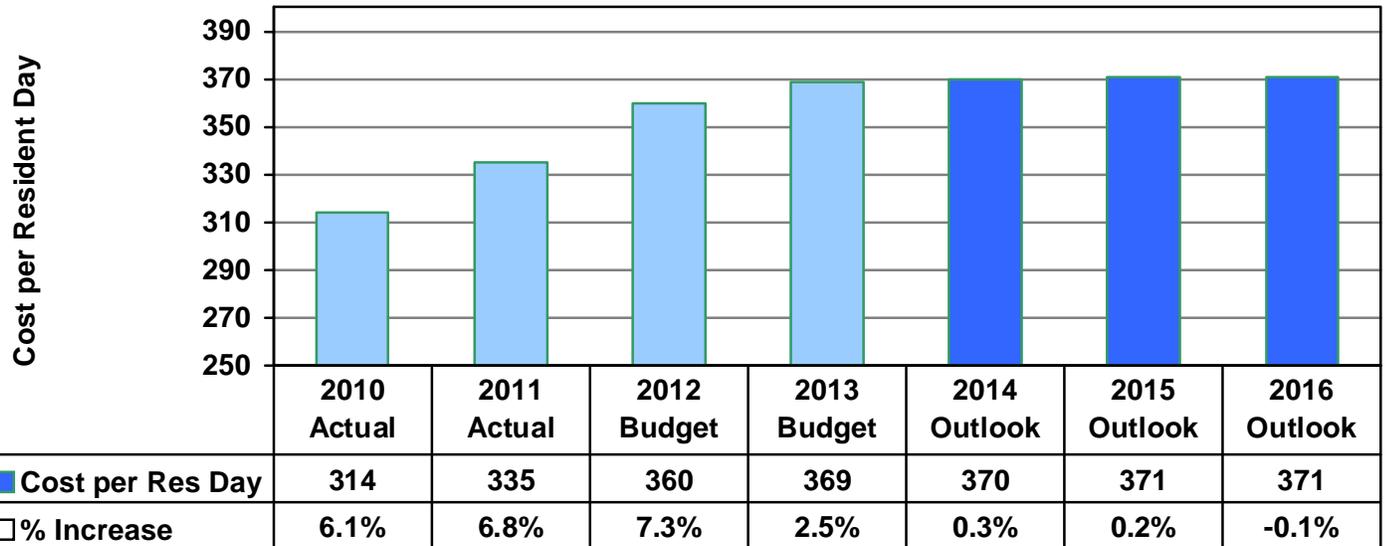
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- Yes
- No

KPIs

Gross Operating Cost per Resident Day



	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Total Cost	26,592,833	28,398,280	30,550,639	31,240,808	31,343,956	31,405,582	31,464,145
Bed Days	84,680	84,680	84,912	84,680	84,680	84,680	84,912

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

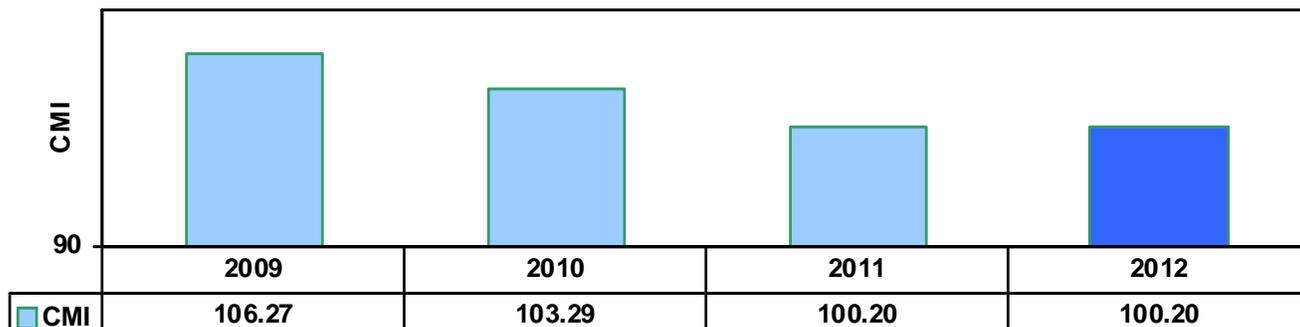
What does the graph show?

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

Explanation of KPI Trend

- 2012 increase of 7.3% is primarily related to salaries and benefits, program specific expenses (food and health supplies) and occupancy costs including building repairs and maintenance.
- 2013 to 2016 show a slower increase in costs as the efficiencies of reorganization take effect

Case Mix Index for Long Stay beds (CMI)



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

What does the graph show?

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

Explanation of KPI Trend

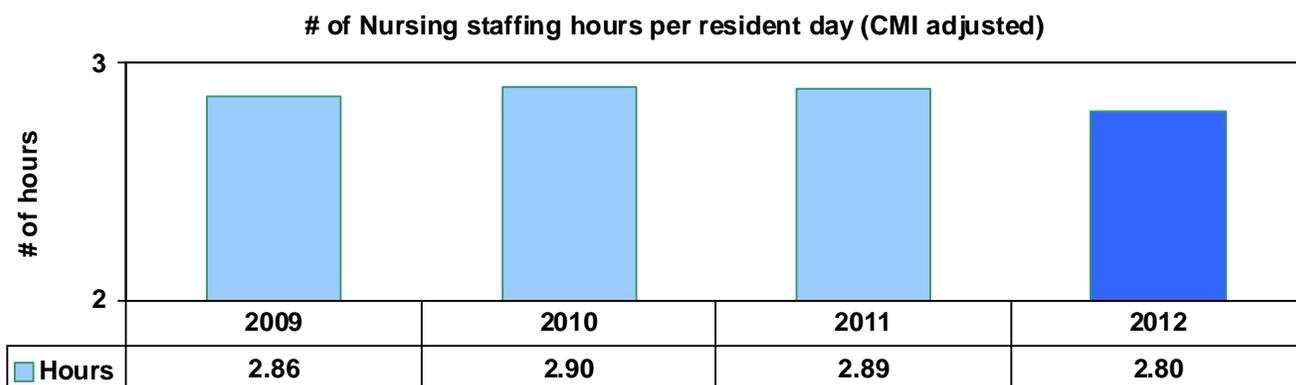
- Resident acuity levels were traditionally reported via Case Mix Index (CMI). Each resident was assessed based on their needs and given a score that outlines their level of care.
- All scores were then compiled to come up with a CMI score for the Homes. This final score determined the level of Provincial funding.
- All LTC Homes in Ontario have transitioned to a new Resident Assessment Instrument Minimum Data Set (RAI-MDS) resident classification system over the last 3 years. This has resulted in a lower CMI average for most Homes.

Comments / Background:

- A CMI score of 100 is considered to be an average acuity standard that all residents are measured against. CMI scores less or more than 100 will result in a corresponding reduction or increase in Provincial funding.
- York Region operates 34 convalescent care beds that do not get a CMI calculation, and are maintained at 100 CMI.
- For 2011 the average CMI's for other municipalities is noted below.

Municipality	Case Mix Index	Municipality	Case Mix Index
Durham	98.31	Sudbury	95.53
Halton	100.60	Thunder Bay	97.36
Hamilton	101.29	Toronto	102.27
London	98.56	Waterloo	96.24
Niagara	102.15	Windsor	92.88
Ottawa	96.07	York Region	100.20
Average CMI		98.47	

Source: OMBI 2011 Data Warehouse



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

What does the graph show?

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

Explanation of KPI Trend

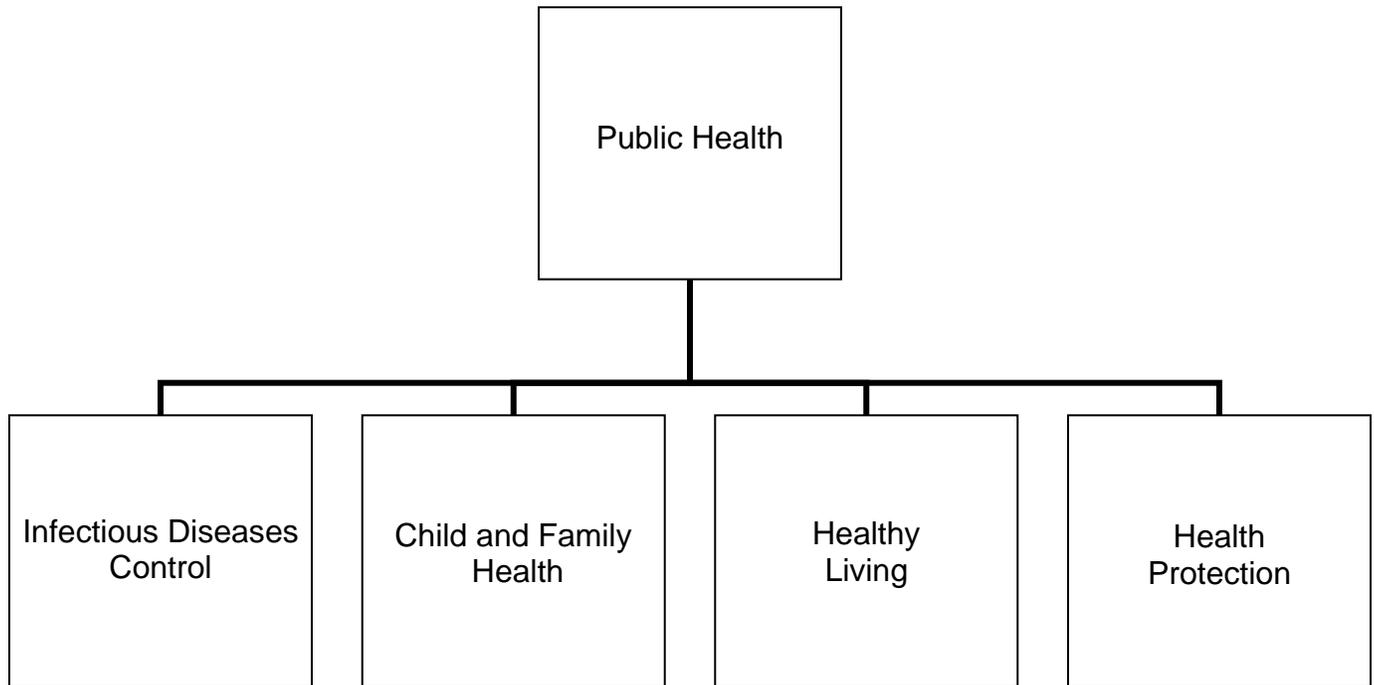
- Increase in Personal Support Worker (PSW) hours.
- York Region operates 34 convalescent care beds that require a higher level of nursing staffing hours.

Comments / Background:

- Staff provide nursing and personal care directly to the residents to meet the nursing and personal care requirements assessed in a plan of care.
- For 2011 the comparison of the number of nursing staffed hours for other municipalities is noted below.

Municipality	# of staff hours (CMI adjusted)	Municipality	# of staff hours (CMI adjusted)
Durham	3.12	Sudbury	2.45
Halton	3.01	Thunder Bay	3.27
Hamilton	2.98	Toronto	2.74
London	3.02	Waterloo	2.97
Niagara	2.48	Windsor	3.12
Ottawa	2.74	York Region	2.89
Average # of Nursing staffing hours (CMI adjusted)		2.88	

Source: OMBI 2011 Data Warehouse



Mission/Vision

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

Mandate

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

Infectious Diseases Control programs include:

- Management of reportable disease cases and infectious disease outbreaks
- School- and community-based immunization clinics
- Enforcement of the *Immunization of School Pupils Act*
- Vaccine distribution and monitoring of vaccine handling and storage

Child and Family Health programs include:

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

Healthy Living programs include:

- Comprehensive Healthy Schools programming
- Coordination of Food for Learning
- Nutrition services (prenatal, infant, preschool and schools)
- Promotion of cancer screening and prevention initiatives
- Smoke-Free Ontario strategy programs
- Substance misuse prevention initiatives
- Health Connection public health telephone information line
- Health emergency planning
- Epidemiology and research services
- Support for creation of supportive environments, capacity building and awareness activities related to healthy living topics (e.g. injury prevention, tobacco cessation)
- Sexual health clinic services

Health Protection programs include:

- Food premise inspections and inspection result disclosure
- Provision of food handler training course
- Personal services setting inspections
- Public recreational water facilities and small drinking water systems inspections
- Bathing beach monitoring/sampling
- Zoonotic disease control and investigations
- Tobacco vendor inspections and enforcement of the *Smoke-Free Ontario Act*
- Child care centre and long-term care home inspections
- Health hazard prevention and management investigations/inspections

Base Drivers

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

Key Challenges

- **Population growth**
The rapid rate of population growth that York Region has experienced over the past several years is expected to continue, resulting in increased need and/or demand for a range of public health promotion and protection services.
- **Aging population**
Growth in the seniors' population is outpacing growth in the rest of the population, with implications for chronic disease trends and the types of public health programming needed.

- **Increasing low-income population**
York Region's growing low-income population is vulnerable to a number of factors that could negatively impact their health.
- **Infectious disease trends**
Due to factors such as increasing global travel and the emergence of antibiotic-resistant organisms, as well as developments in laboratory testing and technology, management of infectious diseases is becoming more complex.
- **Infectious disease expertise**
An internal review has identified the need to enhance divisional capacity and business processes.
- **New provincial requirements**
Through Public Health Accountability Agreements, the Province has outlined terms and conditions of 75% funding, and has implemented performance targets for each health unit in Ontario.

Service Challenges

- **Expansion of program target populations**
Since the Public Health Branch is mandated to provide a broad range of population-based programs and interventions, most areas of public health programming will be impacted by ongoing growth in the Region. In particular, an increasing school-age population and an increasing number of schools (from 233 elementary schools in 2005 to 270 in 2012) will require augmenting the capacity of various programs that support the health of children and youth—e.g. school-based dental screening, student immunization record assessment, and school immunization programs.
- **Aging population**
York Region's senior's population (adults aged 65 and older) has increased by 32% since 2006, and is expected to keep outpacing growth in the rest of the population over the next 25 years. This will especially impact the Public Health Branch's Seniors Services program, which is working towards a provincial target of reducing the local rate of falls-related emergency department visits in seniors by building capacity in senior-serving organizations.
- **Increasing low-income population**
The Region's growing low- and moderate-income population (a 55% increase in the Region from 2000 to 2005) is vulnerable to inequities in health status and certain barriers to health care. For the Public Health Branch's dental program, for example, this is reflected in the increased number of children requiring preventive services in Regional dental clinics. Due to mandatory elementary school screening requirements in an increasing school population, however, the Branch will have to reduce dental clinic appointments by 550 per year if staffing is not augmented.

- **Infectious diseases control capacity to deal with disease trends**
The Public Health Branch's Infectious Diseases Control Division requires increased expertise not only to manage a rise in infectious diseases cases due to population growth, but also to deal with greater complexity in cases in line with international trends. In order to build capacity, ensure compliance with nursing standards of practice and provincial performance measures, and manage potential risks to the Region, quality assurance initiatives and other business processes must be implemented.
- **New provincial requirements**
As part of a renewed focus on accountability, the Province has introduced Public Health Accountability Agreements to set out obligations of each health unit in Ontario, including Ontario Public Health Organizational Standards that outline expectations for effective governance and management. Accountability Agreements also include 14 indicators across a variety of public health program areas. Performance targets have been negotiated with the Province in each of these 14 areas. While performance is not linked to provincial funding at this time, this may eventually change.

Strategic Goals 2013 – 2016

- To ensure compliance with provincial requirements, especially in light of population growth and Public Health Accountability Agreements
- To work towards reducing health inequities in priority populations
- To strengthen infectious diseases control resources
- To work with community partners to support healthy communities/environments

Department Objectives for 2013 and 2014

- 1) Address provincial priorities identified in Public Health Accountability Agreement
- 2) Explore options to deliver provincially-mandated requirements to expanding population base
- 3) Address social determinants of health/health inequities in program planning and delivery where appropriate
- 4) Continue to develop surge capacity in infectious diseases prevention and control
- 5) Continue to improve immunization access and coverage
- 6) Implement quality assurance/performance measurement tools to ensure compliance with infectious diseases control standards and best practices
- 7) Support healthy, sustainable municipalities through collaboration with community partners
- 8) Develop strategies to improve program delivery and access to services by maximizing use of technology and public health innovations

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
Baby Friendly Initiative (BFI) designation	Best practice infant feeding services in place through policy, education and training, partnerships + collaboration	2013- 15	Social and Health Supports
Implementation of key strategic initiatives of the Nursing/Professional Practice Framework	Achievement of professional practice support requirements of Ontario Public Health Organizational Standards Enhanced nursing quality assurance and nursing leadership practices Inter-disciplinary collaboration	2013-15	Organizational Capacity
Smoke-/Tobacco-free strategies e.g. - Work with community partners to increase smoke-free/tobacco-free environments - Consultation with community groups on youth access to tobacco (attitudes, methods of access)	Creation of policy and bylaws which enhance smoke-free/tobacco-free parks, beaches, sports fields and school properties Initiatives to change community behaviour to further reduce tobacco access by underage youth	2013-14	Social and Health Supports
Expansion and enhancement of prenatal and parenting programs e.g. - Explore HBHC service delivery model for prenatal clients - Communication campaign	Increase in parents/caregivers with positive parenting knowledge + skills	2013-15	Social and Health Supports
Work with area municipalities that license home-based personal services settings	Home-based personal services settings in compliance with provincial Infection Prevention and Control Best Practices for Personal Services Settings	2013-14	Social and Health Supports
Increase reach to senior-serving organizations	Increased capacity of senior-serving organizations to reduce chronic disease and prevent falls	2013-14	Social and Health Supports
Implementation of health equity framework to execute one targeted initiative per Healthy Living program per year	Healthy Living programs tailored to reduce healthy inequalities.	2013-15	Social and Health Supports

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
York Region Child Health Dental Program Response to Growth	<p>Increased number of children and youth screened</p> <p>Increased program awareness and participation of community dental providers</p>	<p>2013 – onwards</p> <p>2013</p>	Social and Health Supports
<p>Increase access to Health Protection workshops for low and moderate income residents and new immigrants e.g.</p> <ul style="list-style-type: none"> - Free or low-cost personal services setting workshops - PROTON at no cost to the clients of community organizations such as Women's Centre of York Region, Food for Learning 	<p>Increased employment opportunities for low to moderate income residents and new immigrants</p> <p>Reduced risk of food-borne illnesses and blood-borne infections</p>	2013-14	Social and Health Supports
Development of mass immunization plan	<p>Criteria and response plan for vaccine preventable disease outbreaks developed</p> <p>Surge capacity requirements identified</p>	2013	Social and Health Supports
Development of surge capacity plan	Surge capacity to ensure response for all types of infectious disease emergencies	2013	Social and Health Supports Organizational Capacity
Expanded immunization review and enforcement of suspension process	<p>Up-to-date information on immunization coverage</p> <p>Immunization review and enforcement of the suspension process in all public, separate and private schools</p> <p>Immunization review in all day care settings</p>	2013-14	Social and Health Supports
Strategies to increase vaccine coverage rates	<p>Barriers to immunization identified based on social determinants of health</p> <p>Strategies to reduce barriers and health inequity implemented and evaluated</p> <p>Immunization services communication plan implemented</p>	2013-15	Social and Health Supports

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
Expansion of community and school immunization clinics	<p>Increased availability of immunization to all residents</p> <p>Increased clinic site and location options</p> <p>Increased access to HPV vaccine based on new Ministry guidelines</p>	2013	Social and Health Supports
Support for introduction of new immunization information system (Panorama)	Necessary resources in place to transfer data and train staff	2013-14	Social and Health Supports
Training opportunities for staff and managers in case, contact and outbreak investigations	<p>Reduction in delays in case and contact follow-up</p> <p>Practices in line with provincial best practice guidelines</p>	2013-14	Social and Health Supports Organizational Capacity
Development and implementation of infectious diseases control CQI indicators and activities	<p>Increased accountability</p> <p>Decrease in delays responding to infectious diseases</p> <p>Program specific indicators developed and measured</p> <p>Chart audit and data validation activities implemented</p>	2013-14	Social and Health Supports
Building Healthy Communities – Awareness campaign on link b/w built environment + health	Increased awareness of health impacts of built environment (e.g. active transportation, physical activity, air quality, climate change)	2013-15	Social and Health Supports
Built environment surveillance and policy development	<p>Locally relevant spatial and non-spatial built environment indicators</p> <p>Healthy public policy related to land use planning and built environment</p>	2013-15	Social and Health Supports
Work with community partners (e.g. municipalities, school boards et al) and develop other collaborative relationships to develop policies	<p>Increased number of policies that support active transportation, physical activity, clean air, water and soil, climate resilience and healthy eating</p> <p>Internal and external partners identified and working groups established to support creation of healthier environments</p>	2013-ongoing	Social and Health Supports

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2011-2015
YorkSafe web-based inspection disclosure system	Increased access to inspection results for food establishments, recreational water settings, small drinking water systems and personal services settings	2013	Social and Health Supports
Exploration of e-Service options and inspection reports	Greater access to services Increased transparency	2013-14	Social and Health Supports
On-call Public Health Inspector response system	Health Protection surge capacity and skills to respond to emergencies and environmental incidents Data to support program delivery	2013	Social and Health Supports Organizational Capacity
Urgent Public Health Notification System (UPNS)	Rapid notification of key stakeholders related to urgent public health issues Expansion of stakeholder list (e.g. food premises and schools)	2013	Social and Health Supports
Electronic management system for clinic-based sexual health services	Improved client and staff scheduling, inventory management, tracking and reporting capabilities	2012-13	Social and Health Supports
Expansion of predictive modeling for public beaches	Increased accuracy of public beach postings	2013-14	Social and Health Supports

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)	2012 Budget (R)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	420.2	431.5	438.8	442.5	444.6	455.0	462.1
Part-Time FTE's (PPT)	27.0	21.0	20.5	22.2	22.3	22.7	23.0
Total Permanent FTE's	447.2	452.5	459.3	464.7	466.9	477.7	485.1
Net Change*		5.3	6.8	5.4	2.2	10.8	7.4
Casual (FTE Equivalent)**	10.9	13.4	19.8	21.2	21.2	21.2	21.2

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

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

**York Region
Public Health**

Operating Financial Summary
In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	37,589	38,669	41,111	43,811	45,620	4.1%	45,921	46,910	47,646
Program Specific Costs	1,832	1,695	1,940	2,621	2,449	(6.6%)	2,449	2,449	2,449
Professional / Contracted Services	830	657	612	998	893	(10.6%)	893	893	893
General Expenses	3,942	3,286	3,409	3,767	3,776	0.3%	3,776	3,776	3,776
Financing Costs	172	180	231	239	221	(7.2%)	232	232	232
Occupancy Costs	1,777	991	981	652	638	(2.1%)	638	551	551
Contribution to Reserves		0	0	0	0	-	0	0	0
Internal Charges / Recoveries	1,661	1,717	1,336	2,019	2,191	8.5%	2,259	2,319	2,400
Minor Capital	103	143	128	296	268	(9.6%)	268	268	268
Negotiated Specific & IntraDeptCo	430	442	376	1,139	1,447	27.1%	1,759	1,786	1,795
Total Expenditures	48,335	47,779	50,123	55,541	57,503	3.5%	58,194	59,184	60,008
Revenues									
Grant Subsidies	(40,847)	(41,833)	(43,847)	(43,053)	(44,345)	3.0%	(46,457)	(47,202)	(47,758)
User Fees	0	430	0	0	0	-	0	0	0
Fees and Charges	(743)	(630)	(601)	(526)	(539)	2.5%	(539)	(539)	(539)
Development Charges	0	0	0	0	0	-	0	0	0
Contribution From Reserves	(538)	(66)	(9)	0	0	-	0	0	0
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(42,127)	(42,098)	(44,456)	(43,579)	(44,884)	3.0%	(46,996)	(47,741)	(48,297)
Net Tax Levy Requirement	6,208	5,681	5,668	11,962	12,619	5.5%	11,198	11,444	11,711
% Change		(8.5%)	(0.2%)	111.1%	5.5%		(11.3%)	2.2%	2.3%

Budget Change Explanations 2013

Public Health Branch

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	55,541		11,962	
Base				
Annualization impacts of 2012 Salary increases	550	1.0	171	1.4
Benefit Rate Increases	740	1.3	150	1.3
General Base Pressures	8	0.0	2	0.0
Negotiated Specific (Occupancy Costs)	172	0.3	43	0.4
Audit Fees	2	0.0		0.0
Additional funding for Enhanced Safe Water program	20	0.0		
Share of Program Support Services	107	0.2	107	0.9
Base	1,599	2.9	473	4.0
Reductions/Efficiencies				
Bed Bug program completed March 31, 2012	(102)	(0.2)		
Reduction in CINOT Expansion program	(175)	(0.3)	(44)	(0.4)
General Administrative Efficiencies	(63)	(0.1)	(41)	(0.3)
Share of Program Support Services	(34)	(0.1)	(34)	(0.3)
Reductions/Efficiencies	(374)	(0.7)	(119)	(1.0)
Mandatory/Legislated				
Mandatory Program Staffing Requirements (3.5 FTE's)	350	0.6	78	0.7
Increase in Provincial Funding (100%) for IPCN, needle exchange, social determinants PHN's	13	0.0		
Healthy Babies Healthy Children additional funding for 9,000 Nurses Commitment (Ministry letter dated Oct 12, 2012) (1.5 FTE's)	150	0.3		
Mandatory/Legislated	513	0.9	78	0.7
Annualization				
Negotiated Specific Agreement - Occupancy Costs - 9060 Jane Street (private committee report; October 2012)	132	0.2	132	1.1
Annualization	132	0.2	132	1.1
Total Base Change	1,870	3.4	565	4.7
Growth				
Share of Program Support Services	15	0.0	15	0.1
Total Growth	15	0.0	15	0.1
Enhancement				
Share of Program Support Services	77	0.1	77	0.6
Total Enhancement	77	0.1	77	0.6
2013 Departmental Budget (including Contribution to Capital)	57,503	3.5	12,619	5.5

Budget Change Explanations 2014

Public Health Branch

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net	
	\$000's	%	\$000's	%
2013 Proposed Departmental Budget (including Contributions to Capital)	57,503		12,619	
Base				
Salary Increases (ONA)	70	0.1	27	0.2
Benefit Rate Increase (CUPE)	27	0.0	10	0.1
Negotiated Specific Agreement Increases	8	0.0	2	0.0
Share of Program Support Services	1	1.8	1	0.0
Allocated Insurance	11	0.0	3	0.0
Base	117	0.2	43	0.3
Reductions/Efficiencies	0		0	
Mandatory/Legislated				
Mandatory Program Staffing Requirements (2FTE's)	203	0.4	51	0.4
Mandatory/Legislated	203	0.4	51	0.4
Annualization				
Ministry of Health Provincial funding allocation true-up			(1,886)	(14.9)
Negotiated Specific Agreement - Occupancy Costs - 9060 Jane Street (private committee report; October 2012)	307	0.5	307	2.4
Annualization	307	0.5	(1,579)	(12.5)
Total Base Change	627	1.1	(1,485)	(11.8)
Growth				
Share of Program Support Services	27	0.0	27	0.2
Total Growth Request	27	0.0	27	0.2
Enhancement				
Share of Program Support Services	39	0.1	39	0.3
Total Enhancement Request	39	0.1	39	0.3
2014 Departmental Request (including Contribution to Capital)	58,195	1.2	11,200	(11.2)

Budget Change Explanations Outlook Years 2015/2016

Public Health Branch

	Outlook Years (in \$000's - Incremental Values)			
	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (including Contributions to Capital)	58,195	11,200	59,185	11,445
Base				
Benefit Rate Increases (CUPE)	26	9	10	3
Negotiated Specific Agreement Increases	8	2	8	2
Share of Program Support Services	1	1	1	1
Base	35	13	19	6
Reductions/Efficiencies				
Eliminate contribution to LTC related to cost of Capital Improvement	(87)	(87)		
Share of Program Support	(18)	(18)		
Reductions/Efficiencies	(105)	(105)	0	0
Mandatory/Legislated				
Mandatory Program Staffing Requirements	859	215	633	158
Mandatory/Legislated	859	215	633	158
Annualization	0	0	0	0
Growth				
Staffing Requirements	104	26	91	23
Share of Program Support	54	54	54	54
Growth	159	80	146	77
Enhancements				
Share of Program Support Services	42	42	26	26
Enhancements	42	42	26	26
Total Annual Incremental Budget Pressures	990	245	823	267
Total Annual Budget Request	59,185	11,445	60,009	11,712

Public Health Branch

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Public Health Nurse	0.5	B-M	55	14
Public Health Inspector	1.0	B-M	99	25
Supervisor, Immunization Support	1.0	B-M	98	24
Registered Dental Hygienist	1.0	B-M	99	25
Public Health Nurse	1.5	B-A	159	
Share of program support	0.3			
Total Permanent FTEs	5.3		509	88

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Public Health Nurse	1.0	B-M	104	26
Public Health Inspector	1.0	B-M	99	25
Share of program support	0.3			
Total Permanent FTEs	2.3		203	51

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Public Health Nurses - 2015	3.0	B-M	313	78
Public Health Nurses - 2015	1.0	G	104	26
Certified Dental Assistant - 2015	1.0	B-M	68	17
Social Assistance Worker - 2015	1.0	B-M	85	21
Public Health Inspector - 2015	3.0	B-M	296	74
Supervisor, Immunization - 2015	1.0	B-M	98	25
Share of program support - 2015	0.7			
Public Health Nurses - 2016	4.0	B-M	417	104
Health Educator - 2016	1.0	B-M	101	25
Team Lead, Health Protection - 2016	1.0	B-M	115	29
Librarian/Resource Coordinator	1.0	G	91	23
Share of program support - 2016	0.5			
Total Permanent FTEs	18.2		1,688	422

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

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

Space Needs Accommodations:

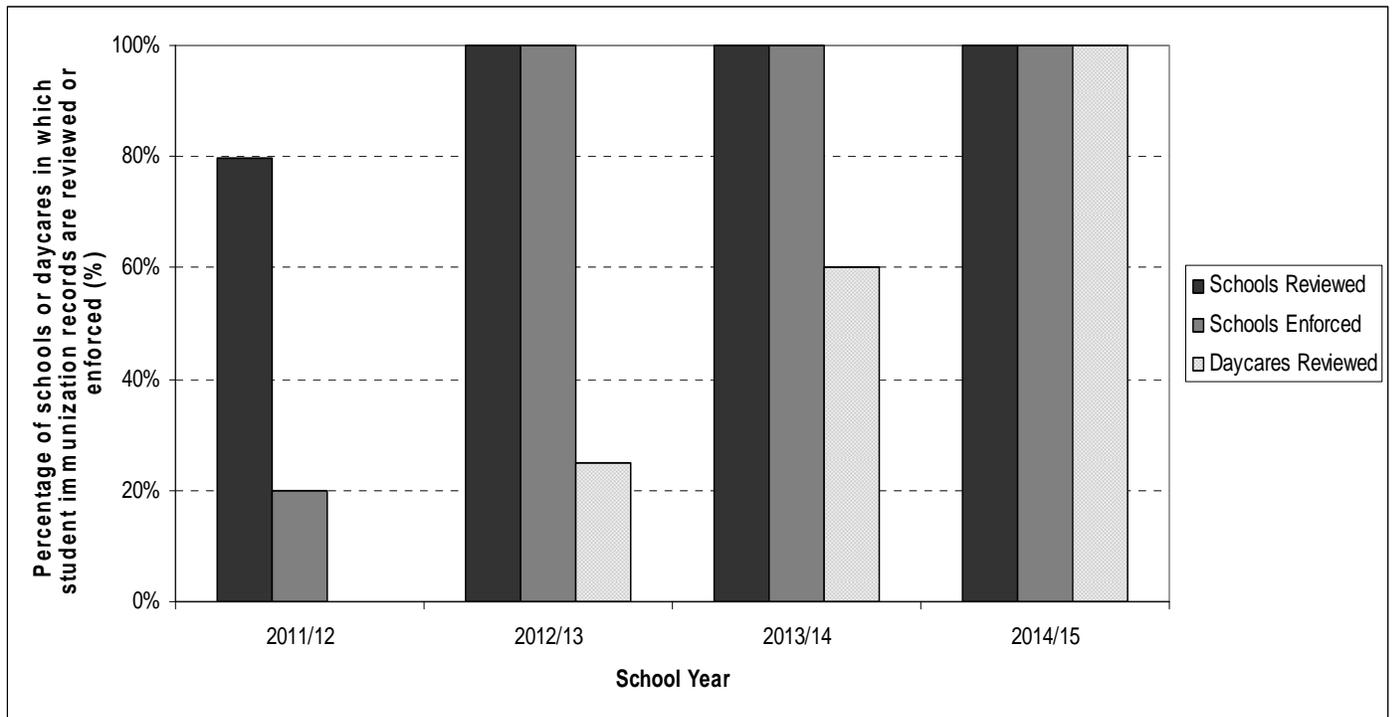
Space needs accommodations have been considered for the above requested positions

- Yes
- No

KPI #1 Reach of immunization review and enforcement

Proportion of schools in which immunization records are reviewed and *Immunization of School Pupils Act* is enforced

Proportion of daycares in which immunization records are reviewed



(2011/2012 school year actual, 2012/2013 to 2014/15 school year projected)

The graph shows that for the 2011/2012 school year, student immunization records were reviewed in 80% of public, separate and private schools. Enforcement of the *Immunization of School Pupils Act* occurred in only 20% of schools. Records of children attending daycares were not reviewed during the 2011/2012 school year.

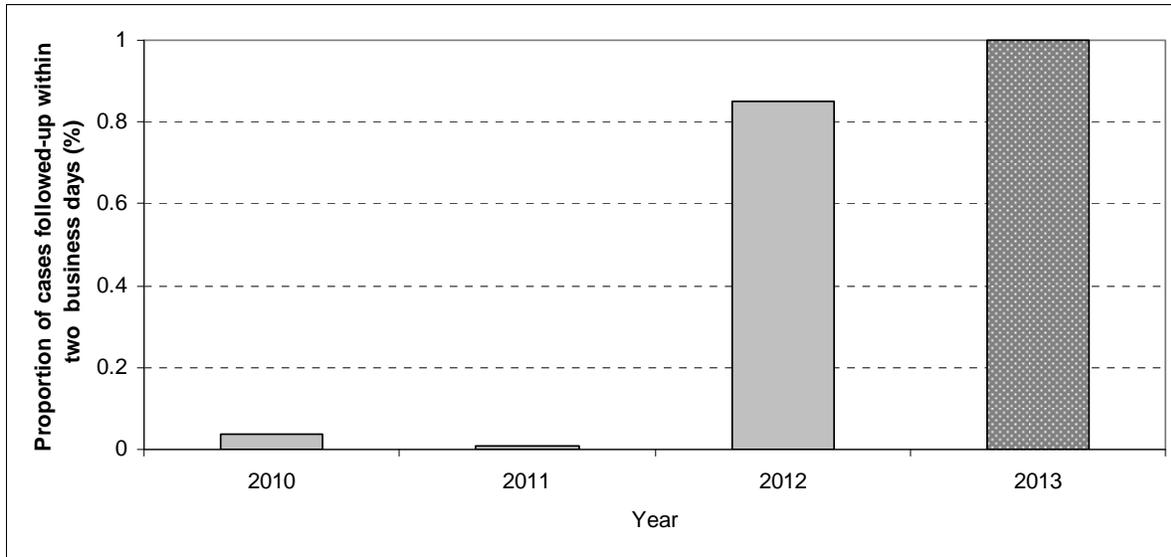
The Public Health Branch is in the process of expanding its immunization record review and enforcement. With the addition of 1.0 FTE Supervisor, it is projected that:

- 100% of immunization records for students enrolled in public, separate and private schools will be reviewed in the 2012/13 school year
- the Immunization of School Pupils Act will be enforced in 100% of schools in the Region in the 2012/13 school year

Subsequently, initiatives to expand immunization record review into daycares will be initiated, with the goal of 100% review in daycares by the 2014/2015 school year.

Increasing immunization record review and enforcement activities will lead to improved vaccine coverage with the goal of reducing the incidence of vaccine preventable disease.

KPI #2 Proportion of gonorrhoea cases where case management was initiated within two business days of health unit notification

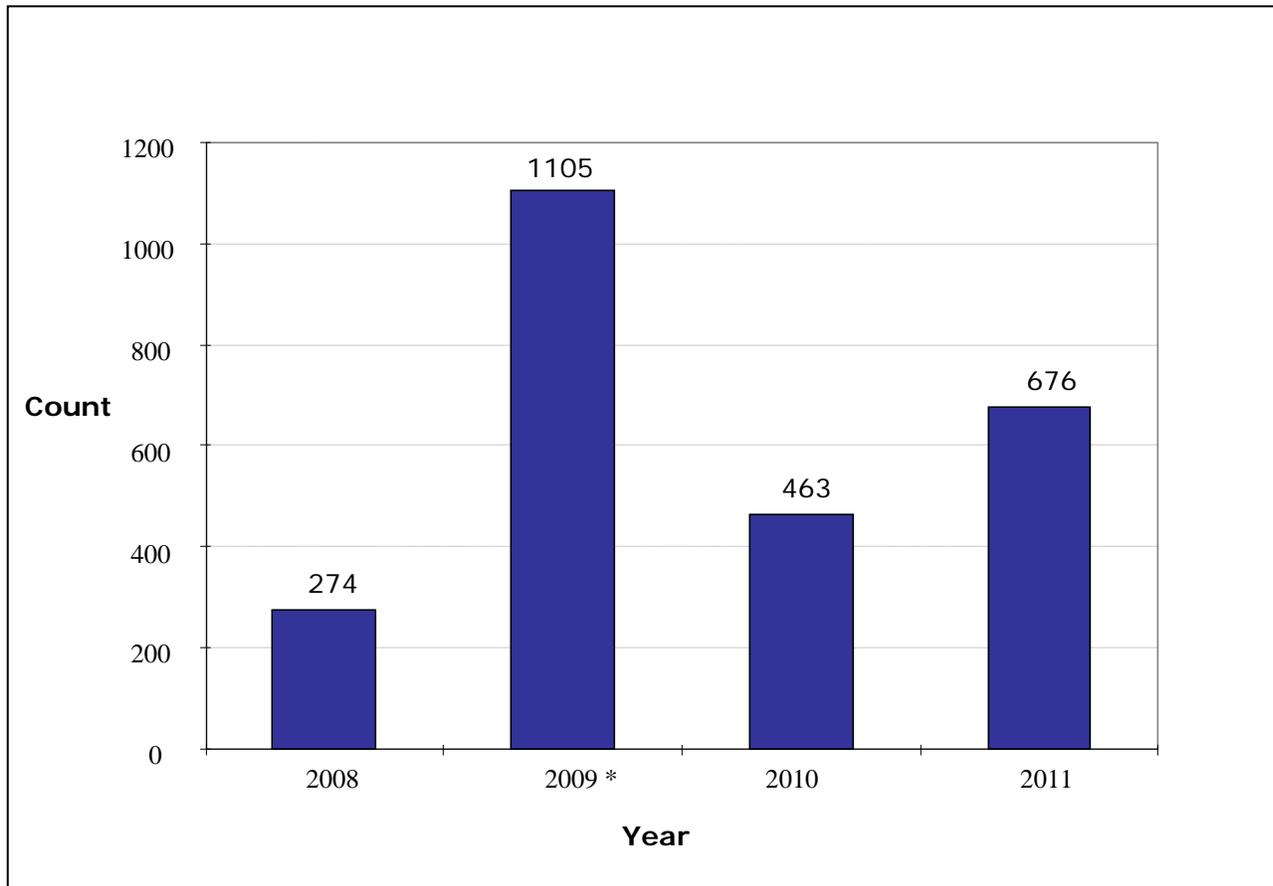


N.B. All cases with a negative follow up time have been excluded from the numerator for all years.
 All cases that have a missing follow up have been excluded from the numerator for all years.
 Cases were filtered where York Region is the responsible health unit.
 The proportion for 2010 and 2011 includes cases from January 1 to December 31.
 The proportion for 2012 includes only cases from January 1 to June 6.

One of the province's Accountability Agreement indicators specifies that public health must initiate contact with a case or health care provider within 2 business days of receipt of a laboratory report for Gonorrhoea. In 2010, 4% of Gonorrhoea cases were followed up within 2 days of health unit notification and in 2011, 1% of cases were followed up within 2 days of health unit notification.

With the addition of a temporary supervisor in 2012 who worked collaboratively with the Sexually Transmitted Infection and Blood Borne Infections program, initial case management data entry processes have been revised, and performance management activities have been initiated. These activities have contributed to an increased response rate. In 2012, 85% of Gonorrhoea cases were followed up within 2 days of health unit notification (as of June 8, 2012). The estimate for 2013 is 100%.

KPI#3 Number of enteric and respiratory outbreak case and contact investigations, York Region (2008-2011)



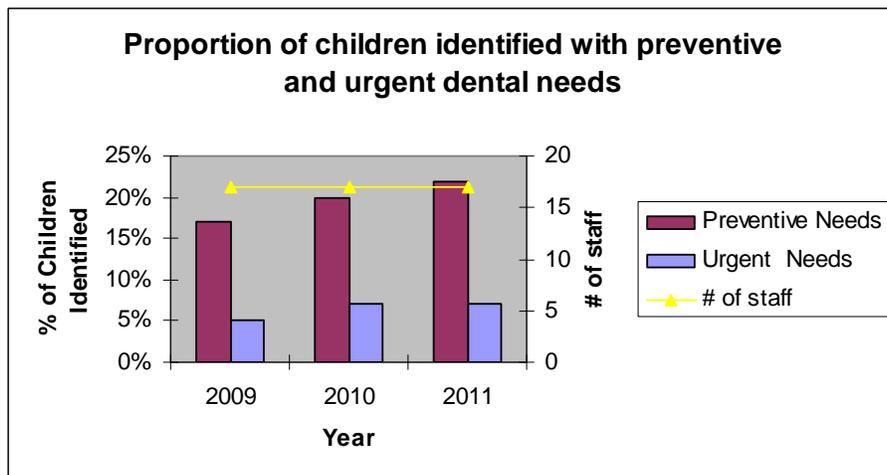
*H1N1 outbreak

Public Health management of infectious disease outbreaks involves the follow-up of both cases of illness and potential contacts. This graph shows a steadily increasing number of investigations related to enteric and respiratory outbreaks in York Region from 2008 to 2011.

Very large community outbreaks pose an additional challenge for health units, requiring the ability to meet surge demand. This is reflected in the spike in the number of investigations conducted by the Public Health Branch in 2009 as a result of H1N1. Due to the unpredictable nature of outbreaks, surge capacity response could be required at any time.

Especially given the recent increase in outbreak complexity, the Public Health Branch requires additional capacity to conduct outbreak case and contact investigations and to meet surge demand.

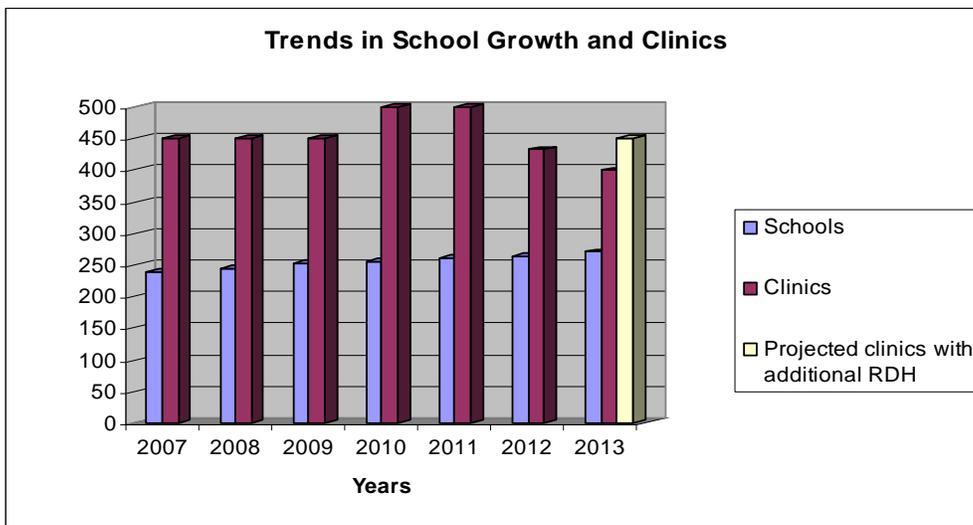
KPI #4 Proportion of children with preventive and urgent dental needs



Preventive dental needs in children are identified through school and clinic based oral health screening.

The proportion of children identified with preventive dental needs has increased from 17% in 2009 to 22% in 2011. The proportion of children identified as having an urgent dental need has increased from 5% to 7% between 2009 and 2011.

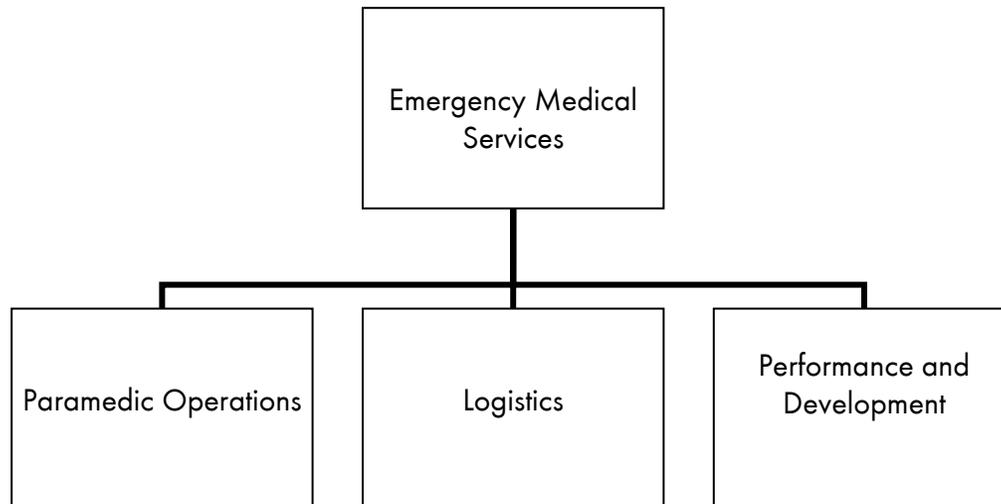
KPI #5 Number of schools and impact on public health dental clinics



The number of schools in York Region has increased annually from 239 in 2007 to 270 in 2013. The number of public health dental clinics has remained stable at 9 per week or 450 per year for years 2007-2009. In 2010 and 2011, the number of clinics increased to 10 per week or 500 per year. In January 2012 the number of clinics decreased to 9 per week or 450 per year to allow more staff time to be devoted to mandatory elementary school screening requirements in an increasing school population.

Services in 2013 and beyond will continue to be prioritized to ensure availability of screening appointments within 5 business days of a request as mandated. With one additional FTE in 2013, clinics may be increased from 8 to 9 per week resulting in approximately 50 additional clinics or 550 client interactions per year.

The increasing proportion of children identified with preventive and urgent dental needs, combined with annual increases in elementary school enrollment in York Region, is anticipated to keep impacting the workload of the public health dental program.



Mission/Vision

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

Mandate

York Region EMS delivers:

- Paramedic Services through emergency and non-emergency response to the community
- Quality-based Paramedic Services focusing on response reliability, clinical excellence, efficiency and customer satisfaction
- Community-based Paramedic Services
- Excellence in Paramedic Services through innovation, education and advocacy

Base Drivers

Regional growth

- York Region is the third fastest growing census division in Canada with an annual average population growth of 25,000 people in 2011. As population increases, emergency incident volumes continue to rise and impact service demand on Paramedic Services and local hospitals.

Key Challenges

The following trends and issues will have an impact on the Branch over the 2013 to 2016 timeframe.

Hospital off-load delays

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

Ambulance dispatch

- York Region EMS does not have control over dispatch. Emergency call-screening and triaging are key to improving system performance and ensuring that ambulances are responding to true emergencies.

- York Region EMS does not have readily-available access to key operational data in order to ensure real-time system performance monitoring.

Service Challenges

Provincial funding

- Each year the Ministry of Health and Long Term Care (MOHLTC) determines the Provincial Funding allocation based on the prior year's budgeted and actual eligible costs.
- As a result, it is impossible to reach a true 50/50 funding formula on the current budget as the prior year cap does not take into consideration actual annual service level or cost increases. Based on this information, it is anticipated that York Region will receive approximately 44% funding in 2012 and 44% in 2013.
- The 2013 budget includes the provincial funding that was announced for 2012 after the budget was approved plus an estimate of additional funding that is anticipated in future years based on previous trends.

Strategic Goals 2013 – 2016

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

Department Objectives for 2013 and 2014

- 1) Report to Council on response time performance to fulfill legislative requirements
- 2) Assess options for improved response times within existing regulatory and dispatch constraints.
- 3) Pursue opportunities to address growth pressures and the optimal use of paramedic resources by expanding the scope of community paramedic care and alternative models to mitigate off-load delay.

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
Continually monitor and assess response time performance	Consistently meet Regionally-set response times	2013-2014	Social and Health Supports
Add additional paramedic service hours to address Regional growth	Maintain service levels matched to call demand	2013 - 2014	Social and Health Supports
Develop implementation plan for broader scope of paramedic practice	A broader paramedic scope of practice will permit future transport avoidance to hospital of low acuity patients, reducing demand on health services	2013	Social and Health Supports

Operating Impact of Capital

(\$'000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook	2013 – 2016 Total
Operating Costs					
Salaries & Benefits	0	1,947	39	40	2,026
Debt Repayment	27	409	1,080	632	2,148
<i>Other</i>	100	330	70	230	730
Revenue					
DC on Debt	-10	-146	-406	-319	-881
Total Gross Cost	117	2,540	783	583	4,023
FTE Requirement	18				

Note: The above chart summarizes the incremental operating budget impacts and FTE requirements that can be expected as a result of the commitments within the 2013 EMS Capital Budget and Business Plan

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)	2012 Budget (R)	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	340.6	354.6	370.7	391.3	412.4	432.6	452.6
Part-Time FTE's (PPT)	1.0	1.0	1.0	1.5	1.6	1.8	1.9
Total Permanent FTE's	341.6	355.6	371.7	392.8	414.0	434.4	454.5
Net Change		14.0	16.1	21.1	21.2	20.4	20.1
Casual (FTE Equivalent)	37.7	54.1	53.5	54.8	54.8	54.8	54.8

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

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

**York Region
Emergency Medical Services**

Operating Financial Summary
In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	34,479	37,400	39,726	43,358	46,617	7.5%	48,925	51,111	53,386
Program Specific Costs	1,239	1,536	1,661	2,195	2,120	(3.4%)	2,147	2,197	2,247
Professional / Contracted Services	78	52	64	182	148	(18.8%)	148	148	148
General Expenses	2,932	2,822	2,936	3,156	3,565	13.0%	3,734	3,807	3,871
Financing Costs	1,617	1,589	1,698	1,657	1,614	(2.6%)	1,857	2,527	2,979
Occupancy Costs	416	77	19	142	84	(40.9%)	84	84	84
Contribution to Reserves	1,588	2,709	3,175	3,254	3,014	(7.4%)	2,823	2,971	3,357
Internal Charges / Recoveries	895	941	1,250	933	1,039	11.4%	1,069	1,067	1,078
Minor Capital	594	353	329	290	347	19.7%	386	386	386
Negotiated Specific & IntraDeptCo	939	1,153	1,246	1,797	1,861	3.6%	1,978	1,990	1,990
Total Expenditures	44,778	48,632	52,104	56,964	60,410	6.0%	63,150	66,288	69,526
Revenues									
Grant Subsidies	(21,544)	(24,320)	(25,236)	(26,813)	(28,640)	6.8%	(29,647)	(30,447)	(31,247)
User Fees	0	0	0	0	0	-	0	0	0
Fees and Charges	(227)	(118)	(61)	(60)	(60)	0.0%	(60)	(60)	(60)
Development Charges	(150)	(141)	(141)	(302)	(241)	(20.2%)	(364)	(733)	(1,010)
Contribution From Reserves	(301)	(3)	(39)	0	0	-	0	0	0
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(22,222)	(24,583)	(25,477)	(27,175)	(28,941)	6.5%	(30,071)	(31,240)	(32,317)
Net Tax Levy Requirement	22,555	24,049	26,626	29,789	31,469	5.6%	33,079	35,048	37,209
% Change		6.6%	10.7%	11.9%	5.6%		5.1%	6.0%	6.2%

Budget Change Explanations 2013

Emergency Medical Services

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	56,964	100.0	29,789	52.3
Base				
Annualization impacts of 2012 Salary increases	940	1.7	940	3.2
Fuel volume increase	143	0.3	143	0.5
Software and associated costs - M5, Fatpot, Siren	183	0.3	183	0.6
2% inflationary impact for program costs, health related exp, repairs and maintenance	181	0.3	181	0.6
Maintenance of EMS Headquarters and Negotiated Specific Agreements (Property Services, HR, Police, Planning)	57	0.1	57	0.2
Share of program support services	45	0.1	45	0.1
Base	1,550	2.7	1,550	2.7
Reductions/Efficiencies				
Administrative efficiencies (includes reductions for consulting, supplies and property building rentals)	(138)	(0.2)	(138)	(0.5)
Adjust Dedicated Nursing Funding to the 2012/13 funding announcement amount	(78)	(0.1)	0	
Reductions/Efficiencies	(216)	(0.4)	(138)	(0.2)
Mandatory/Legislated				
Increased Provincial Land Ambulance funding provided in 2012	0		(904)	(3.0)
Anticipated increase in Provincial Land Ambulance funding	0		(1,000)	(3.4)
Mandatory/Legislated	0		(1,904)	(3.3)
Annualization				
M5 IT Fleet Analyst - EMS Portion of shared IT resource	24	0.0	24	0.1
Change in debt repayment	(43)	(0.1)	19	0.1
Annualization	(19)	(0.0)	43	0.1
Total Base Change	1,315	2.3	(450)	(1.5)
Growth				
Staffing resources (20.0 FTE) as per EMS Master Plan	2,219	3.9	2,219	7.5
LSS Technology Support (1.0 FTE)	96	0.2	96	0.3
Share of program support services	13	0.0	13	0.0
Total Growth	2,328	4.1	2,328	7.8
Enhancement				
Share of program support services	42	0.1	42	0.1
Decrease in contribution to current capital program	(240)	(0.4)	(240)	(0.8)
Multi-Year Plan Initiatives				
Total Enhancement	(198)	(0.3)	(198)	(0.7)
2013 Departmental Budget (including Contribution to Capital)	60,410	6.0	31,469	5.6

Budget Change Explanations 2014

Emergency Medical Services

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net	
	\$000's	%	\$000's	%
2013 Proposed Departmental Budget (including Contributions to Capital)	60,410		31,469	
Base				
Benefit rate increase	22	0.0	22	0.1
Fuel volume increase	99	0.2	99	0.3
Fleet costs	28	0.0	28	0.1
2% inflationary impact for program costs, health related exp	73	0.1	73	0.2
Negotiated specifics costs, share of program support services and allocated insurance	22	0.0	22	0.1
Base	243	0.4	243	0.8
Reductions/Efficiencies	0		0	
Mandatory/Legislated				
Anticipated increase in Provincial Land Ambulance funding	0		(1,007)	(3.2)
Mandatory/Legislated	0		(1,007)	(3.2)
Annualization				
Increase in debt repayment costs	226	0.4	102	0.3
Annualization	226	0.4	102	0.3
Total Base Change	469	0.8	(662)	(2.1)
Growth				
Staffing resources (20.0 FTE) as per Master Plan	2,194	3.6	2,194	7.0
Program Manager, Technology Support (1.0 FTE)	127	0.2	127	0.4
Negotiated Specific - HR Consultant	112	0.2	112	0.4
Total Growth Request	2,433	4.0	2,433	7.7
Enhancement				
Share of program support services	29	0.0	29	0.1
Decrease in contribution to current capital program	(190)	(0.3)	(190)	(0.6)
Total Enhancement Request	(162)	(0.3)	(162)	(0.5)
2014 Departmental Request (including Contribution to Capital)	63,150	4.5	33,079	5.1

Budget Change Explanations Outlook Years 2015/2016

Emergency Medical Services

	Outlook Years (in \$000's - Incremental Values)			
	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (including Contributions to Capital)	63,150	33,079	66,288	35,048
Base				
Benefit rate increase	23	23	1	1
Fuel volume increase	72	72	60	60
Software and Associated Costs - M5, Fatpot, Siren	1	1	0	0
2% inflationary impact for program costs, health related exp	52	52	54	54
Base	<u>147</u>	<u>147</u>	<u>116</u>	<u>116</u>
Reductions/Efficiencies				
Share of program support services	(11)	(11)		
Reductions/Efficiencies	<u>(11)</u>	<u>(11)</u>	<u>0</u>	<u>0</u>
Mandatory/Legislated				
Anticipated increase in Provincial Land Ambulance funding	0	(800)	0	(800)
Mandatory/Legislated	<u>0</u>	<u>(800)</u>	<u>0</u>	<u>(800)</u>
Annualization				
Increase in debt repayment costs	671	302	452	175
Annualization	<u>671</u>	<u>302</u>	<u>452</u>	<u>175</u>
Total Base Change	807	(362)	568	(510)
Growth				
Staffing resources (20.0 FTE in 2015 and in 2016) as per Master Plan	2,163	2,163	2,273	2,273
Growth	<u>2,163</u>	<u>2,163</u>	<u>2,273</u>	<u>2,273</u>
Enhancements				
Share of program support services	21	21	11	11
Increase in contribution to current capital program	147	147	386	386
Enhancements	<u>168</u>	<u>168</u>	<u>397</u>	<u>397</u>
Total Annual Incremental Budget Pressures	3,138	1,969	3,238	2,161
Total Annual Budget Request	66,288	35,048	69,526	37,209

Emergency Medical Services

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Primary Care Paramedic	9.0	G	911	911
Advanced Care Paramedic	9.0	G	1,010	1,010
Scheduling Clerk	2.0	G	141	141
Local Systems Support	1.0	G	98	98
Share of Program Support	0.15			
Total Permanent FTEs		21.2	2,160	2,160

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Primary Care Paramedic	9.0	G	912	912
Advanced Care Paramedic	9.0	G	1,011	1,011
Logistics Technicians	2.0	G	125	125
Program Manager, Technology Support	1.0	G	127	127
Share of Program Support	0.14			
Total Permanent FTEs		21.1	2,174	2,174

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
2015				
Primary Care Paramedic	9.0	G	912	912
Advanced Care Paramedic	9.0	G	1,011	1,011
Logistics Technicians	2.0	G	125	125
Share of Program Support	0.31			
2016				
Primary Care Paramedic	9.0	G	912	912
Advanced Care Paramedic	9.0	G	1,011	1,011
Lead Primary Care Paramedic	1.0	G	106	106
Lead Advanced Care Paramedic	1.0	G	118	118
Share of Program Support	0.24			
Total Permanent FTEs		40.6	4,196	4,196

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

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

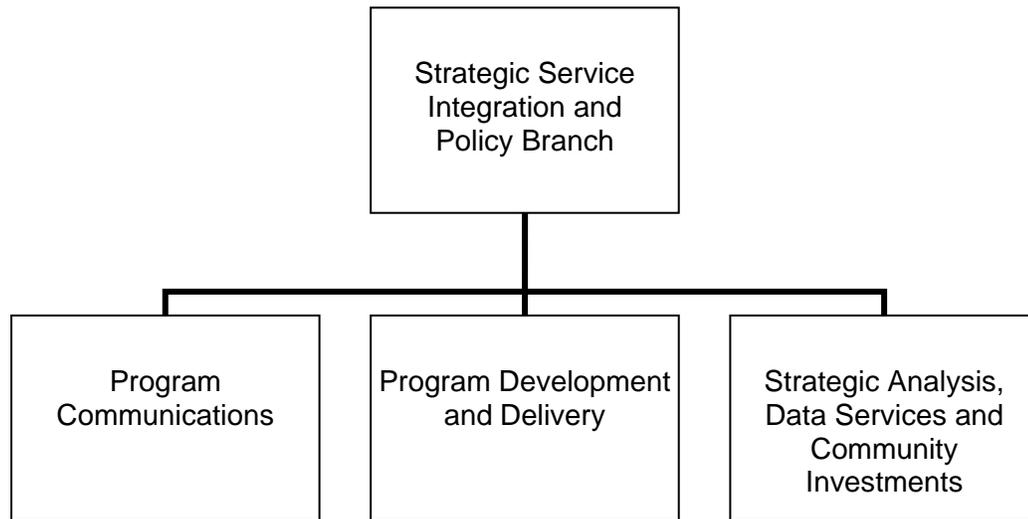
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Key Performance Indicator

EMS Response Time Performance Plan

Category	Target Set By	Target Time in Minutes	2012 Q1 to Q2 Performance	2012 Q1 to Q2 Number of Patients	2013 Target
Sudden Cardiac Arrest	MOHLTC	Community Target - Arrival of any person equipped with an AED within 6 minutes	60%	295	60%
CTAS 1	MOHTLC	Arrival of Paramedics within 8 minutes of notification by dispatch	74%	193	75%
CTAS 2	Region	Arrival of Paramedics within 10 minutes of notification by dispatch	79%	5,687	80%
CTAS 3	Region	Arrival of Paramedics within 15 minutes of notification by dispatch	91%	10,083	90%
CTAS 4	Region	Arrival of Paramedics within 20 minutes of notification by dispatch	95%	2,596	90%
CTAS 5	Region	Arrival of Paramedics within 25 minutes of notification by dispatch	93%	1,297	90%



Mission/Vision

The Strategic Service Integration and Policy (SSIP) Branch provides strategic policy analysis, program development and delivery support, program communications and community investment services to better respond to the diverse and expanding human service needs of York Region residents.

Mandate

To provide services to the Community and Health Services Department (C&HS) and the Corporation through the following three functional areas:

- Program Communications
 - Community and Health Program Communications
- Program Development and Delivery
 - York Region Local Immigration Partnership initiative
 - Regional Human Services Collaboration
 - Regional and Departmental Accessibility Planning and Compliance Coordination
 - Emergency Social Services and Business Continuity Planning
 - Community and Health Program Operations Support
- Strategic Analysis, Data Services and Community Investments
 - The C&HS Multi-Year Plan, Departmental and Regional Strategic Policy and Program Supports
 - Support and analysis on external policy developments
 - The York Region Community Social Data Strategy (CSDS)
 - Community Investment Fund (formerly the Community Development and Investment Fund and the New Agency Development Fund)
 - Provincial and Regional Homelessness Prevention Programs

Base Drivers

Drivers affecting the branch base budget for the next two years:

- **York Region's population is rapidly growing.** York Region is the fastest growing community in Ontario and grew by 16 per cent between 2006 and 2011. Demographics in York Region are changing as result of the rapid population growth in all age groups: low and moderate families and individuals, immigrants, non-traditional families (e.g. lone-parent families), and people with disabilities. This rapid growth and changing demographics are driving the need for new, responsive and integrated programs and services and will impact all functions in SSIP.
- **York Region is well known for its population diversity.** By 2031, the proportion of immigrant population is projected to be 55 per cent and the proportion of visible minority population projected to be 62 per cent of the total population. York Region's immigrant and diverse populations are challenged finding jobs to match their education and language barriers impact their integration into our community. Immigration and diversity will continue to drive the need for SSIP to develop communication strategies to improve access to C&HS programs and services and implement actions identified in the *York Region Immigration Settlement Strategy*.
- **More people are having difficulty making ends meet.** York Region experienced a 55 per cent increase in the low income population¹ between 2000 and 2005. In 2005, approximately 162,000 working age residents were living in low and moderate income households, despite the fact that 57 per cent (92,650) had post-secondary education. A growing number of families face an increasing gap between their income and the high cost of living in York Region placing demand on the need for responsive services, affordable housing and child care, and access to transit. Continuing global economic uncertainty will continue to challenge the low and moderate income population due to a changing labour market. To better support proactive planning in C&HS and the community, SSIP will need to provide social-economic data analysis, timely policy analysis and program operations support as well as implement actions identified in the Human Services Planning Board's *Making Ends Meet* initiative.
- **Housing affordability and a shortage of affordable rental units are persistent issues in York Region.** In 2006, 71 per cent of low income family homeowners and 56 per cent of low income family tenants spent 50 per cent or more of their gross income on housing. During the same period, 35 per cent of moderate income family homeowners and 38 percent of moderate income family tenants spent 30 per cent or more of their income on housing. Rental housing has traditionally provided affordable housing options to residents with low and moderate incomes. The average rental vacancy rate in York Region was 0.8 per cent in 2011, which falls short of the benchmark of a 3 per cent vacancy rate for a healthy rental market. Many individuals and families may be having difficulty paying for food, clothing and other necessities due their high housing costs.

¹ Low income is based on the Low Income Cut-off Before Taxes (LICO-BT) (0-\$35,573 based on a family of four) and moderate income is based on double LICO-BT (0 - \$71,146 based on a family of four).

Safe, affordable and secure housing is beneficial to the health and well being of individuals, families and communities and will drive the need for local Homelessness Prevention Programs and strategic policy and program support to identify innovative and collaborative solutions.

Key Challenges

Trends and issues that will impact the branch budget between 2013 and 2016 include:

- **Provincial and federal policies and funding are changing**
 - Changing provincial legislative and policy frameworks will have significant impacts on current C&HS programs, policies and funding.
 - The province has created a new consolidated fund to be administered by municipalities to provide housing and homelessness services and supports, effective January 1, 2013. The new fund will consolidate: Rent Bank, Emergency Energy Fund, Consolidated Homelessness Prevention Program, Emergency Hostels, Domiciliary Hostels, Community Start-Up and Maintenance Benefit.
 - The province has completed a review of Ontario's social assistance system and specific recommendations and a concrete action plan are expected for 2013. The 2012 Provincial budget announced changes that impact the funding of the Ontario Works program including: cap on discretionary budgets, removal of Community Start Up and Maintenance Benefit and home repair benefits.
 - Recent changes in federal immigration policies and funding may affect the ability of community settlement service agencies to provide the services required to meet newcomers' needs.
 - Policy and funding changes will provide C&HS with the flexibility to develop local solutions, but will also place greater pressure to develop responsive strategies to evaluate the impact, cover shortfall or reduce services.
 - SSIP's Program Communications, Program Development and Delivery and Strategic Analysis, Data Services and Community Investments programs will be required to provide timely and effective policy and program communication supports as well by developing innovative and collaborative solutions.
- **New legislation must be implemented within current funding allocations**
 - In 2011, the Integrated Accessibility Standards regulation under the *Accessibility for Ontarians with Disabilities Act, 2005* was passed prescribing accessibility requirements in the areas of Employment, Information and Communications and Transportation. With no additional funding for implementation of this regulation, which involves all areas of the corporation, there are increased financial and resource pressures on the Branch, Department and the Region. The Accessible Built Environment Standard may also become law in the near future, impacting the Region's new construction and extensive renovation projects.
 - SSIP's Regional and Departmental Accessibility Planning and Compliance Coordination will be challenged implementing new legislation within current resources.

- **Keeping pace with the demand for human services.** Use of C&HS programs and services, emergency shelters, food banks and other social services is increasing, placing additional pressures on human service providers to meet the needs of York Region residents.
 - As of December 2011, there are 8,688 households on the municipal social housing wait list. The number of households has grown by 3,255 since 2005 representing a 60 per cent increase.
 - Between December 31, 2009 and June 20, 2012, The Ontario Works caseload increased by 15 percent.
 - Demand for shelter beds in York Region increased by 8.5 per cent between June 2011 and June 2012.
 - Fifty-two thousand residents were assisted by the York Region Food Network in 2010, a 20 per cent increase from 2008.
 - The waitlist for child care fee assistance continues to grow but at a declining rate; 2010 waitlist growth 23 per cent; 2011 waitlist growth 4 per cent.
 - SSIP's Program Communications, Program Development and Delivery and Strategic Analysis, Data Services and Community Investments programs will be pressured to keep pace with the demand for services and to provide more high quality and responsive solutions and supports.

Service Challenges

The following are trends that will impact the branch budget for 2013 and 2014.

Increased demand for assistance to help residents at risk of homelessness

- Due to continued economic uncertainty combined with a shortage of affordable housing and the high cost of living in York Region, families and individuals are struggling.
- A growing number of households are seeking assistance through homelessness prevention programs such as Rent Bank, Emergency Energy Fund and the Homelessness Prevention Program. Over the last three years, these funds have been depleted by mid-year and not meeting the need of York Region residents at risk of homelessness.
- Changes in policy at the provincial level are resulting in a new consolidated homelessness fund that will be administered by municipalities to provide housing and homelessness services and supports, effective January 1, 2013. The consolidation will provide the flexibility to develop local solutions. The consolidation will place greater pressure on the Region's Homelessness Prevention Program to provide support to at-risk residents.

Modern solutions are needed for more effective public communication

- With the growing number of people from varied ethno cultural backgrounds and people with disabilities in York Region, there is a need to provide meaningful, timely, user-friendly and accurate information in several languages and alternate

formats. However, there is a cost for obtaining interpretation and translation services.

- The delivery of quality communications requires updates to internet technology.
 - Rapidly changing technologies make it costly to regularly update licenses for design software and the web, and to keep staff training and knowledge current
 - Staff lack capacity to post information to social media, upload videos to YouTube, and make real-time updates, requiring other forms of communication to be produced
 - The technological infrastructure is aging and difficult to maintain

New socio-economic data sources are required to understand the Region's population and living conditions to effectively plan and deliver services

- Socio-economic data is essential to allow comprehensive, timely and in-depth policy and program analysis to inform policy development and community planning. The replacement of the long form Census by the 2011 National Household Survey presents risks to traditional use of Census information as the sole data source to inform community planning.
- The changing legislative and policy frameworks from the province that will require program changes include Social Assistance Reform, implementation of Public Health Standards, new Housing Services Act and LTC Homes Act. This results in an increased need to understand the Region's population and living conditions to effectively plan and deliver services.

Agencies are requesting more funds from Community Investments

- Local community agencies are facing an increased demand for services from residents; however, their ability to respond to these relies on adequate funding.
- The sum of the requests received for Community Investment funding continues to exceed the funding available.
- For 2012, 58 requests for CDIF funding were received, requesting \$6.7 million dollars, whereas only \$4.6 million in funding was available to the community.

Increased demand for SSIP to support C&HS programs and services

- Rapid growth, changing demographics, continued economic uncertainty and a changing labour market continue to place demand on the programs and services provided by C&HS. This, along with federal and provincial policy and funding changes place pressure on SSIP, as a support branch, to provide timely and effective strategic policy, program and data analysis and communication supports to C&HS.

More collaboration and innovation required in the delivery of human services.

- There is an increased demand for services yet there is not necessarily an increase in funding to deliver more services. There is a need for programs and services to be more collaborative and innovative in the way that services are delivered in order to respond to changing needs.

Strategic Goals 2013 - 2016

- Implement an integrated approach to the planning, development and delivery of services in C&HS using the department's Multi-Year Plan as a basic framework.
- Support the collaborative planning efforts of both the Human Services Planning Board of York Region and the Community Partnership Council to implement Action Plans for the *Making Ends Meet* Initiative and the *Immigration Settlement Strategy*.
- Enhance community development funds to address changing needs within the community and increase opportunities for low income residents to remain, or become, contributing members of the Region's economy and communities.
- Introduce a third funding stream for innovative and collaborative projects that promote innovation and multi-sectoral partnership to address human service needs.
- Provide Corporate coordination, in collaboration with lead Departments, to meet the requirements of both the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) and the *Ontarians with Disabilities Act, 2001* (ODA).
- Continue to address human service needs within the community through timely and responsive policy and program support and development of information and analysis on the changing socio-economic and demographic characteristics in York Region.
- Continue to lead the development of strategic communications for the Department's programs and services incorporating features and activities that increase access to the information through innovative approaches, technology and media.

Department Objectives for 2013 and 2014

- 1) Develop and establish processes that support the planning, development and delivery of the department's Multi-Year Plan initiatives and reporting on implementation of the goals and actions
- 2) Support the Multi-Year Plan initiative to improve access to public transit for low income residents
- 3) Implement a revised community funding program to keep pace with community needs
- 4) Contribute to the community results and actions to implement the York Region Immigration Settlement Strategy
- 5) Contribute to advancing the community results identified Human Services Planning Board's Making Ends Meet initiative
- 6) Coordinate the Region's Accessibility Plan under the *Ontarians with Disabilities Act, 2001* (ODA) and the Region's response to the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA)

7) Develop department-wide communication strategies to improve access to all the Department's program and services

8) Enhance access to socio-economic and related data and research to support service planning within the department and broader community

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013 - 2016
Implement an accountability framework for monitoring and reporting on the department's Multi-Year Plan (MYP), including program performance measures	Reporting templates that allow program areas and branches to consistently track and report on MYP initiatives	2013	Social and Health Supports Regional Services
Continue to support the implementation and evaluation on the pilot Transit Discount Program for low income residents	Enhanced employment opportunities and social inclusion for low income residents	2013	Economic Vitality Social and Health Supports Regional Services
Implement the recommendations of the Community Funding Review into the call for proposals for 2013 funding by creating one integrated Call for Proposals. This new fund will combine the service delivery focus of CDIF with the capacity building features of NADF and	Initiate strategic investments to identify and address the changing needs of low and moderate income residents and newcomers	2013	Economic Vitality Social and Health Supports
Introduce a third stream of funding to support innovation and collaboration between agencies.			
Enhance investment in homelessness prevention programs to assist the growing low and moderate income population	Support additional community services to low and moderate income residents and stabilize agency service delivery	2013 - 2014	Economic Vitality Social and Health Supports
Implement the <i>York Region Immigration Strategy</i> developed with the Community Partnership Council, build regional capacity for newcomer integration and provide timely and credible information through the York Region Immigration Portal	Mobilize actions identified in the Action Plan Enhance access to information for new and prospective immigrants to York Region and supporting organizations	2013-2014	Economic Vitality Social and Health Supports Regional Services

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013 - 2016
Implementation of the HSPB-YR Collective Community Actions Plan to achieve results of <i>Making Ends Meet</i>	Engage the broader community and mobilize action	2013-2014	Economic Vitality Social and Health Supports Regional Services
Coordinate the development, implementation and monitoring of the Multi-year Corporate and Departmental Accessibility Plan under the ODA/AODA	Implement the accessibility initiatives as outlined in the Corporate and Departmental Accessibility Plans	2013-2014	Social and Health Supports Regional Services
Coordinate the development and implementation of corporate policies, procedures and tools to meet the requirements of the Integrated Accessibility Standards Regulation (IASR) under the AODA	Achieve compliance with the requirements of the IASR	2013-2014	Social and Health Supports Regional Services
Develop new strategic communication approaches to departmental programs and services	Improve knowledge of and access to C&HS programs and services	2013-2014	Social and Health Supports Regional Services
Coordinate the work of the Community Social Data Strategy (CSDS) Consortium to develop research on York Region socio-economic and demographic information	<p>Enhance awareness and improve community access to Census data</p> <p>Identify broader sources of data to assist with service planning</p>	2013-2014	Economic Vitality Social and Health Supports Regional Services

Staffing Resources

Permanent FTE's	2010 Budget (R)	2011 Budget (R)***	2012 Budget (R)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	25.9	47.7	48.4	49.2	49.3	49.4	49.4
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.3	0.3	0.4	0.5
Total Permanent FTE's	25.9	47.7	48.4	49.5	49.6	49.8	49.9
Net Change*		21.8	0.7	1.1	0.1	0.2	0.1
Casual (FTE Equivalent)**	4.7	4.3	3.1	5.1	5.1	5.1	5.1

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

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

*** Organizational restructure, FTE's transferred from CHS branch areas. There were 0 new FTE's in 2011 for SSIP

York Region
Strategic Services Integration & Policy

Operating Financial Summary
 In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	1,015	1,949	1,972	5,036	5,240	4.1%	5,243	5,245	5,247
Program Specific Costs	7,012	6,977	6,895	7,284	7,384	1.4%	7,734	7,734	7,734
Professional / Contracted Services	62	324	119	519	621	19.6%	521	521	521
General Expenses	32	200	136	465	515	10.9%	515	515	515
Financing Costs	(33)	36	(20)	1	1	0.0%	1	1	1
Occupancy Costs		0	0	0	0	-	0	0	0
Contribution to Reserves		34	(34)	0	0	-	0	0	0
Internal Charges / Recoveries	672	771	958	570	629	10.3%	643	647	654
Minor Capital		7	10	21	21	0.0%	21	21	21
Negotiated Specific & IntraDeptCo	94	103	110	82	82	(0.8%)	82	86	86
Total Expenditures	8,854	10,402	10,147	13,978	14,493	3.7%	14,760	14,771	14,780
Revenues									
Grant Subsidies	(2,092)	(2,217)	(1,659)	(2,113)	(2,120)	0.3%	(2,120)	(2,120)	(2,120)
User Fees	0	(14)	0	0	0	-	0	0	0
Fees and Charges	(1)	(2)	(4)	(7)	0	(100.0%)	0	0	0
Development Charges	0	0	0	0	0	-	0	0	0
Contribution From Reserves	(13)	(2)	(22)	0	(100)	-	0	0	0
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(2,106)	(2,235)	(1,685)	(2,120)	(2,220)	4.7%	(2,120)	(2,120)	(2,120)
Net Tax Levy Requirement	6,749	8,168	8,462	11,858	12,273	3.5%	12,640	12,650	12,659
% Change		21.0%	3.6%	40.1%	3.5%		3.0%	0.1%	0.1%

Budget Change Explanations 2013

Strategic Service Integration & Policy

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	13,979		11,859	
Base				
Annualization impacts of 2012 Salary increases	30	0.2	30	0.2
Benefit Rate Increase	75	0.5	75	0.6
General Base Pressures	2	0.0	2	0.0
Action plan for advisory committee	50	0.4	50	0.4
Share of program support services	31	0.2	31	0.3
Base	187	1.3	187	1.6
 Reductions/Efficiencies	 0		 0	
 Mandatory/Legislated	 0		 0	
 Annualization	 0		 0	
Total Base Change	187	1.3	187	1.6
Growth				
Share of program support services	7	0.1	7	0.1
Total Growth	7	0.1	7	0.1
Enhancement				
Share of program support services	20	0.1	20	0.2
Multi-Year Plan Initiatives				
2.3 a) Expand Homeless Prevention Program	100	0.7	100	0.8
6.2 a) Community access to census data (one-time)	100	0.7	100	0.8
6.2 b) Maximize public awareness	100	0.7	100	0.8
Total Enhancement	320	2.3	220	1.9
2013 Departmental Budget (including Contribution to Capital)	14,494	3.7	12,273	3.5

Budget Change Explanations 2014

Strategic Service Integration & Policy

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Units	Gross		Net	
		\$000's	%	\$000's	%
2013 Proposed Departmental Budget (including Contributions to Capital)		14,494		12,273	
Base					
Benefit Rate Increases		3	0.0	3	0.0
Base		3	0.0	3	0.0
Reductions/Efficiencies					
MYP 6.2 a) Community access to census data		(100)	(0.7)		
Reductions/Efficiencies		(100)	(0.7)	0	
Mandatory/Legislated		0		0	
Annualization		0		0	
Total Base Change		(97)	(0.7)	3	0.0
Growth					
Total Growth Request		0		0	
Enhancement					
Share of program support services		14	0.1	14	0.1
Multi-Year Plan Initiatives					
1.1 a) Enhance CDIF annual & renewable funding		175	1.2	175	1.4
2.3 a) Expand Homelessness Prevention Program		100	0.7	100	0.8
1.1 c) Expand New Agency development fund		75	0.5	75	0.6
Total Enhancement Request		364	2.5	364	3.0
2014 Departmental Request (including Contribution to Capital)		14,761	1.8	12,641	3.0

Budget Change Explanations Outlook Years 2015/2016

Strategic Service Integration & Policy	Outlook Years (in \$000's - Incremental Values)			
	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (including Contributions to Capital)	14,761	12,641	14,772	12,651
Base				
Benefit Rate Increases	3	3	1	1
Base	3	3	1	1
Reductions/Efficiencies				
Share of program support services	(4)	(4)		
Reductions/Efficiencies	(4)	(4)	0	0
Mandatory/Legislated	0	0	0	0
Annualization	0	0	0	0
Growth	0	0	0	0
Enhancements				
Share of program support services	12	12	8	8
Enhancements	12	12	8	8
Total Annual Incremental Budget Pressures	10	10	9	9
Total Annual Budget Request	14,772	12,651	14,781	12,660

Strategic Service Integration & Policy

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Team Lead	1.0	E	99	99
Share of program support	0.1			
Total Permanent FTEs		1.1	99	99

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support	0.1			
Total Permanent FTEs		0.1		

(497)
116

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Share of program support - 2015	0.2			
Share of program support - 2016	0.1			
Total Permanent FTEs		0.3		

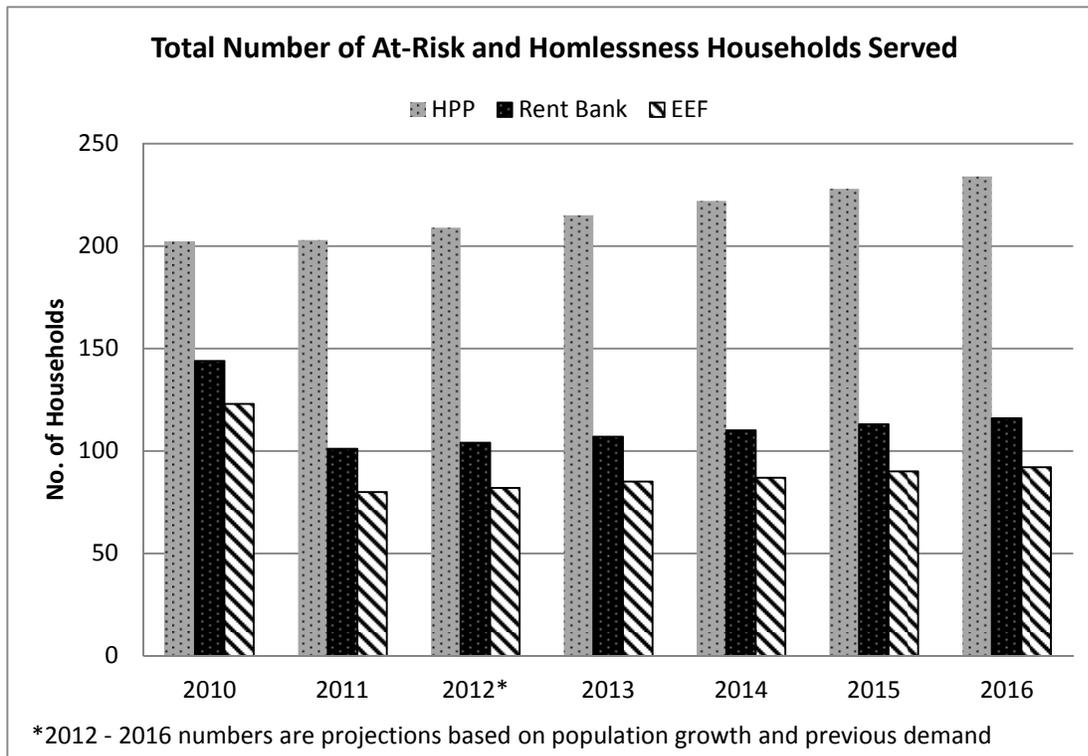
***Type of FTE's Legend:**

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No



What does this graph show?

This graph illustrates the total number of York Region households served and the projected households to be assisted based on population growth and previous demand, through the Homelessness Prevention Program, Rent Bank and Emergency Energy Fund.

Explanation of KPI Trend

Based on projections to 2016, the demand for Homelessness Prevention Program is expected to increase by 16 percent in total as compared to 2010.

- In 2010, the Homelessness Prevention Program received an additional \$100,000 and a second service provider was added to increase access to the program in the southern municipalities.
- To the end of August 2012, 188 households have been served across the Region, a 50 percent increase as compared to the same period in 2011.
- The Provincial Rent Bank and Emergency Energy Fund programs do not increase as dramatically year to year. In the case of Rent Bank, this is due to the limited amount of funding available per household and policy changes to the program including the inability to assist Rent-Geared-to-Income households.
- Due to the limited funds available, the Emergency Energy Fund is unable to keep up with demand for assistance. For example, in 2012 the Emergency Energy Fund was fully spent by August. While energy costs have increased, the fund has not, limiting the ability to serve more households.
- These restrictions create additional pressure on the Homelessness Prevention Program, as those households that cannot be assisted through Rent Bank or Emergency Energy Fund are assisted through the Homelessness Prevention Program

- Higher costs for housing, childcare, elder care and food combined with limited rental options are putting significant strains on low and moderate income families.

Comments/Background

- The projected increase in residents served is contingent upon receiving additional funding.

York Region
Business Operation & Quality Assurance

Operating Financial Summary
 In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	9,384	9,833	10,333	12,004	12,857	7.1%	13,132	13,315	13,576
Program Specific Costs	0	0	0	0	0	-	0	0	0
Professional / Contracted Services	224	188	120	238	224	(5.7%)	224	224	224
General Expenses	577	720	796	621	722	16.2%	722	722	722
Financing Costs	1	6	(25)	14	14	0.0%	14	14	14
Occupancy Costs	76	70	40	164	31	(81.1%)	31	31	31
Contribution to Reserves	0	0	0	0	0	-	0	0	0
Internal Charges / Recoveries	(9,384)	(9,833)	(10,333)	(12,004)	(12,857)	7.1%	(13,132)	(13,315)	(13,576)
Minor Capital	134	60	71	171	125	(27.3%)	125	125	125
Negotiated Specific & IntraDeptCo	(1,012)	(1,042)	(999)	(1,208)	(1,116)	(7.6%)	(1,116)	(1,116)	(1,116)
Total Expenditures	(0)	2	2	(1,208)	0 -		0	0	0
Revenues									
Grant Subsidies	0	0	0	0	0	-	0	0	0
User Fees	0	0	0	0	0	-	0	0	0
Fees and Charges	0	0	(0)	0	0	-	0	0	0
Development Charges	0	0	0	0	0	-	0	0	0
Contribution From Reserves	0	0	(2)	0	0	-	0	0	0
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	0	0	(2)	-	-		0	0	0
Net Tax Levy Requirement	(0)	2	0	0	0		0	0	0
% Change									

Budget Change Explanations 2013

Business Operations & Quality Assurance

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net	
	\$000's	%	\$000's	%
2012 Restated Departmental Budget	13,328		13,328	
Base				
Annualization impacts of 2012 Salary increases	166	1.2	166	1.2
Benefit Rate Increase	178	1.3	178	1.3
Increased costs for casual requirements	63	0.5	63	0.5
Professional services for support of software, database and software licenses	60	0.5	60	0.5
Negotiated Specific Agreement-Property Services	28	0.2	28	0.2
Call and screen recording technology plus licenses	25	0.2	25	0.2
Enabling software including SharePoint	35	0.3	35	0.3
Base	555	4.2	555	4.2
Reductions/Efficiencies				
MYP 6.1 a) Call Management Review	(100)	(0.8)	(100)	(0.8)
Reductions/Efficiencies	(100)	(0.8)	(100)	(0.8)
Mandatory/Legislated	0		0	
Annualization	0		0	
Total Base Change	455	3.4	455	3.4
Growth				
TFT Purchasing Coordinator/Asset Management	83	0.6	83	0.6
Total Growth	83	0.6	83	0.6
Enhancement				
Access and Privacy Coordinator-PHIPA	91	0.7	91	0.7
Senior Business Process Management Systems Analyst	106	0.8	106	0.8
TFT records information technician for Iron Mountain cleanup project	69	0.5	69	0.5
Support clerk community opportunities program	25	0.2	25	0.2
Summer student for records management	10	0.1	10	0.1
Total Enhancement	302	2.3	302	2.3
2013 Departmental Budget (including Contribution to Capital)	14,167	6.3	14,167	6.3

Budget Change Explanations 2014

Business Operations & Quality Assurance

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net	
	\$000's	%	\$000's	%
2013 Proposed Departmental Budget (including Contributions to Capital)	14,167		14,167	
Base				
Benefit Rate Increases	7	0.1	7	0.1
Base	7	0.1	7	0.1
Reductions/Efficiencies	0		0	
Mandatory/Legislated	0		0	
Annualization	0		0	
Total Base Change	7	0.1	7	0.1
Growth				
Contact Centre Representative (1 FTE)	80	0.6	80	0.6
Total Growth Request	80	0.6	80	0.6
Enhancement				
TFT Space and Accommodation Coordinator	77	0.5	77	0.5
Senior Financial Analyst (1 FTE)	110	0.8	110	0.8
Total Enhancement Request	187	1.3	187	1.3
2014 Departmental Request (including Contribution to Capital)	14,442	1.9	14,442	1.9

Budget Change Explanations Outlook Years 2015/2016

Business Operations & Quality Assurance	Outlook Years			
	(in \$000's - Incremental Values)			
	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Departmental Budget (including Contributions to Capital)	14,442	14,442	14,702	14,702
Base				
Benefit Rate Increases	8	8	3	3
Base	8	8	3	3
Reductions/Efficiencies				
TFT records information technician for Iron Mountain cleanup project	(69)	(69)		
Reductions/Efficiencies	(69)	(69)	0	0
Mandatory/Legislated	0	0	0	0
Annualization	0	0	0	0
Growth	0	0	0	0
Enhancements				
Contact Centre Representatives (4 PPT's each year)	159	159	159	159
Records Information Clerk (1 FTE)	65	65		
Local Systems Support Officers (1 FTE each year)	98	98	98	98
Enhancements	322	322	257	257
Total Annual Incremental Budget Pressures	261	261	260	260
Total Annual Budget Request	14,702	14,702	14,963	14,963

Business Operations & Quality Assurance

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Business Operations & Quality Assurance</u>				
Access and Privacy Coordinator (PHIPA)	1.0	E	91	91
Sr. BPM System Analyst	1.0	E	106	106
<hr/>				
Total Permanent FTEs	2.0		198	198

2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Business Operations & Quality Assurance</u>				
Contact Centre Representatives	2.0	G	80	80
Senior Financial Analyst	1.0	E	110	110
<hr/>				
Total Permanent FTEs	3.0		190	190

2015 and 2016 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Business Operations & Quality Assurance</u>				
Contact Centre Representatives - 2015	2.0	G	159	159
Record Information Clerk - 2015	1.0	E	65	65
Local Systems Support Officer - 2015	1.0	E	98	98
Local Systems Support Officer - 2016	1.0	E	98	98
Contact Centre Representative - 2016	2.0	G	159	159
<hr/>				
Total Permanent FTEs	7.0		579	579

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

B Senior Financial Analyst (1 FTE)
 B-M - Base-Mandatory
 B-A - Base-Annualization
 G - Growth
 E - Enhancement
 C - Capital

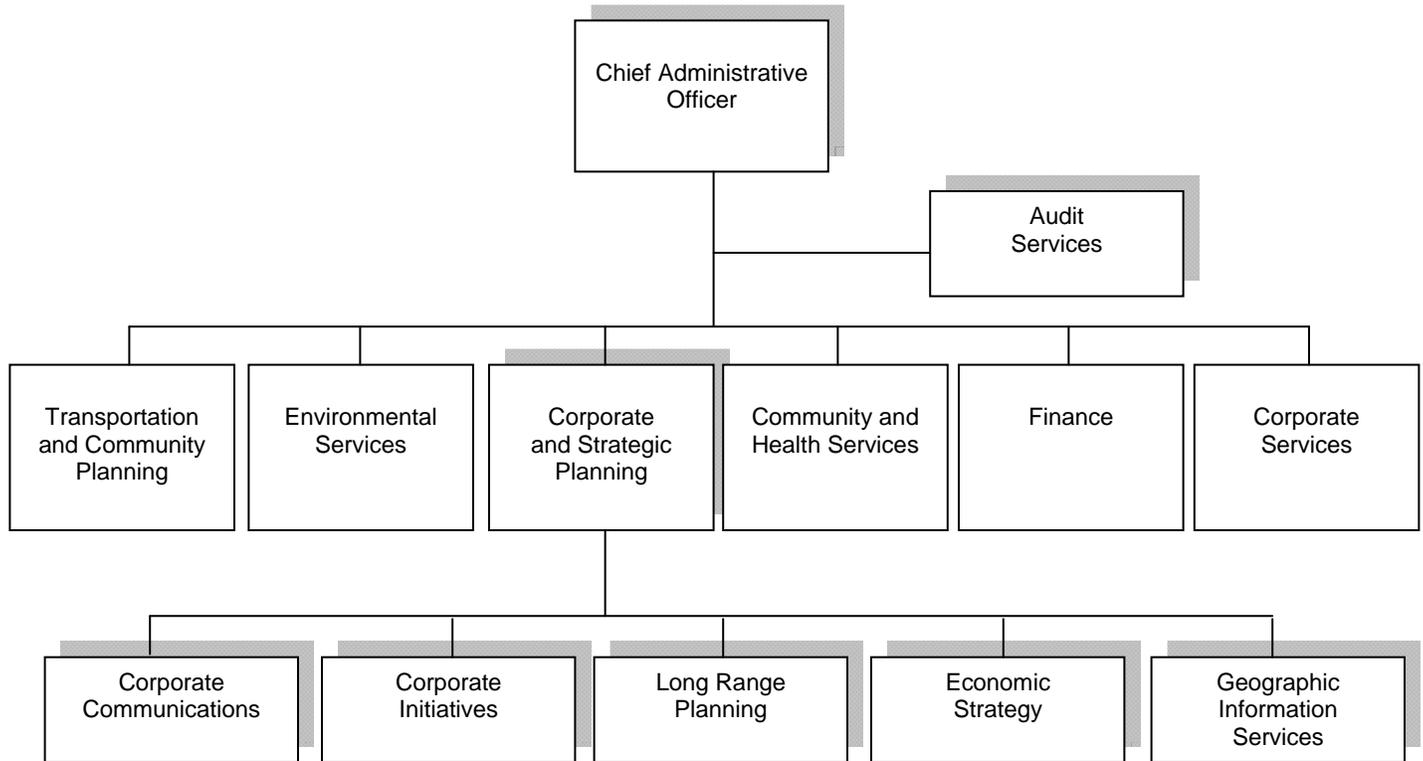
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
 No

Departmental Description

The Chief Administrative Officer (CAO) is appointed by Regional Council. The CAO directs and coordinates the general management and business affairs of the corporation in accordance with the bylaws, policies and plans approved by Council. The CAO ensures fiscal responsibility and the delivery of high quality services to meet the ever changing needs of the community.



Vision

The current vision statement - *Creating strong, caring and safe communities* - was endorsed by Council in June 2012 and provides clear direction as to where Regional Council and our communities envisions the Regional Municipality of York in 2051. The vision statement will be used to guide future activities.

Mission

Along with the vision, the Region’s mission statement clearly establishes the priorities of the Office of the Chief Administrative Officer. The Region’s mission statement guides the way the Office of the CAO does business: *York Region staff are committed to providing cost effective, quality services that respond to the needs of our rapidly growing communities.*

Core Values

The core values are the foundation of the Region's vision and mission and integral to the way we do business. These values define who we are and what we stand for: *Integrity, Commitment, Accountability, Respect and Excellence*

Mandate of the Office of the Chief Administrative Officer

The Office of the CAO is mandated to ensure that York Region's programs and services are delivered in a cost efficient and effective manner to our customers and stakeholders in accordance with Council approved policies and the Region's Vision. The Office of the CAO is primarily responsible for:

- Actively promoting the Region as a place to live, work and play
- Planning and facilitating population and employment growth using sustainability-based plans, policies and guidelines
- Aligning the corporation to the priorities of Council and therefore the constituents of the Region through sound planning processes
- Managing and disseminating information and critical data (measurement, forecasts and geospatial) to assist other Departments in meeting their mandates and targets
- Maintaining and evolving customer service delivery, experience and satisfaction
- Providing emergency management, personal preparedness and business continuity support internally and externally

To achieve these results, the Office of the CAO employs strong leadership and capabilities in the areas of:

- Responsive management and services through collaboration and a bias toward service-orientation
- In-house expertise and ability to develop partnerships internally and externally to deliver products, services and results
- Strategic, forward-thinking perspectives while managing critical day-to-day operations

The Office of the CAO is organized into six branches:

Audit Services

The Audit team provides independent, objective assurance and consulting activities designed to add value and improve our organization's operations. We help internal clients accomplish their objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of their risk management, control and governance processes.

Corporate Communications

The Corporate Communications team communicates the decisions of York Regional Council and assists in the development and implementation of strategic communications services, media relations services and corporate design services, including the Region's Internet and intranet web sites.

Corporate Initiatives

The Corporate Initiatives team conducts analysis and research and takes a lead role in the development of corporate policy, strategic initiatives and special projects in alignment with Regional Council objectives, Vision 2051, and the Corporate Strategic Plan, while delivering the Region's emergency management, customer service and corporate continuous improvement programs.

Economic Strategy

The Economic Strategy team is focused on sustaining the economic vitality of York Region by attracting new business investment, encouraging innovation and technology, promoting collaboration and supporting small enterprise formation and export initiatives.

Geographic Information Services

The Geographic Information Services team enables quality decision-making in growth management and sustainable development through geospatial information, analysis, products, services and technology. The Branch supports all departments in the Region, York Regional Police and the York Region Rapid Transit Corporation, and leads and coordinates the YorkInfo Partnership, which includes municipal, educational and conservation authority organizations operating within the Region.

Long Range Planning

The Long Range Planning team takes a lead role in research, data collection, policy development and review in the areas of Regional policy, growth management and land use planning. The branch approaches growth and development challenges with a long-term, holistic view using a triple bottom-line sustainability approach that simultaneously creates benefits along economic, community and environmental lines. This sustainability approach emphasizes economic, community and environmental values and public engagement at the front-end of Regional processes and decision-making.

Base Drivers

For 2013 and 2014, budget increases for the Office of the CAO are primarily related to increased salary and benefit costs.

Key Challenges

As part of the development of the 2013/14 Business Plan for the department, an environmental scan was conducted. The following trends, issues and assumptions were generated at the Management level, and in relationship to the broader four-year strategic plan priorities, and denote immediate or near-future pressures on the Office of the CAO operating environment over the 2013 to 2016 timeframe:

- Growing gap in income disparity and its effect on housing, jobs and competition
- Continuing change in demographic diversity and resulting value shifts
- Increasing demand by residents for service options and use of social media
- Ongoing fiscal constraint at all levels of government
- Actively participating in city building
- Continuing to balance environmental issues with growth management

- Increasing movement toward open, transparent government

Service Challenges

Trends and issues that will impact the 2013 and 2014 budget timeframe for the Office of the CAO include:

- Continued focus on employment growth and increased need for job creation
- Continued population growth and increased focus on affordable housing
- Corporate growth and the increased support to other Departments
- Customer service and the increased need to maintain satisfaction levels and evolve service delivery to meet customer needs and expectations

Strategic Goals 2013 - 2016

- Increase job creation and strengthen existing employment sectors in the Region.
- Increase the availability and affordability of housing across the Region.
- Continue to take steps to make Regional services more user-friendly to better serve our customers.
- Further align the organization to the priorities of Regional Council.
- Ensure business continuity of Regional services during times of emergency and/or other extenuating circumstances.
- Improve the quality and availability of Regional data and information internally and externally.

Department Objectives for 2013 and 2014

- 1) Position York Region as the “Region of Choice” for innovative and growing companies, while increasing employment opportunities for those living in York Region by implementing the Economic Development Action Plan.
- 2) Work with other Departments to continue to implement a robust growth management and development tracking system that informs and assists with forecasting housing stock and availability, development charges forecasts and payments and provides information to the development community regarding the phase and stage of developmental applications review and approval.
- 3) Streamline customer access to services and information by implementing a “no wrong door” approach with the use of corporate Customer Relations Management system and increased service options and call handling.
- 4) Increase public awareness of Regional services and programs through effective use of multiple communication channels and increased engagement using social media.
- 5) Further align the organization to the priorities of Council by establishing a corporate measurement framework that links *Vision 2051* community results to Regional program performance measures.

- 6) Increase the organization’s resiliency and ability to respond during times of emergency and/or other work disruption incidents by enhancing the emergency management program to include corporate coordination and support to departments in their business continuity planning activities.
- 7) Ensure staff across the organization are able to access information relevant to assist them with their day-to-day work by ensuring central information is compiled, regularly updated and published broadly.
- 8) Improve Department management by increasing business planning and budget support and centralizing key administrative processes and procedures to realize efficiencies and reduce risk.
- 9) Continue to meet the expectations as outlined in the Audit Plan approved by Council by delivering high quality, timely audit services and reviews.

Numbering does not indicate order of priority

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
1a	ICT Branding Strategy	Increased job creation	2013	Strategic Plan: Increase Economic vitality
1b	Broadband Access and Development	Increased investment and job creation	2013 & 2014	
1c	Post-Secondary Research presence	Increased investment and business partnerships	2013 & 2014	
1d	Innovation HUB development	Increased job creation	2013 & 2014	
2a	Together with Transportation and Community Planning continue to update GDIMS with live data and generate reports	Improved distribution within regional housing mix	2013	Strategic Plan: Improve Social and Health Supports Increase the Economic Vitality of the Region
2b	Support Munirom pilot project and implement final decision regarding appropriate system	Increase in Centre and Corridor policies and development implemented	2013	Focus Growth along Regional Centres and Corridors Manage the Region’s Finances Prudently

2c	Work with Finance to appropriate link Development Charges tracking into GDIMS (or alternate)	Refined schedule of DC data to assist debt repayment strategy	2013 & 2014	
2d	Link forecast data by traffic zone into infrastructure master plan updates, DC forecasting and other appropriate corporate initiatives		2013 & 2014	
3a	Purchase and implementation of a Corporate Customer Relationship Management technology system (CRM)	CRM implemented in 1-2 designated areas	2013 & 2014	Strategic Plan: Make Regional Services more User-friendly
3b	Begin transition to a new business approach to customer contact handling	New approach to customer contact handling in place, providing platform to increase contact handling options and effectiveness	2013 & 2014	Strategic Plan: Make Regional Services more User-friendly
4a	Investigate additional social media platforms for Regional use (i.e. Flickr, Pinterest)	Increased following of Region through social media	2014	Strategic Plan: Make Regional Services more User-friendly
4b	Increase interactive content on channels			
5a	Develop a corporate measurement framework linking <i>Vision 2051</i> community results to Regional program measures to assist corporate priority setting, policy making and budget planning	Approved suite of community-level indicators and Regional performance measures	2013 & 2014	Strategic Plan: Manage the Region's Finances Prudently

6a	Business Impact Analysis	Approved corporate-wide approach to Business Continuity	2013	Department Priority
6b	Development of strategies for impact resolution	Business Continuity Plans complete for all business units		
6c	Coordinated training, exercises and plan maintenance	Coordinated training and exercises and plan maintenance		
7a	Develop a central repository of for corporate data accessible to all staff to aid in improving the day-to-day functioning across the organization	Approved policy framework for data access and management Implemented central repository of corporate data, drawing, photos and census information accessible to staff across the organization	2013 & 2014	Strategic Plan: Strengthen Organizational Capacity
8a	Review of all internal Department financial and administrative processes to gain efficiencies, effectiveness and ensure corporate financial and administrative policies are met	Increase efficiency and transparency of financial transactions and record keeping Reduction in time spent on redundant or ineffective processes and procedures	2013 & 2014	Department Priority
9a	Execute the 3-year Audit Program as approved by Regional Council in 2011	Completion of annual approved work plan, as set out by Regional Council	2013 & 2014	Department Priority

Staffing Resources

Staffing Resources	2012 Restated Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
Full-Time FTE's (PFT)	84.0	85.0	87.0	93.0	93.0
Part-Time FTE's (PPT)	8.0	8.0	8.0	8.0	8.0
	92.0	93.0	95.0	101.0	101.0
Net Change		1.0	2.0	6.0	0.0

York Region
2013 CAO's Office Summary
 Operating Financial Summary
 in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	3,375	3,419	3,779	10,261	10,714	4.4%	10,958	11,683	11,685
Program Specific Costs		0	0	0	3,500	-	3,500	0	0
Professional / Contracted Services	119	30	53	1,310	1,339	2.2%	1,339	1,541	1,541
General Expenses	472	468	503	1,679	1,674	(0.3%)	1,682	1,714	1,714
Financing Costs	2	3	3	5	5	0.0%	5	5	5
Occupancy Costs		0	0	0	10	-	10	10	10
Contribution to Reserves		0	0	0	0	-	0	0	0
Internal Charges / Recoveries		0	0	0	0	-	0	0	0
Minor Capital	8	4	3	38	28	(26.2%)	20	20	20
Negotiated Specific & IntraDeptCo	(258)	(260)	(260)	(2,191)	(2,261)	3.2%	(2,261)	(2,261)	(2,261)
Total Expenditures	3,717	3,664	4,081	11,102	15,008	35.2%	15,252	12,711	12,713
Revenues									
Grant Subsidies				(100)	(100)	0.0%	(100)	(100)	(100)
User Fees		0	0	0	0	-	0	0	0
Fees and Charges	(77)	(104)	(123)	(223)	(243)	9.0%	(243)	(243)	(243)
Development Charges		0	0	(140)	(140)	0.0%	(140)	(140)	(140)
Contribution From Reserves	(71)	(7)	(7)	(50)	(3,550)	7000.0%	(3,550)	(50)	(50)
Third Party Recoveries		0	0	(189)	(189)	0.0%	(189)	(189)	(189)
Court Revenues Disbursement		0	0	0	0	-	0	0	0
Total Revenues	(148)	(111)	(130)	(703)	(4,223)	500.8%	(4,223)	(723)	(723)
Net Tax Levy Requirement	3,568	3,553	3,950	10,399	10,786	3.7%	11,029	11,988	11,990
% Change		(0.4%)	11.2%	163.2%	3.7%		2.3%	8.7%	0.0%

Budget Change Explanations 2013

CAO's Office Summary - Operating

2013 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Restated Base		11,102		10,399		0.0
Base						
wage and benefit adjustments		341	3.1	341	3.3	
Increase cost in data purchase & software maintenance		33	0.3	33	0.3	
Increase GIS negotiated recoveries		(71)	(0.6)	(71)	(0.7)	
New Voice Radio System for Fire Services in municipalities		3,500	31.5	0		
Sub-total Base		3,803	34.3	303	2.9	0.0
Efficiency						
Operations efficiency from 2012 restructure		(69)	(0.6)	(69)	(0.7)	
Increase revenues from continuous improvement courses		0		(20)		
Sub-total Efficiency		(69)	(0.6)	(89)	(0.9)	0
Total Base		3,734	33.6	214	2.1	0.0
Growth						
Business Service Advisor		112	1.0	112	1.1	1.0
Total Growth		112	1.0	112	1.1	1.0
Enhancement						
"Common Message" for Economic Strategy		60	0.5	60	0.6	
Total Enhancement		60	0.5	60	0.6	0.0
Total Requested		3,907	35.2	387	3.7	1.0
Proposed Budget		15,008	35.2	10,786	3.7	1.0

Budget Change Explanations 2014

CAO's Office Summary - Operating

2014 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2013 Proposed		15,008		10,786		0.0
Base						
wage and benefit adjustments		5	0.0	5	0.0	
Sub-total Base		5	0.0	5	0.0	0.0
Efficiency						
Operations efficiency from 2012 restructure		(10)	(0.1)	(10)	(0.1)	
Sub-total Efficiency		(10)	(0.1)	(10)	(0.1)	0
Total Base		(5)	(0.0)	(5)	(0.0)	0.0
Growth						
Social Media Specialist and related program costs		122	0.8	122	1.1	1.0
Business Innovation Officer		127	0.8	127	1.2	1.0
Total Growth		248	1.7	248	2.3	2.0
Enhancement						
Total Enhancement		0		0		0.0
Total Requested		244	1.6	244	2.3	2.0
Proposed Budget		15,252	1.6	11,029	2.3	2.0

Budget Change Explanations 2015

CAO's Office Summary - Operating

2015 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 Proposed		15,252		11,029		0.0
Base						
wage and benefit adjustments		5	0.0	5	0.0	
New Voice Radio System for Fire Services in municipalities		(3,500)	(22.9)	0		
Sub-total Base		(3,495)	(22.9)	5	0.0	0.0
Efficiency						
Sub-total Efficiency		0		0		0
Total Base		(3,495)	(22.9)	5	0.0	0.0
Growth						
Senior Auditor and related program costs		273	1.8	273	2.5	2.0
Communication Specialist and related program costs		122	0.8	122	1.1	1.0
Business Continuity Specialist and related program costs		145	1.0	145	1.3	1.0
Administrative Coordinator		86	0.6	86	0.8	1.0
Special Projects Coordinator		127	0.8	127	1.1	1.0
Total Growth		753	4.9	753	6.8	6.0
Enhancement						
New initiative- Open data/Centralized data		200	1.3	200	1.8	
Total Enhancement		200	1.3	200	1.8	0.0
Total Requested		(2,542)	(16.7)	958	8.7	6.0
Proposed Budget		12,711	(16.7)	11,988	8.7	6.0

Budget Change Explanations 2016

CAO's Office Summary - Operating

2016 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2015 Proposed		12,711		11,988		0.0
Base						
wage and benefit adjustments		2	0.0	2	0.0	
Sub-total Base		2	0.0	2	0.0	0.0
Efficiency						
Sub-total Efficiency		0		0		0
Total Base		2	0.0	2	0.0	0.0
Total Requested		2	0.0	2	0.0	0.0
Proposed Budget		12,713	0.0	11,990	0.0	0.0

CAO's Office Summary - Operating

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Program</u> Business Service Advisor	1.0	G	112	112
<u>Program</u>				
Total Permanent FTEs		1.0	112	112

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Program</u> Social Media Specialist	1.0	G	122	122
Business Innovation Officer	1.0	G	127	127
<u>Program</u>				
Total Permanent FTEs		2.0	249	249

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Program</u> Senior Auditor	2.0	G	273	273
Communication Specialist	1.0	G	122	122
Business Continuity Specialist	1.0	G	145	145
Administrative Coordinator	1.0	G	86	86
Special Projects Coordinator	1.0	G	127	127
Total Permanent FTEs		6.0	753	753

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

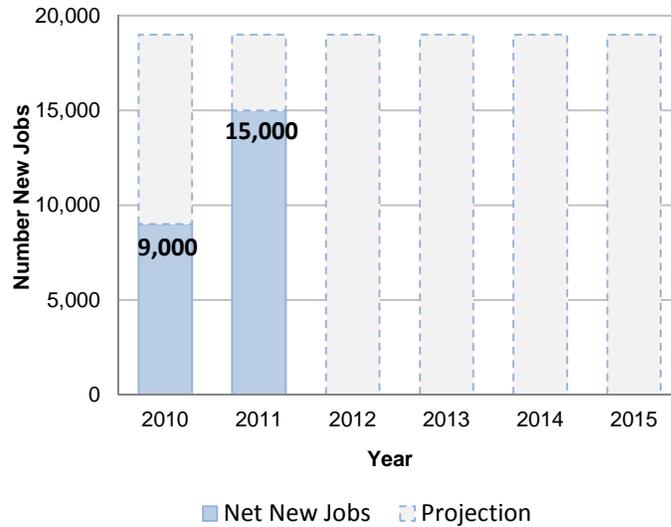
- Yes
- No

Key Performance Indicators

These key performance measure help indicate whether the desired impact is taking shape as a results of the Region’s focused efforts.

Department Objective 1:

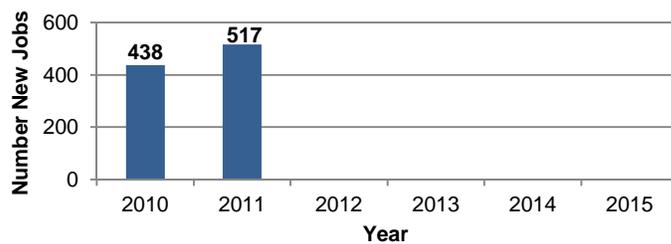
Net New Jobs vs. Projection



Source: Economic Strategy. Net new jobs as per annual employment survey.

The projection of 19,000 net new jobs per year is based on the approved Growth Plan target to achieve 780,000 total jobs by 2031.

Direct New Jobs Facilitated

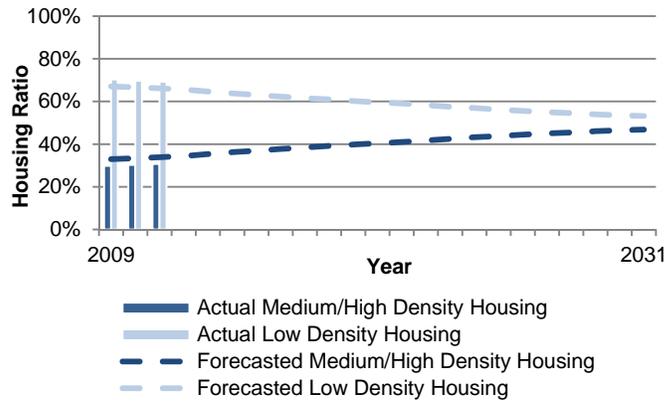


Source: Economic Strategy

Regional programs are impacting net new job growth in the range of 3.5% to 5% over the past two years.

Department Objective 2:

Total Housing Stock by Type



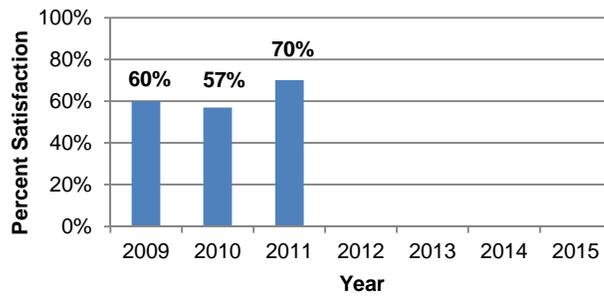
Source: Actual 2009 to 2011 housing density based on CMHC housing completions data. 2009 to 2031 based on internal forecasts.

Low Density Housing refers to single family dwelling structures. Medium and High Density Housing refers to all other structure types, including semi-detached, townhouses, apartments and duplexes.

Department Objective 3:

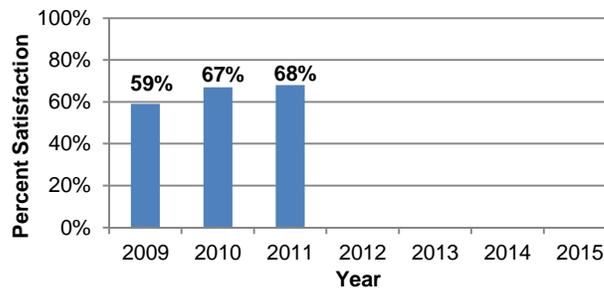
Satisfaction with York Region Service Staff Knowledge and Access

Knowledgeable Competent Staff



Source: Environics 2011

Ability to Access Regional Services



Source: Environics 2011

Department Objective 4:

Number of Followers on Social Media



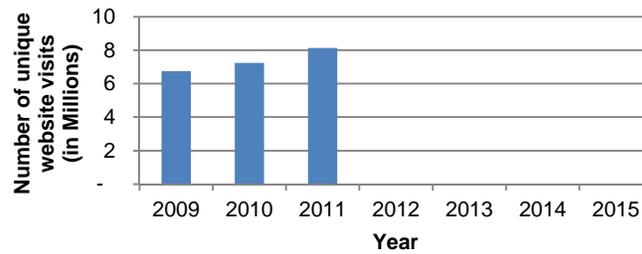
2,259 Facebook Likes



3,756 Twitter Followers

*Includes York Region, Vision 2051, YRT and VivaNext Facebook likes and Twitter followers.
York Region Twitter and Facebook account was activated June 2011.
Vision 2051 Twitter and Facebook account was activated August 2011.*

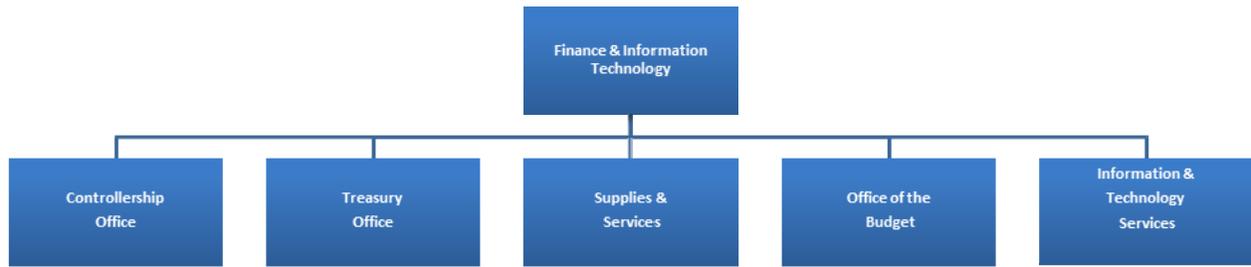
Number of visits to municipal websites



*The number of visits to municipal websites is a measure used in the Ontario Municipal Benchmarking Initiative.
It includes the number of unique web site visits to: York.ca, yrt.ca and vivanext.com.*

Departmental Description

The Finance & Information Technology Department provides strategic direction and acts in an advisory to Council and the Regional Corporation as a whole. The department is charged with ensuring the prudent management of the Region’s finances and reserves. It is responsible for stewardship of financial assets and records, investment strategy, debt policy, transparent and responsible procurement processes, protection of the Corporation’s assets against the financial consequences of loss through established risk management programs, funding to external partners to enhance the Region’s environment and human services, and comprehensive information technology services, including computer hardware, software, application architecture, disaster recovery and help desk support.



Mission/Vision

The Finance & Information Technology Department provides financial direction and high quality corporate support to Council and client departments. It is also responsible for the overall financial stewardship.

Mandate

To provide services to Council and the Corporation through the following five functional areas:

Controllership Office

- Provide financial services, including maintaining financial records, financial reporting, payroll, accounts payable and accounts receivable.
- Provide expert cost-effective advice and direction regarding Regional financial growth management issues, while ensuring capital infrastructure is appropriately funded in a timely manner.
- Provide advice with respect to corporate controllership.

- Administers the Development Charge By-Law and the collection of development charge revenues.

Treasury Office

- Provide financial analysis, forecasts, and strategic recommendations to elected officials and senior management regarding changes to government legislation, tax policy, long-term debt, sources of funding and other financial and economic matters.
- Develop the annual Long-Term Debt Management Plan and ensure compliance with the provincially mandated Annual Repayment Limit.
- Protect the Corporation against material financial loss resulting from the loss/destruction of its assets and from third-party liability claims.
- Manage and invest the Corporation's reserves and surpluses.
- Manage York Region debt financing, credit rating and banking relationships.
- Responsible for policy changes and forecasts used in the Development Charge by-law.
- Analyze and make recommendations with respect to the need for and adequacy of corporate reserves.

Supplies and Services

- Provide a centralized procurement function within the Region, encouraging competition amongst contractors while ensuring fairness, objectivity, accountability and transparency in the procurement process.
- Responsible for the Print Shop, Mailroom, and Switchboard functions.

Office of the Budget

- Provide professional advice to senior management and Council in regard to strategic and business planning, budgets, and other corporate financial matters.
- Co-ordinate and manage the multi year Business Plan and Budget for York Region on behalf of senior management and Council and provide quarterly progress reports on the business plan and budget.
- Implement "Best Practice" and continuous improvement initiatives and develop performance measures to evaluate and enhance the Corporation's delivery of efficient and effective services.

Information Technology Services

- Provide services for both voice and data, including corporate and departmental application administration and support, Internet-based services, wide-area network, remote network access and the provision, management and support of technology infrastructure.
- Facilitate and enable the deployment of automated processes to meet the evolving service delivery needs of the Region, supporting staff and Council in delivery of these services.
- Assist departments to streamline operations and track and access financial, statistical and qualitative data for decision support and performance management through the integration and enhancement of the Region's ERP system.

- Develop technology and application architecture, planning, standards, management and operations.
- Provide technology security and disaster recovery.
- Provide technical assistance and support to all Regional staff.

Base Drivers

Drivers that affect the Base for the next two years include:

- Service growth for all Regional programs
- General inflation and population growth
- Regional staff growth

Key Challenges

Population Growth and Economic Factors

- Population growth is expected to continue, so, additional capital infrastructure will be required to keep pace with growth
- The timing of expenditures and eventual cost recovery through development charges may present cash flow challenges and necessitate a greater reliance by the Region on debt financing
- Providing the services required for a growing Region while mitigating tax levy pressures

Aging Infrastructure

- The Region's infrastructure is aging, and replacement and rehabilitation of this infrastructure may present funding challenges

Managing Technological Change

- Keeping pace with demands for new technologies to increase effectiveness of York Region departments
- Containing costs while responding to Regional growth
- Integrating the increasing number of departmental opportunities to use technology into a technology strategy built on standards, common applications, reliable infrastructure and a secure computing environment

Service Provision for Growing Regional Programs

- Keeping pace with growing demands for service from our internal customers as their programs and staffing levels grow, recognizing resource constraints

Debt Management

- Ensuring the annual debt and financial obligation limits are maintained under Ontario Regulation 403/02: debt and financial obligation limits as required by the Province
- Mitigating insurance costs and risk management for the corporation
- Challenging financial markets and maintaining cash flow requirements

Strategic Goals 2013 – 2016

- Provide effective fiscal management, administration and planning of York Region's resources and deliver sustainable financial policies to support corporate initiatives.

2012 Achievements

- ✓ Maximizing investment returns
 - ✓ Enactment of a new DC By-Law
 - ✓ Maintaining a AAA crediting rating, the highest available
- Lead the search for program efficiencies and continuous improvement opportunities.

2012 Achievements

- ✓ Identified program reductions, efficiencies and savings of \$6.0 million during the 2012 budget development process.
- Effective management of finance and information technology activities with the emphasis on innovative and cost-effective continuous improvement initiatives.

2012 Achievements

- ✓ Transitioned six York Regional Police sites from old Nortel telephone systems to newer Voice over Internet Protocol (VoIP) systems, which resulted in reduced costs.
 - ✓ Enhanced the reliability of the wireless communication systems at the Maple and Newmarket Long Term Care facilities
 - ✓ Continued the planning and installation of Region-owned fibre optic communication links to support York Region Rapid Transit and other initiatives
 - ✓ Implemented Microsoft System Center & Provanca Asset Management System to manage technology assets for the entire Corporation
 - ✓ Implemented Microsoft Business Intelligence to deliver analytical dashboards for York Region Transit Ridership
 - ✓ Completed designs and content migration strategy for Phase Two of the York Region Portal (external facing citizen portal) and began technical development
 - ✓ Completed the rollout of an automated Fleet and Equipment Maintenance Management System for Roads, EMS, Transit and Police.
 - ✓ Completed upgrades to the PeopleSoft Human Capital Management System
 - ✓ Implemented Enterprise Architecture security enhancements and network access infrastructure
 - ✓ Completed new 5 year Wide Area Network contract and CISCO Telecom upgrades.
- Provide continued funding to partners to enhance the Region's environmental and human services.

2012 Achievements

- ✓ Provided \$10.3 million to Conservation Authorities for water protection improvements, land conservation and education.
 - ✓ Allocated \$13.1 million as part of the Corporation's continued commitment to capital projects for local hospitals.
- Contribute to the Region's strategic vision and initiatives.

2012 Achievements

- ✓ Established criteria for prioritizing the 2013-2022 Capital Plan to support managed growth and optimize community benefit
- ✓ Established a Long-Term Debt Management plan
- ✓ Secured an interactive strategy dashboard to track performance of the 2011 to 2015 Strategic Plan

Department Objectives for 2013 and 2014

1. Practice sound fiscal management
2. Expand the Region's strategic financial management capabilities
3. Continue to prioritize new capital infrastructure projects to support managed growth and optimize community benefit
4. Use service level and performance metrics to inform policy decisions
5. Evaluate and refine the Region's Key Performance Indicators and service level metrics
6. Meet the conditions of the province's new York-specific Annual Repayment Limit regulation, including achieving an excellent credit rating
7. Revise current reserve, policy to support long-term asset management
8. Implement multi-year budgeting
9. Improve the capital budgeting process with better forecasts and reporting
10. Enhance synchronization between budgeting and financial reporting
11. Implement business Intelligence approaches (dashboards and scorecards) where appropriate
12. Support York Region Customer Service initiatives through technology
13. Establish information technology project management and intake processes and improve maturity

level of project management through training, consulting and continuous improvements

14. Finish implementation of Windows 7, Lync, Outlook and Office 2010, providing staff with tools for operational efficiency and departmental staff with tools for enhanced Regional service delivery
15. Refresh end-of-life PCs, network, printer and telephone technology
16. Manage the development and implementation of various departmental and enterprise systems and upgrades including: York Region Public WEB, PeopleSoft Financial and H.R. system upgrades, continued rollouts for Fleet Management, Business Intelligence (Analytics) and Data Warehousing
17. Manage corporate and departmental applications, databases and Web services infrastructure for 99.9% availability
18. Extend, where justified, the York Telecom Network (YTN) at selected locations
19. Maintain, test and update the Disaster Recovery infrastructure and processes
20. Evaluate emerging technologies including mobile computing, tablets, cloud computing, software as a service, and services-oriented architecture
21. Continue to implement and manage asset life cycle management and vendor contract management processes, including a new corporate technology assets/database

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2014
Work with departments to ensure that 2013-2022 capital plan is prioritized by establishing criteria for prioritization	Updated 10 year capital delivery prioritization plans	2013 - 2014	Continue to deliver and sustain critical infrastructure
Review budgets to ensure they are prioritized	Implementation of Annual Critical Infrastructure Project Status Report	2013 - 2014	Continue to deliver and sustain critical infrastructure

Work with departments to develop work plan to ensure 2013-2022 capital plan is realistic	Implementation of Annual Critical Infrastructure Project Status Report	2012	Continue to deliver and sustain critical infrastructure
Mid-year Report – monitor capital budget expenditures	Increased percent of capital projects delivered in accordance with approved budget and business plans	On-going	Continue to deliver and sustain critical infrastructure
Year-end Report - monitor capital budget expenditures	Increased percent of capital projects delivered in accordance with approved budget and business plans	On-going	Continue to deliver and sustain critical infrastructure
Long-term Debt Management Plan	Long-term debt management strategy approved	2013 - 2014	Manage the Region's finances prudently
Implement new Debt Management System	Long-term debt management strategy approved	2013 - 2014	Manage the Region's finances prudently
Revenue forecasting model(s) in place	Revenue forecasting model(s) in place	2013 - 2014	Manage the Region's finances prudently
Meet with departments and identify reserve requirements	Revised reserve policy approved, including financial policy to support long-term asset management	2013	Manage the Region's finances prudently
Develop overall reserve strategy	Revised reserve policy approved, including financial policy to support long-term asset management	2013	Manage the Region's finances prudently
Report to Council recommending changes to selected reserves and contribution targets	Revised reserve policy approved, including financial policy to support long-term asset management	2013	Manage the Region's finances prudently
Meet with debenture rating agencies	Meet the conditions of the Province's new York-specific Annual Repayment Limit regulation, including achieving an excellent credit rating	2012 - 2014	Manage the Region's finances prudently

Develop process to implement multi-year budgeting	Implementation Plan for multi-year budgeting	2012 - 2014	Manage the Region's finances prudently
Develop implementation plan for accrual-based budgeting	Enhanced synchronization between budgeting and financial reporting	2012 - 2014	Manage the Region's finances prudently
YRT Service Planning Dashboard Launch	Implement business intelligence approaches (dashboards and scorecards) where useful	2012 - 2014	Manage the Region's finances prudently
CIO Dashboard Launch	Implement business intelligence approaches (dashboards and scorecards) where useful	2012 - 2014	Manage the Region's finances prudently
Call Centre Dashboards Launched	Implement business intelligence approaches (dashboards and scorecards) where useful	2012 - 2014	Manage the Region's finances prudently
Corporate Data Warehouse & Dashboard Pilot	Implement business intelligence approaches (dashboards and scorecards) where useful	2012 - 2014	Manage the Region's finances prudently
Undertake review of existing KPIs	Evaluate and refine the Region's Key Performance Indicators and service level metrics	2012 - 2013	Manage the Region's finances prudently
Identify KPIs to include in 2013 budget and 2012 reporting	Evaluate and refine the Region's Key Performance Indicators and service level metrics	2012 - 2013	Manage the Region's finances prudently
Integrate business applications to support process automation, including PeopleSoft and department systems	Develop integrated processes for managing labour costs for capital projects	2012-2014	Continue to deliver and sustain critical infrastructure
Develop enterprise-wide systems to support corporate initiatives that leverage economies of scale	Continue the development of the Region's enterprise systems, including PeopleSoft, Fleet, Portal and Information Management	On-going	Continue to deliver and sustain critical infrastructure

	applications		
Collaborate on the design and construction of a new Data Centre Facility to replace the Data Centre at the Administration Building	Replacement of Data Centre at the Administration Building	2013-2015	Continue to deliver and sustain critical infrastructure
Complete the upgrade of the telephone network to Voice Over Internet Protocol (VOIP) for York Regional Police	Upgrade of YRP telephone network to VOIP	On-going	Continue to deliver and sustain critical infrastructure
Continue support of the server based computing and virtual private network environments	Continuation of server based computing and VPN environments	On-going	Continue to deliver and sustain critical infrastructure
Continue to implement enterprise architecture standards throughout York Region and participate in the Municipal Reference Model V.2	Continued implementation of enterprise architecture standards	On-going	Continue to deliver and sustain critical infrastructure
Further develop the York Telecom Fibre Network	Continued expansion of York Telecom Fibre Network	On-going	Continue to deliver and sustain critical infrastructure
Continue the development of IT business processes through Microsoft Systems Centre, to deliver online and automated services, and improved IT Asset Management	<p>Develop life cycle costing approaches for IT Equipment</p> <p>Develop a self-service portal to deliver online IT services</p> <p>Implement advanced monitoring and performance management of IT infrastructure</p>	On-going	Continue to deliver and sustain critical infrastructure
Develop an enterprise Customer Service Management solution to support the Region's customer service initiatives	Acquire and implement a Corporate CRM solution to support common infrastructure for York Region call centres and program areas	2012-2014	Continue to deliver and sustain critical infrastructure

Develop an enterprise Business Intelligence and Data Warehouse infrastructure	Develop corporate and departmental analytical dashboards and data management processes to advance reporting and performance management	Ongoing	Continue to deliver and sustain critical infrastructure
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Net Operating Impact of New 2013 - 2022 IT Capital

	2013 Approved	2014 Request	2015 Outlook	2016 Outlook	2017-2022 Outlook	Total
Operating Costs						
Salaries & Benefits	231	242	353	358	117	1,301
Debt Repayment						0
<i>Other</i>		416	173	84	515	1,188
Cost Savings						0
Revenue						
DC on Debt						0
Other Revenues		(368)	(80)	(15)	(240)	(703)
Total Gross Cost	231	290	446	427	392	1,786
FTE Requirement	2	2	3	3	1	11

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

For 2013, the net operating impact involves 2 positions for ongoing support of previously approved capital projects. These include a Microsoft Systems Centre Senior Support Analyst, and a MSSC Technical Specialist - Assets. For 2014, the net operating impact includes 2 positions, an Electronic Document Management Systems (EDMS) Technical Specialist, and a Customer Relationship Management Senior Business Support Analyst.

For 2015, the net operating impact identifies an additional 3 positions for ongoing support of new Capital. These include Portal Business Support Analyst, Call Centre Systems Technical Specialist, and an Information Management Senior BSA.

Finance & IT Staffing Resources

Permanent FTE's	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	175.5	181.5	190.0	197.0	203.0	212.0	218.0
Part-Time FTE's (PPT)	1.4	1.4	1.4	1.4	1.4	1.4	1.4
Total Permanent FTE's	176.9	182.9	191.4	198.4	204.4	211.4	217.4
Net Change		6.0	8.5	7.0	6.0	9.0	6.0
Casual (FTE Equivalent)**	1.0	2.0	3.0	4.0	4.0	4.0	4.0

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

York Region
2013 Finance Summary
 Operating Financial Summary
 in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures								
Salaries and Benefits	8,647	9,043	9,448	11,499	12,365	12,829	13,023	13,025
Program Specific Costs	(0)	0	0	0	0	0	0	0
Professional / Contracted Services	474	366	473	821	676	546	546	546
General Expenses	446	449	254	591	518	494	502	499
Financing Costs	(15)	13	55	44	47	49	49	49
Occupancy Costs	(0)	0	0	0	0	0	0	0
Contribution to Reserves	0	0	0	0	0	0	0	0
Internal Charges / Recoveries	(448)	(449)	(454)	(739)	(881)	(895)	(917)	(921)
Minor Capital	9	58	48	110	98	94	88	73
Negotiated Specific & IntraDeptCo	109	109	114	117	(90)	(77)	119	119
Total Expenditures	9,222	9,590	9,937	12,442	12,732	13,039	13,408	13,389
Revenues								
Grant Subsidies	(1)	0	0	0	0	0	0	0
User Fees	(251)	(381)	(411)	(435)	(415)	(395)	(375)	(285)
Fees and Charges	(909)	(66)	(282)	(308)	(308)	(308)	(308)	(308)
Development Charges		(781)	(785)	(1,027)	(1,091)	(1,116)	(1,293)	(1,297)
Contribution From Reserves		0	0	0	0	0	0	0
Third Party Recoveries		0	0	0	0	0	0	0
Court Revenues Disbursement		0	0	0	0	0	0	0
Total Revenues	(1,161)	(1,228)	(1,478)	(1,770)	(1,813)	(1,818)	(1,975)	(1,890)
Net Tax Levy Requirement	8,061	8,362	8,459	10,672	10,919	11,221	11,433	11,499
% Increase		3.7%	1.2%		2.3%	2.8%	1.9%	0.6%

Budget Change Explanations 2013

Finance Summary - Operating

2013 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Restated Base		12,442		10,672		107.4
Base						
Restatements arising from Finance reorganization in 2012		(85)	(0.7)	(85)	(0.8)	
Reduced administration revenues for Move Ontario Trust investment funds		0		30	0.3	
Budget realignment to reflect current spending patterns		10	0.1	0	0.0	
IT Infrastructure Cost realignment		4	0.0	4	0.0	
Handling charges for processing on-line bids, tenders, quotes and proposal fees		3	0.0	3	0.0	
Blackberry for Print Shop Lead Hand		1	0.0	1	0.0	
Annualization of contractual wages and benefits		229	1.8	229	2.1	
Increasing staff complement with membership affiliations and/or designations		1	0.0	1	0.0	
Treasury Office - Staff time recoverable from Working Capital		(31)	(0.3)	(31)	(0.3)	
Treasury - Recovery from Insurance Reserve		0		(11)	(0.1)	
Negotiated Specific Agreement - 33% share of a Graphic Designer's annualized contractual wage and benefit increase		2	0.0	2	0.0	
Sub-total Base		134	1.1	143	1.3	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduced in-house tender printing with self-serve website		(10)	(0.1)	(10)	(0.1)	
Print Shop Sales Tax estimate no longer required		(50)	(0.4)	(50)	(0.5)	
Remove one-time staffing costs for desks and software		(40)	(0.3)	(40)	(0.4)	
Remove one-time Consulting/Reserve requirements for Source to Settlement		(270)	(2.2)	(195)	(1.8)	
Sub-total Efficiency		(370)	(3.0)	(295)	(2.8)	0.0
Total Base		(236)	(1.9)	(152)	(1.4)	0.0

Growth

Increased volume of records maintained in offsite storage	1	0.0	1	0.0	
Staff requests to accommodate continued Regional growth (incl. Minor Capital)	575	4.6	575	5.4	4.0
Treasury Office - Staff time recoverable from Working Capital	(110)	(0.9)	(110)	(1.0)	
Treasury Office - Staff time Recoverable from Insurance Reserve	0		(3)	(0.0)	
Negotiated Specific Agreement - 2.0 Sr. Purchasing Analysts, a 2 year agreement with YRRTC	(36)	(0.3)	(36)	(0.3)	
Increased Print Shop recoverable based on increasing departmental requests	(29)	(0.2)	(29)	(0.3)	
Consulting Fees for new Debt Management System	125	1.0	125	1.2	
Total Growth	526	4.2	399	3.7	4.0

Enhancement

Total Enhancement	0		0		
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Total Requested

290	2.3	247	2.3	4.0
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Final Budget

12,732	2.3	10,919	2.3	111.4
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Budget Change Explanations 2014

Finance Summary - Operating

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2013 Proposed Base		12,732		10,919		111.4
Reduced administration revenues for Move Ontario Trust investment funds		0		20	0.2	
Annualization of contractual wages and benefits		6	0.1	6	0.1	
Treasury Office - Staff time recoverable from Working Capital		(14)	(0.1)	(14)	(0.1)	
Treasury Office - Staff time Recoverable from Insurance Reserve		0		(15)	(0.1)	
Insurance premium		2	0.0	2	0.0	
Sub-total Base		(6)	(0.0)	(1)	(0.0)	0.0
Mandatory Sub-total Mandatory		0		0		0.0
Annualization Sub-total Annualization		0		0		0.0
Operating Impact of Capital Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Remove one-time Consulting/Reserve requirements for Debt Management System		(130)	(1.0)	(30)	(0.3)	
Remove one-time staffing costs for desks and software		(34)	(0.3)	(34)	(0.3)	
Negotiated Specific Agreement - 2.0 Sr. Purchasing Analysts, a 2 year agreement with YRRTC		13	0.1	13	0.1	
Sub-total Efficiency		(151)	(1.2)	(51)	(0.5)	0.0
Total Base		(157)	(1.2)	(52)	(0.5)	0.0
Growth						
Staff requests to accommodate continued Regional growth (incl. Minor Capital)		494	3.9	494	4.5	4.0
Treasury Office - Staff time recoverable from working capital		0		(110)	(1.0)	
Increased Print Shop recoverable based on increasing departmental requests		(30)	(0.2)	(30)	(0.3)	
Total Growth		464	3.6	354	3.2	4.0
Enhancement Total Enhancement		0		0		
Total Requested		307	2.4	301	2.8	4.0
Final Budget		13,039	2.4	11,221	2.8	115.4

Budget Change Explanations 2015

Finance Summary - Operating

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2014 Proposed Base		13,039		11,221		115.4
Reduced administration revenues for Move Ontario Trust investment funds		0		20	0.2	
Annualization of contractual wages and benefits		7	0.1	7	0.1	
Treasury Office - Staff time recoverable from Working Capital		(22)	(0.2)	(22)	(0.2)	
Treasury Office - Staff time Recoverable from Insurance Reserve		0		(26)	(0.2)	
Sub-total Base		(15)	(0.1)	(21)	(0.2)	0.0
Mandatory Sub-total Mandatory		0		0		0.0
Annualization Sub-total Annualization		0		0		0.0
Operating Impact of Capital Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Remove one-time staffing costs for desks and software		(25)	(0.2)	(25)	(0.2)	
Negotiated Specific Agreement - 2.0 Sr. Purchasing Analysts, a 2 year agreement with YRRTC		5	0.0	5	0.0	
Sub-total Efficiency		(20)	(0.2)	(20)	(0.2)	0.0
Total Base		(35)	(0.3)	(41)	(0.4)	0.0
Growth						
Staff requests to accommodate continued Regional growth (incl. Minor Capital)		404	3.1	404	3.6	3.0
Treasury Office - Staff time Recoverable from Insurance Reserve		0		(151)	(1.3)	
Total Growth		404	3.1	253	2.3	3.0
Enhancement Total Enhancement		0		0		
Total Requested		369	2.8	212	1.9	3.0
Final Budget		13,408	2.8	11,433	1.9	118.4

Budget Change Explanations 2016

Finance Summary - Operating

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2015 Proposed Base		13,408		11,433		118.4
Reduced administration revenues for Move Ontario Trust investment funds		0		90	0.8	
Annualization of contractual wages and benefits		3	0.0	3	0.0	
Treasury Office - Staff time recoverable from Working Capital		(4)	(0.0)	(4)	(0.0)	
Treasury Office - Staff time Recoverable from Insurance Reserve		0		(5)	(0.0)	
Sub-total Base		(1)	(0.0)	84	0.7	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
continued Regional growth (incl. Minor Capital)		(2)	(0.0)	(2)	(0.0)	
Remove one-time staffing costs for desks and software		(16)	(0.1)	(16)	(0.1)	
Sub-total Efficiency		(18)	(0.1)	(18)	(0.2)	0.0
Total Base		(19)	(0.1)	66	0.6	0.0
Growth						
Total Growth		0		0		0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		(19)	(0.1)	66	0.6	0.0
Final Budget		13,389	(0.1)	11,499	0.6	118.4

Finance (excluding IT Services)

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Commissioner's Office</u>				
Manager Fiscal Strategy	1.0	Growth	151	151
<u>Controllershship Office</u>				
Senior Policy/Financial Analyst	1.0	Growth	119	119
<u>Treasury Office</u>				
Head, Revenue Forecasting	1.0	Growth	119	119
<u>Supplies & Services</u>				
Procurement Systems Analyst	1.0	Growth	127	127
Total Permanent FTEs		4.0	516	516

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Controllershship Office</u>				
Sr. Accountant	2.0	Growth	220	220
<u>Treasury Office</u>				
Cash Management Analyst (recovered from Working Capital Reserve)	1.0	Growth	110	
<u>Office of the Budget</u>				
Sr. Budget Advisor	1.0	Growth	127	127
Total Permanent FTEs		4.0	457	347

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Controllershship Office</u>				
Intermediate Accountant (2015)	1.0	Growth	99	99
<u>Treasury Office</u>				
Head, Risk Management (recovered from Insurance Reserve) (2015)	1.0	Growth	151	
<u>Office of the Budget</u>				
Sr. Budget Advisor (2015)	1.0	Growth	127	127
Total Permanent FTEs		3.0	377	226

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

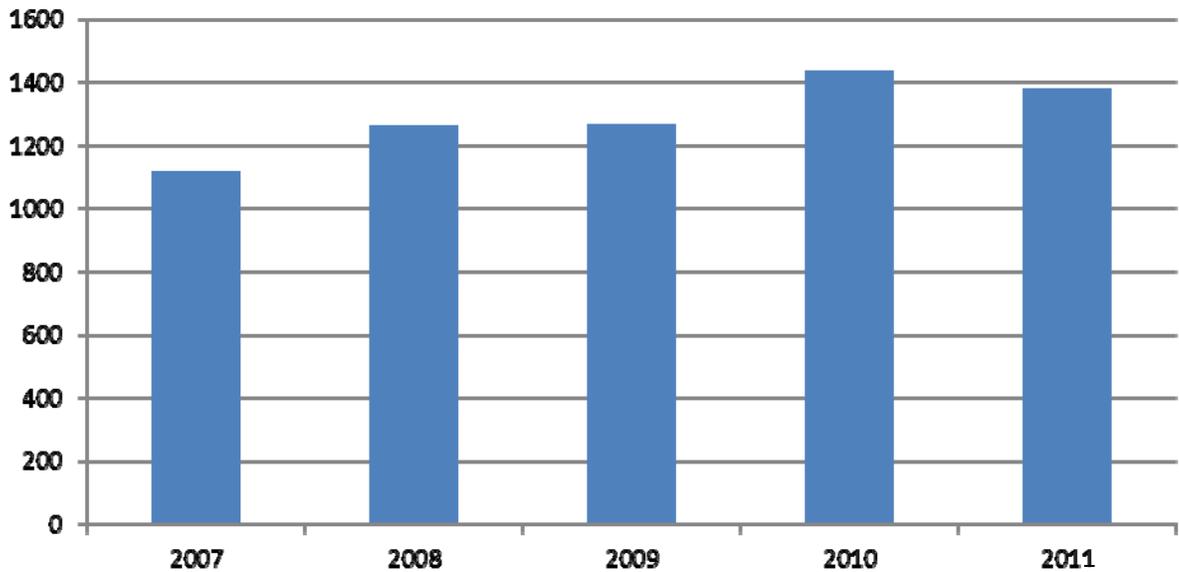
- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions Yes

5 Year Reserves & Reserve Fund Balance

**5 Year Reserve and Reserve Funds
(\$ millions)**



What does the graph show?

- The graph indicates that the Region's assets have increased from about \$1.1 Billion at the end of 2007 to about \$1.4 Billion at the end of 2011

Explanation of KPI Trend

- Reserve Funds are important to the Region and its credit rating agencies as they indicate the degree of liquidity available to the Region. The generally increasing reserve levels over the past five years have been an important factor in the maintenance of the Region's superior credit ratings.

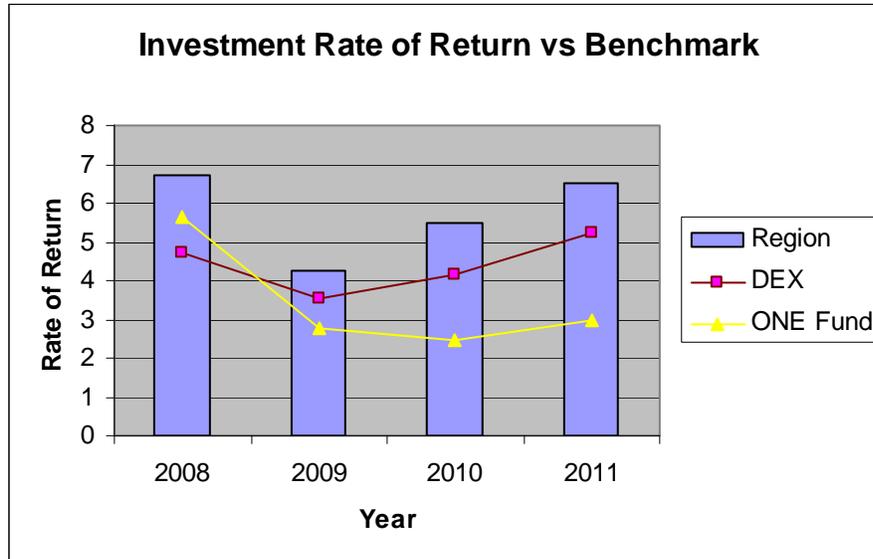
Comments / Background:

- Although there is a general upward trend in the amount of Reserve funds held by the Region, there have been significant shifts in the composition of the Funds. For example, while Development Charges Reserves have decreased from \$532 million in 2007 to \$310 million in 2011, Replacement Reserve Funds have increased from \$30 million to \$312 million. This is expected, as Development Charge expenditures typically exceed collections during the ramp- up of a capital program. The amount held in Development

Charge Reserves is expected to level off as Regional Council adopted a policy in 2011 to maintain Development Charge Reserves at a minimum balance equal to the annual principal and interest payable on debt to be repaid from Development Charges. Starting in 2007, Regional Council adopted a policy of increasing contributions to Replacement Reserves by an additional 1% of the tax levy every year. As a result, the amount held in Replacement Reserve Funds is expected to grow over time.

Additionally, other significant shifts in Reserve Fund balances in the past five years include increases for Social Housing, Gas Taxes, Human Resources programs (WSIB and Long Term Disability), Tax Stabilization, and the General Capital reserve, with decreases in the Water and Waste Water Rate Reserves and the Social Assistance Reserve.

- **Return on Investments**



What does the graph show?

- The graph shows that the Region has exceeded its industry comparable benchmarks in each of the past four years. The rate of return has increased since the economic downturn of 2008.

Explanation of KPI Trend

- The Region has been the top rated municipality for the past four years compared to other municipalities in Ontario as measured by OMBI. These superior returns can be attributed to a pro-active investing style exercised within the conservative investment policies established by Regional Council.

Comments / Background:

- Superior investment returns are important to the Region as they allow for lower tax levies, development charges and user rates.

**York Region
Information Technology Services**

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	7,772	8,061	9,106	10,344	11,227	8.5%	11,474	12,169	12,799
Program Specific Costs	0	0	0	0	0	-	0	0	0
Professional / Contracted Services	121	286	345	350	350	0.0%	350	365	380
General Expenses	2,505	1,061	881	1,252	79	(93.7%)	(482)	(531)	(802)
Financing Costs	14	9	10	7	7	0.0%	7	8	8
Occupancy Costs	0	0	0	0	0	-	0	0	0
Contribution to Reserves	4,770	5,439	5,917	7,901	8,640	9.3%	9,239	9,861	10,505
Internal Charges / Recoveries	0	0	0	0	0	-	0	0	0
Minor Capital	82	58	64	188	192	2.0%	192	200	208
Negotiated Specific & IntraDeptCo	(65)	55	25	25	(14)	(156.7%)	(13)	(17)	(13)
Total Expenditures	15,199	14,969	16,347	20,067	20,481	2.1%	20,767	22,054	23,085
Revenues									
Grant Subsidies	0	0	0	0	0	-	0	0	0
User Fees	(0)	(0)	0	0	0	-	0	0	0
Fees and Charges	0	0	0	0	0	-	0	0	0
Development Charges	(3,558)	(798)	(1,407)	(858)	(858)	0.0%	(858)	(858)	(858)
Contribution From Reserves	0	0	0	0	0	-	0	0	0
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(3,558)	(798)	(1,407)	(858)	(858)	0.0%	(858)	(858)	(858)
Net Tax Levy Requirement	11,641	14,170	14,940	19,208	19,623	2.2%	19,909	21,196	22,227
% Change		21.7%	5.4%	28.6%	2.2%		1.5%	6.5%	4.9%

Budget Change Explanations 2013

Information Technology Services - Operating

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Restated Base		20,067		19,208		84.0
B-Base						
Base - Salaries & Benefits		350	1.7	350	1.8	
Sub-total B-Base		350	1.7	350	1.8	0.0
Operating Impact of Capital						
Annualization - Operating Impact of Approved Capital-Application Related Annualized FTEs						
MSSC - Sr. Support Analyst		115	0.6	115	0.6	1.0
MSSC - Technical Specialist		115	0.6	115	0.6	1.0
Subtotal Operating Impact of Capital		231	1.1	231	1.2	2.0
B-Efficiency						
Efficiency - Reduction in Hardware Maintenance costs		(204)	(1.0)	(204)	(1.1)	
Efficiency - Reduction in WAN/Lan Telecom costs		(148)	(0.7)	(148)	(0.8)	
Sub-total-B-Efficiency		(351)	(1.8)	(351)	(1.8)	0.0
Total Base		229	1.1	229	1.2	2.0
Growth						
Growth - Computer & Application Related Growth FTEs Desktop & i2010 - Support Analyst II		98	0.5	98	0.5	1.0
Total Growth		98	0.5	98	0.5	1.0
Enhancement						
Enhancement - Application Related Enhancement FTEs Legal Services Neg. Specific - 33% Lawyer & Legal Assistant		88	0.4	88	0.5	
Housing & LTC - Temp BSA Neg Specific		0		0		
Total Enhancement		88	0.4	88	0.5	0.0
Total Requested		415	2.1	415	2.2	3.0
Final Budget		20,481	2.1	19,623	2.2	87.0

Budget Change Explanations 2014

Information Technology Services - Operating

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2013 Restated Base		20,481		19,623		87.0
B-Base						
Base - Salaries & Benefits		5	0.0	5	0.0	
Base - General Express: Inflationary Increase in Computer and Telecom Non-Labour Expense		39	0.2	39	0.2	
Sub-total B-Base		44	0.2	44	0.2	0.0
Operating Impact of Capital						
EDMS - Technical Specialist		115	0.6	115	0.6	1.0
CRM - Senior Business Support Analyst		126	0.6	126	0.6	1.0
Sub-total Operating Impact of Capital		242	1.2	242	1.2	2.0
Total Base		286	1.4	286	1.5	2.0
Growth						
Total Growth		0		0		0.0
Total Requested		286	1.4	286	1.5	2.0
Final Budget		20,767	1.4	19,909	1.5	89.0

Budget Change Explanations 2015

Information Technology Services - Operating

2015 (in \$000's)

Budget Change Explanations (2015/2014)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 Restated Base		20,767		19,909		89.0
B-Base						
Base - Salaries & Benefits		38	0.2	38	0.2	
Base - General Express: Inflationary Increase in Computer and Telecom Non-Labour Expense		316	1.5	316	1.6	
Sub-total B-Base		354	1.7	354	1.8	0.0
Operating Impact of Capital						
Annualization - Operating Impact of Approved Capital-Application Related Annualized FTEs		353	1.7	353	1.8	3.0
Sub-total Operating Impact of Capital		353	1.7	353	1.8	3.0
Total Base		707	3.4	707	3.6	3.0
Growth						
Growth - Computer Related Growth FTEs		305	1.5	305	1.5	3.0
Growth - General Expenses- Growth Increase in Computer and Telecom Non-Labour Expenses		276	1.3	276	1.4	
Total Growth		580	2.8	580	2.9	3.0
Total Requested		1,287	6.2	1,287	6.5	6.0
Final Budget		22,054	6.2	21,196	6.5	95.0

Budget Change Explanations 2016

Information Technology Services - Operating

2016 (in \$000's)

Budget Change Explanations (2016/2015)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015 Restated Base		22,054		21,196		95.0
B-Base						
Base - Salaries & Benefits		38	0.2	38	0.2	
Base - General Express: Inflationary Increase in Computer and Telecom Non-Labour Expense		238	1.1	238	1.1	
Sub-total B-Base		276	1.2	276	1.3	0.0
Operating Impact of Capital						
Annualization - Operating Impact of Approved Capital-Application Related Annualized FTEs		358	1.6	358	1.7	3.0
Sub-total Operating Impact of Capital		358	1.6	358	1.7	3.0
Total Base		633	2.9	633	3.0	3.0
Growth						
Growth - Computer Related Growth FTEs		235	1.1	235	1.1	3.0
Growth - General Expenses- Growth Increase in Computer and Telecom Non-Labour Expenses		163	0.7	163	0.8	
Total Growth		398	1.8	398	1.9	3.0
Total Requested		1,031	4.7	1,031	4.9	6.0
Final Budget		23,085	4.7	22,227	4.9	101.0

Information Technology Services

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Program - ITS</u>					
2 Capital Application Related FTEs					
MSSC - Sr. Support Analyst	1.0	B-A	115	115	
MSSC - Technical Specialist	1.0	B-A	115	115	
1 Growth Related FTE					
Desktop & i2010 - Support Analyst II	1.0	G	98	98	
1 Enhancement FTE					
Housing & Long Term Care - Neg Specific BSA (Temp)	Temp	E			
Total Permanent FTEs		3.0	328	328	

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Program - ITS</u>					
2 Capital Application Related FTEs					
EDMS - Technical Specialist	1.0	B-A	115	115	
CRM - Senior Business Support Analyst	1.0	B-A	126	126	
Total Permanent FTEs		2.0	242	242	

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)	Cost Saving Revenue Generated by FTE (\$000's)
<u>Program - ITS</u>					
2015					
3 Application Related FTE	3.0	B-A	353	353	
3 Computer Related FTE	3.0	G	305	305	
2016					
3 Application Related FTE	3.0	B-A	358	358	
3 Computer Related FTE	3.0	G	235	235	
Total Permanent FTEs		12.0	1,250	1,250	

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

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

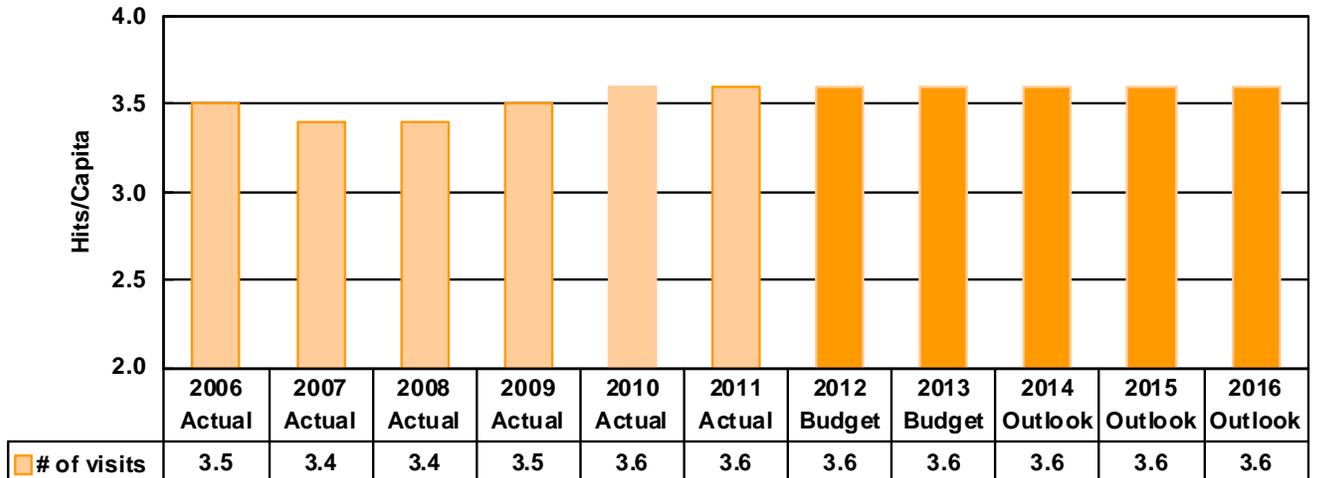
Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- Yes
- No

Community Impact

Number of Visits to Website per Capita



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Total Visits	3,346,711	3,452,510	3,614,979	3,795,935	3,862,404	3,944,000	4,043,000	4,132,000	4,221,000	4,310,000
Population	983,100	1,011,360	1,032,600	1,061,983	1,085,588	1,108,000	1,135,600	1,160,600	1,185,600	1,210,600
# of Visits	3.4	3.4	3.5	3.6	3.6	3.6	3.6	3.6	3.6	3.6

Source: Internal ITS Data

What does the graph show?

- The number of visits to the municipal website per capita.

Explanation of KPI Trend

- Steady increase in visits to website based on population growth and informed public. Higher actual visits in 2010 and 2011 will result in an increase in visits for the future years.

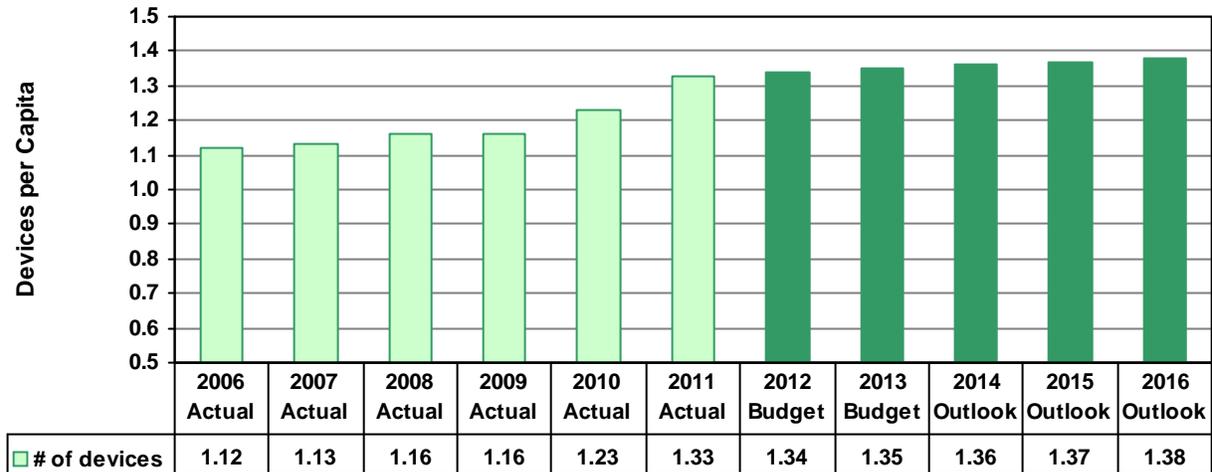
Comments / Background:

The number of visits is projected to increase by 25% between 2008 and 2016.

Population projections are provided by the Planning Department.

Service Level

Number of Devices per Municipal Staff



	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
	Actual	Actual	Actual	Actual	Actual	Budget	Budget	Outlook	Outlook	Outlook
# of devices	3,341	3,714	3,841	4,214	4,703	4824	4,995	5,168	5,343	5,520
Staff	2,947	3,215	3,307	3,424	3,542	3,600	3,700	3,800	3,900	4,000
Devices per staff	1.13	1.16	1.16	1.23	1.33	1.34	1.35	1.36	1.37	1.38

Source: Internal ITS Data

What does the graph show?

- The total number of devices per staff.
- Staff includes the following employees: permanent full time, permanent part time and casual.

Explanation of KPI Trend

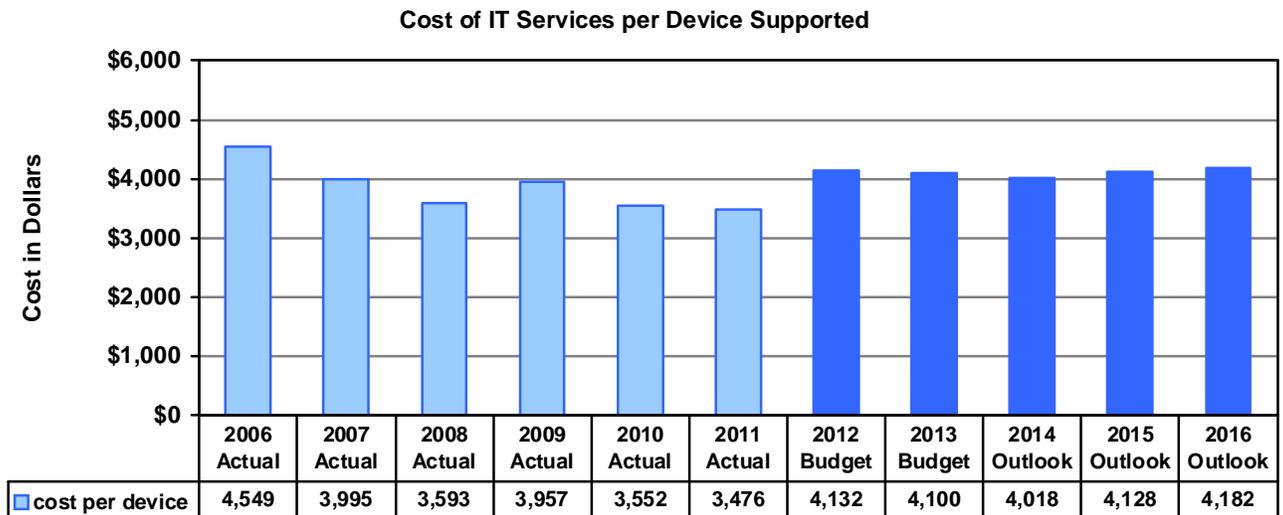
- The number of computing devices per employee is continuing to increase with the use of Blackberries, and the continuing conversion of “voice only” cell phones to smartphones
- With the implementation of the provisioning policy, guidelines were established for the use of devices at various levels.

Comments / Background:

Devices include desktops, laptops, tablets, and Blackberries.

To be more responsive, ITS Branch maintains a loaner pool, training facility devices, and devices for pilot projects in the operating departments.

Efficiency



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Cost of Services	13,347,197	13,343,939	15,197,895	14,968,765	16,346,552	19,933,500	20,481,200	20,767,300	22,054,300	23,085,000
# of devices	3,341	3714	3,841	4,214	4,703	4,824	4,995	5,168	5,343	5,520
Cost per device	3,995	3,593	3,957	3,552	3,476	4,132	4,100	4,018	4,128	4,182

Source: ITS Operating Budget

What does the graph show?

- The total cost of all IT Services per device supported.

Explanation of KPI Trend

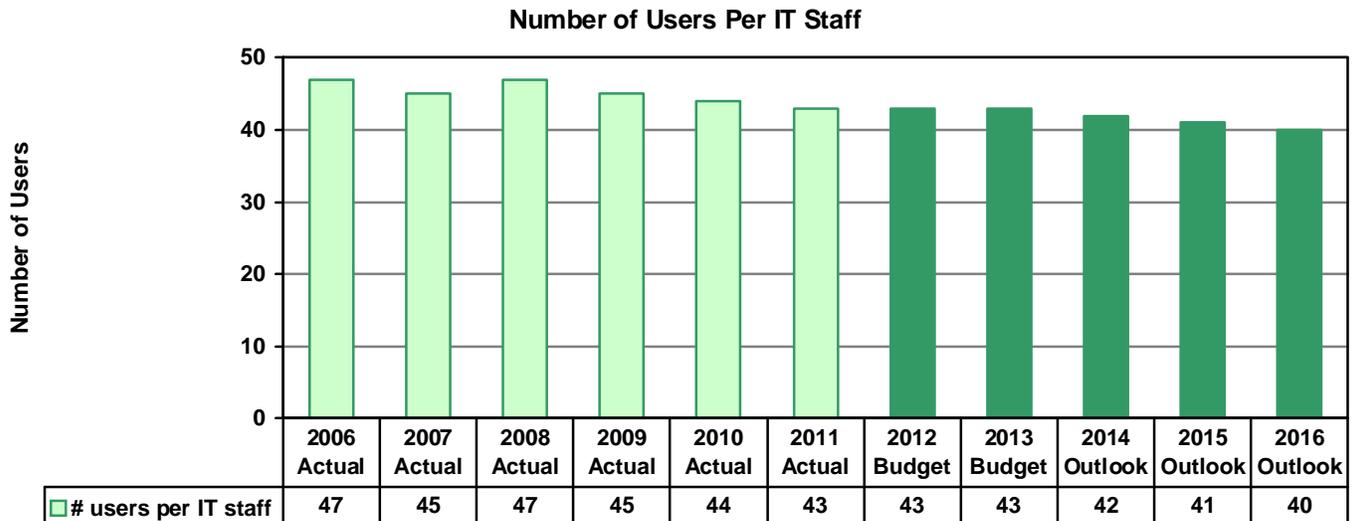
- IT service cost per device decreased in 2010 and 2011 due to deferred operating maintenance expenditures and a higher than budgeted number of devices.
- The 2012 to 2016 Operating Budget will be increasing over the 5 years due to annual increases in the Contribution to the IT Development Reserve, to replace the use of the General Capital Reserve in funding of ITS Capital projects
- IT will continue to look for efficiencies to decrease IT costs per device supported.
- Numerous locations geographically dispersed increases support costs.
- York Region has invested in “knowledge” workers with a higher degree of technology adoption.

Comments / Background:

IT Services include: Data and Voice Network, PC and phone system support, Data Management, Disk/Space Management, Application Delivery, Service requests (moves, changes, project management, and application support). In addition, York Region is currently

engaged in several unique initiatives, such as eDOCS, ePortal, Asset Management, Mobile Computing, Customer Relationship Management, and multiple Data Centres.

Service Level



	2007 Actual	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Regional Staff	2,947	3,215	3307	3,424	3,542	3,600	3,700	3,800	3,900	4,000
IT Staff	66	68	73	78	82	84	87	89	95	101
# of users per IT staff	45	47	45	44	43	43	43	42	41	40

Source: Internal ITS staffing records Data and HR staffing records.

What does the graph show?

- The total number of users per IT staff.
- Staff include the following employees: permanent full time, permanent part time, and casual.

Explanation of KPI Trend

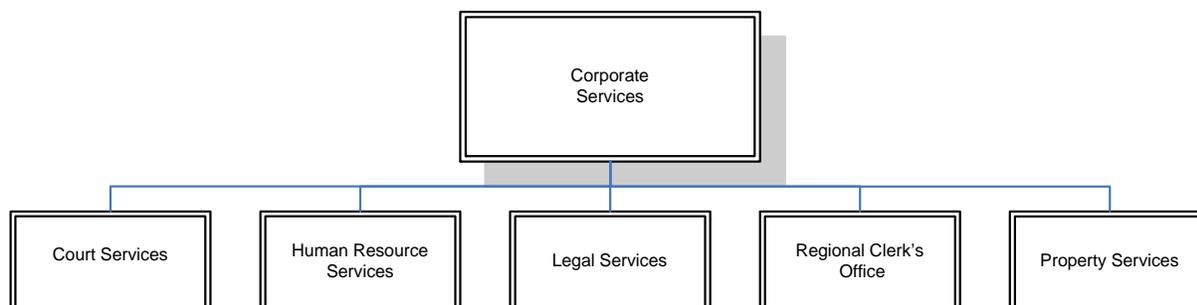
- In 2013 to 2016, the addition of several permanent positions related to the operationalization of several capital projects decreases the ratio of Regional Staff to IT staff.
- Future year projections for IT staff will keep pace with Regional staff growth.

Comments / Background:

The number of IT staff is expected to increase in line with Regional staffing growth.

Departmental Description

The Corporate Services Department consists of 306.5 FTE's (including Court Services) who provide operational and advisory support to all Regional Departments and the Police, as well as to Council, Committees, members of the public and external partners at the federal, provincial and municipal levels. The Court Services Branch serves the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within York Region.



Mission/Vision

The Corporate Services Department is committed to supporting our customers with superior services through the management of human, property and information resources.

Mandate

Through five distinct branches the Region's Corporate Services Department is responsible for:

- **Court Services:** Provide the administration and prosecution of all *Provincial Offences and Highway Traffic Act Offences*.
- **Human Resource Services (HRS):** Provide a range of services for Regional employees such as compensation, employee health and safety, corporate learning and development, pension and benefits administration, performance management, recruitment and selection, development and administration of employee programs such as wellness, recognition, attendance awareness. HRS is also responsible for human capital planning, records management, and reporting.
- **Legal Services:** Provide advice on strategic initiatives, risk management & operational issues, advice on legislative compliance, negotiate contracts and agreements, and represent the Region in court and administrative tribunal proceedings.
- **Property Services:** Provide a strategic approach to managing the corporation's land and property assets in a sustainable manner, which includes expertise in the

following areas: strategic planning and asset management; managing construction of new buildings and renovations, repairs and maintenance to existing buildings; lease administration; acquisition/sale of land; easements, appraisals; energy management and management and operations of regional facilities.

- **Regional Clerk's Office:** Provide the administration and coordination of matters being considered by Council and its committees; provide programs, services and a strategic approach to managing the Corporation's information assets including its Enterprise Content Management system; and administration of access to information and protection of privacy under Provincial legislation.

The department also coordinates the Employee Survey issued approximately every three years

Base Drivers

Human Resource Services

- Increased workload as a result of ongoing restructuring in the Region and greater demand from client departments for all HR services especially in departments with positions that are becoming increasingly difficult to fill and demand to hire the best
- Employee population growth, especially as departments mandates grow and HR demands increase

Legal Services

- 59% increase in information technology contracts
- 133% increase in non-construction procurement contracts
- 41% increase in litigation matters handled in-house

Property Services

- Limited staff resources to address increasing workload and portfolio challenges
- Facilities management portfolio continues to expand significantly year over year
- Increased lease costs due to delay in approval of the Annex project

Regional Clerk's Office

- The volume of Council and Committee material continues at a steady pace
- Large increase in the number of electronic and paper records and expansion in the number of repositories created by new technology
- Legislation and new technology impose an increasing number of demands on the management of information, particularly electronic information
- The average number of formal access requests under the *Municipal Freedom of Information and Protection of Privacy Act* has grown by over 300% (150 per year from 35 per year) since 2002

Key Challenges

Human Resource Services

- In an environment of wage restraint and economic uncertainty, continue to maintain high levels of employee satisfaction
- Continued need to recruit for the Region's infrastructure requirements when there are labour shortages in the engineering and environmental management fields
- Responding to legislative changes affecting safety, employment, diversity and accessibility
- Outreach recruitment to attract ethnically diverse workforce
- Legislative and regulatory changes: Bill 168 and WSIB

Legal Services

- Increased demand for service resulting from implementation of the approved portions of the Regional Official Plan and assisting staff in defending the outstanding appeals to the Regional Official Plan impacts service levels for other program areas.
- Increased demand for service as a result of defending appeals to the Regional Development Charge Bylaw impacts service levels for other programs areas.
- Increased demand for service from Rapid Transit projects impacts service levels for other program areas
- Increased demand for service to support the infrastructure projects across the Region

Property Services

- Limited availability of sites in Richmond Hill to implement the Accommodation Master Plan
- As in prior years, the continued increase in Regional staff creates demand on accommodation availability

Regional Clerk's Office

- Increasing technological change and awareness of information and privacy issues requires more input and advice, particularly with respect to new software and databases
- Significant increase in the number of paper and electronic records to 143 million in 2011 (185% increase in electronic records, including emails, over last four years) with projected growth to 316 million by 2015 and difficulty in complying with legislation and case law, particularly regarding electronic records
- Information and Privacy Commissioner of Ontario's increasing focus on protecting privacy against a backdrop of burgeoning numbers of technological applications (e.g. social media, SharePoint, Microsoft 2010, mobile devices, cloud computing) that contain personal information

Service Challenges

Human Resource Services

- Off-site location for H.R. Services (outside Administrative Centre) has resulted in less face to face activity, increased costs and more reliance on telephone and e-mail response
- Availability of resources to deal with increased customer demands and high customer service expectations

Legal Services

- Availability of resources to support the increasing demand and high customer expectations in all support areas
- Limited office/meeting space

Property Services

- Availability of resources to support increasing demand and high customer expectations
- Development of service responsibility guidelines with clients for sites across the portfolio
- Implementation of branch restructuring to enhance customer service

Regional Clerk's Office

- Limited resources to support growth in Regional staff/population, with huge increase in information management assets and technological platforms/repositories
- Growing awareness of information management and privacy issues and more stringent regulation by the Information and Privacy Commission

Strategic Goals 2013 – 2016

Human Resource Services

- Development of Human Capital Plan that addresses current and future staff requirements to attract and retain top talent and maximize employee productivity
- Maintain an organizational culture that attracts and retains top talent and maximizes employee productivity
- Ensure long term supply of talented and qualified leaders to assume leadership positions
- Manage labour issues through negotiations while bargaining to contain labour costs
- Leverage technology to improve people management and position management

Legal Services

- Promote and enhance transparency and accountability through review of by-laws and policies, including procurement and contract administration
- Control external legal expenditures through case management and demand forecasting

- Support all phases of critical infrastructure projects including Environmental Assessment, planning issues, land acquisition and construction contracts

Property Services

- Continued implementation of the Accommodation Master Plan, including completion of the 9060 Jane Street project in Vaughan, continuation of the Annex project and investigating strategies for the Richmond Hill Service Centre
- Implement large photovoltaic arrays on Regional properties to generate revenue streams with a projected 10-year payback
- Expansion of recycling and organics program across portfolio
- Fulfillment of requirements under the *Green Energy Act*

Regional Clerk's Office

- Facilitate open government and reduce paper consumption by harnessing technology to provide timely and accessible Council and Committee information to Members of Council, the public and staff
- Assist Regional staff in complying with the privacy components of the Municipal *Freedom of Information and Protection of Privacy Act* including development of a corporate privacy policy, enhanced intranet content and training
- Implement Information Asset Management Strategic 3 to 5 Year Business Plan, including enhanced training and policy development
- Continue to lead the Region's Email Management Program
- Enhance the Regional enterprise content management (ECM) initiative through the delivery of a tool and processes to provide for the disposition of the Region's electronic records
- Maintain and protect the Region's archival heritage

Department Objectives for 2013 and 2014

1) Revision of Purchasing By-law
2) Develop a strategic Human Capital plan for the recruitment and retention of staff enabling the region to meet its strategic and business objectives
3) Negotiate two collective agreements with CUPE (YRU) and CUPE(LTC)
4) Implementation of the Accommodation Master Plan, including completion of the 9060 Jane Street project in Vaughan, continuation of the Annex project and investigating strategies for the Richmond Hill Service Centre
5) Develop information asset management, email and privacy training modules for management and support staff

Dept Obj.	Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
1	Revision of Purchasing By-law	Council approval of Purchasing By-law	2013	Organizational Capacity
2	Develop a strategic people plan for the recruitment and retention of staff enabling the region to meet its strategic and business objectives	A Human Capital Strategy endorsed by Sr. Management	2012-2014	Organizational Capacity
3	Negotiate two collective agreements with CUPE (YRU) and CUPE(LTC)	Ratified collective agreements with CUPE for a minimum of a 3 year term	2013	Organizational Capacity
4	Develop final design for the Annex building	Approved design for the Annex building	2012/13	Critical Infrastructure
5	Develop information asset management, email and privacy training modules for management and support staff	Reduction in email and training programs and policies to increase efficiency and compliance with legislation	2013/14	Organizational Capacity

Operating Impact of Capital

(\$000s)	2013 Budget	2014 Request	2015 Outlook	2016 Outlook	2017-2021 Outlook	Total
Operating Costs						
Salaries & Benefits		191	185	695	2815	3886
Debt Repayment	1,013	3,293	3,348	4,103	88,564	100,321
<i>Other (Facility Occupancy Costs)</i>	68	68	68	68	137	409
Cost Savings						0
Revenue						0
DC on Debt		(925)	(925)	(925)	(4,625)	(7,400)
Other Revenues						0
Total Gross Cost	1,081	2,627	2,676	3,941	86,891	97,216
FTE Requirement		1		5	4	10

Note: The inclusion of the above costs should be rolled into the 5 Year Summary and identified by Project on the Financial Explanation Page under the "Annualization".

Staffing Resources

Permanent FTE's	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	188.0	199.0	217.0	229.0	240.5	263.0	278.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.5	0.5	0.0	0.0
Total Permanent FTE's	188.0	199.0	217.0	229.5	241.0	263.0	278.0
Net Change*	12.0	11.0	18.0	12.5	11.5	22.0	15.0
Casual (FTE Equivalent)**	0.0	0.0	0.0	0.0	0.0	0.0	0.0

*Net change includes all new FTEs, including WSIB, LTD, and all Negotiated Specifics. Court Services are not included in this summary. The total is 306.5 FTEs if includes Court Services.

York Region
2013 Property Services
 Operating Financial Summary
 in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	4,948	5,552	6,546	7,434	9,278	24.8%	10,358	11,397	12,232
Program Specific Costs	14	23	44	31	46	46.8%	49	49	49
Professional / Contracted Services	200	166	207	291	427	46.5%	509	509	511
General Expenses	615	589	642	821	921	12.1%	981	1,025	1,067
Financing Costs	617	487	487	860	1,365	58.8%	2,743	2,798	3,552
Occupancy Costs	10,235	10,993	12,119	14,077	15,490	10.0%	15,758	15,768	15,778
Contribution to Reserves	4,114	4,249	4,249	4,249	4,249	0.0%	4,249	4,249	4,249
Internal Charges / Recoveries	(127)	0	0	0	0	-	0	0	0
Minor Capital	27	36	28	45	75	66.5%	63	80	86
Negotiated Specific & IntraDeptCo	(4,378)	(5,483)	(6,756)	(8,196)	(12,153)	48.3%	(13,166)	(13,582)	(14,112)
Total Expenditures	16,265	16,610	17,566	19,610	19,695	0.4%	21,545	22,294	23,411
Revenues									
Grant Subsidies									
User Fees		0	0	0	0	-	0	0	0
Fees and Charges	(92)	(152)	(123)	(210)	(366)	74.6%	(366)	(366)	(488)
Development Charges		0	0	0	0	-	0	0	0
Contribution From Reserves	(79)	(4)	(7)	(5)	(5)	0.0%	(5)	(5)	(5)
Third Party Recoveries	(348)	(355)	(356)	(328)	(479)	46.2%	(432)	(379)	(379)
Court Revenues Disbursement		0	0	0	0	-	0	0	0
Total Revenues	(519)	(511)	(486)	(542)	(850)	56.7%	(803)	(750)	(872)
Net Tax Levy Requirement	15,746	16,099	17,080	19,068	18,845	(1.2%)	20,742	21,544	22,540
% Change		2.2%	6.1%	11.6%	(1.2%)		10.1%	3.9%	4.6%

Budget Change Explanations 2013

Property Services - Operating

2013 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Restated Base		19,610		19,068		81.0
Base						
Wage Annualizations, Benefits Increases, Reclassifications, and In-year TFTs		20	0.1	20	0.1	
Increases in Employee related Program Costs (e.g. IT equipment upgrades)		49	0.2	49	0.3	
Capital Recoverable Salaries and Benefits		(756)	(3.9)	(756)	(4.0)	
Cost of Utility Rate Increases on Existing Facilities		187	1.0	187	1.0	
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities		633	3.2	633	3.3	
Negotiated Specifics related to Facility Costs (various departments)		(388)	(2.0)	(388)	(2.0)	
Negotiated Specifics related to Dedicated FTEs/TFTs (various departments)		(27)	(0.1)	(27)	(0.1)	
Operating Contract and/or Lease Reductions		(342)	(1.7)	(342)	(1.8)	
Utility Savings from Energy Retrofits		(123)	(0.6)	(123)	(0.6)	
Sub-total Base		(747)	(3.8)	(747)	(3.9)	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Occupancy Costs on New Facilities (e.g. Utilities, Leases, Security, Program Costs)		241	1.2	241	1.3	
Change in Insurance Allocations		(8)	(0.0)	(8)	(0.0)	
Negotiated Specifics related to Facility Costs (various departments)		(241)	(1.2)	(241)	(1.3)	
Sub-total Annualization		(8)	(0.0)	(8)	(0.0)	0.0
Operating Impact of Capital						
Debt Financing Costs of New Capital Projects (major impacts include The Annex, 9060 Jane St. acquisition)		740	3.8	740	3.9	
Sub-total Operating Impact of Capital		740	3.8	740	3.9	0.0
Efficiency						
Efficiencies related to reduction of one-time start-up furniture costs		(21)	(0.1)	(21)	(0.1)	
Changes in Existing Debt Requirements		(229)	(1.2)	(229)	(1.2)	
Sub-total Efficiency		(250)	(1.3)	(250)	(1.3)	0.0
Total Base Change		(265)	(1.4)	(265)	(1.4)	0.0
Growth						
Capital Recoverable Salaries and Benefits		(235)	(1.2)	(235)	(1.2)	
Cost of Growth related to New FTEs/TFTs (salaries, benefits and direct costs)		1,080	5.5	1,080	5.7	7.0
Occupancy Costs on New Facilities (e.g. Utilities, Leases, Security, Program Costs)		672	3.4	628	3.3	
3rd Party & Sundry Revenues		0		(264)	(1.4)	
Negotiated Specifics related to Facility Costs (various departments)		(590)	(3.0)	(590)	(3.1)	
Negotiated Specifics related to Dedicated FTEs/TFTs (various departments)		(577)	(2.9)	(577)	(3.0)	
Total Growth		349	1.8	42	0.2	7.0
Enhancement						
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities		187	1.0	187	1.0	
Negotiated Specifics related to Facility Costs (various departments)		(187)	(1.0)	(187)	(1.0)	
Total Enhancement		(0)	(0.0)	(0)	(0.0)	
Total Requested		85	0.4	(223)	(1.2)	7.0
Final Budget		19,695	0.4	18,845	(1.2)	88.0

Budget Change Explanations 2014

Property Services - Operating

2014 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2013 Restated Base		19,695		18,845		88.0
Base						
Wage Annualizations, Benefits Increases, Reclassifications, and In-year TFTs		(118)	(0.6)	(118)	(0.6)	
Capital Recoverable Salaries and Benefits		(0)	(0.0)	(0)	(0.0)	
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities		16	0.1	8	0.0	
3rd Party & Sundry Revenues		0		54	0.3	
Negotiated Specifics related to Facility Costs (various departments)		(7)	(0.0)	(7)	(0.0)	
Negotiated Specifics related to Dedicated FTEs/TFTs (various departments)		(1)	(0.0)	(1)	(0.0)	
Professional Contracted Services - New Business Initiative - Business Process Automation and Performance Measurement		48	0.2	48	0.3	
Increase in Casual Salaries to maintain service levels		380	1.9	380	2.0	
Sub-total Base		319	1.6	366	1.9	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Occupancy Costs on New Facilities (e.g. Utilities, Leases, Security, Program Costs)		265	1.3	265	1.4	
Change in Insurance Allocations		23	0.1	23	0.1	
Negotiated Specifics related to Facility Costs (various departments)		(266)	(1.3)	(266)	(1.4)	
Sub-total Annualization		23	0.1	23	0.1	0.0
Operating Impact of Capital						
Capital Recoverable Salaries and Benefits		(192)	(1.0)	(192)	(1.0)	
Net Operating Impacts of Capital - Capital-related FTEs/TFTs and Facility Costs		232	1.2	232	1.2	
Debt Financing Costs of New Capital Projects (major impacts include The Annex, 9060 Jane St. acquisition)		2,282	11.6	2,282	12.1	
Debt Cost Reduction from DCs and Provincial Funding for new 9060 JaneSt CHS Facility		(925)	(4.7)	(925)	(4.9)	
Negotiated Specifics related to Facility Costs (various departments)		(40)	(0.2)	(40)	(0.2)	
Sub-total Operating Impact of Capital		1,357	6.9	1,357	7.2	0.0
Efficiency						
Efficiencies related to reduction of one-time start-up furniture costs		(45)	(0.2)	(45)	(0.2)	
Changes in Existing Debt Requirements		(2)	(0.0)	(2)	(0.0)	
Sub-total Efficiency		(47)	(0.2)	(47)	(0.2)	0.0
Total Base Change		1,653	8.4	1,699	9.0	0.0
Growth						
Capital Recoverable Salaries and Benefits		(254)	(1.3)	(254)	(1.4)	
Cost of Growth related to New FTEs/TFTs (salaries, benefits and direct costs)		705	3.6	705	3.7	5.0
Negotiated Specifics related to Dedicated FTEs/TFTs (various departments)		(253)	(1.3)	(253)	(1.3)	
Total Growth		197	1.0	197	1.0	5.0
Enhancement						
Total Enhancement		0		0		
Total Requested		1,850	9.4	1,897	10.1	5.0
Final Budget		21,545	9.4	20,742	10.1	93.0

Budget Change Explanations 2015

Property Services - Operating

2015 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2014 Restated Base		21,545		20,742		93.0
Base						
Wage Annualizations, Benefits Increases, Reclassifications, and In-year TFTs	3		0.0	3	0.0	
Capital Recoverable Salaries and Benefits	(0)		(0.0)	(0)	(0.0)	
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities	11		0.0	8	0.0	
Termination of TFT position(s)	(108)		(0.5)	(108)	(0.5)	
3rd Party & Sundry Revenues	0			56	0.3	
Negotiated Specifics related to Facility Costs (various departments)	(0)		(0.0)	(0)	(0.0)	
Negotiated Specifics related to Dedicated FTEs/TFTs (various departments)	125		0.6	125	0.6	
Sub-total Base		30	0.1	83	0.4	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Debt Financing Costs of New Capital Projects (major impacts include The Annex, 9060 Jane St. acquisition)	294		1.4	294	1.4	
Sub-total Operating Impact of Capital		294	1.4	294	1.4	0.0
Efficiency						
Termination of TFT position(s)	(14)		(0.1)	(14)	(0.1)	
Efficiencies related to reduction of one-time start-up furniture costs	(22)		(0.1)	(22)	(0.1)	
Changes in Existing Debt Requirements	(239)		(1.1)	(239)	(1.2)	
Sub-total Efficiency		(276)	(1.3)	(276)	(1.3)	0.0
Total Base Change		48	0.2	101	0.5	0.0
Growth						
Capital Recoverable Salaries and Benefits	(547)		(2.5)	(547)	(2.6)	
Cost of Growth related to New FTEs/TFTs (salaries, benefits and direct costs)	1,247		5.8	1,247	6.0	10.0
Total Growth		701	3.3	701	3.4	10.0
Enhancement						
Total Enhancement		0		0		
Total Requested		749	3.5	802	3.9	10.0
Final Budget		22,294	3.5	21,544	3.9	103.0

Budget Change Explanations 2016

Property Services - Operating

2016 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015 Restated Base		22,294		21,544		103.0
Base						
Wage Annualizations, Benefits Increases, Reclassifications, and In-year TFTs		2	0.0	2	0.0	
Capital Recoverable Salaries and Benefits		0	0.0	0	0.0	
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities		12	0.1	12	0.1	
Termination of TFT position(s)		(27)	(0.1)	(27)	(0.1)	
Negotiated Specifics related to Facility Costs (various departments)		(16)	(0.1)	(16)	(0.1)	
Negotiated Specifics related to Dedicated FTEs/TFTs (various departments)		113	0.5	113	0.5	
Sub-total Base		84	0.4	84	0.4	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Capital Recoverable Salaries and Benefits		(511)	(2.3)	(511)	(2.4)	
Net Operating Impacts of Capital - Capital-related FTEs/TFTs and Facility Costs		511	2.3	511	2.4	
Debt Financing Costs of New Capital Projects (major impacts include The Annex, 9060 Jane St. acquisition)		755	3.4	755	3.5	
Sub-total Operating Impact of Capital		755	3.4	755	3.5	0.0
Efficiency						
Termination of TFT position(s)		0				
Efficiencies related to reduction of one-time start-up furniture costs		(50)	(0.2)	(50)	(0.2)	
Sub-total Efficiency		(50)	(0.2)	(50)	(0.2)	0.0
Total Base Change		788	3.5	788	3.7	0.0
Growth						
Capital Recoverable Salaries and Benefits		(116)	(0.5)	(116)	(0.5)	
Cost of Growth related to New FTEs/TFTs (salaries, benefits and direct costs)		446	2.0	446	2.1	4.0
3rd Party & Sundry Revenues		0		(122)	(0.6)	
Total Growth		329	1.5	207	1.0	4.0
Enhancement						
Total Enhancement		0		0		
Total Requested		1,118	5.0	996	4.6	4.0
Final Budget		23,411	5.0	22,540	4.6	107.0

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$'000's)	Net (\$'000's)
<u>1580 and 1581</u>				
Security Project Coordinators - Conversion of existing TFTs required to coordinate security system installations - key customer service position	2.0	Capital	199	0
Program Coordinator Telecommunications Planning - Required to oversee Corporate Telecommunications Program and to provide controllership over program revenue collection	1.0	Growth	105	0
Senior Appraiser/ Negotiator (LAND group) - Shared Negotiated Specific to support growth departmental demand for Realty Services	1.0	Growth	115	6
Realty Services Property Coordinator (LAND group) - Shared Negotiated Specific to support provide support to Appraiser/ Negotiators and to support documentation and project progress monitoring/controls	1.0	Growth	78	4
Project Manager-HYI - Dedicated Negotiated Specific for CHS Housing projects	1.0	Growth	127	0
Building Operator -C&HS - Dedicated Negotiated Specific - Vaughan Service Centre CHS Facility	1.0	Growth	80	0
Total Permanent FTEs	7.0		704	10

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$'000's)	Net (\$'000's)
<u>1580 and 1581</u>				
Project Manager - Required to provide technical management and supervision for a team of five capital project delivery coordinators	1.0	Capital	127	0
Project Coordinator - Required to support growth in Capital Project Delivery	1.0	Capital	105	0
Accommodation Planning Coordinator - Required as additional resource to assist with capital project planning, development, estimating and reporting	1.0	Growth	100	100
Facility Services Support Coordinator - Required to coordinate new contracted services supporting growth in facility portfolio	1.0	Growth	81	81
Senior Appraiser/ Negotiator (LAND group) - Shared Negotiated Specific to support growth in departmental demand for Realty Services	1.0	Growth	115	6
Total Permanent FTEs	5.0		528	187

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$'000's)	Net (\$'000's)
<u>1580 and 1581</u>				
2015				
Project Manager, Capital Projects	1.0	Capital	127	0
CAFM/Asset Mgmt Supervisor	1.0	Growth	127	127
Space Designer/Move Coordinator	1.0	Growth	85	34
Program Coordinator Project Planning/ Estimating - Required to oversee and coordinate all aspects of Master Accommodation Planning	1.0	Growth	100	100
Quality Assurance Coordinator	1.0	Growth	81	81
Engineer - Conversion of Provincially funded Position	1.0	Capital	127	127
Sustainable Building Engineer - Replacement for external LEED consultant	1.0	Capital	127	0
Mechanical Coordinator - Required to support growth in facility portfolio	1.0	Growth	105	105
Building Operator - Dedicated Negotiated Specific to support new VIVA OMS Facility	2.0	Growth	160	160
	10.0			
2016				
Project Coordinator, Capital Projects	1.0	Capital	105	0
Program Coordinator Telecommunications Planning	1.0	Growth	105	0
Program Coordinator Project Planning/ Estimating	1.0	Growth	100	100
Facility Services Support Coordinator	1.0	Growth	81	81
	4.0			
Total Permanent FTEs	14.0		1,428	754

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

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

Space Needs Accommodations:

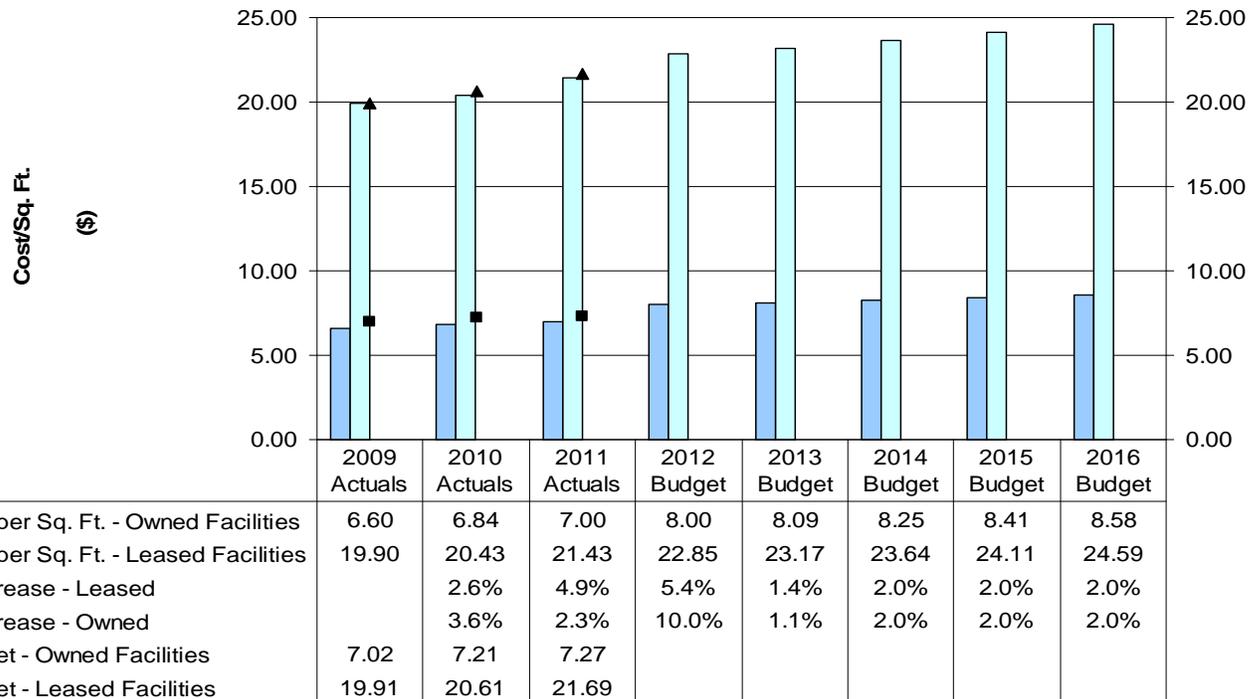
Space needs accommodations have been considered for the above requested positions

Yes
No

Corporate Services
Property Services Branch/Facilities Management

Efficiency

Cost Comparison Per Square Foot - Leased vs. Owned Facilities



Source: Numerator: The total costs of operating all leased and owned properties within Property Services portfolio, including lease, janitorial, repair & maintenance of building and equipment, security. Staffing cost and costs of debt financing have been removed from the analysis.

Denominator: Gross Area in Square Feet - 460,145 sq. ft. in leased and 1,162,762 sq. ft. in owned facilities.

What does the graph show?

- The total cost of operating all leased and owned properties including all applicable costs related to lease, janitorial, security, repairs and maintenance of the building and equipment, as well as staffing salaries & benefits of FTEs where applicable. Costs of debt financing for leasehold improvements and furniture & equipment are **not included** in the costs.

Explanation of KPI Trend

- In general, the costs that the Region controls to operate both owned and leased properties have remained fairly consistent since 2009.
- 2010 operating budgets have been generally held at 2009 levels, except for increases in contracted occupancy services.
- The increase reflected in the 2011 budget for leased properties was due primarily to a pre-negotiated 8% lease escalation on the South Service Centre, 7% increase in utility rates and other increases in service contracts (e.g. 8% security, 3% garbage removal, 12% cleaning). In addition, owned facilities have been affected by 9% utility cost increase, a 7% increase in cleaning costs, a 35% increase in the security contract, and a 26% increase in repair and maintenance

Corporate Services
Property Services Branch/Facilities Management

- costs due to the growing requirements of maintaining ageing facilities, which includes the impact of upgrading security and life safety equipment.
- The drivers behind the 2012 operating cost increases on leased facilities include a 12% increase in leased space, a 10% energy cost escalation, a 16% increase in repair and maintenance costs, primarily related to costs of security equipment, and other inflationary increases to contractual services, such as 18% increase in cleaning costs. Corporate Insurance allocations also resulted in a 69% increase on leased facilities and a 123% on owned facilities. Other impacts on owned facilities included 12% on utilities, increases on cleaning, garbage removal, and security services.
 - The increases in 2013 are primarily driven by utility and contractual service increases. On leased facilities, the increases are primarily on leases (5%), energy costs (9%), cleaning contract renewal (14%), and increases on repair and maintenance costs, primarily related to costs of upgrades to security equipment (44%), grounds maintenance contract renewals (45%), and insurance at (11%). On owned facilities, the increases are primarily related to utility rates, which is expected to be fully offset by a 6% decrease in office cleaning costs following new lower contract bid. Cost increases also relate to a 26% increase in repair and maintenance cost, primarily on electrical and mechanical repairs and upgrades to life safety and security equipment. This impact also includes a \$150K increase on plant equipment, primarily due to the activation of a sewer tank servicing 80 and 90 Bales facilities.

Comments/ Outlook:

- Over time, the cost to operate leased Regional facilities will continue to increase 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 all investments in existing owned facilities to a minimum, as the Region is moving forward with the construction of the new Annex facility and other consolidated facilities in the Region's southern parts. There will, however, remain some added costs of maintaining aging buildings as well as inflationary increases to contracted services, and energy rates.

York Region
2013 Corporate Services - Legal Services

Operating Financial Summary
 In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	3,403	3,933	4,428	5,269	5,952	13.0%	6,293	6,158	6,498
Program Specific Costs	3	1	0	11	11	0.0%	11	11	11
Professional / Contracted Services	86	180	128	80	80	0.0%	81	81	81
General Expenses	254	269	264	330	352	6.6%	382	399	416
Financing Costs	20	21	15	18	18	0.0%	19	19	19
Occupancy Costs	0	0	0	1	1	0.0%	1	1	1
Contribution to Reserves						-			
Internal Charges / Recoveries						-			
Minor Capital	28	23	8	27	31	15.6%	24	24	24
Negotiated Specific & IntraDeptCo	(1,776)	(1,920)	(2,191)	(2,416)	(2,957)	22.4%	(3,332)	(2,788)	(2,790)
Total Expenditures	2,018	2,507	2,653	3,320	3,488	5.1%	3,479	3,904	4,260
Revenues									
Grant Subsidies						-			
User Fees		0	0	0	0	-	0	0	0
Fees and Charges	(57)	(140)	(71)	(102)	(102)	0.0%	(102)	(102)	(102)
Development Charges		0	0	0	0	-	0	0	0
Contribution From Reserves	(111)	(262)	(318)	(248)	(256)	3.2%	(256)	(256)	(256)
Third Party Recoveries		0	0	0	0	-	0	0	0
Court Revenues Disbursement		0	(1)	0	0	-	0	0	0
Total Revenues	(168)	(402)	(391)	(350)	(358)	2.3%	(358)	(358)	(358)
Net Tax Levy Requirement	1,850	2,105	2,262	2,970	3,130	5.4%	3,121	3,546	3,902
% Change		13.8%	7.4%	31.3%	5.4%		-0.3%	13.6%	10.0%

Budget Change Explanations 2013

Legal Services - Operating

2013 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Restated Base		3,320		2,970		40.0
Base						
Wage annualization, Benefits increase, reclassifications		197	5.9	197	6.6	
Increase in Negotiated Specific recoveries for wage annualization and Benefit increases		(86)	(2.6)	(86)	(2.9)	
Increase in Contribution from Tax Stabilization Reserve for wage annualization and Benefits increase		0		(8)	(0.3)	
Sub-total Base		111	3.4	103	3.5	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(23)	(0.7)	(23)	(0.8)	
Sub-total Efficiency		(23)	(0.7)	(23)	(0.8)	0.0
Total Base Change		89	2.7	81	2.7	0.0
Growth						
Regional growth related new FTEs and TFTs		534	16.1	534	18.0	2.0
Negotiated Specific recoveries for new FTEs and TFTs		(455)	(13.7)	(455)	(15.3)	
Total Growth		79	2.4	79	2.7	2.0
Enhancement						
Total Enhancement		0		0		
Total Requested		168	5.1	160	5.4	2.0
Final Budget		3,488	5.1	3,130	5.4	42.0

Budget Change Explanations 2014

Legal Services - Operating

2014 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2013 Restated Base		3,488		3,130		42.0
Base						
Increase in general expenses, e.g. IT infrastructure increases		19	0.5	19	0.6	
Increase in Benefits		3	0.1	3	0.1	
Increase in Negotiated Specific recoveries for Benefit increases		(3)	(0.1)	(3)	(0.1)	
Sub-total Base		18	0.5	18	0.6	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(26)	(0.8)	(26)	(0.8)	
Sub-total Efficiency		(26)	(0.8)	(26)	(0.8)	0.0
Total Base Change		(8)	(0.2)	(8)	(0.3)	0.0
Growth						
Regional growth related new FTEs		371	10.6	371	11.9	3.0
Negotiated Specific recoveries for new FTEs		(371)	(10.6)	(371)	(11.9)	
Total Growth		(0)	(0.0)	(0)	(0.0)	3.0
Enhancement						
Total Enhancement		0		0		
Total Requested		(8)	(0.2)	(8)	(0.3)	3.0
Final Budget		3,479	(0.2)	3,121	(0.3)	45.0

Budget Change Explanations 2015

Legal Services - Operating

2015 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 Restated Base		3,479		3,121		45.0
Base						
Increase in general expenses, e.g. IT infrastructure increases		3	0.1	3	0.1	
Termination of temporary Negotiated Specific positions		(242)	(6.9)	(242)	(7.7)	
Decrease in Negotiated Specific recoveries e.g., termination of contract positions, reduction in costs associated with negotiated specific positions		543	15.6	543	17.4	
Sub-total Base		305	8.8	304	9.8	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(19)	(0.5)	(19)	(0.6)	
Termination of temporary Negotiated Specific positions		(233)	(6.7)	(233)	(7.5)	
Sub-total Efficiency		(252)	(7.2)	(252)	(8.1)	0.0
Total Base Change		53	1.5	53	1.7	0.0
Growth						
Regional growth related new FTEs		372	10.7	372	11.9	3.0
Total Growth		372	10.7	372	11.9	3.0
Enhancement						
Total Enhancement		0		0		
Total Requested		425	12.2	424	13.6	3.0
Final Budget		3,904	12.2	3,546	13.6	48.0

Budget Change Explanations 2016

Legal Services - Operating

2016 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015 Restated Base		3,904		3,546		48.0
Base						
Increase in general expenses, e.g. IT infrastructure increases		4	0.1	4	0.1	
Increase in Benefits		1	0.0	1	0.0	
Increase in Negotiated Specific recoveries for Benefit increases		(1)	(0.0)	(1)	(0.0)	
Sub-total Base		3	0.1	3	0.1	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(19)	(0.5)	(19)	(0.5)	
Sub-total Efficiency		(19)	(0.5)	(19)	(0.5)	0.0
Total Base Change		(16)	(0.4)	(16)	(0.4)	0.0
Growth						
Regional growth related new FTEs		372	9.5	372	10.5	3.0
Total Growth		372	9.5	372	10.5	3.0
Enhancement						
Total Enhancement		0		0		
Total Requested		356	9.1	356	10.0	3.0
Final Budget		4,260	9.1	3,902	10.0	51.0

Corporate Services - Legal Services

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Associate Counsel (Partial Negotiated Specific with ITS and YRP)	1.0	G	155	52
Legal Assistant (Partial Negotiated Specific with ITS and YRP)	1.0	G	86	29
Total Permanent FTEs		2.0	241	80

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Associate Counsel (Negotiated Specific with TCP)	1.0	G	155	
Law Clerk (Negotiated Specific with TCP)	1.0	G	98	
Legal Assistant (Negotiated Specific with TCP)	1.0	G	86	
Total Permanent FTEs		3.0	339	

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>2015</u>				
Associate Counsel	1.0	G	155	155
Law Clerk	1.0	G	98	98
Legal Assistant	1.0	G	86	86
<u>2016</u>				
Associate Counsel	1.0	G	155	155
Law Clerk	1.0	G	98	98
Legal Assistant	1.0	G	86	86
Total Permanent FTEs		6.0	679	679

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

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

Space Needs Accommodations:

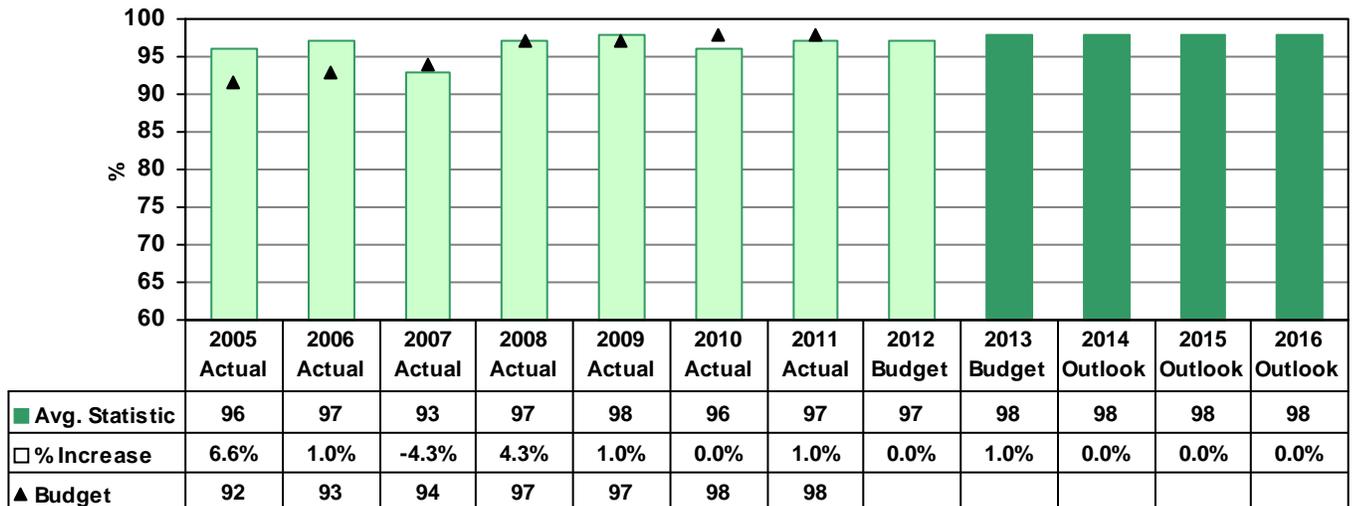
Space needs accommodations have been considered for the above requested positions

x Yes
No

Corporate Services Department
Legal Services Branch

Service Level

Satisfaction Rating with Legal Services



Source: Random customer surveys; 6 categories are rated and aggregated for a total % satisfaction rate

What does the graph show?

- Overall satisfaction with Legal Services as rated by Regional clients.

Explanation of KPI Trend

- In 2008 and 2009, satisfaction ratings improved with increases in new FTEs approved in the budget.
- Satisfaction ratings decreased in 2010, but increased slightly in 2011 due to the increase of 3 FTEs to provide additional support to client departments.
- Satisfaction ratings are projected to increase moderately for 2013-2016 with proposed FTE increases in these years to meet client demands.

Comments / Background:

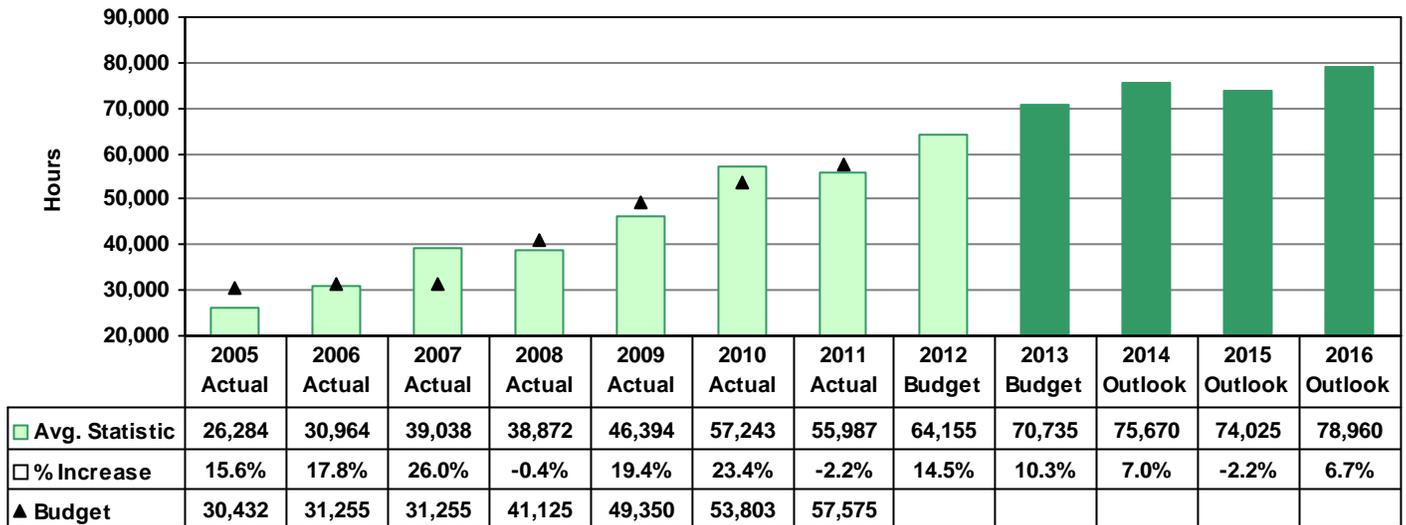
The satisfaction ratings shown above were based on random surveys undertaken between 2004 and 2012.

In 2002, a broad customer service survey was conducted of all Regional Departments and York Regional Police. The survey was developed collaboratively with the Regional Customer Service Manager, and was an average of the scores of 6 categories of questions relating to services. The overall satisfaction rating in 2002 was 70%. Another full corporate survey was conducted in 2004, enhanced from the 2002 format to align with the common measurement survey tool, and the overall satisfaction rating was 81%. In the fall of 2007, another full-scale department survey was again undertaken which resulted in a satisfaction rating of 87%. The last broad customer service survey conducted in 2010 resulted in a satisfaction rating in the performance categories of 80%.

Corporate Services Department
Legal Services Branch

Service Level

Hours of Legal Service Provided



Source: This KPI includes Solicitor, Law Clerk and Legal Assistant service hours. Actual service hours are extrapolated from Time Matters Docket Reports. The 2011 actuals were based on hours docketed for April, May, Sept. and Oct. of 2011. The 2012 budget hours, as well as those for the outlook years, are based on the standard 1,645 working hours per year.

What does the graph show?

- Total number of service hours provided by all Legal Services staff

Explanation of KPI Trend

- The service hours for 2009 were significantly higher than 2008 due to the addition of five negotiated specific FTEs. However, the number of actual hours was less than budgeted due to delay in hiring as a result of the late budget approval.
- The actual total service hours for 2010 was higher than 2009 as a result of the addition of three new FTEs.
- 2011 actual service hours were lower than budget due to resignations of three FTEs.
- The proposed increase of three FTEs is estimated to increase the service hours by 14.5% in 2012.
- The service hours are projected to increase in 2013 by 10.3% as a result of the proposed addition of 2 FTEs and 2 TFTs to meet increasing demand.
- The proposed addition of 3 FTEs is estimated to increase the service hours by 7% in 2014.
- It is anticipated that the service hours will decrease by 2.2% with the termination of temporary contract positions in 2015, and increase by 6.7% in 2016 with the proposed addition of new FTEs.

Comments / Background:

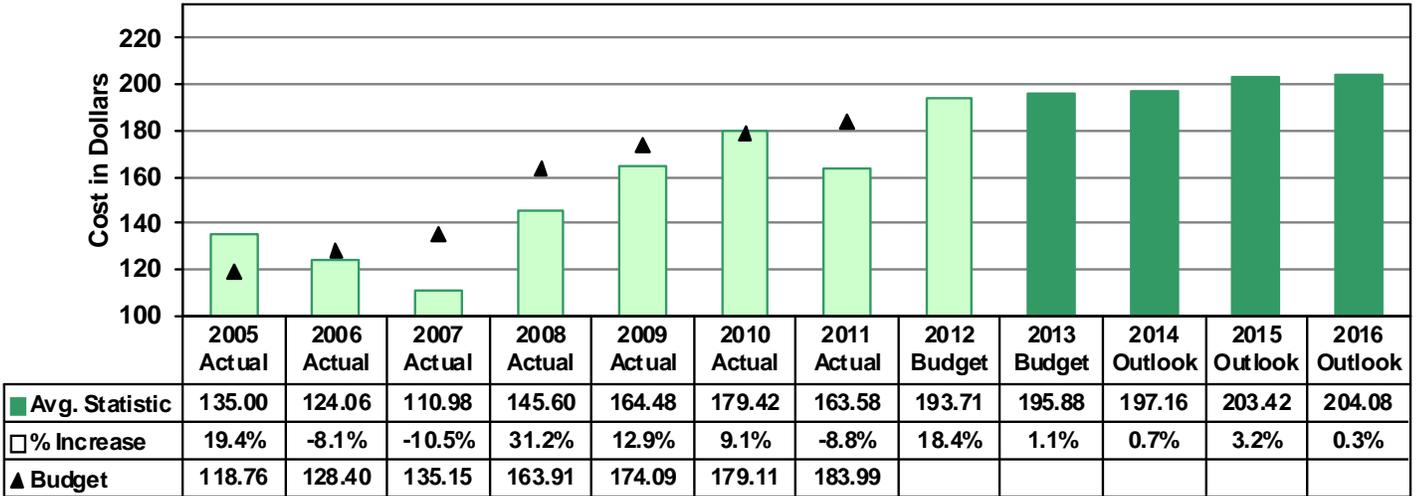
Hours of service are recorded using a docketing system, and then averaged from a 4-month sample and subsequently annualized. The branch experimented with a 6 month sample in 2003, but results were not significantly increased to justify expanding a very labour intensive process.

Service hours for 2012 and the outlook years are based on the standard 1,645 working hours per year.

Corporate Services Department
Legal Services Branch

Service Level

Cost per Hour of Legal Services - Internal



Source: Numerator - Total gross costs of Legal Service program before recoveries and allocations to direct service departments.
Denominator - Total service hours provided by Regional Solicitors. Law Clerk and Legal Assistant hours are not included for purposes of comparison to external hourly rates. Actual hours for 2011 are based on annualized docket hours. Service hours for 2013 and outlook years are based on the standard 1,645 working hours per year, and include all proposed negotiated specific positions.

What does the graph show?

- Total average cost per hour of legal service provided by Regional Solicitors.

Explanation of KPI Trend

- The increase in cost of internal service hours in 2008 was a result of increase in program costs, including the addition of 3 new FTEs and 2 reclassifications. Only the hours for solicitors were factored into the calculations. These results included the full costs of all three positions, but the hours for one of the three positions.
- 2009 actual hourly cost was higher than 2008 due to the increase in salary and program costs associated with the addition of 5 negotiated specific FTEs. Three of the five FTEs were support staff, and therefore their costs were included but their service hours were not factored in the calculation.
- In 2010, actual cost per hour of legal services was slightly higher than 2009 with the addition of three FTEs. The costs for all three positions were included in the gross program expenditure, but only the hours of the solicitor were included, therefore increasing the cost per lawyer.
- The actual cost per hour of legal service in 2011 was lower than budget as a result of three resignations in-year.
- The wage adjustments approved during 2011 is projected to increase the actual overall program costs, which would result in a higher cost per lawyer hour for 2012.
- Over the period 2013-2016, the cost per lawyer hour is anticipated to increase with proposed FTE additions in these years. The hourly rates include the costs of the new support staff but their service hours are factored in the calculation.

Comments / Background:

Internal rates are favourable when compared to external counsel costs (averaged \$360 per hour).

York Region
2013 Corporate Services - Office of Regional Clerk

Operating Financial Summary
 In \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	1,853	1,802	1,991	2,994	3,142	4.9%	3,310	3,774	4,325
Program Specific Costs		0	0	0	0	-	0	0	0
Professional / Contracted Services	37	69	52	62	62	0.0%	62	62	62
General Expenses	225	212	217	297	297	(0.2%)	303	322	340
Financing Costs	3	4	3	5	5	0.0%	5	5	5
Occupancy Costs	0	1	0	5	5	0.0%	5	5	5
Contribution to Reserves		0	0	0	0	-	0	0	0
Internal Charges / Recoveries		0	0	0	0	-	0	0	0
Minor Capital	7	9	10	47	19	(59.6%)	26	41	54
Negotiated Specific & IntraDeptCo	(277)	(232)	(350)	(429)	(439)	2.4%	(439)	(439)	(439)
Total Expenditures	1,849	1,866	1,924	2,981	3,090	3.7%	3,272	3,769	4,351
Revenues									
Grant Subsidies									
User Fees		0	0	0	0	-	0	0	0
Fees and Charges	(5)	(7)	(6)	(4)	(4)	0.0%	(4)	(4)	(4)
Development Charges		0	0	0	0	-	0	0	0
Contribution From Reserves	(45)	(1)	0	0	0	-	0	0	0
Third Party Recoveries		0	0	0	0	-	0	0	0
Court Revenues Disbursement		0	0	0	0	-	0	0	0
Total Revenues	(49)	(8)	(6)	(4)	(4)	0.0%	(4)	(4)	(4)
Net Tax Levy Requirement	1,800	1,857	1,918	2,977	3,086	3.7%	3,268	3,765	4,346
% Change		3.2%	3.3%	55.2%	3.7%		5.9%	15.2%	15.4%

Budget Change Explanations 2013

Clerk's Office - Operating

2013 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Restated Base		2,981		2,977		30.0
Base						
Wage annualization and Benefits increase		48	1.6	48	1.6	
Increase in Negotiated Specific recoveries for wage annualization and Benefits increase		(10)	(0.3)	(10)	(0.3)	
Sub-total Base		38	1.3	38	1.3	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(31)	(1.0)	(31)	(1.0)	
Sub-total Efficiency		(31)	(1.0)	(31)	(1.0)	0.0
Total Base Change		8	0.3	8	0.3	0.0
Growth						
Growth related new FTEs		102	3.4	102	3.4	1.0
Total Growth		102	3.4	102	3.4	1.0
Enhancement						
Total Enhancement		0		0		
Total Requested		109	3.7	109	3.7	1.0
Final Budget		3,090	3.7	3,086	3.7	31.0

Budget Change Explanations 2014

Clerk's Office - Operating

2014 (in \$000's)

	Gross		Net		FTE
	Units	\$000's	%	\$000's	%
2013 Restated Base		3,090		3,086	31.0
Base					
Increase in general expenses, e.g. IT infrastructure increases		2	0.1	2	0.1
Benefits increase		2	0.1	2	0.1
Increase in casual salaries to maintain service levels		40	1.3	40	1.3
Sub-total Base		44	1.4	44	1.4
Mandatory					
Sub-total Mandatory		0		0	0.0
Annualization					
Sub-total Annualization		0		0	0.0
Operating Impact of Capital					
Sub-total Operating Impact of Capital		0		0	0.0
Efficiency					
Sub-total Efficiency		0		0	0.0
Total Base Change		44	1.4	44	1.4
Growth					
Growth related new FTEs		138	4.5	138	4.5
Total Growth		138	4.5	138	4.5
Enhancement					
Total Enhancement		0		0	
Total Requested		183	5.9	183	5.9
Final Budget		3,272	5.9	3,268	5.9

Budget Change Explanations 2015

Clerk's Office - Operating

2015 (in \$000's)

	Gross		Net		FTE
	Units	\$000's	%	\$000's	%
2014 Restated Base		3,272		3,268	32.0
Base					
Increase in general expenses, e.g. IT infrastructure increases		3	0.1	3	0.1
Benefits increase		2	0.1	2	0.1
Sub-total Base		4	0.1	4	0.1
Mandatory					
Sub-total Mandatory		0		0	0.0
Annualization					
Sub-total Annualization		0		0	0.0
Operating Impact of Capital					
Sub-total Operating Impact of Capital		0		0	0.0
Efficiency					
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(13)	(0.4)	(13)	(0.4)
Sub-total Efficiency		(13)	(0.4)	(13)	(0.4)
Total Base Change		(9)	(0.3)	(9)	(0.3)
Growth					
Growth related new FTEs		506	15.5	506	15.5
Total Growth		506	15.5	506	15.5
Enhancement					
Total Enhancement		0		0	
Total Requested		497	15.2	497	15.2
Final Budget		3,769	15.2	3,765	15.2

Budget Change Explanations 2016

Clerk's Office - Operating

2016 (in \$000's)

	Gross		Net		FTE
	Units	\$000's	%	\$000's	%
2015 Restated Base		3,769		3,765	37.0
Base					
Increase in general expenses, e.g. IT infrastructure increases		3	0.1	3	0.1
Benefits increase		1	0.0	1	0.0
Sub-total Base		4	0.1	4	0.1
Mandatory					
Sub-total Mandatory		0		0	0.0
Annualization					
Sub-total Annualization		0		0	0.0
Operating Impact of Capital					
Sub-total Operating Impact of Capital		0		0	0.0
Efficiency					
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(23)	(0.6)	(23)	(0.6)
Sub-total Efficiency		(23)	(0.6)	(23)	(0.6)
Total Base Change		(20)	(0.5)	(20)	(0.5)
Growth					
Growth related new FTEs		601	15.9	601	16.0
Total Growth		601	15.9	601	16.0
Enhancement					
Total Enhancement		0		0	
Total Requested		581	15.4	581	15.4
Final Budget		4,351	15.4	4,346	15.4

Corporate Services - Office of the Regional Clerk

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Email Management Business Analyst	1.0	G	99	99
Total Permanent FTEs		1.0	99	99

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Access and Privacy Officer	1.0	G	127	127
Total Permanent FTEs		1.0	127	127

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>2015</u>				
Information Governance Officer	1.0	G	110	110
Enterprise Content Management Business Analyst	1.0	G	99	99
Records and Information Analyst (Corporate Services)	1.0	G	88	88
Archival Technician	1.0	G	78	78
Help Desk	1.0	G	86	86
<u>2016</u>				
Enterprise Content Management Business Analyst	1.0	G	100	100
Archival Technician	1.0	G	79	79
Help Desk	1.0	G	86	86
Senior Records and Information Analyst	1.0	G	99	99
Audit Compliance Technician	1.0	G	100	100
Records and Information Analyst (Chair and CAO office)	1.0	G	88	88
Total Permanent FTEs		11.0	1,011	1,011

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

- x Yes
- No

York Region
2013 Corporate Services - Human Resource Services

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	4,751	4,783	5,256	6,214	6,848	10.2%	7,151	7,463	7,676
Program Specific Costs		0	0	0	0	-	0	0	0
Professional / Contracted Services	241	115	111	177	277	56.5%	304	304	304
General Expenses	921	950	1,062	1,154	1,157	0.3%	1,176	1,191	1,201
Financing Costs	1	0	8	8	8	0.0%	8	8	8
Occupancy Costs	12	12	12	14	14	0.0%	14	14	14
Contribution to Reserves		0	0	0	0	-	0	0	0
Internal Charges / Recoveries		0	0	0	0	-	0	0	0
Minor Capital	15	13	22	24	28	17.4%	28	45	34
Negotiated Specific & IntraDeptCo	(124)	(160)	(222)	(127)	(116)	(9.1%)	(228)	(228)	(229)
Total Expenditures	5,817	5,712	6,248	7,463	8,217	10.1%	8,453	8,797	9,008
Revenues									
Grant Subsidies						-			
User Fees		0	0	0	0	-	0	0	0
Fees and Charges	(29)	(47)	(23)	(10)	(64)	540.0%	(64)	(64)	(64)
Development Charges		0	0	0	0	-	0	0	0
Contribution From Reserves	(108)	0	0	0	0	-	0	0	0
Third Party Recoveries		0	0	0	0	-	0	0	0
Court Revenues Disbursement		0	0	0	0	-	0	0	0
Total Revenues	(137)	(47)	(23)	(10)	(64)	540.0%	(64)	(64)	(64)
Net Tax Levy Requirement	5,680	5,665	6,225	7,453	8,153	9.4%	8,389	8,733	8,944
% Change		(0.3%)	9.9%	19.7%	9.4%		2.9%	4.1%	2.4%

Budget Change Explanations 2013

Human Resources Services - Operating

2013 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Restated Base		7,463		7,453		67.0
Base						
Wage annualization and Benefits increases		385	5.2	385	5.2	
Increase in recoverable salaries and benefits for wage annualization and Benefits increase		(22)	(0.3)	(22)	(0.3)	
Increase in Negotiated Specific recoveries for wage annualization and Benefits increase		(11)	(0.1)	(11)	(0.1)	
Increase in Negotiated Specific Charges for Gates of York premises		23	0.3	23	0.3	
Moving CUPE recovery from Recoverable Salaries to Revenue		53	0.7	53	0.7	
CUPE recovery		0		(54)	(0.7)	
Sub-total Base		427	5.7	373	5.0	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
NOI-Annualization						
Sub-total NOI-Annualization		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(8)	(0.1)	(8)	(0.1)	
Sub-total Efficiency		(8)	(0.1)	(8)	(0.1)	0.0
Total Base Change		420	5.6	366	4.9	0.0
Growth						
Regional growth related new FTEs		119	1.6	119	1.6	2.5
Total Growth		119	1.6	119	1.6	2.5
Enhancement						
Human Capital Plan		215	2.9	215	2.9	
Total Enhancement		215	2.9	215	2.9	
Total Requested		754	10.1	700	9.4	2.5
Final Budget		8,217	10.1	8,153	9.4	69.5

Budget Change Explanations 2014

Human Resources Services - Operating

2014 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2013 Restated Base		8,217		8,153		69.5
Base						
Increase in casual salaries to maintain service levels		55	0.7	55	0.7	
Increase in Benefits		4	0.0	4	0.0	
Increase in professional contracted services, e.g. consulting fees, purchase of service		27	0.3	27	0.3	
Increase in general expenses, e.g. IT infrastructure increases, staff training		16	0.2	16	0.2	
Sub-total Base		102	1.2	102	1.3	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
NOI-Annualization						
Sub-total NOI-Annualization		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(6)	(0.1)	(6)	(0.1)	
Sub-total Efficiency		(6)	(0.1)	(6)	(0.1)	0.0
Total Base Change		96	1.2	96	1.2	0.0
Growth						
Regional growth related new FTEs		252	3.1	252	3.1	2.5
Negotiated Specific recoveries for new FTEs		(112)	(1.4)	(112)	(1.4)	
Total Growth		140	1.7	140	1.7	2.5
Enhancement						
Total Enhancement		0		0		
Total Requested		236	2.9	236	2.9	2.5
Final Budget		8,453	2.9	8,389	2.9	72.0

Budget Change Explanations 2015

Human Resources Services - Operating

2015 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 Restated Base		8,453		8,389		72.0
Base						
Termination of temporary position on project completion		(108)	(1.3)	(108)	(1.3)	
Increase in general expenses, e.g. IT infrastructure increases		7	0.1	7	0.1	
Increase in Benefits		3	0.0	3	0.0	
Sub-total Base		(98)	(1.2)	(98)	(1.2)	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
NOI-Annualization						
Sub-total NOI-Annualization		0		0		0.0
Efficiency						
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(6)	(0.1)	(6)	(0.1)	
Sub-total Efficiency		(6)	(0.1)	(6)	(0.1)	0.0
Total Base Change		(104)	(1.2)	(104)	(1.2)	0.0
Growth						
Regional growth related new FTEs		448	5.3	448	5.3	4.0
Total Growth		448	5.3	448	5.3	4.0
Enhancement						
Total Enhancement		0		0		
Total Requested		344	4.1	344	4.1	4.0
Final Budget		8,797	4.1	8,733	4.1	76.0

Budget Change Explanations 2016

Human Resources Services - Operating

2016 (in \$000's)

	Gross		Net		FTE
	Units	\$000's	%	\$000's	%
2015 Restated Base		8,797		8,733	76.0
Base					
Increase in general expenses, e.g. IT infrastructure increases		7	0.1	7	0.1
Increase in Benefits		2	0.0	2	0.0
Change in recoverable salaries and benefits		1	0.0	1	0.0
Sub-total Base		9	0.1	9	0.1
Mandatory					
Sub-total Mandatory		0		0	0.0
Annualization					
Sub-total Annualization		0		0	0.0
NOI-Annualization					
Sub-total NOI-Annualization		0		0	0.0
Efficiency					
Reduction in one-time start-up costs related to FTEs approved in previous year, e.g. workstation and telephone		(23)	(0.3)	(23)	(0.3)
Sub-total Efficiency		(23)	(0.3)	(23)	(0.3)
Total Base Change		(14)	(0.2)	(14)	(0.2)
Growth					
Regional growth related new FTEs		226	2.6	226	2.6
Total Growth		226	2.6	226	2.6
Enhancement					
Total Enhancement		0		0	
Total Requested		211	2.4	211	2.4
Final Budget		9,008	2.4	8,944	2.4

Corporate Services - Human Resource Services

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Intermediate Accounting Clerk	1.0	G	70	70
Health & Safety Training Co-ordinator	0.5	G	41	41
Return to Work Co-ordinator (Negotiated Specific LTC) ¹	1.0	G	98	
Total Permanent FTEs	2.5		209	111

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Web Administrator	1.0	G	91	91
Corporate Learning Co-ordinator	0.5	G	41	41
HR Consultant (Negotiated Specific EMS)	1.0	G	112	
Total Permanent FTEs	2.5		244	132

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>2015</u>				
Student Recruitment Co-ordinator	1.0	G	80	80
Employee Relations Specialist	1.0	G	127	127
HR Consultant	1.0	G	112	112
Recruiter	1.0	G	98	98
<u>2016</u>				
HR Consultant	1.0	G	112	112
Recruiter	1.0	G	98	98
Total Permanent FTEs	6.0		627	627

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

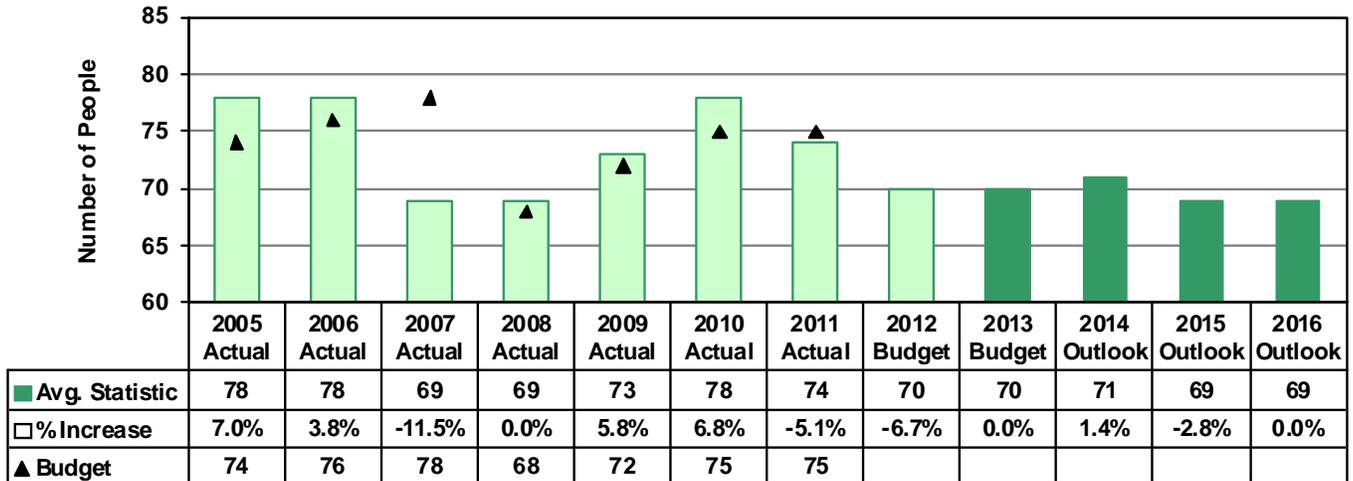
- x Yes
- No

¹ FTE and costs are captured in the WSIB program

Corporate Services Department
Human Resource Services

Service Level

Ratio of Human Resources Staff to Regional Employee



Source: Nominator - HR staff is defined by the number of full time equivalent Human Resources staff (permanent positions approved or proposed in the budget).
Denominator - Regional Employee is defined as total Region headcount including all regular full-time, regular part-time, temporary, casual, students, paid and unpaid leaves of absence, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The average number of Regional employees serviced by one Human Resources Services employee.

Explanation of KPI Trend

- In 2008, there was a 4% increase in HR staff with a corresponding percentage increase in Regional Employees, resulting in the same staff to employee ratio as for 2007.
- For 2009, the number of HR staff remained the same as 2008 while the number of new Regional employees had increased, which resulted in a higher ratio than budgetted.
- With new FTE's approved by Regional Council but no corresponding increase in HR staff, the ratio of HR staff to Regional Employees increased by 6.8% in 2010.
- In response to Regional growth, the HR staff complement was increased by four FTEs in 2011, and this has resulted in a decrease in the staff to employee ratio compared to 2010.
- Based on the 2012 budget, the ratio has decreased as a result of the addition of five HR FTEs.
- With the conversion of one position from permanent part-time to full-time in 2013, the ratio of HR staff to Regional employee is anticipated to remain the same as 2012.
- The ratio is expected to increase slightly in 2014 when the number of Regional employees is anticipated to increase at a higher rate than HR employees.
- In 2015-2016, the ratio is anticipated to decrease with the proposed addition of new HR FTEs.
- Forecasts for 2012 and outlook years are based on the historical growth trend of the Regional employee population.

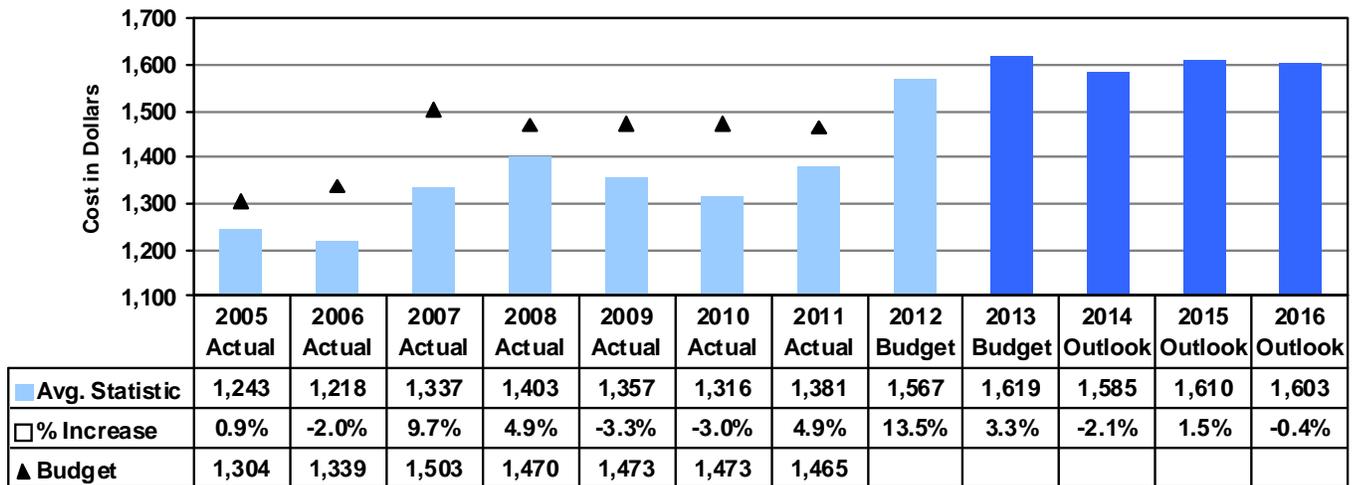
Comments / Background:

The Conference Board of Canada benchmark for similar sized organizations shows a benchmark of one HR employee to 67 employees. Based on the OMBI measure, the ratio is one HR employee to 83 Regional Employees, however OMBI takes into account T4's generated instead of the average employee headcount. Many factors can account for the variance, including number of HR programs delivered by the Branch (e.g. Wellness), the number of activities outsourced (e.g. training) and the degree of decentralization (eg. Health & Safety).

Corporate Services Department
Human Resource Services

Efficiency

Human Resources Costs per Regional Employee



Source: Nominator - Total net costs of all HR programs, including salaries before allocations to direct service departments.
Denominator - Regional Employee is defined as total Region headcount including all regular full-time, regular part-time, temporary, casual, students, paid and unpaid leaves of absence, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The costs per Regional employee for support from Human Resources Services.

Explanation of KPI Trend

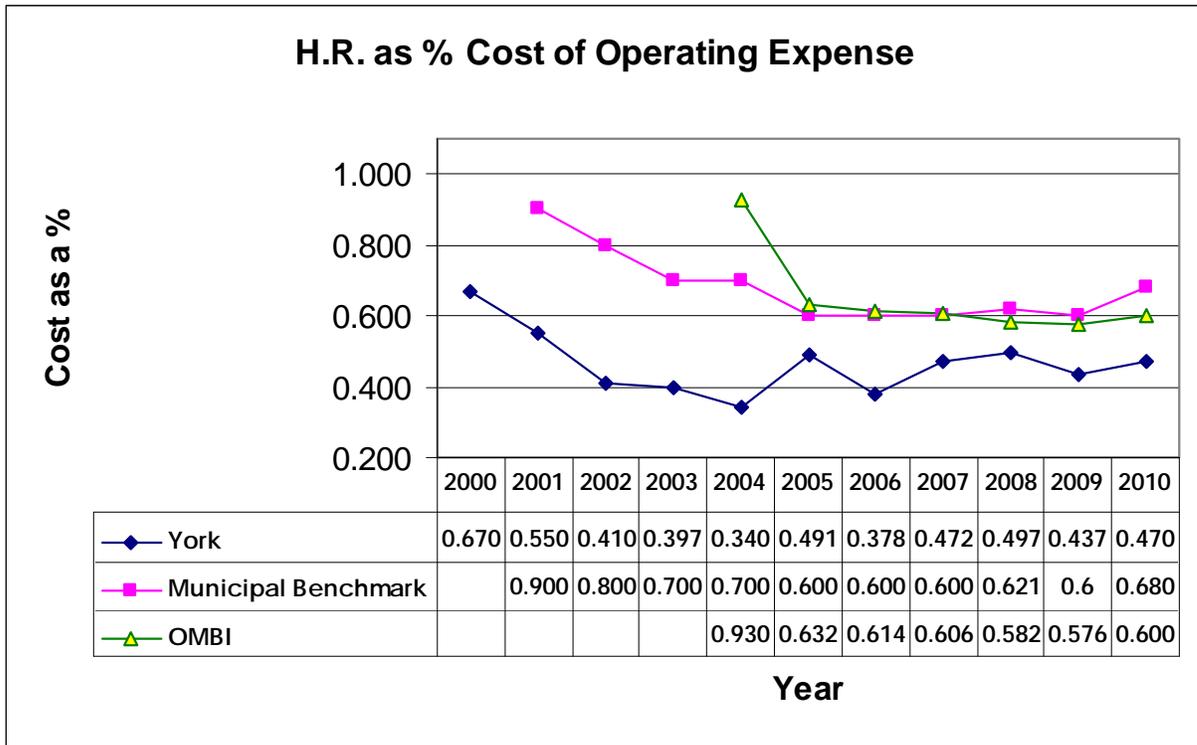
- In 2009, the actual HR program expenditures were less than budgetted, resulting in a lower HR cost per employee.
- HR actual expenditures in 2010 and 2011 were lower than budgetted as a result of salary gapping due to secondments and staff transfers, as well as savings in program expenses.
- With wage adjustments approved during 2011, it is anticipated that the program expenditures will increase in 2012, which would in turn increase the HR cost per Regional employee for this year.
- It is projected that the HR program costs will increase in 2013 with the proposed conversion of one permanent part-time position to full-time to meet client demands, and the addition of one new TFT to support the development of the Human Capital Plan. This will drive up the HR costs per Regional employee.
- In 2014, it is projected that HR program costs will remain stable, and with the historic trend in Regional employee growth, it is anticipated that HR cost per Regional employee will decrease this year.
- With proposed increases of 4 FTEs, it is anticipated that expenditures will increase in 2015 which would drive up the HR costs per Regional employee. The costs will decrease slightly in 2016 with the projected increase of 2 FTEs.
- Costs for 2012 and outlook years are estimates based on cost of living increase with the historical growth trend of the Regional employee population factored in.

Corporate Services Department
Human Resource Services

Comments / Background:

There is no benchmark data on the Human Resource Cost per Regional Employee measure. Most recently, a similar measure to above was endorsed by OMBI but looks at cost of H.R. per T4 generated. On that measure, York Region is in the middle of the group.

The HR Benchmarking Network Group uses the measure of HR costs as a percentage of the Regional Operating budget for cost efficiency. On that measure, York Region H.R. costs as a percentage of operating expense are the lowest cost of our comparators. The attached graph illustrates this measure.



**York Region
Chair & Council**

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	1,535	1,630	1,589	1,678	1,710	1.9%	1,711	1,713	1,713
Program Specific Costs		0	0	0	0	-	0	0	0
Professional / Contracted Services		0	3	40	40	0.0%	40	40	40
General Expenses	158	216	152	276	276	0.0%	356	276	276
Financing Costs	6	3	5	6	9	40.3%	9	9	9
Occupancy Costs		0	0	0	0	-	0	0	0
Contribution to Reserves	20	0	20	20	20	0.0%	0	20	20
Internal Charges / Recoveries		0	0	0	0	-	0	0	0
Minor Capital		0	0	0	0	-	0	0	0
Negotiated Specific & IntraDeptCo		0	0	0	0	-	0	0	0
Total Expenditures	1,719	1,849	1,769	2,020	2,054	1.7%	2,116	2,058	2,058
Revenues									
Grant Subsidies						-			
User Fees		0	0	0	0	-	0	0	0
Fees and Charges	(228)	(0)	0	0	0	-	0	0	0
Development Charges		0	0	0	0	-	0	0	0
Contribution From Reserves	(8)	(60)	0	0	0	-	(60)	0	0
Third Party Recoveries		0	0	0	0	-	0	0	0
Court Revenues Disbursement		0	0	0	0	-	0	0	0
Total Revenues	(236)	(60)	0	0	0	-	(60)	0	0
Net Tax Levy Requirement	1,483	1,789	1,769	2,020	2,054	1.7%	2,056	2,058	2,058
% Change		20.6%	(1.1%)	14.2%	1.7%		0.1%	0.1%	0.0%

Budget Change Explanations 2013

Chair & Council - Operating

2013 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Restated Base		2,020		2,020		
Base						
wage and benefit adjustments		31	1.6	31	1.6	
Insurance change		3	0.1	3	0.1	
Sub-total Base		34	1.7	34	1.7	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		34	1.7	34	1.7	0.0
Growth						
Total Growth		0		0		0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		34	1.7	34	1.7	0.0
Final Budget		2,054	1.7	2,054	1.7	

Budget Change Explanations 2014

Chair & Council - Operating

2014 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2013 Restated Base		2,054		2,054		
Base						
Insurance change		0	0.0	0	0.0	
Inauguration Event benefit adjustments		80	3.9	80	3.9	
Contribution from Reserve		1	0.1	1	0.1	
		(20)	(1.0)	(80)	(3.9)	
Sub-total Base		62	3.0	2	0.1	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		62	3.0	2	0.1	0.0
Growth						
Total Growth		0		0		0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		62	3.0	2	0.1	0.0
Final Budget		2,116	3.0	2,056	0.1	

Budget Change Explanations 2015

Chair & Council - Operating

2015 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2014 Restated Base		2,116		2,056		
Base						
Inauguration Event		(80)	(3.8)	(80)	(3.9)	
benefit adjustments		2	0.1	2	0.1	
Contribution in Reserve		20	0.9	80	3.9	
Sub-total Base		(58)	(2.8)	2	0.1	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact on Capital						
Sub-total Operating Impact on Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		(58)	(2.8)	2	0.1	0.0
Growth						
Total Growth		0		0		0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		(58)	(2.8)	2	0.1	0.0
Final Budget		2,058	(2.8)	2,058	0.1	

Budget Change Explanations 2016

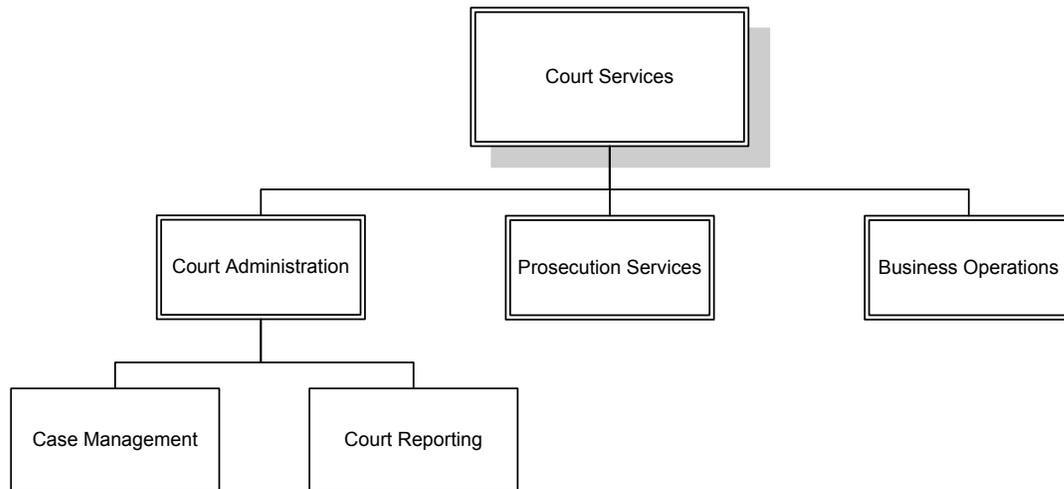
Chair & Council - Operating

2016 (in \$000's)

	Gross		Net		FTE
	Units	\$000's	%	\$000's	%
2015 Restated Base		2,058		2,058	
Base					
benefit adjustments		1	0.0	1	0.0
Sub-total Base		1	0.0	1	0.0
Mandatory					
Sub-total Mandatory		0		0	0.0
Annualization					
Sub-total Annualization		0		0	0.0
Operating Impact of Capital					
Sub-total Operating Impact of Capital		0		0	0.0
Efficiency					
Sub-total Efficiency		0		0	0.0
Total Base Change		1	0.0	1	0.0
Growth					
Total Growth		0		0	0.0
Enhancement					
Total Enhancement		0		0	
Total Requested		1	0.0	1	0.0
Final Budget		2,058	0.0	2,058	0.0

Departmental Description

The Court Services Branch consists of 77 FTEs and provides two distinct functions of Court Administration and Prosecution. York Region Court Services is the second largest Provincial Offences court operation in Ontario (based on the number of charges filed). The Court Services Branch provides service to the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within the Region of York. It operates 6 trial courtrooms and 2 intake courtrooms located in Newmarket and Richmond Hill.



Mission/Vision

To provide timely, quality and cost effective court administration, business support and prosecution services for the Ontario Court of Justice.

Mandate

- **Court Administration:** Provides a wide range of in-court and out-of-court administration functions for charges filed under the *Provincial Offences Act* and *Federal Contraventions Act* which includes customer service counters, telephone inquiries, trial scheduling, court and judicial support, transcript production and enforcement.
- **Prosecution Services:** Reviews prosecution briefs from enforcement agencies and conducts prosecutions of a wide range of offences under numerous statutes, regulations and by-laws. Provides advance disclosure to defendants, conducting early resolution negotiations, prosecuting at trials, conducting appeals and providing advice and education to enforcement agencies.
- **Business Operations:** Manages the collection process of defaulted fines including license suspension and provides financial and administrative support to the Court Services Branch.

Base Drivers

- Unpredictable fluctuations in number of charges filed annually by enforcement agencies and general tendency for charges to be disputed
- Uncontrollable workload (courts are an inherently responsive service and cannot influence the activity levels of enforcement agencies or the defendant's right for access to justice)
- Economic climate changes have a direct impact on court revenue as a result of:
 - 1) The general "Ability to pay" problem which affects many defendants and results in an increased number of requests for additional time to pay as well as an increase in the number of defaulted fines
 - 2) Higher fines which will likely result in more appeals against sentence
 - 3) The defendant's effort to mitigate insurance costs impacts the number of trial requests (rather than taking early payment options) which places an additional strain on the court system and may result in more charges being withdrawn because of insufficient court time

Key Challenges

- **Caseload Growth** – While caseload growth is unpredictable, it is likely to continue to grow based not only on York Region population increases, but also on the increasing traffic volumes on major highways passing through the Region and new types of offences
- **Economic Barriers** – The effects of the economic climate changes impact Court Services on a delayed basis (due to normal court scheduling timelines) and revenues may be reduced as people are unable to pay fines
- **Major Re-location Project** – As York Region operates the second busiest Provincial Offences Court operation in Ontario, it will be challenging to maintain uninterrupted service while transitioning to the proposed Annex

Service Challenges

- **Changes under the *Good Government Act, 2009*** – Under the *Good Government Act, 2009*, the walk-in guilty plea was replaced with a statutory scheme of early resolution meetings in March 2012 and has resulted, at this point, in increased workload pressures which will continue to be monitored in 2013
- **Need for continued Customer Service** – Need to continue educating walk-in customers of the new early resolution processes and options available to them in an effort to address their needs in a timely manner
- **Respond to impact of changing technology** – Need to respond to the workload impact of new technology being implemented by enforcement agencies
- **Respond to new Regional programs/initiatives** – Need to monitor impact of new Regional programs or initiatives such as Community Safety Zones and the proposed Red Light Camera program and the potential need for additional courtroom space and staff resources

Strategic Goals 2013 - 2016

- Respond to current and upcoming legislation changes (*Good Government Act*) related to service delivery by devising and implementing processes and working practices as needed
- Respond to and monitor the impact of new Regional initiatives/programs
- Monitor factors that influence and evaluate the need for additional courtroom space and staff as a result of the decision to defer construction of the Annex
- Review and modify current administrative and business practices which includes identifying and responding to issues related to Bill 168
- Maintain an active role in the design and layout of the new Court Services facility contained within the proposed Annex

Department Objectives for 2013 and 2014

- 1) Continue to assess, monitor and respond to the impact of the new Early Resolution System (*Good Government Act 2009*) implemented in March 2012
- 2) Monitor, assess and respond to new Regional programs/initiatives such as Community Safety Zones and the proposed Red Light Camera program
- 3) Evaluate impact of the decision to defer the Annex as it relates to diminishing courtroom capacity
- 4) Continue to respond to actual and anticipated legislative changes (*Good Government Act*) and devise new processes and working practices to attain compliance
- 5) Continue reviewing, developing and implementing best practices related to administrative and business processes and any impacts under Bill 168

Planned Initiatives	Intended Outcome	Budget Year	Strategic Priority Areas 2013-2016
Continue to monitor and evaluate impact of new Early Resolution Process	Seamless transition to New Early Resolution Process	2013	Good Government
Continue to monitor/respond to new Regional programs such as the Community Safety Zones and proposed Red Light Camera program	Response to new programs/initiatives remains within acceptable levels of service	2013-2014	Good Government

Court Services

Evaluate impact of decision to defer construction of the Annex on existing courtroom space and associated staff resources	Additional needs identified and options developed to respond to impact in a timely manner	2013-2014	Good Government
Continue to minimize exposure to violations under the Charter and the Memorandum of Understanding with the Province	Adequate capacity maintained to manage compliance requirements with Charter and Memorandum of Understanding with the Province	2013	Good Government
Review, develop and implement best practices on an as needed basis and respond to impact of Bill 168 as it relates to Court Services	Current administrative and business practices reviewed and modified as required in an effort to develop and implement best practices and respond to impact of Bill 168 as it relates to Court Services	2013 - 2014	Good Government

Staffing Resources

Permanent FTE's	2010 Actual	2011 Actual	2012 Budget	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	72.0	74.0	77.0	77.0	77.0	77.0	85.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	72.0	74.0	77.0	77.0	77.0	77.0	85.0
Net Change*	3.0	2.0	3.0	0.0	0.0	0.0	8.0
Casual (FTE Equivalent)**	2.5	2.5	2.5	2.5	3.0	3.0	3.0

* 2016 staff resources required to open an additional courtroom

** For FTE allocated from another program, please specify the program and FTE amount

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

**York Region
Court Services**

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	5,464	6,074	6,269	7,178	7,391	3.0%	7,456	7,460	8,157
Program Specific Costs	802	1,046	1,067	1,264	1,214	(4.0%)	1,214	1,214	1,381
Professional / Contracted Services	704	873	972	889	909	2.2%	909	909	909
General Expenses	718	543	454	682	682	0.0%	682	682	704
Financing Costs	385	276	343	327	327	0.0%	328	328	328
Occupancy Costs	(4)	(20)	(38)	0	0	-	0	0	0
Contribution to Reserves		0	0	0	0	-	0	0	0
Internal Charges / Recoveries		0	0	0	0	-	0	0	0
Minor Capital	34	72	70	28	28	0.0%	28	28	28
Negotiated Specific & IntraDeptCo		0	0	0	0	-	0	0	0
Total Expenditures	8,102	8,864	9,138	10,368	10,551	1.8%	10,617	10,622	11,507
Revenues									
Grant Subsidies									
User Fees		0	0	0	0	-	0	0	0
Fees and Charges	(0)	(0)	30	0	0	-	0	0	0
Development Charges		0	0	0	0	-	0	0	0
Contribution From Reserves	(90)	0	(1)	0	0	-	0	0	0
Third Party Recoveries		0	0	0	0	-	0	0	0
Court Revenues Disbursement	(9,950)	(10,030)	(10,074)	(10,695)	(10,695)	0.0%	(10,695)	(10,802)	(10,802)
Total Revenues	(10,040)	(10,030)	(10,045)	(10,695)	(10,695)	0.0%	(10,695)	(10,802)	(10,802)
Net Tax Levy Requirement	(1,938)	(1,166)	(907)	(327)	(144)	(56.0%)	(79)	(181)	704
% Change		-39.8%	-22.2%	-63.9%	-56.0%		-45.5%	130.1%	-489.6%

Budget Change Explanations 2013

Court Services - Operating

2013 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Restated Base		10,368		(327)		77.0
Base						
Salary & Benefit Contract Increase		213	2.1	213	(65.1)	
Interpreter Services		20	0.2	20	(6.1)	
Sub-total Base		233	2.2	233	(71.2)	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction of Judiciary Costs		(50)	(0.5)	(50)	15.3	
Sub-total Efficiency		(50)	(0.5)	(50)	15.3	0.0
Total Base Change		183	1.8	183	(55.9)	0.0
Growth						
Salary & Benefit Contract Increase		0	0.0	0	(0.1)	
Total Growth		0	0.0	0	(0.1)	0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		183	1.8	183	(56.0)	0.0
Final Budget		10,551	1.8	(144)	(56.0)	77.0

Budget Change Explanations 2014

Court Services - Operating

2014 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2013 Restated Base		10,551		(144)		77.0
Base						
Salary & Benefit Contract Increase		4	0.0	4	(3.0)	
Insurance Allocation		1	0.0	1	(0.7)	
Additional Casual Staff		60	0.6	60	(41.6)	
Sub-total Base		65	0.6	65	(45.3)	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		65	0.6	65	(45.3)	0.0
Growth						
Salary & Benefit Contract Increase		0	0.0	0	(0.2)	
Total Growth		0	0.0	0	(0.2)	0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		66	0.6	66	(45.5)	0.0
Final Budget		10,617	0.6	(79)	(45.5)	77.0

Budget Change Explanations 2015

Court Services - Operating

2015 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 Restated Base		10,617		(79)		77.0
Base						
Salary & Benefit Contract Increase		4	0.0	4	(5.7)	
Anticipated increase in net revenue		0		(107)	136.2	
Sub-total Base		4	0.0	(103)	130.5	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		4	0.0	(103)	130.5	0.0
Growth						
Salary & Benefit Contract Increase		0	0.0	0	(0.4)	
Total Growth		0	0.0	0	(0.4)	0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		5	0.0	(102)	130.1	0.0
Final Budget		10,622	0.0	(181)	130.1	77.0

Budget Change Explanations 2016

Court Services - Operating

2016 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015 Restated Base		10,622		(181)		77.0
Base						
Salary & Benefit Contract Increase		2	0.0	2	(1.0)	
Sub-total Base		2	0.0	2	(1.0)	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Sub-total Annualization		0		0		0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		2	0.0	2	(1.0)	0.0
Growth						
Salary & Benefit Contract Increase		0	0.0	0	(0.2)	
Additional FTE Salary & Benefit		694	6.5	694	(383.9)	8.0
Training & Membership Fees		7	0.1	7	(4.1)	
Telephone & Computer Costs		14	0.1	14	(7.7)	
Judicial Services		167	1.6	167	(92.6)	
Total Growth		883	8.3	883	(488.6)	8.0
Enhancement						
Total Enhancement		0		0		
Total Requested		885	8.3	885	(489.6)	8.0
Final Budget		11,507	8.3	704	(489.6)	85.0

Corporate Services - Court Services

2013 New Staff Summary

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

2014 Proposed New Staff Summary

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

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Prosecutors (2 FTE-2016)	2.0	G	233	233
Courtroom Clerk Reporters (2 FTE-2016)	2.0	G	157	157
Court Administration Clerks (2 FTE-2016)	2.0	G	157	157
Prosecution Clerk (1 FTE-2016)	1.0	G	79	79
Administrative Clerk/Secretary (1 FTE-2016)	1.0	G	68	68
Total Permanent FTEs		8.0	694	694

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

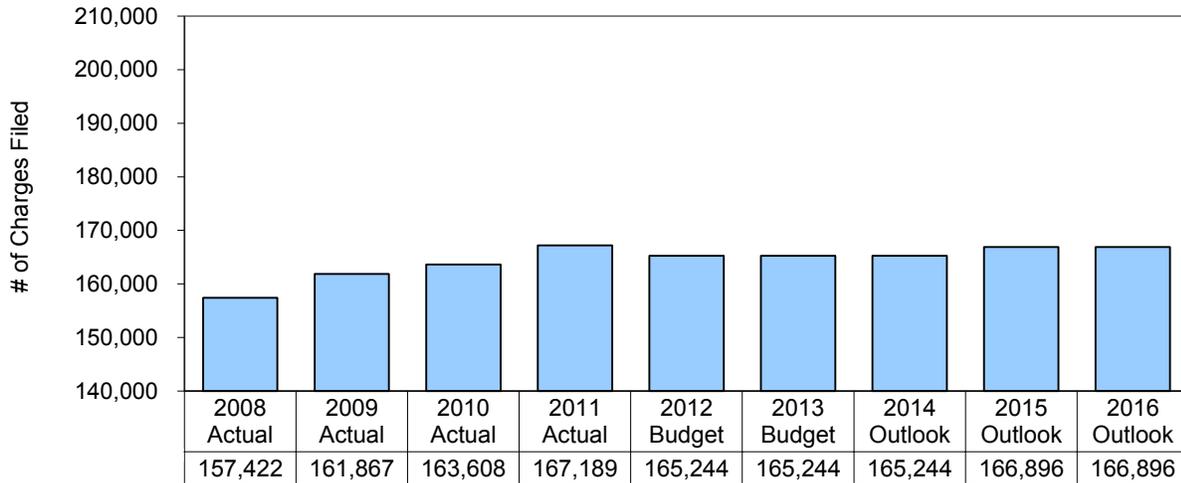
- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Yes
No

Number of New Charges Filed



Efficiency

What does the graph show?

- Number of charges filed by enforcement agencies.

Explanation of KPI Trend

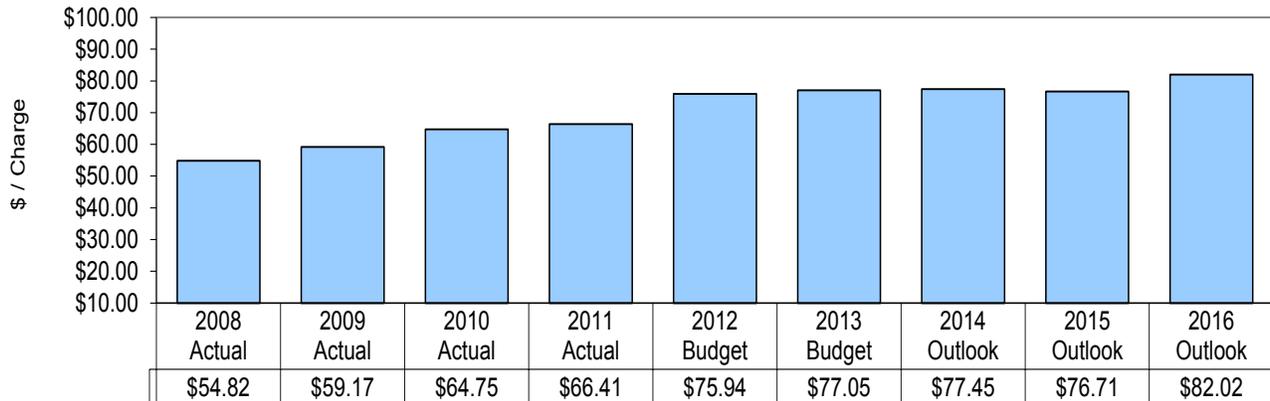
- This KPI is outside of the control of Court Services and is, therefore, difficult to accurately forecast.
- The 2011 actuals represent a 2% increase over 2010.
- The 2012 number of new charges was conservatively budgeted at 165,244 as the 2011 mid year actuals had reflected a decline at the time of budget preparation.
- Projections for 2013 remain the same as 2012.
- The 2014 projection levels remain the same as 2013.
- The 2015 projection includes a conservative 1% increase in the number of new charges to be received.
- The 2016 projection remains the same as 2015.

Comments / Background:

- This number acts as a denominator for the efficiency measure and is not a controllable measure.

Court Services

Average Cost per Charge Filed



What does the graph show?

- The graph shows the relationship between the costs of court services and the number of charges filed each year.

Explanation of KPI Trend

- 2008: 8 additional FTE's were added to address increasing workloads and expansion of court schedules.
- 2009: Courtroom T4 completed and in full service September 2009 to respond to caseload demands and reduce the number of charges being withdrawn for lack of court time.
- 2010: Costs reflect a full year T4 operation with additional pre-trial room at Tannery. Addition of 1 FTE Court Reporter to support dramatic growth in transcript requests. Reorganization of Court Services Operations to include Business Operations unit.
- 2011: Actual costs reflect the addition of two courtroom staff; 1 FTE Prosecutor, 1 FTE Court Reporter and a 2% increase in new charges filed over 2010.
- 2012: Budget includes the addition of three staff: 2 FTE Court Administration Clerks, and 1 FTE Prosecution Clerk.
- 2013: New charges received remains at same levels as of 2012 approved budget.
- 2014: Cost reflects a small increase in casual salaries and no change new charges received.
- 2015: Includes a modest 1% increase in new charges received.
- 2016: Includes the addition of new staff and associated costs needed to open additional courtroom space

Comments / Background:

- Total annual expenditures include the cost of Corporate allocations which is outside of the control of Court Services.
- Outlook projections are based on 2012 corporate allocation levels as future year increases are unknown at this point.
- The annual number of charges filed directly impacts the cost per charge and is an uncontrollable variable.

York Region
Financial / Administrative Items

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Corporate Initiatives	551	421	541	855	865	1.2%	845	855	855
Financing Costs & Reserves									
Working Capital	2,462	(2,366)	5,517	2,967	3,965	33.6%	4,460	4,632	4,632
Insurance	3,333	6,703	2,673	2,900	2,387	(17.7%)	2,387	2,500	2,600
Asset Replacement									
Debt Reduction Strategy	11,801	11,801	11,801	11,801	11,801	0.0%	11,801	11,801	11,801
Capital Replacement Reserve	15,212	22,574	30,135	38,029	49,087	29.1%	61,173	75,431	92,192
Supplementary Taxes	39,416	70,949	44,744	14,700	14,000	(4.8%)	14,000	15,100	16,500
Corporate Contingency	1,507	6,099	1,792	10,392	21,670	108.5%	16,335	24,639	24,966
Financing Costs & Reserves	73,731	115,760	96,662	80,789	102,910	27.4%	110,156	134,103	152,691
Total Expenditures	74,282	116,180	97,203	81,644	103,775	27.1%	111,001	134,958	153,546
Revenues									
Grant Subsidies	(25,060)	(24,980)	(31,971)	(14,529)	(14,000)	(3.6%)	(14,000)	(15,100)	(16,500)
User Fees									
Fees and Charges	(16)	206	(103)	(10)	(1,194)	12339.1%	(1,194)	(1,194)	(1,194)
Contribution From Reserves				(1,623)	(4,141)	155.1%	(4,565)	(4,700)	(4,700)
Third Party recoveries	(3,842)	(6,703)	(2,678)	(4,088)	(1,724)	(57.8%)	(1,817)	(2,788)	(2,888)
Court Revenue Disbursements	(20)								
Total Revenues	(28,938)	(31,478)	(34,752)	(20,250)	(21,059)	4.0%	(21,576)	(23,782)	(25,282)
Net Tax Levy Requirement	45,343	84,702	62,451	61,394	82,716	34.7%	89,425	111,176	128,264
% Change		86.8%	(26.3%)	(1.7%)	34.7%		8.1%	24.3%	15.4%

York Region
GTA Pooling, Boards & Authorities (excluding Conservation Authorities)

Operating Financial Summary
in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
GO Transit	10,355	6,979	17,120	2,500	2,500	0.0%	2,500	2,500	2,500
Hospital Capital Funding	12,000	12,196	11,572	13,071	13,363	2.2%	13,630	13,874	14,124
Property Assessment (MPAC)	14,327	14,937	15,702	16,400	16,900	3.0%	17,400	17,900	17,900
GTA Pooling	52,889	39,666	26,420	13,200		(100.0%)			
Total Expenditures	89,571	73,777	70,813	45,171	32,763	(27.5%)	33,530	34,274	34,524
Revenues									
Grant Subsidies						-			
User Fees						-			
Fees and Charges						-			
Development Charges	(1,365)	(2,363)	(1,095)	(2,500)	(2,500)	0.0%	(2,500)	(2,500)	(2,500)
Contribution From Reserves						-			
Third Party Recoveries						-			
Court Revenues Disbursement						-			
Total Revenues	(1,365)	(2,363)	(1,095)	(2,500)	(2,500)	0.0%	(2,500)	(2,500)	(2,500)
Net Tax Levy Requirement	88,206	71,414	69,719	42,671	30,263	(29.1%)	31,030	31,774	32,024
% Change		(19.0%)	(2.4%)	(38.8%)	(29.1%)		2.5%	2.4%	0.8%

Departmental Description

The Conservation Authorities provide conservation, restoration, development and management of natural resources other than gas, oil, coal and material in the jurisdiction of the Regional Municipality of York for which they are responsible. Lake Simcoe Region Conservation Authority (LSRCA) and Toronto and Region Conservation Authority (TRCA) share this responsibility.

Mission/Vision

LSRCA:

To provide leadership in the protection and restoration of the environmental health and quality of Lake Simcoe and its watershed with our community, municipal and other government partners.

TRCA:

To work with our partners to ensure that *The Living City* is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity, and sustainable communities.

Mandate

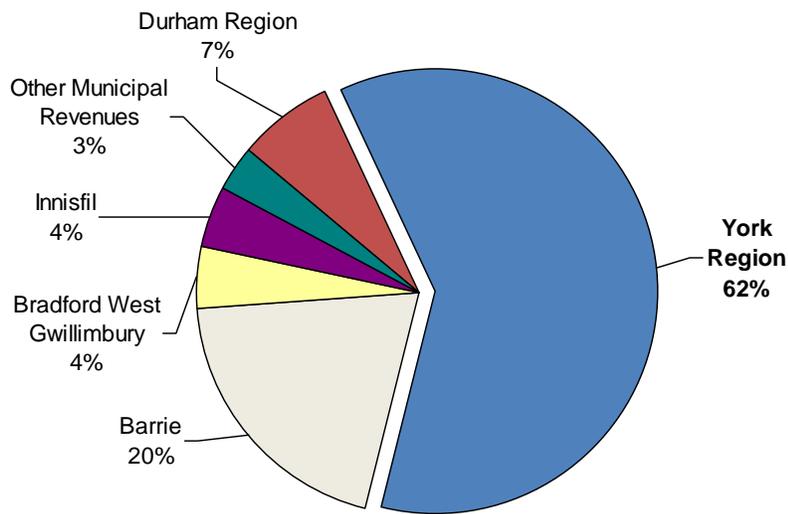
The Conservation Authorities provide programs and services falling under the general areas of Science and Research, Protection and Restoration, Education and Outreach, and Program Support.

Funding Support for Conservation Authorities

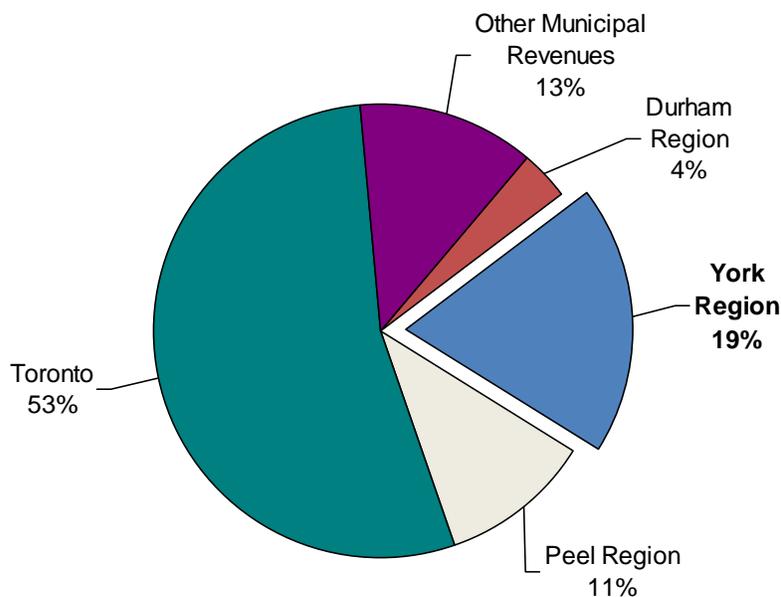
York Region serves as one of the key sources of funding to support the work of LSRCA and TRCA. The Conservation Authorities also obtain revenues from user fees, provincial and federal governments, and donations and fundraising efforts.

Of the municipal revenues to cover operating expenditures, York Region funding represents approximately 60% of the LSRCA budget and 20% of TRCA's budget.

**LSRCA Municipal Revenues for Operating Expenditures
Breakdown by Source**



**TRCA Municipal Revenues for Operating Expenditures
Breakdown by Source**



The Region also provides funding for services and initiatives offered through the Conservation Authorities' capital programs; the sections below provide a description of these initiatives.

In 2013, York Region funding for Conservation Authority gross expenditures (including operating, capital, and other expenditures) will total \$11.3 million (\$4.2 million for LSRCA and \$7.1 million for TRCA). Operating expenditures of \$6.6 million (consisting of \$6.5 million in base operating/administrative-related funding and \$80,000 for reforestation efforts) will be funded by tax levy. Capital program expenditures of \$4.7 million will be covered under the Special Capital Levy funded by water and wastewater rates.

Program Description and Planned Initiatives

Although there are some differences that exist in the specific services offered by the two Conservation Authorities, the descriptions that follow provide a general outline of the Conservation Authorities' core/common program areas and initiatives. The sections below also highlight funding for these program areas and initiatives provided under the Special Capital Levy.

Natural Hazard Mapping and Erosion Control

This program aims to update and maintain current maps for the management of hazard lands, preparation and update of Conservation Authority regulation, and development and maintenance of flood vulnerable databases. Updating regulation mapping on an annual basis is required to ensure current information is available to support the Conservation Authorities' development review and permitting responsibilities and ensure the appropriate management of natural hazards. The main objective is to reduce the risk to both life and property caused by natural hazards such as flooding and erosion.

The Conservation Authorities also undertake watershed erosion monitoring and maintenance of erosion sites and control structures within York Region. The monitoring work informs the development of inventories/databases and prioritized ranking of sites requiring remedial and maintenance works. Remedial works are undertaken based on availability of funds.

Planned initiatives include:

- Ongoing refinement and updating of existing mapping
- Developing advanced hydrology / hydraulic modeling for watercourses

Hazard Mapping & Erosion Control (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	48	50	53	55
TRCA	292	314	320	325
Total	340	364	373	380

Natural Heritage Mapping

This program ensures that the base mapping layer, which captures vegetation and land use information, is standardized to allow for identification of natural heritage features. The on-going updates to the data ensure expertise, new information, and advances in science continue to be state-of-the-art, defensible and responsive to the needs of municipalities. Conservation Authorities review permit applications under the *Planning Act* as they pertain to provincial natural heritage policies. The Natural Heritage and Land Use Mapping program is a cornerstone tool for many Conservation Authority programs. The program provides specialized information and expertise for species recovery plans, invasive species management, urban forest assessment for climate change mitigation, and biological field inventory.

Planned initiatives include:

- Continued mapping updates and refinements

Natural Heritage Mapping (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	55	57	60	62
TRCA	133	135	140	145
Total	188	192	200	207

Flood Forecasting and Warning

The flood forecasting and warning program supports regional emergency preparedness efforts. The objective of the program is to reduce the risk to both life and people caused by flooding. This program, for example, undertakes necessary upgrades and repairs to dams and flood conveyance channels both for state of good repair and to comply with provincial regulations. In addition, under the program, operations, maintenance and surveillance manuals for flood control facilities are prepared, reviewed, and updated.

Planned initiatives include:

- Updating modeling tools for improved flood forecasting, including lake level monitoring
- Updating the Emergency Response System based on the improved tools

- Continued capital works initiatives, such as undertaking inspections and any identified general mechanical, operational, electrical, safety and structural updates/repairs at dams and flood control channels to meet provincial requirements and industry guidelines
- Development of new stream crossing guidance and associated mapping to provide improved tools to municipalities and developers to use when assessing crossing requirements

Flood Forecasting & Warning (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	102	106	111	115
TRCA	400	397	405	415
Total	502	503	516	530

Watershed Monitoring

This program provides Conservation Authorities and their partners a comprehensive, integrated, and coordinated approach to environmental monitoring, including the provision of data management and mapping services. This information is compiled to establish benchmarks from which trends and events can be detected and analyzed. The program contributes to York Region’s environmental reporting and provides information for infrastructure projects. For example, TRCA monitors West Nile virus in stormwater ponds and natural wetlands; this information is provided to the Region to assist in detection and sickness prevention strategies.

Planned initiatives include:

- Monitoring and reporting on the effectiveness of innovative stormwater management facilities
- Spot discharge measurements of Lake Simcoe tributaries across a range of seasonal and hydrologic conditions
- Continued maintenance and operation of the stream gauging monitoring network and data management
- Continued monitoring of water quality and quantity of tributaries entering Lake Simcoe
- Developing a new standard operating procedure for aquatic monitoring within the tributaries and continue monitoring as recommended
- Continue near-shore monitoring of Lake Simcoe
- Continue to monitor climate stations and rainfall/atmospheric deposition within the watershed
- Continued biologic monitoring of tributaries including fish and benthic (riverbed) macro-invertebrates as well as investigating new techniques/indicators to improve data resolution and monitoring efficiencies
- Website improvements for public/partner access to real-time monitoring data

- Analysis and reporting of monitoring data, including Lake Simcoe phosphorus loads; production of monitoring data report, science newsletter series, watershed report card, etc.
- Initiation of a new TRCA fixed plot monitoring program that collects data at fixed points throughout the Region to compare changes in vegetation, organisms, etc. over time due to climate change and urbanization

Watershed Monitoring (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	352	368	383	400
TRCA	330	340	375	380
Total	682	708	758	780

Lake Simcoe Protection Plan (LSPP)

LSRCA has an identified implementation role in the LSPP in areas such as subwatershed planning, water budgeting, stewardship, hazard land mapping and monitoring. LSRCA staff members serve on the Ministry of the Environment Lake Simcoe Coordinating and Lake Simcoe Science Committees.

Planned initiatives include:

- Over the next year, the LSPP will be transitioning from policy implementation to on-going operations within the provincial management framework. It is vital that LSRCA's long term, operational role in the delivery of provincial Lake Simcoe Protection Plan initiatives be established and that enhanced partnership funding be obtained.

Lake Simcoe Protection Plan (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	131	138	144	150

Regeneration/Stewardship

The natural heritage regeneration program is aimed at implementing habitat restoration recommendations from planning documents such as watershed plans, stewardship assessment and opportunities reports, and fisheries management plans. The stewardship program is aimed at increasing public awareness on environmental issues to change public attitudes and behaviours resulting in more sustainable communities. The program promotes a culture of conservation and engages residents, municipal partners and businesses in a variety of environmental stewardship, outreach education, and urban sustainability programs that improve

local surface and ground water quality, reduce soil erosion, and enhance wildlife habitat.

Planned initiatives include:

- Continued regeneration initiatives, such as the York Natural Planting Partnership, Richmond Hill Planting Partnership and York Children’s Water Festival
- Continued delivery of stewardship programming and activities, such as LSRCA Landowner Environmental Assistance Program (LEAP) and various TRCA sustainable communities programs
- Continued delivery of LSRCA municipal initiatives, such as the Musselman’s Lake Storm Water Management Project (Whitchurch-Stouffville), Tannery Creek Restoration Projects (Aurora), and the Maskinonge River Recovery Project (Georgina)
- Program refinements, e.g., LSRCA to refine eligible stewardship/restoration projects and associated funding categories to increase program uptake

Regeneration / Stewardship (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	462	452	489	503
TRCA	789	847	966	1,013
Total	1,251	1,299	1,455	1,516

Conservation Area Management

Land is one of the Conservation Authorities’ most valuable assets. Conservation Areas are essential in creating healthy communities. They can take on many forms and can serve a variety of functions, including as wildlife viewing areas, hiking, walking or biking trails, pedestrian linkages, cultural and natural heritage preservation sites, and environmental education facilities. Land owned and/or managed by LSRCA and TRCA provides a range of public uses and infrastructure needs. Although all these lands require maintenance and monitoring, those needs will vary with levels of wear and levels of risk associated with usage pressures.

This program addresses the general needs to maintain and develop these assets. Properties require annual inspection, fence repairs, clean-up, signage, resource management, general care, etc. Example of specific initiatives include: improving overall condition of CA lands; development, implementation, and updating of conservation area management plans; provision of a safe and secure recreation environment by fencing lands, removing public safety hazards, and addressing illegal garbage dumping; development and implementation of trail classification systems; and assisting in the implementation of invasive species management.

Planned initiatives include:

- Continued conservation area management/land care activities
- Initiation/completion of management plans, such as for the Holland Landing Conservation Area (East Gwillimbury), the Thornton Bales Conservation Area (King), and Rogers Reservoir Conservation Area (East Gwillimbury)
- Completion of Baseline Document Reports (BDRs), management plans, etc. on newly acquired land as necessary

Conservation Area Management (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	68	68	69	69
TRCA*	419	425	431	437
Total	487	493	500	506

*Refers to TRCA Land Care initiatives, which is funded under tax levy

Program Information Management (LSRCA)

LSRCA developed a web mapping tool of the various layers of environmental data (with Authority and Regional information combined). The web access is to assist the public and developers in reviewing their own properties without having to come into the Authority office to make inquiries. To keep the required information current and broadly accessible, the environmental data and the web access is maintained through this program.

Multiple layers are required to allow for appropriate planning and regulating. Critical to the decision-making needs of the watershed partners is the increased access to information and analysis. An example would be the development of the vulnerable features in the floodplain database for York Region’s Emergency Management Planning. For the 2013 budget year and onward, there will be a merging of some of the source water protection database information into the existing LSRCA data layers and as such increased funding has been allocated to this program to cover the staffing requirements of the changing workplan.

Planned initiatives include:

- Continue cycles of updates to the various layers and metadata to ensure accuracy of the database layers
- Maintain GIS/I.T. departmental services and web mapping tools for both internal and external access
- Maintain and integrate source water protection databases with regular database layers
- Maintain the watershed wide environmental data for internal and external use
- Implement updates to the planning and regulations application for processing of permit requests

Information Management (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	54	64	68	72

Basin-wide Initiatives, including Groundwater Management

The Conservation Authorities are also engaged in various initiatives that have basin-wide impacts, such as monitoring and management of groundwater for quality and quantity. Of particular note are LSRCA's efforts to reduce phosphorus load and improve water quality in the Lake Simcoe watershed. Planned initiatives under this effort are described below.

- In 2012, LSRCA was successful in obtaining \$600,000 in provincial funding from the Showcasing Water Innovation Program to undertake the development of a Water Quality Trading Program to Reduce Phosphorus in the Lake Simcoe Watershed. Water quality trading (WQT) is a market-based approach to pollution control that treats pollutants as commodities. In a WQT system, a limit is put on the amount of a pollutant that can be discharged within a given time and defined area (such as a watershed). Dischargers within the watershed that reduce their pollutant loadings below the limit can sell surplus reductions (called credits) to other dischargers who need to make reductions to meet compliance requirements but face significantly higher costs to achieve those reductions. The credits take on a monetary value, and it is the buying and selling of credits among dischargers that is the essence of WQT. The study, which has a total cost of \$1.2 million, will be completed in early 2013 and will allow the Authority and its member municipalities, along with the province, to accelerate phosphorus reduction efforts with the Lake Simcoe basin at a reduced cost.
- In 2012, the LSRCA partnered with the Credit Valley and Toronto Region Conservation Authorities to host a Low Impact Development (LID) conference and bus tour of sites within the Lake Simcoe watershed. Participants learned about LID techniques and had an opportunity to tour a number of LID sites firsthand. A more comprehensive training workshop on how to construct LID controls is being scheduled for the fall of 2013.
- The LSRCA is currently participating in the York Region's Showcasing Water Innovation project to expedite approvals for development that is adopting Green Infrastructure practices. Learning from the project, the Authority has made a commitment to continue to promote and implement a program to facilitate greening infrastructure for new development and examining opportunities for retrofitting green infrastructure in already developed areas.
- LSRCA will continue monitoring for new and innovative Best Management Practices (BMPs) for Phosphorus Control. The projects include: Aurora

Engineered Wetland, Phoslock Application in the West Holland River, and the Town of Newmarket Red Sand filter system.

- LSRCA will continue with climate change modeling to develop a risk management strategy for the Lake Simcoe Watershed. The modeling will help assess future changes in the balance and quality of ground and surface waters.

Basin-wide Initiatives (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	197	209	218	228
TRCA*	130	130	130	135
Total	327	339	348	363

*Refers to Groundwater Management initiatives

Watershed/Subwatershed Planning

This program is generally aimed at maintaining state-of-the-art planning tools and advancing the science necessary to guide growth and ensure a robust, diverse, and healthy natural environment. Several initiatives under this program contribute to policy and practice for the significant growth that York Region is facing. The program supports, for example, floodplain management, water management, stormwater management, fish management plans, monitoring and data management.

Planned initiatives include:

- Continued watershed planning and management activities
- Preparation of tools and resources to prioritize stewardship activities
- Continue to collect monitoring data in support of updates to subwatershed plan
- Assist in analysis and reporting of monitoring data, including preparation of watershed report card and science newsletters
- Continued TRCA delivery/completion of sustainable retrofit action plan (SNAP), which combines water management, energy conservation, waste management, terrestrial and aquatic natural heritage, and recreation elements to improve energy efficiency, reduce phosphorus loading, conserve water, and improve biodiversity for target areas

Watershed Planning (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA	268	280	291	304
TRCA	345	367	385	415
Total	613	647	676	719

Kortright Campus (TRCA)

For over 35 years, TRCA’s Kortright Centre/The Living City Campus has been a leading centre for environmental education in Canada. This program supports the maintenance and development of various initiatives and sites at The Living City Campus, including sustainable building/technologies research, the biodiversity trail, the watershed education centre, and the urban agricultural farm.

This program also supports a multi-phase renovation that is currently underway at the Kortright Visitor Centre to address major deterioration that has occurred over the last four decades of use. Infrastructure improvements include: HVAC, windows, doors and deck replacement (Phase 1); repairs to siding, insulation, and roofing (Phase 2); and upgrades to interior space, pavilion area, and the kitchen (Phase 3). In 2012, one-time tax levy-funded top-up was provided to TRCA to support critical initiatives, including Kortright renovations. Completion of Phase 1 works and Phase 3 planning and design will be the focus of 2013 and 2014 efforts.

Kortright Campus/ The Living City (\$ Thousands)	2013 Budget	2014 Outlook	2015 Outlook	2016 Outlook
TRCA	505	505	510	510

Funding for New Initiatives / Enhancements

As part of Budget 2013, the Region is provisioning additional funding to LSRCA and TRCA to support the implementation of new or enhanced initiatives. This additional funding has been allocated under the tax levy component of the Region’s 2013 budget and outlook for Conservation Authorities.

In 2013, \$90,000 will be provided to LSRCA as follows:

- \$48,000 to support a database analyst position; the position is intended to provide IT support to LSCRCA and maintain important business applications;
- \$42,000 for LSRCA’s streambank erosion protection program; the program documents, monitors and provides information on erosion sites and hazards to underground regional infrastructure.

In 2013, \$650,000 will be provided to TRCA as follows:

- \$500,000 for TRCA’s infrastructure protection program to allow repairs or remedial works at erosion sites and control structures; this initiative will help protect vulnerable regional infrastructure;
- \$100,000 to support the continuation and expansion of TRCA’s Sustainable Neighbourhood Action Plan program in York Region, which pilots innovative and comprehensive watershed regeneration activities;

- \$50,000 for TRCA's strategy to address emerald ash borer infestation; the strategy includes completion of surveys and identification and treatment of high priority trees.

Conservation Authorities Base Drivers and Challenges

There are several factors that contribute to the need for continued/enhanced funding for Conservation Authorities. These include:

- Moving forward with various basin-wide initiatives to address municipal requirements under provincial legislation
- Continued mapping activity to support refinement of regulation area for developing areas of York Region and to provide accurate data and information for York Region infrastructure projects
- Additional stewardship/restoration activity to address increased interest in programs and projects
- Continued flood forecasting and warning activity to help improve capacity to manage risk and reduce the potential for loss of life and property
- Continued Lake Simcoe protection efforts to help achieve goals under the Lake Simcoe Protection Act (2008) and Lake Simcoe Protection Plan (2009); legislation and strategies are intended to address increased lake phosphorus levels, low oxygen levels and the decline of coldwater fish species
- Additional program information management activity and business application development to support decision-making (e.g., regarding permits), allow access to web mapping tools, etc.

Looking forward, the Conservation Authorities will need to manage and target efforts to address several challenges, including:

- Regional growth, both from development and infrastructure
- Changing legislative and regulatory landscape
- The need to engage with a large number of diverse stakeholders and representation from all levels of government
- Significant uncertainty and risk associated with climate change
- Rising costs for materials/services to support program work, such as laboratory costs for analysis
- Demand from the public for immediate results and real time data
- Evolving challenges of managing human activities and natural resources in order to meet targets under The Lake Simcoe Protection Plan
- Understanding and developing excellent business applications that meet corporate priorities, as well as maintaining multiple databases with up-to-date information

Conservation Authorities

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Approved	Variance	%	2014 Outlook	2015 Outlook	2016 Outlook
LSRCA											
Tax Levy	1,388	1,471	1,570	1,744	2,058	2,222	164	8.0%	2,307	2,399	2,497
Special Capital Levy											
Natural Hazard Mapping	71	67	29	44	46	48	2	4.3%	50	53	55
Natural Heritage Mapping			40	50	53	55	2	3.8%	57	60	62
Flood/Forecasting/Warning	11	66	68	69	97	102	5	5.2%	106	111	115
LSEMS co-ordination & communication	113	114									
OR MCP	250	253									
Watershed Monitoring	299	244	310	323	337	352	15	4.5%	368	383	400
Lake Simcoe Protection Plan			117	120	126	131	5	4.0%	138	144	150
Watershed Special Studies (LEAP)	420	432	440	445	449	462	13	2.9%	452	489	503
Conservation Area Management	63	62	64	65	65	68	3	4.6%	68	69	69
Conservation Area Development					18	0	(18)	-100.0%	0	0	0
Program Information Management					10	54	44	440.0%	64	68	72
CA Moraine Coalition	5	5	5	5	5	5	0	0.0%	5	5	5
Groundwater Man./Basin-wide Initiative	72	231	179	180	188	197	9	4.8%	209	218	228
Watershed/Subwatershed Planning			256	256	256	268	12	4.7%	280	291	304
	1,304	1,474	1,508	1,557	1,650	1,742	92	5.6%	1,798	1,890	1,963
Total Operating & Capital	2,692	2,945	3,078	3,301	3,708	3,964	256	6.9%	4,105	4,289	4,460
Other Expenditures											
Reforestation	50	50	50	40	40	40	0	0.0%	40	40	40
Forgivable loan - Administrative Building	224	224	224	224	224	224	0	0.0%	224	224	224
	274	274	274	264	264	264	0	0.0%	264	264	264
Total Gross Expenditures	2,966	3,219	3,352	3,565	3,972	4,228	256	6.4%	4,368	4,553	4,723
Funded by:											
Tax Levy	(1,662)	(1,745)	(1,844)	(2,008)	(2,322)	(2,486)	(164)	7.1%	(2,571)	(2,663)	(2,761)
Rates - Water	(884)	(1,042)	(951)	(992)	(1,075)	(1,132)	(57)	5.3%	(1,168)	(1,229)	(1,276)
Rates - Wastewater	(420)	(432)	(557)	(565)	(575)	(610)	(35)	6.0%	(629)	(662)	(687)
Total Funding	(2,966)	(3,219)	(3,352)	(3,565)	(3,972)	(4,228)	(256)	6.4%	(4,368)	(4,553)	(4,723)

Conservation Authorities

	2008 Actual	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Approved	Variance	%	2014 Outlook	2015 Outlook	2016 Outlook
TRCA											
Tax Levy	2,436	2,673	3,105	3,209	3,877	4,135	258	6.7%	4,248	4,334	4,492
Special Capital Levy											
Natural Hazard Mapping	95	96	200	200	60	62	2	3.3%	74	75	80
Natural Heritage Mapping	81	121	127	127	127	133	6	4.7%	135	140	145
Flood/Forecasting/Warning	192	255	205	205	175	400	225	128.6%	397	405	415
Erosion Control					130	230	100	76.9%	240	245	245
Watershed Monitoring	313	300	315	315	315	330	15	4.8%	340	375	380
Stewardship	561	710	715	715	745	789	44	5.9%	847	966	1,013
Groundwater Management	125	125	125	125	125	130	5	4.1%	130	130	135
OR MCP	172	259									
Watershed/Subwatershed Planning			328	328	338	345	7	2.1%	367	385	415
Kortright Campus				127	242	505	263	108.7%	505	510	510
	1,539	1,866	2,015	2,142	2,257	2,924	667	29.6%	3,035	3,231	3,338
Total Operating & Capital	3,975	4,539	5,120	5,351	6,134	7,059	925	15.1%	7,283	7,565	3,338
Other Expenditures											
Reforestation	50	50	50	50	50	40	(10)	-20.0%	40	40	40
Urban Canopy		173	120	120	120	0	(120)	-100.0%	0	0	0
Kortright Centre	250	250	250								
	300	473	420	170	170	40	(130)	-76.5%	40	40	40
Total Gross Expenditures	4,275	5,012	5,540	5,521	6,304	7,099	795	12.6%	7,323	7,605	7,870
Funded by:											
Tax Levy	(2,486)	(2,896)	(3,275)	(3,379)	(4,047)	(4,175)	(128)	3.2%	(4,288)	(4,374)	(4,532)
Rates - Water	(978)	(1,156)	(972)	(1,099)	(1,174)	(1,608)	(434)	37.0%	(1,669)	(1,777)	(1,836)
Rates - Wastewater	(561)	(710)	(1,043)	(1,043)	(1,083)	(1,316)	(233)	21.5%	(1,366)	(1,454)	(1,502)
Reserves	(250)	(250)	(250)	0	0	0	0	0.0%	0	0	0
Total Funding	(4,275)	(5,012)	(5,540)	(5,521)	(6,304)	(7,099)	(795)	12.6%	(7,323)	(7,605)	(7,870)

Conservation Authorities

Financial Summary

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Approved	Change \$	%	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures										
Salaries and Benefits										
Program Specific Expenses										
Professional Contracted Services										
General Expenses										
Occupancy Costs										
Minor Capital										
Expenditures										
Financing Costs and Reserves										
Financing Costs	4,618	5,700	5,177	6,159	6,581	422	6.9%	6,779	6,957	7,213
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves										
	4,618	5,700	5,177	6,159	6,581	422	6.9%	6,779	6,957	7,213
Gross Expenditures										
	4,618	5,700	5,177	6,159	6,581	422	6.9%	6,779	6,957	7,213
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves	(250)	(565)								
Third Party Recoveries										
Revenues										
	(250)	(565)								
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including										
Negotiated Specific & Recoveries	4,618	5,700	5,177	6,159	6,581	422	6.9%	6,779	6,957	7,213
Tax Levy										
	4,368	5,135	5,177	6,159	6,581	422	6.9%	6,779	6,957	7,213

Conservation Authority - Lake Simcoe Region Conservation Authority

Divisional Summary

	\$000's									
	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Approved	Change \$	%	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures										
Salaries and Benefits										
Program Specific Expenses										
Professional Contracted Services										
General Expenses										
Occupancy Costs										
Minor Capital										
Expenditures										
Financing Costs and Reserves										
Financing Costs	1,695	1,919	1,968	2,282	2,446	164	7.2%	2,531	2,623	2,721
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	1,695	1,919	1,968	2,282	2,446	164	7.2%	2,531	2,623	2,721
Gross Expenditures	1,695	1,919	1,968	2,282	2,446	164	7.2%	2,531	2,623	2,721
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves			(119)							
Third Party Recoveries										
Revenues		(119)								
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	1,695	1,919	1,968	2,282	2,446	164	7.2%	2,531	2,623	2,721
Tax Levy	1,695	1,800	1,968	2,282	2,446	164	7.2%	2,531	2,623	2,721

Conservation Authority - Toronto and Region Conservation Authority

Divisional Summary

	\$000's									
	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Approved	Change \$	%	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures										
Salaries and Benefits										
Program Specific Expenses										
Professional Contracted Services										
General Expenses										
Occupancy Costs										
Minor Capital										
Expenditures										
Financing Costs and Reserves										
Financing Costs	2,923	3,781	3,209	3,877	4,135	258	6.7%	4,248	4,334	4,492
Contribution to Reserves										
Contribution to Capital										
Financing Costs and Reserves	2,923	3,781	3,209	3,877	4,135	258	6.7%	4,248	4,334	4,492
Gross Expenditures	2,923	3,781	3,209	3,877	4,135	258	6.7%	4,248	4,334	4,492
Revenues										
Grant Subsidies										
User Fees										
Fees and Charges										
Development Charges										
Contribution from Reserves	(250)	(446)								
Third Party Recoveries										
Revenues	(250)	(446)								
Negotiated Specific & Recoveries										
Negotiated Specific										
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries										
Gross Expenditures including Negotiated Specific & Recoveries	2,923	3,781	3,209	3,877	4,135	258	6.7%	4,248	4,334	4,492
Tax Levy	2,673	3,335	3,209	3,877	4,135	258	6.7%	4,248	4,334	4,492

Budget Change Explanations 2013

Conservation Authorities		2013 (in \$000's)			
Budget Change Explanations		Gross		Net	
	Units	\$000's	%	\$000's	%
2012 Approved Budget		6,159		6,159	
Base					
Grant adjustment (driven by change in funding for new/enhanced initiatives)		422	6.9	422	6.9
Total Base Change		422	6.9	422	6.9
2013 Approved Budget		6,581	6.9	6,581	6.9

Budget Change Explanations 2014

Conservation Authorities		2014 (in \$000's)			
Budget Change Explanations		Gross		Net	
	Units	\$000's	%	\$000's	%
2013 Approved Budget		6,581		6,581	
Base					
	Grant adjustment (for cost of living, inflation, etc.)	198	3.0	198	3.0
Total Base Change		198	3.0	198	3.0
2014 Outlook		6,779	3.0	6,779	3.0

Budget Change Explanations Outlook Years, 2015 and 2016

Conservation Authorities	Outlook Years (in \$000's)			
	2015 Gross	2015 Net	2016 Gross	2016 Net
Prior Year's Outlook	6,779	6,779	6,957	6,957
Base				
Grant adjustment (for cost of living, inflation, etc.)	178	178	256	256
Total Base Change	178	178	256	256
Total Annual Outlook	6,957	6,957	7,213	7,213

Organization Objectives & Description

Mission:

Our mission is to deliver a world-class Rapid Transit network system and infrastructure that moves people quickly, connects communities and shapes our living environment. This mission is further supported by a team of industry experts that understands and envisions the needs of our ever growing Region in which:

- People can move quickly, conveniently and reliably without a vehicle;
- Public transit is used extensively because it is attractive, easy to use, efficient and economical;
- People live, work, shop and play in close proximity to public transit;
- Employers locate in York Region because of its robust transit options for employees;
- Development and public transit are planned together to shape communities, support a sustainable future and promote energy conservation and contain urban sprawl.

Mandate:

Under its Articles of Incorporation, the York Region Rapid Transit Corporation (YRRTC) has broad powers in connection with the delivery and operation of a public transportation system. Its Articles permit YRRTC to:

- Operate and maintain a public transportation system;
- Construct and own the system, including the related land and facilities, provided that these facilities are new;
- Undertake transit-related development;
- Sell, lease and encumber related land and facilities;

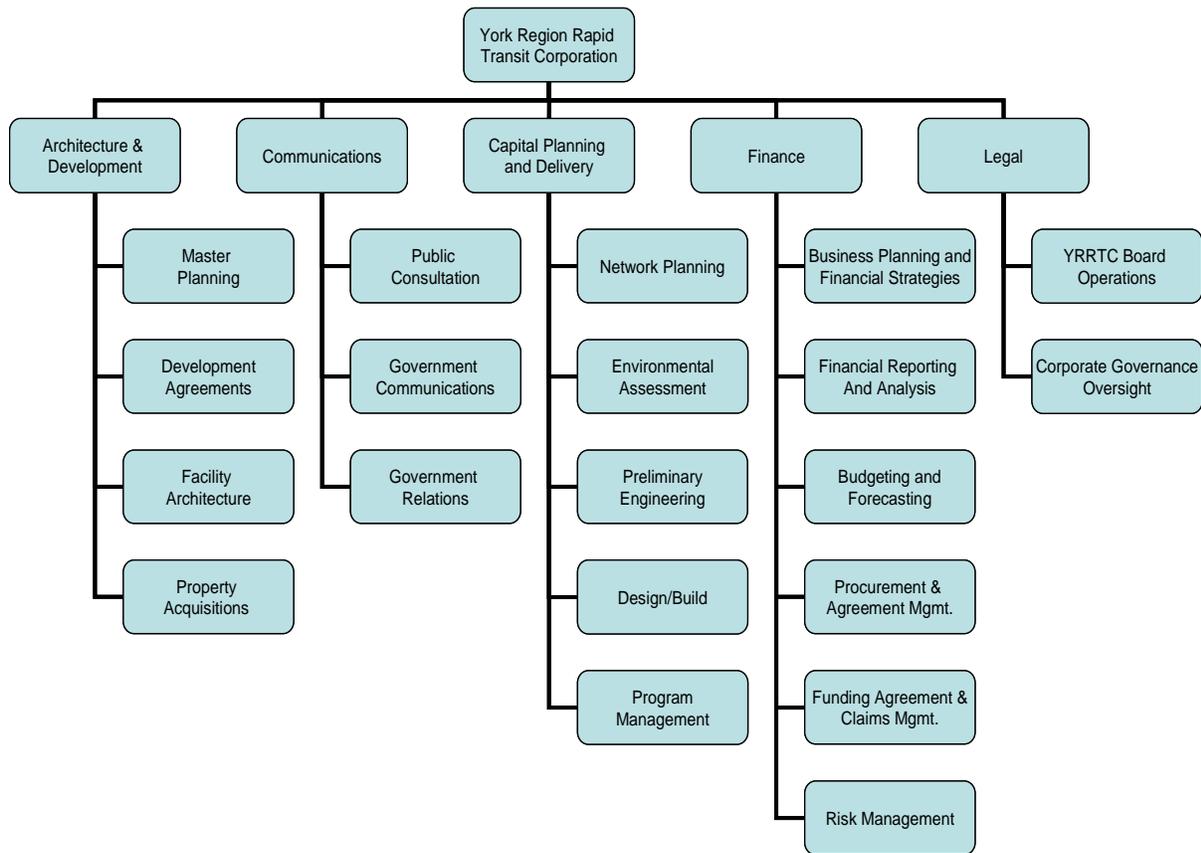
Capital Strategy:

YRRTC is in a unique position to deliver a world-class Rapid Transit system valued at a combined total of \$21.2 billion, which will provide:

- Safer and faster movement of people through the implementation of dedicated rapidways that are expected to reduce transit travel times during peak periods by up to 40% along the most congested sections of the corridors;
- Safer and faster movement of goods along the Region's major land transportation routes resulting from a decrease in the rate of automobile congestion;
- Reduced production of greenhouse gases and other airborne pollutants as the result of a reduction in automobile transportation mode share and the number of vehicles idling on congested roads and highways during peak travel periods;
- Effective, mixed-use urban development to accommodate rapidly growing population and employment in sustainable transit villages with increased land use densities;

- Enhanced economic activity with improved inter-regional transit connections that support increasingly balanced two-way travel patterns to and from York Region for residents, employees and tourists; and
- Leading-edge technologies and operational practices to enhance customer service and minimize greenhouse gas emissions.

To accomplish our mission to deliver this exceptional rapid transit system that moves people quickly, connects communities and shapes our living environment, the organization is structured along the streams of Architecture, Communications, Capital Planning and Delivery, Finance, and Legal Services as elaborated in the following chart.



YRRTC has partnered with private sector companies and government entities to design and deliver the Bus Rapid Transit (BRT) program, and use the services of an Owner’s Engineer (OE) to assist staff with program management and implementation.

It must be noted that the form of partnership or procurement, for any given program, is heavily influenced by the requirements of Senior Government funding partners, who contribute to the majority of the current funded capital programs valued at \$3.2 billion.

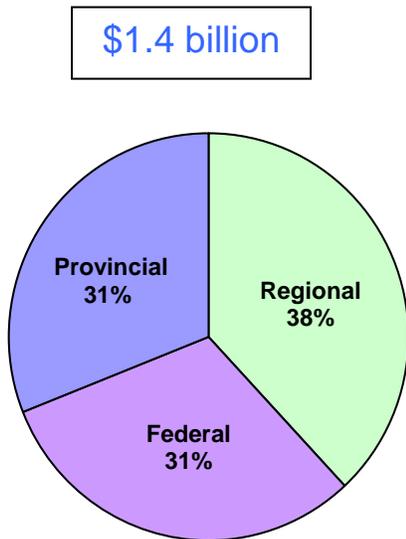
Our strategy is to always “be ready”. Since the capital programs are reliant on funding from Senior Levels of Government, it is necessary for project designs to be advanced to the point where budgets and schedules are established to move to construction quickly. These elements are essential to increasing the likelihood of priority funding. In addition, our strategy is also to optimize the network and increase ridership. The park and ride strategy implementation contemplated to commence in 2013 is an example of the approach to reduce congestion at key transit transfer points and to attract more riders.

Key Initiatives:

The current funded capital programs, valued at a combined total of \$3.2 billion, consist of all studies, property acquisitions, engineering designs and construction necessary to deliver the Bus Rapid Transit network, the required terminals and bus operations facilities, the subway extensions, and the parking solutions that maximize the effectiveness of the transit system and the return on investment.

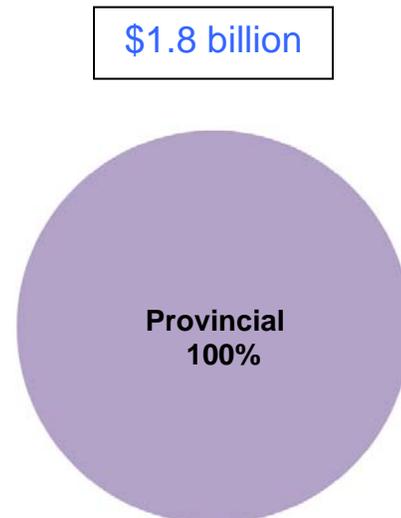
The programs and projects represented in the Capital Budget for Regional Council approval are those that are funded in part or fully by York Region – valued at \$1.4 billion.

Note that for the purpose of receiving Regional Council approval, the fully funded Metrolinx Capital Budget for Bus Rapidways and Stations – valued at \$1.8 billion – is not included. But, while these projects do not require funding from York Region, they will result in increased operating costs once they have been constructed. The Net Operating Impact to York Region when these projects are completed is discussed later.



Funding Agreements:

- QuickWins Agreement
- Canada Strategic Infrastructure Fund (CSIF) Contribution Agreement
- TYSSE Contribution Agreement



Funding Agreements:

- QuickWins Agreement
- Metrolinx Master Agreement

Strategic Goals 2013 – 2031:

York Region Rapid Transit's strategic goals are aligned with the approved Transportation Master Plan that defines the Region's long-term transportation vision.

1. Programs - Partly or Fully Funded by York Region - \$1.4 billion

- Implement business and governance model for parking operations and with the opening of the Highway 7 East rapidway, commence implementation of the park 'n' ride facilities program in 2013;
- Commence the construction of the Operations, Maintenance and Storage Facility (OMSF), located in Headford Business Park-Richmond Hill - project completion by year-end 2014;
- Ensure that necessary infrastructure associated with the Spadina Subway extension to be in service by year-end 2015, is constructed and appropriately funded – i.e. VIVA concourse and Spadina Subway-VMC terminal;
- Advance funding support for the Yonge Subway extension, and maintain project momentum by progressing concept level design and preliminary engineering activities;
- Complete study to confirm rapid transit corridors prioritization of the 2010 Transportation Master Plan;
- Facilitate and participate in progressing Mobility Hubs;
- Develop in conjunction with YRT, the transition to a new operating agreement and concession arrangement (if any) for vivaNext services;
- Continue to advance communications/outreach programs to support the business objectives and public/stakeholder information needs before and during construction.

2. Programs - Fully Funded by Senior Levels of Government - \$1.8 billion

- Complete rapidway construction on Hwy. 7 East from Richmond Hill Centre to Warden Ave. (H3) and Davis Drive from Yonge St. to Hwy. 404 (D1) – project completions by early 2014 and year-end 2014 respectively;
- Commence rapidway construction on Hwy. 7 West – Vaughan Metropolitan Centre (H2 VMC) – project completion by year-end 2015;
- Commence procurement for construction of Yonge Street from Richmond Hill Centre to 19th Avenue (Y2.1 & Y2.2) and south of Mulock Drive to Davis Drive (Y3.2);
- Complete property acquisitions required for the remaining rapidway segments – Yonge Street, from Richmond Hill Centre to 19th Avenue (Y2.1 & Y2.2) & south of Mulock Drive to Davis Drive (Y3.2); and Hwy. 7 West - Richmond Hill Centre to Pine Valley Drive (H2).

3. Programs - Unfunded, per Transportation Master Plan - \$18.0 billion

- Remaining Rapidways - \$15.3 billion;
- Region's share for the Yonge Subway Extension - \$2.6 billion;
- 100 new BRT vehicles - \$122.1 million, starting in 2018 with completion by year-end 2025.

Key Challenges:

Programs - Partly or Fully Funded by York Region - \$1.4 billion

Staff costs and Financing costs

- ⇒ Staff costs – the cost of staff working on capital projects which are funded by York Region.
- ⇒ Financing costs – due to debentures as the source of funding.

Programs - Fully Funded by Senior Levels of Government - \$1.8 billion

No challenges – current or incremental staff required for the delivery of these programs fully recovered.

Programs - Unfunded, per Transportation Master Plan - \$18.0 billion

Intensified efforts to secure funding for the next Rapid Transit corridors, as described in the Transportation Master Plan, will be required. These efforts are supported by the Region, and will drive budget pressures as the associated costs are not recoverable from any external sources at this time.

The capital delivery challenges are reflected in the Operating Impact table below:

1 - Project Management Office (PMO) Operating Impact

(\$'000s)	2013 Approved	2014 Request	2015 Outlook	2016 Outlook	Total 2013-2016
YRRTC PMO					
Staff and Admin Costs	2,302	512	2	6	2,821
NS Costs	1,045	114	(849)	(119)	191
Recoveries-YRRTC & NS	(3,284)	(673)	847	113	(2,998)
Sub-total	62	(48)	0	0	(176)
Insurance					
Insurance Allocation	52	5	0	0	57
Financing Costs & Revenue					
Debt Repayment	1,497	6,570	6,561	3,024	17,652
DC Revenue	(395)	(4,527)	(4,046)	(1,252)	(10,221)
Other Revenues-Gas Tax	(260)	0	0	0	(260)
Sub-total	842	2,043	2,515	1,771	7,171
Total Net Costs	956	2,000	2,515	1,771	7,051

2 - Staffing Resources

	2010	2011	2012	2013	2014	2015	2016
Permanent FTE's *	Budget	Budget	Budget	Budget	Outlook	Outlook	Outlook
Full-Time FTE's (PFT/TFT)	26.0	29.0	42.0	58.0	62.0	62.0	62.0
Part-Time FTE's (PPT)	0	0.85	0.85	0.85	0.85	0.85	0.85
Total Permanent FTE's	26	29.85	42.85	58.85	62.85	62.85	62.85
Net Change *	7.0	3.9	13.0	16.0	4.0	0.0	0.0
Casual (FTE equivalent)	1.0	1.0	0.3	1.0	1.0	1.0	1.0

* Fully recoverable against the Metrolinx capital program.

3 - Negotiated Specifics Incremental Allocated FTEs

YRRTC is planning to use the services from the Region in support of its capital program. The incremental FTEs have been allocated to support the Metrolinx program and are fully recoverable.

	2010	2011	2012	2013	2014	2015	2016
Departments *	Budget	Budget	Budget	Budget	Outlook	Outlook	Outlook
Legal Services	3.1	3.1	4.1	6.1	6.1	2.1	2.1
Property Services	8	10	11	12	13	12	11
TCP - Roads & Transit	0	0	8	11	11	11	11
Supplies & Services	0	0	0	2	2	0	0
TCP - I & CP	0	0	0	0	0	0	0
Long-Range Planning	0	0	0	0	0	0	0
Geomatics	0	0	0	0	0	0	0
Total	11.1	13.1	23.1	31.1	32.1	25.1	24.1
Net Change	3.1	2	10	8	1	(7)	(1)

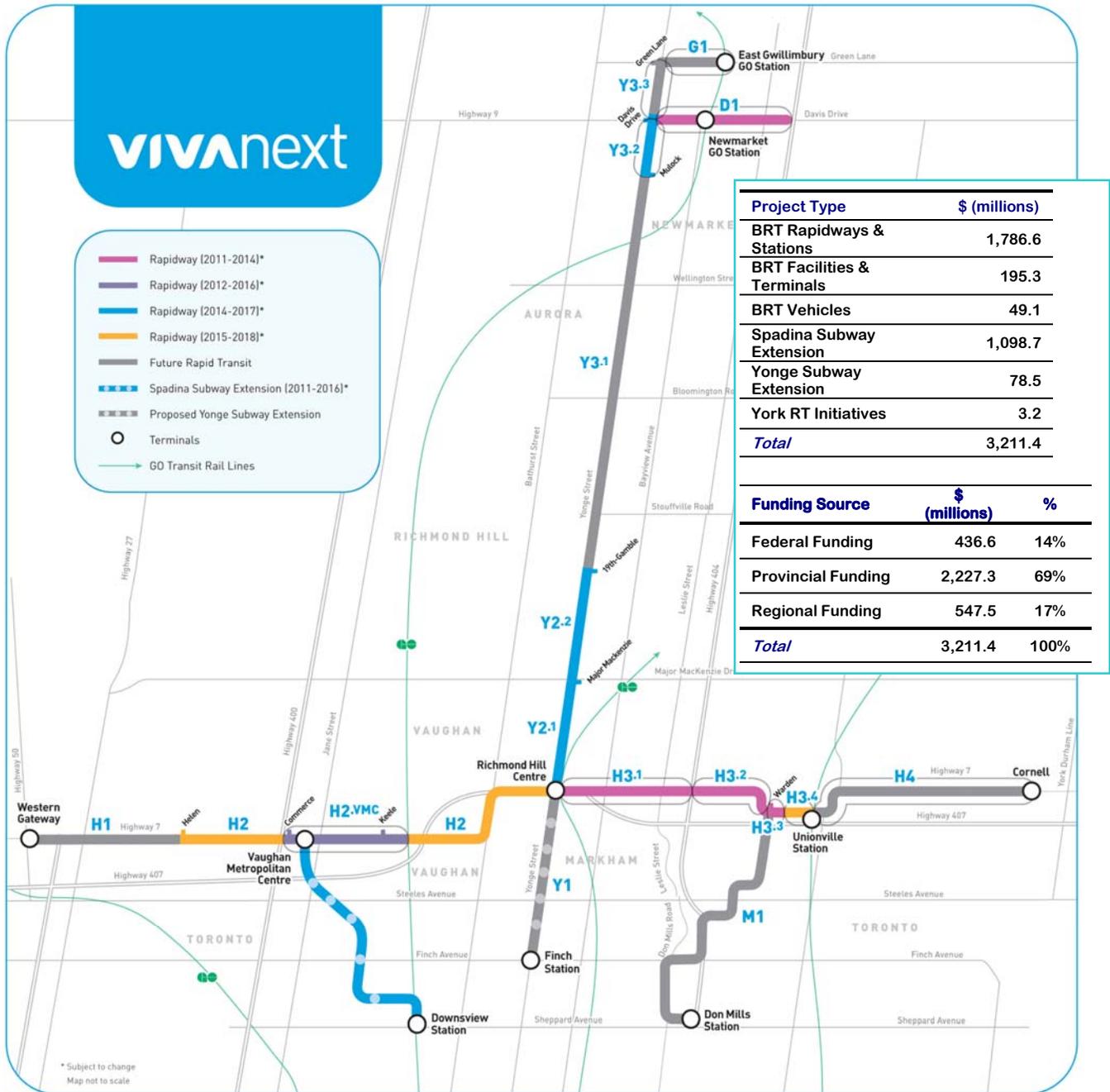
* Fully recoverable against the Metrolinx capital program.

TCP - Transportation and Community Planning

I & CP - Infrastructure & Community Planning

Appendix A - Rapid Transit Plan - Funded

The projects represented on the below map are for the combined Capital Programs of \$3.2 billion as they represent the bulk of construction in York Region over the next five years.



York Region
2013 York Region Rapid Transit Corporation

Operating Financial Summary
 in \$ 000's

	2009 Actual	2010 Actual	2011 Actual	2012 Restated	2013 Budget	% Change	2014 Outlook	2015 Outlook	2016 Outlook
Expenditures									
Salaries and Benefits	1,625	2,305	2,867	5,267	7,367	39.9%	7,883	7,890	7,892
Program Specific Costs	1	1	0	0	0	-	0	0	0
Professional / Contracted Services	443	699	960	1,715	1,270	(25.9%)	1,270	1,270	1,270
General Expenses	168	212	293	543	1,150	112.0%	1,152	1,148	1,152
Financing Costs	12,664	13,338	13,837	15,243	16,792	10.2%	23,367	29,928	32,952
Occupancy Costs	0	1	0	780	833	6.8%	839	839	839
Contribution to Reserves	0	0	0	0	0	-	0	0	0
Internal Charges / Recoveries	0	0	0	0	0	-	0	0	0
Minor Capital	1	2	42	39	25	(35.9%)	25	25	25
Negotiated Specific & IntraDeptCo	28,731	30,973	30,143	(6,201)	(8,440)	36.1%	(9,012)	(9,015)	(9,021)
Total Expenditures	43,633	47,531	48,143	17,386	18,997	9.3%	25,525	32,085	35,109
Revenues									
Grant Subsidies									
User Fees	(22,666)	(24,290)	(22,546)	0	0	-	0	0	0
Fees and Charges	(1)	(1)	(4)	0	0	-	0	0	0
Development Charges	(2,635)	(4,646)	(3,889)	(4,336)	(4,732)	9.1%	(9,259)	(13,305)	(14,557)
Contribution From Reserves	(2,253)	(2,240)	(2,240)	(2,240)	(2,500)	11.6%	(2,500)	(2,500)	(2,500)
Third Party Recoveries	0	0	0	0	0	-	0	0	0
Court Revenues Disbursement	0	0	0	0	0	-	0	0	0
Total Revenues	(27,555)	(31,176)	(28,679)	(6,576)	(7,232)	10.0%	(11,759)	(15,805)	(17,057)
Net Tax Levy Requirement	16,078	16,355	19,464	10,810	11,766	8.8%	13,766	16,280	18,052
% Change		1.7%	19.0%	(44.5%)	8.8%		17.0%	18.3%	10.9%

Total Expenditure Variance related to Negotiated Specifics recoveries not reported in the 2012 budget year.
 These are recoveries from capital.

Budget Change Explanations 2013

York Region Rapid Transit Corporation - Operating

2013 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2012 Restated Base		17,386		10,810		
Base						
Salary & Benefit Adjustment for COLA, benefits change, re-classification, and re-organization		218	1.3	218	2.0	
Recovery from Capital Budget		(104)	(0.6)	(104)	(1.0)	
Sub-total Base		114	0.7	114	1.1	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Financing Costs		1,497	8.6	1,497	13.8	
DC contribution increase based on the 2012 DC study rate increases		0		(395)	(3.7)	
Fed Gas Tax Reserves		0		(260)	(2.4)	
Sub-total Annualization		1,497	8.6	842	7.8	0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Sub-total Efficiency		0		0		0.0
Total Base Change		1,611	9.3	956	8.8	0.0
Growth						
Additional funding to support Capital Projects acceleration		3,181	18.3	3,181	29.4	
Recovery from Capital Budget		(3,181)	(18.3)	(3,181)	(29.4)	
Total Growth		(0)	(0.0)	(0)	(0.0)	0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		1,611	9.3	956	8.8	0.0
Final Budget		18,997	9.3	11,766	8.8	

Budget Change Explanations 2014

York Region Rapid Transit Corporation - Operating

2014 (in \$000's)

	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2013 Restated Base		18,997		11,766		
Base						
Sub-total Base		0		0		0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Financing Costs		6,570	34.6	6,570	55.8	
DC contribution increase based on the 2012 DC study rate increases		0		(4,527)	(38.5)	
Sub-total Annualization		6,570	34.6	2,043	17.4	0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in Staff Costs		(43)	(0.2)	(43)	(0.4)	
Sub-total Efficiency		(43)	(0.2)	(43)	(0.4)	0.0
Total Base Change		6,527	34.4	2,000	17.0	0.0
Growth						
Additional funding to support Capital Projects acceleration		673	3.5	673	5.7	
Recovery from Capital Budget		(673)	(3.5)	(673)	(5.7)	
Total Growth		0	0.0	0	0.0	0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		6,527	34.4	2,000	17.0	0.0
Final Budget		25,525	34.4	13,766	17.0	

Outlook 2015

York Region Rapid Transit Corporation - Operating

2015 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2014 Restated Base		25,525		13,766		
Base						
Salary & Benefit Adjustment for COLA, benefits change, re-classification, and re-organization		7	0.0	7	0.1	
Recovery from Capital Budget		(7)	(0.0)	(7)	(0.1)	
Sub-total Base		(0)	(0.0)	(0)	(0.0)	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Financing Costs		6,561	25.7	6,561	47.7	
DC contribution increase based on the 2012 DC study rate increases		0		(4,046)	(29.4)	
Sub-total Annualization		6,561	25.7	2,515	18.3	0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in Staff Costs		(854)	(3.3)	(854)	(6.2)	
Capital Budget Recovery Adjustment		854	3.3	854	6.2	
Sub-total Efficiency		0	0.0	0	0.0	0.0
Total Base Change		6,561	25.7	2,515	18.3	0.0
Growth						
Total Growth		0		0		0.0
Enhancement						
Total Enhancement		0		0		
Total Requested		6,561	25.7	2,515	18.3	0.0
Final Budget		32,085	25.7	16,280	18.3	

Outlook 2016

York Region Rapid Transit Corporation - Operating

2016 (in \$000's)

	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2015 Restated Base		32,085		16,280		
Base						
Salary & Benefit Adjustment for COLA, benefits change, re-classification, and re-organization		2	0.0	2	0.0	
Recovery from Capital Budget		(1)	(0.0)	(1)	(0.0)	
Sub-total Base		0	0.0	0	0.0	0.0
Mandatory						
Sub-total Mandatory		0		0		0.0
Annualization						
Financing Costs		3,024	9.4	3,024	18.6	
DC contribution increase based on the 2012 DC study rate increases		0		(1,252)	(7.7)	
Sub-total Annualization		3,024	9.4	1,771	10.9	0.0
Operating Impact of Capital						
Sub-total Operating Impact of Capital		0		0		0.0
Efficiency						
Reduction in Staff Costs		(114)	(0.4)	(114)	(0.7)	
Capital Budget Recovery Adjustment		114	0.4	114	0.7	
Sub-total Efficiency		(0)	(0.0)	(0)	(0.0)	0.0
Total Base Change		3,024	9.4	1,771	10.9	0.0
Growth						
Total Growth		0		0		0.0
Enhancement						
Total Requested		3,024	9.4	1,771	10.9	0.0
Final Budget		35,109	9.4	18,052	10.9	

York Region Rapid Transit Corporation

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>York Region Rapid Transit (12000)</u>				
Senior Project Manager (1 TFT)	1.0	Growth	147	
Project Manager (1 PFT)	1.0	Growth	140	
Project Specialist (3 TFT)	3.0	Growth	367	
Business Analyst - Project Controls (2 PFT)	2.0	Growth	224	
Business Analyst - Process Controls & Auditing (1 PFT)	1.0	Growth	127	
Accounting Clerk - Metrolinx & Regional Capital Plan (1 TFT)	1.0	Growth	75	
Documentation & Compliance Specialist (1 PFT)	1.0	Growth	98	
Finance & Procurement Clerk (1 TFT)	1.0	Growth	75	
<u>York Region Rapid Transit (12500)</u>				
Project Manager (1 PFT)	1.0	Growth	127	
Communication Specialist (1 TFT)	1.0	Growth	108	
Graphic Design Specialist (1 TFT)	1.0	Growth	108	
Community Liaison Specialist (2 TFT)	2.0	Growth	216	
Total Permanent FTEs	16.0		1,812	

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>York Region Rapid Transit (12000)</u>				
Project Manager (2 TFT)	2.0	Growth	271	
Project Specialist (1 TFT)	1.0	Growth	122	
Project Specialist (1 TFT)	1.0	Growth	122	
<u>York Region Rapid Transit (12500)</u>				
Description of Position Request				
Total Permanent FTEs	4.0		516	

2015 and 2016 Proposed New Staff Summary

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

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

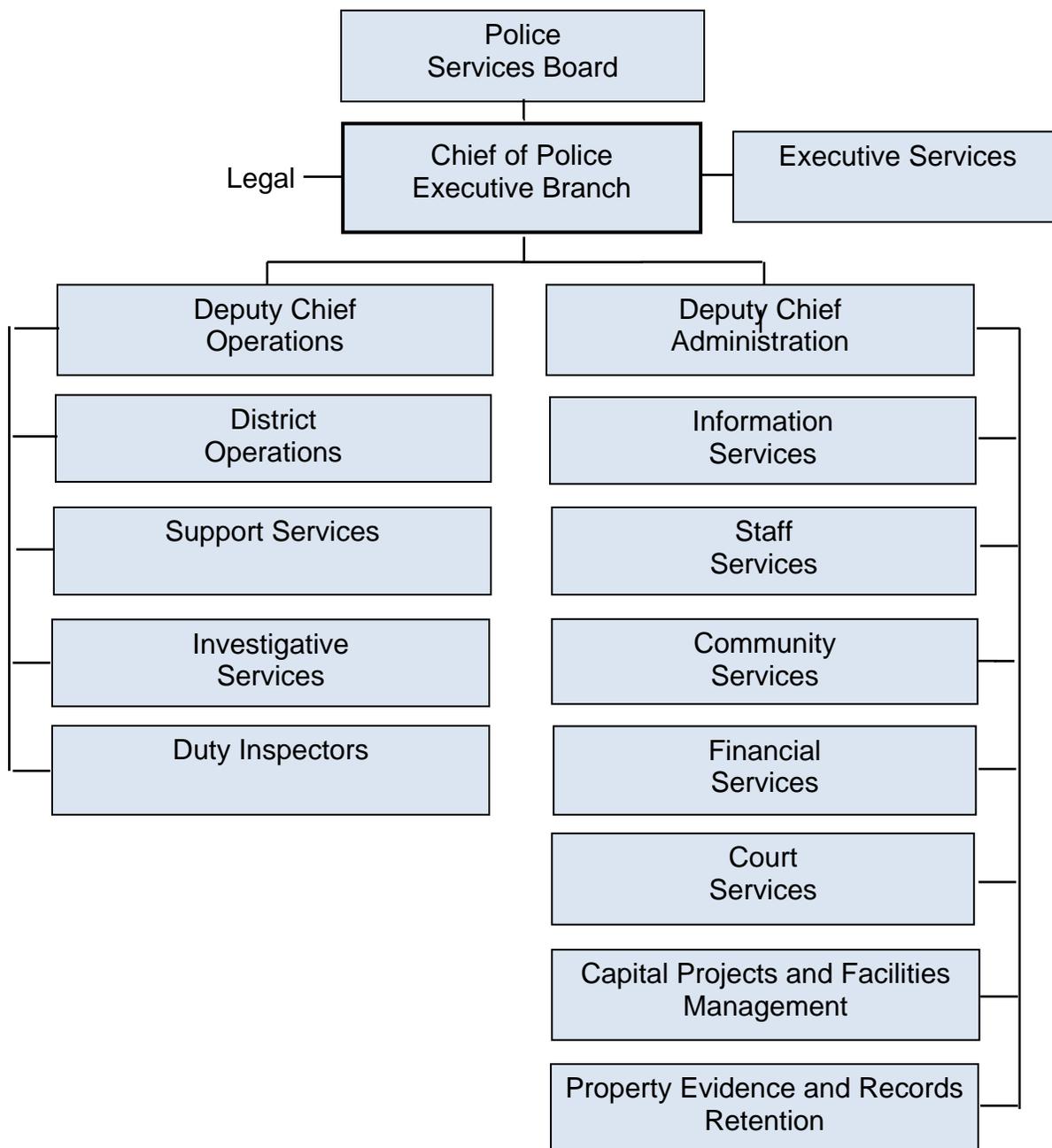
- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

York Regional Police proudly serves its communities through the efforts of its 2,006 members. We maintain a headquarters, central services facility and five police districts. Core police services include: crime prevention, law enforcement, victims' assistance, public order maintenance, and emergency response.

Our organizational structure includes an Executive Branch, an Operational Branch which oversees Uniform, Investigative, Support Services and an Administrative Branch which oversees Information, Financial, Human Resource, Staff Services, Community Services, Court Services, Capital Projects and Facilities Management and Property Evidence and Records Retention.



Mission

“We will ensure our citizens feel safe and secure through excellence in policing.”

Vision: “To Make a Difference in our Community”

Values:

- Our People - “We foster a work environment of respect, open communication, empowerment and inclusivity”
- Community - “We engage our citizens and are dedicated to providing quality service”
- Integrity - “We are ethical and respectful in all we say and do”
- Leadership - “We are leaders in policing and all lead by example”
- Accountability - “We accept responsibility for our actions”
- Competence - “We are committed to excellence, professionalism, learning and innovation”
- Teamwork - “We succeed by working together and in partnership with our community”

Mandate

Governing all police services, The *Police Services Act* (Part I section 1) outlines the following declaration of principles:

- The need to ensure the safety and security of all persons and property in Ontario.
- The importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code.
- The need for co-operation between the providers of police services and the communities they serve.
- The importance of respect for victims of crime and understanding of their needs.
- The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.

The *Police Services Act* (Regulation 3/99, s.30) requires every Police Services Board, in consultation with the Chief of Police, to establish priorities and objectives. The Adequacy Standards Regulation (2000) requires the Police Services Board to prepare a Business Plan at least once every three years. Our 2011-2013 Business Plan outlines the goals and strategies designed to ensure adequate and effective police services for our community. The full version can be found on our website at:

<http://www.yrp.ca/businessplan.aspx>

Base Drivers

- The population of York Region has increased by 27.7 percent over the last ten years
- Strong population and employment growth is expected to continue
- By 2031, approximately 20 percent of the total York Region population will be comprised of seniors
- Immigration accounted for 60 percent of growth in York Region between 2001 and 2006 and will continue to be the main driver of population growth
- York Region's proportion of visible minority residents ranks fourth in the country behind Peel, Toronto and Vancouver
- Significant urban intensification is expected to occur in Regional and local centres and corridors
- Vaughan, Markham and Whitchurch-Stouffville have experienced the greatest levels of population growth with the majority of growth continuing to be concentrated in southern municipalities

Key Challenges

Crime Trends

- 5-Year Increasing Calls for Service: 911 calls, motor vehicle collision injuries, domestic incidents, emotionally disturbed individuals, and fire
- 5-Year Decreasing Calls for Service: silent 911 calls, alarms, fraud, theft, and youth complaints
- Police-reported crime in Canada continues to decline
- Both the severity and the volume of crime in Canada has continued to decrease over the past decade
- York Region's Crime Rate continues to rank amongst the lowest of the largest eight police services in Canada in all three categories of Crimes Against Persons, Crimes Against Property and Total Criminal Code Violations
- York Region's Crime Severity Index scores have been significantly lower than provincial and national indexes

Service Challenges

Public Safety and Policing Challenges

- Increased fluidity and sophistication of organized criminal activity
- Occurrence of drug violations, including possession, trafficking, importation / exportation and production
- Globalization and impact of world events on local communities
- Potential for criminal acts associated with terrorism and radicalization
- Increase in technology-related crimes
- Proliferation of economic crimes
- Threat of natural disasters and infectious diseases

- Evolving role and integration of law enforcement and intelligence agencies
- Heightened public scrutiny of police services

Regional Trends and Demographics

- Continued high growth rate, urbanization and increased population density
- Increased ethnic and cultural diversity of the population
- Increased number of seniors and vulnerable residents
- Widening income gap between high and low-income households
- Increased number of residents who speak non-official languages
- Continued growth of residential and commercial buildings
- Continued strong growth in employment and number of business establishments
- Increased traffic volume and enhanced traffic infrastructure
- Increased tourism, seasonal visitors and special events
- Increased numbers of schools and student enrolment

Local Crime Trends and Challenges

- Increased number of domestic violence occurrences
- Illegal drugs and weapons
- Gangs and criminal activity
- Sexual exploitation of women and children
- Human trafficking
- Youth crime issues and concerns
- Traffic safety and enforcement, including distracted and aggressive driving, dangerous operation and impaired driving
- Fraud, identity theft and technology-based crimes
- Increased number of reportable motor vehicle collisions
- Increased number of bail violations

Operating Impact of Capital

('000s)	2012	2013	2014	2015	2016	2017-2021	Total
	Budget	Approved	Request	Outlook	Outlook	Outlook	
Operating Costs							
Debt Repayment	7,928	8,896	11,481	12,494	14,114	77,248	132,161
Program Costs	6,200	5,900	6,083	6,200	5,927	29,553	59,863
Total Gross Costs	14,128	14,796	17,564	18,694	20,041	106,801	192,024
Revenues							
DC on Debt	(3,511)	(3,652)	(4,372)	(4,622)	(5,928)	(34,736)	(56,821)
Other Revenues	(377)	(377)	(380)	(390)	(400)	(2,120)	(4,044)
Total Revenues	(3,888)	(4,029)	(4,752)	(5,012)	(6,328)	(36,856)	(60,865)
Total Net Cost	10,240	10,767	12,812	13,682	13,713	69,945	131,159

Staffing Resources

Permanent FTE's*	2010 Budget	2011 Budget	2012 Budget	2013 Budget	2014 Request	2015 Outlook	2016 Outlook
Full-Time FTE's (PFT)	1953	1991	2037	2088	2134	2180	2226
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	1953	1991	2037	2088	2134	2180	2226
Net Change		38	46	51	46	46	46

*Permanent FTE figures represent authorized complement.

Strategic Goals 2013 - 2016

Top Community Priorities

1. Crimes Against Property.
2. Traffic Safety.
3. Crime Prevention Programs.
4. Guns and Gangs.
5. Drug Control and Enforcement.

Top Business Priorities

1. Increased police visibility especially on foot patrol.
2. More education and crime prevention programs.
3. Improved follow-ups to calls for service.
4. Faster response times.

Community Focus

1. To develop sustainable community safety and crime prevention strategies.
2. To support healthy communities that engage youth and their families.
3. To ensure our services are responsive to the evolving needs of a dynamic population.

Operational Excellence

1. To enhance crime suppression activities and our ability to effectively conduct criminal investigations.
2. To promote roadway safety through proactive traffic education and enforcement.
3. To enhance our ability to gather, analyze and share information that supports an intelligence-led crime management approach.

4. To deploy human resources within York Regional Police in an effective and efficient manner.

Preferred Place of Employment

1. To ensure our members have a high level of knowledge and job satisfaction.
2. To enhance succession planning and performance management within York Regional Police.
3. To promote a positive and healthy work environment.
4. To recruit and retain staff representation of our communities.

Superior Quality Service

1. To provide inclusive and equitable police services.
2. To improve police visibility in our neighbourhoods.
3. To ensure a high level of community satisfaction with our services.
4. To develop enhanced and consistent business and technology processes across the organization.

Department Objectives for 2013 and 2014

Community Focus

- Provide information and tools to our citizens about crime prevention.
- Mobilize our citizens and community partners to engage in crime prevention efforts.
- Implement the Keep York Region Safe Together Program.
- Ensure a coordinated response to domestic violence through partnership building and further integration of complementary services.
- Evaluate and update the youth strategy to meet the needs of young people and engage students.
- Develop tools and resources for parents and caregivers to promote the safety of young people.
- Work in collaboration with school boards and other community partners to promote safe schools and healthy lifestyle choices.
- Enhance education and partnership initiatives related to mental health issues.
- Provide information about crime prevention, safety, and York Regional Police.
- Ensure timely and responsive support to victims of crime.

Operational Excellence

- Target our resources to focus on existing crime problems and emerging trends, including: robberies and street-level crime, assaults & domestic violence; sexual exploitation of women & thefts and technology related crimes.

- Develop innovative approaches to combat serious crime and organized crime, including: gang and organized criminal activity, illegal drugs and weapons, marijuana grow operations, human trafficking & prostitution and cargo theft & stolen vehicles.
- Maintain effective large-scale emergency response capabilities.
- Reinforce throughout the organization that crime prevention is the responsibility of every York Regional Police member.
- Enhance traffic enforcement programs and initiatives.
- Work with key partners and the community to identify and implement innovative traffic safety awareness programs.
- Conduct targeted traffic enforcement at locations identified through traffic pattern analysis, collision analysis and community generated complaints.
- Improve internal communication and awareness between Districts and specialized work units.
- Ensure members have easy and timely access to pertinent information.
- Undertake an organizational review of resource allocation and workload.
- Develop methods that encourage a flexible response to emerging crime trends and operational needs.
- Develop an enhanced performance management framework.

Preferred Place of Employment

- Provide job enrichment, learning and growth opportunities that strengthen member skills and core competencies.
- Provide enhanced leadership training to members at all levels of the organization.
- Develop an enhanced civilian orientation program.
- Provide new and innovative tools to our members.
- Develop a succession management strategy.
- Establish a coordinated approach to learning management.
- Review the performance management and evaluation process to ensure it is supportive, participatory and enriching.
- Develop an enhanced promotional process.
- Support the well-being and safety of our members.
- Ensure adequate and well maintained facilities.
- Enhance information sharing and improve communication within York Regional Police.
- Foster a work environment that supports our organizational values.
- Develop and implement new recruitment initiatives to attract a diversified talent pool.
- Enhance the civilian recruitment process.

Superior Quality Service

- Advance cultural proficiency and broaden community knowledge of our members to meet the needs of our diverse communities.

- Ensure our facilities and services are accessible to all citizens.
- Enhance our ability to communicate information in different formats and languages.
- Review resource deployment strategies to support the intelligence-led policing model.
- Review and renew our community mobilization activities.
- Improve communication and public awareness of York Regional Police services, community safety issues and policing programs.
- Maintain a high level of consultation with our citizens and community partners.
- Provide efficient service and high quality products to our citizens and customers.
- Promote community stewardship, social responsibility and the servant leadership model within York Regional Police.
- Ensure coordinated management of our facilities, equipment, property, evidence and records.
- Apply a systematic and standardized approach to business practices and documents.
- Establish a formal risk management assessment.

Publications

For further information about York Regional Police's Annual Report, Business Plan, Statistical Reports, Organizational Chart, Media Majors, Media Releases and Police Service Board presentations may be found online at:

<http://www.yrp.ca/about-us/publications.aspx>

York Regional Police

Financial Summary

	2009	2010	2011	2012	2013	Change		2014	2015	2016
	Actual	Actual	Actual	Budget	Approved	\$	%	Request	Outlook	Outlook
Expenditures										
Salaries and Benefits	189,054	205,954	215,909	230,237	244,008	13,771	6.0%	254,915	265,886	277,253
Program Specific Expenses	1,745	1,278	1,726	2,300	2,383	83	3.6%	2,383	2,383	2,383
Professional Contracted Services	443	384	475	621	671	50	8.0%	671	671	671
General Expenses	14,293	13,838	14,620	16,217	15,869	(348)	-2.1%	16,088	16,648	17,220
Occupancy Costs	4,539	4,549	5,252	5,440	5,386	(54)	-1.0%	5,386	5,386	5,386
Minor Capital	1,690	1,097	751	597	620	24	4.0%	620	620	620
Expenditures	211,764	227,099	238,733	255,412	268,937	13,526	5.3%	280,063	291,595	303,533
Financing Costs and Reserves										
Financing Costs	7,295	10,010	10,546	10,351	11,363	1,012	9.8%	13,948	14,960	14,581
Contribution to Reserves	63	97	1,574	1,550	1,550		0.0%	1,550	1,550	1,550
Contribution to Capital	7,655	5,574	5,984	6,200	5,900	(300)	-4.8%	5,900	5,900	5,900
Financing Costs and Reserves	15,013	15,681	18,104	18,100	18,813	712	3.9%	21,398	22,410	22,031
Gross Expenditures	226,777	242,780	256,837	273,512	287,750	14,238	5.2%	301,461	314,005	325,564
Revenues										
Grant Subsidies	(7,884)	(7,529)	(7,819)	(7,835)	(8,871)	(1,036)	13.2%	(9,477)	(10,258)	(11,039)
User Fees										
Fees and Charges	(5,717)	(10,326)	(7,577)	(6,824)	(7,376)	(552)	8.1%	(7,876)	(8,376)	(8,876)
Development Charges	(1,600)	(2,856)	(3,210)	(3,511)	(3,614)	(103)	2.9%	(4,274)	(4,619)	(5,938)
Contribution from Reserves	(41)	(51)	(54)	(60)	(60)		0.0%	(60)	(60)	(60)
Third Party Recoveries	(1,256)	(1,464)	(1,428)	(1,482)	(1,546)	(64)	4.3%	(1,546)	(1,546)	(1,546)
Revenues	(16,499)	(22,226)	(20,087)	(19,713)	(21,467)	(1,754)	8.9%	(23,233)	(24,859)	(27,459)
Negotiated Specific & Recoveries										
Negotiated Specific	754	808	818	904	1,363	459	50.8%	1,693	1,693	1,694
Departmental Charges & Recoveries										
Capital Recoveries										
Other Recoveries										
Negotiated Specific & Recoveries	754	808	818	904	1,363	459	50.8%	1,693	1,693	1,694
Gross Expenditures including										
Negotiated Specific & Recoveries	227,530	243,589	257,655	274,416	289,113	14,697	5.4%	303,154	315,698	327,258
Tax Levy	211,032	221,363	237,568	254,703	267,646	12,943	5.1%	279,921	290,839	299,799
% Change								4.6%	3.9%	3.1%

Budget Change Explanations 2013

York Regional Police

2013 (in \$000's)

Budget Change Explanations (2013/2012)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2012 Approved Departmental Budget (including Contributions to Capital)		274,416		254,703		
Base						
Collective Agreement, Reclassifications, Benefits, Overtime		9,898	3.6	9,898	3.9	
Increase to Operating Expenses		828	0.3	828	0.3	
Increase to Revenues				(616)	-0.2	
Base		10,726	3.9	10,110	4.0	0.0
Reductions/Efficiencies						
Decrease to Operating Expenses						
Renovations - moved to Contrib to Capital		(220)		(220)		
Telecom Lines		(136)		(136)		
Telephone - cellular		(75)		(75)		
IT Chargeback		(41)		(41)		
Fleet Rentals		(41)		(41)		
Other - legal fees, paging equipment, etc.		(80)		(80)		
Reductions/Efficiencies		(593)	-0.2	(593)	-0.2	0.0
Mandatory/Legislated						
Provincial Upload of Court Security & Prisoner Transportation				(1,561)	-0.6	
Decrease to Police Officer Recruitment Fund Grant				525	0.2	
Mandatory/Legislated				(1,036)	-0.4	0.0
Annualization						
Annualization of 2012 Additional Staff Salary Gapping		1,510	0.6	1,510	0.6	
Debt Principle and Interest		968	0.4	968	0.4	
Increase to Development Charges				(102)	-0.0	
Negotiated Specific Agreements		24	0.0	24	0.0	
Annualization		2,502	0.9	2,400	0.9	0.0
Total Base Change		12,635	4.6	10,881	4.3	0.0
Growth						
Uniform new hires		682	0.2	682	0.3	18.0
Civilian new hires		1,681	0.6	1,681	0.7	33.0
Total Growth Request		2,362	0.9	2,362	0.9	51.0
Enhancement						
Contribution to Capital		(300)	-0.1	(300)	-0.1	
Civilian new hires						0.0
Total Enhancement Request		(300)	(0.1)	(300)	(0.1)	0.0
2013 Departmental Request (including Contribution to Capital)		289,113	5.4	267,646	5.1	51.0

Budget Change Explanations 2014

York Regional Police

2014 (in \$000's)

Budget Change Explanations (2014/2013)	Gross		Net		FTE	
	Units	\$000's	%	\$000's	%	Impact
2013 Forecast Departmental Budget (including Contributions to Capital)		289,113		267,646		
Base						
Collective Agreement, Reclassifications & Overtime		6,592	2.3	6,592	2.5	
Increase to Operating Expenses		549	0.2	549	0.2	
Increase to Revenues				(500)	-0.2	
Base		7,141	2.5	6,641	2.5	0.0
Reductions/Efficiencies						
Reductions/Efficiencies						0.0
Mandatory/Legislated						
Decrease to Police Officer Recruitment Fund Grant				175	0.1	
Provincial Upload of Court Security & Prisoner Transportation				(781)	-0.3	
Mandatory/Legislated				(606)	-0.2	0.0
Annualization						
Annualization of 2013 Additional Staff Salary Gapping		2,362	0.8	2,362	0.9	
Debt Principle and Interest		2,585	0.9	2,585	1.0	
Increase to Development Charges				(660)	-0.2	
Annualization		4,947	1.7	4,287	1.6	0.0
Total Base Change		12,088	4.2	10,322	3.9	0.0
Growth						
Uniform new hires		1,283	0.4	1,283	0.5	33.0
Civilian new hires		671	0.2	671	0.3	13.0
Total Growth Request		1,953	0.7	1,953	0.7	46.0
Enhancement						
Total Enhancement Request						0.0
2014 Departmental Request (including Contribution to Capital)		303,155	4.9	279,921	4.6	46.0

Budget Change Explanations 2015

York Regional Police

2015 (in \$000's)

Budget Change Explanations (2015/2014)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2014 Forecast Departmental Budget (including Contributions to Capital)		303,155		279,921		
Base						
Collective Agreement, Reclassifications & Overtime		7,428	2.5	7,428	2.7	
Increase to Operating Expenses		560	0.2	560	0.2	
Increase to Revenues				(500)	-0.2	
Base		7,988	2.6	7,488	2.7	0.0
Reductions/Efficiencies						
Reductions/Efficiencies						0.0
Mandatory/Legislated						
Provincial Upload of Court Security & Prisoner Transportation				(781)	-0.3	
Mandatory/Legislated				(781)	-0.3	0.0
Annualization						
Annualization of 2014 Additional Staff Salary Gapping		1,540	0.5	1,540	0.6	
Debt Principle and Interest		1,012	0.3	1,012	0.4	
Increase to Development Charges				(345)	-0.1	
Annualization		2,552	0.8	2,207	0.8	0.0
Total Base Change		10,540	3.5	8,914	3.2	0.0
Growth						
Uniform new hires		1,316	0.4	1,316	0.5	33.0
Civilian new hires		688	0.2	688	0.2	13.0
Total Growth Request		2,004	0.7	2,004	0.7	46.0
Enhancement						
Total Enhancement Request						0.0
2015 Departmental Request (including Contribution to Capital)		315,698	4.1	290,839	3.9	46.0

Budget Change Explanations 2016

York Regional Police

2016 (in \$000's)

Budget Change Explanations (2016/2015)	Units	Gross		Net		FTE
		\$000's	%	\$000's	%	Impact
2015 Forecast Departmental Budget (including Contributions to Capital)		315,698		290,839		
Base						
Collective Agreement, Reclassifications & Overtime		7,734	2.4	7,734	2.7	
Increase to Operating Expenses		572	0.2	572	0.2	
Increase to Revenues				(500)	-0.2	
Base		8,306	2.6	7,806	2.7	0.0
Reductions/Efficiencies						
Reductions/Efficiencies						0.0
Mandatory/Legislated						
Provincial Upload of Court Security & Prisoner Transportation				(781)	-0.3	
Mandatory/Legislated				(781)	-0.3	0.0
Annualization						
Annualization of 2015 Additional Staff Salary Gapping		1,578	0.5	1,578	0.5	
Debt Principle and Interest net of DC		(379)	-0.1	(379)	-0.1	
Increase to Development Charges				(1,319)	-0.5	
Annualization		1,199	0.4	(120)	-0.0	0.0
Total Base Change		9,505	3.0	6,905	2.4	0.0
Growth						
Uniform new hires		1,350	0.4	1,350	0.5	33.0
Civilian new hires		706	0.2	706	0.2	13.0
Total Growth Request		2,055	0.7	2,055	0.7	46.0
Enhancement						
Total Enhancement Request						0.0
2016 Departmental Request (including Contribution to Capital)		327,258	3.7	299,799	3.1	46.0

York Regional Police

2013 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Uniform new hires	18.0	G		
Civilian new hires	33.0	G		
Total Permanent FTEs	51.0			

2014 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Uniform new hires	33.0	G		
Civilian new hires	13.0	G		
Total Permanent FTEs	46.0			

2015 and 2016 Proposed New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
2015 Uniform new hires	33.0	G		
2015 Civilian new hires	13.0	G		
2016 Uniform new hires	33.0	G		
2016 Civilian new hires	13.0	G		
Total Permanent FTEs	92.0			

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

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

Space Needs Accommodations:

Space needs accommodations have been considered for the above requested positions

Accrual Basis of Accounting	Sources of financing and expenditures are reported on the accrual basis of accounting. This method recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a receipt of goods or services and the creation of a legal obligation to pay.
Activity	The components of a Program that are necessary to address the required levels of service and accomplish the desired outcomes.
Amortization	The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Amortization expense is an important part of the cost associated with providing local government services, regardless of how the acquisition of tangible capital assets is funded. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.
Annual Repayment Limit	Debt charges relating to debentures issued and outstanding must fall within the limit prescribed by the Ministry of Municipal Affairs and Housing. Debt limit was set at 25 per cent 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.
Annualization	The cost of a full year of operation.
Appropriation	Specifying the use or expenditure of a designated amount of public funds for a specific purpose.
Area Municipality	Any lower-tier municipality located within York Region.
Assessment	Value of property determined by Municipal Property Assessment (MPAC) and used by municipalities as a basis for property taxation.
Asset	Resources owned or held by the Region which have no monetary value.
Attrition	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Balanced Budget	The <i>Municipal Act, 2005</i> states in Section 290, 2(b) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.
Base Budget	Cost of continuing the existing levels of service in the current budget year.

Bond	A certificate issued by the government or a company promising to pay back borrowed money at a fixed rate of interest on a specified date.
Budget	A plan of financial activity for a calendar year indicating all planned revenues and expenses for the budget period.
Budget Adjustments	Council approved adjustments to the budget when formal requests are made through the appropriate Standing Committees of Council.
Budgetary Control	The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
Businesses	Organizational units for which business plans and budgets are developed. Can provide either direct service to the community (e.g. Emergency Medical Services) or act as a support service (e.g. Finance).
Business Unit	The unit for which Regional Council approves a Business Plan and Budget.
Capital Budget	The budget that provides funding for the Region's expenditures on capital assets, i.e. assets which provide benefits to the Region over several years.
Capital Expenditures	Capital expenditures include expenditures to purchase, develop or construct major new linear or discrete tangible assets with lifecycles greater than one year which are used in the delivery of Regional programs and services, together with expenditures made to expand, rehabilitate or improve the service delivery capability of existing physical assets. Examples of capital assets included in the capital budget include: roads contiguous and discrete assets, water and wastewater linear and discrete assets, buildings or facilities, rolling stock, and certain program specific equipment.
Capital Financing	A generic term for the financing of capital assets using debt, financing leases, swaps and other derivatives.
Capital Fund	Fund to account for all capital expenditures and the financing of capital expenditures.
Capital Reserve	An account used to segregate a portion of the government's equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government's annual equipment depreciation and an amount identified as being needed for future capital acquisition.
Casual Employees	Pool of resources available for staffing where the employee has the right to accept or decline shifts or hours requested by the employer. Most commonly used in services such as Long Term Care.

Commercial Property Tax	Taxes levied on the property of businesses in York Region.
Community Impact Measure	A performance indicator measuring the result or effect the business unit/program has on taxpayers or the York Region community at large. E.g. percentage of waste recycled.
Consulting Costs	Costs for professional proposals, study, advice or judgment provided by external experts.
Consumer Price Index (CPI)	A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
Cost of Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Council	The Regional Municipality of York Council.
CUPE	Canadian Union of Public Employees.
Customer Service Measure	A performance indicator that evaluates service delivery for the user or “customer” of the program/service. It is specific to the customer group serviced and developed based on customer needs, priorities and requirements. The measure is reflective of only the customers that the Region directly serves or serves through contractors (e.g. customer service response times, customer satisfaction rating).
Current Value Assessment (CVA)	The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.
Debenture	A formal written obligation to repay specific sums on certain dates. In the case of a municipality debentures are typically unsecured.
Debt	Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves. Opportunity bonds issued by Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) on behalf of a municipality are also considered debt.

Debt and Financial Obligation Limit	A calculation provided annually to a municipality by the Ministry of Municipal Affairs and Housing that determines the maximum amount of new annual debt servicing costs that a municipality can undertake or guarantee without seeking the approval of the Ontario Municipal Board.
Deficit	The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.
Department	The basic organizational unit of government which is functionally unique in its delivery of services. Some departments are further broken into businesses.
Depreciation	The accounting process of the allocation of the cost, less the residual value, of an asset to operating as an expense over its useful life in a rational manner appropriate to its use.
Depreciation Accounting	The accounting procedure in which the cost or other recorded value of a fixed asset less any estimated value on disposal is distributed over its useful life in a systematic and rational manner. It is a process of allocation, not valuation.
Development Charges	Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth-related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge bylaw.
Efficiencies	Organizational savings in time and money created through the implementation of new and more cost effective methods of operation.
Efficiency Measure	Performance indicator measuring the operational cost of a business unit/program in relation to a significant program service driver or specific demographic (e.g. cost/service hr).
Employee	A person hired by York Region for a position and whose salary is paid from the Region's pay account and receives a T-4 Slip.
Employee Benefits	Amounts paid by York Region on behalf of employees. These amounts are not included in the gross salary and are not paid directly to employees. Employee benefits include the cost for health insurance premiums, dental insurance, life and disability insurance, Canada Pension Plan, Employment Insurance and the OMERS pension plan contributions.
Operating Expenditures	The costs of goods and services acquired which include items such as salaries and benefits, program related costs, professional services, administration related expenses, occupancy costs, financial items, minor capital and internal charges and recoveries.

Fees and Charges	Fees paid by individuals or organizations to the Region for the use of Regional services or facilities (e.g. transit fares, Long Term Care facilities for residents, Police fees).
Fiscal Policy	A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
Fiscal Year	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.
Fixed Assets	Assets that are long-term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
Full Time Equivalent (FTE)	Number of positions calculated on the basis that one FTE equates to a 35 or 40 hour work week for twelve months. Workweek is dependent upon the defined hours as per the job schedules for the York Region.
Fund Accounting	A fund is a complete set of accounts set up in separate records and providing separate and distinct reports.
GAAP	Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
Gas Tax	A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.
Geomatics	The science and technology of gathering, analyzing, interpreting, distributing and using geographic information to create a detailed but understandable picture of the physical world and our place in it.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
Grant	A contribution from a level of government to support a particular function, service or program.
Historical Cost	The amount of money that was originally used to pay for an asset. Industrial, Commercial, and Institutional construction.
Infrastructure	The system of public works in the Region, consisting of immovable physical assets, that deliver an essential public service (e.g. road network, water and sewer systems).

Internal charges and Recoveries	Charges or recoveries between Regional departments for use of assets or the provision of services.
Interdepartmental Allocations	Costs of support departments allocated to direct services using drivers based on the Ontario Municipal CAO's (Chief Administrative Officers) Benchmarking Initiative (OMBI) allocation methodology.
InterRAI CHA	The interRAI CHA (Community Health Assessment) is a standard tool for community support services that allows for data collection on a wide selection of community support services to support evidence-based care while informing future program development and resource allocation. It is the Provincial client common assessment tool.
Key Performance Measures (KPI)	An indicator of service delivery performance. Measures can take many forms (e.g. efficiency, service level, community impact, customer service).
Long-term Debt	Any debt for which the repayment of any portion of the principal is due beyond one year.
Minor Capital	Capital assets that are not related to infrastructure assets. They include office furniture and equipment, vehicles, computer hardware and software and leasehold improvements.
Municipal Act	Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community's future in a meaningful way and react quickly to change.
Municipal Capital Facilities	Includes land, as defined in the Assessment Act, works, equipment, machinery and related system infrastructures.
Net Budget	Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by Regional taxes.
Net Operating Impact of New Capital	Future operating costs (net of operating revenues) of new capital (i.e. excluding previously approved capital) impacting tax levy requirement including salaries, contract cost and contribution to reserves.
Objective	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
Obligations	Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.
Ontario Municipal Board (OMB)	Provincial board which provides an appeal forum for planning and assessment decisions made by the Region.

OMBI	The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.
OMERS	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.
Ontario Disability Support Program (ODSP)	An income and employment support program designed to help people with disabilities live comfortable and productive lives.
Operating Budget	The budget that provides the Region's various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities).
Operating Revenues	Sources of funds including tax levy, the Water rate, contributions from reserves, and other revenue categories as outlined in the operating budget.
Permanent Employees	Composed of Regular Full Time, Regular Part Time, Temporary Full Time and Temporary Part Time employees.
POA	<i>Provincial Offences Act.</i>
Police Services Board	The governing body of the York Regional Police.
Policy	A general principle, plan or rule that directs staff in making consistent decisions.
Procedures	A series of steps needed to implement a policy.
Program	A specific service and service level mandated by legislation or Regional Council.
Program Costs	The consolidation of costs associated with the provision of services.
Project Financing	Financing in which principal and interest payments are structured so as to more closely match the revenues or cost savings of a specific project. Also includes financing for which the lender, in the case of default, would have no or limited recourse to the issuer beyond the assets purchased with the proceeds of the financing.
PSAB	Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.
PSAB Section 3150	Municipal requirement to account for and report on non financial assets of local governments.

Regional Department	Group of Business Units that are the responsibility of a Commissioner. May also consist of a single Business Unit, e.g. Planning and Development Services, also referred to as Departments.
Regular Full Time Employee	An employee engaged to fill a full time position for an indefinite period and regularly working 30 hours or more per week.
Regular Part Time Employee	An employee engaged to fill a part time position for an indefinite period and regularly working less than 30 hours per week.
Residential Property Tax	Taxes levied on the property of residents in York Region.
Reserve	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
Reserve Funds	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. Investment income is accumulated in the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while Council creates discretionary reserve funds for a specified future use.
Resources	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
Restated Budget	The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the Regions' budget By-law with no net impact to the Regions' overall costs.
Rolling Stock	Equipment that moves on wheels used for transportation and/or transit purposes. Examples include railroad cars, trucks, buses and tractor-trailer.
Salary Gapping	Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.
Service Level Measure	Performance indicator measuring units of service being delivered by the business/unit program. Can be an absolute number or a comparative to a specific demographic (e.g. patient/vehicle ambulance hours, waste recycled/capita).
Silviculture management	The practice of controlling the establishment, growth, composition, health, and quality of forests to meet diverse needs and values.
Short-term Debt	Any debt for which the repayment of the principal is due within one year.

Standing Committee	Appointed for the consideration of subject matter regarding particular areas of interest and specialization.
Subsidies & Grants	Funding that is received either by the Provincial or Federal Governments or Agencies to supplement the cost of some services that are provided directly by the Region.
Supplementary Taxes	Property taxes collected on new assessment and not previously identified by MPAC.
Surplus	The excess of budgeted net operating expenditures over the actual amount incurred. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
Tax Levy	York Region's portion of funds that are collected through property taxes generally from residential, farm, industrial and commercial properties.
Taxes	Compulsory charges levied by a government for the purpose of financing service performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.
Technology and Professional Services Costs	Costs to engage a technical professional to develop a specific product or service (e.g. IT hardware or software).
Temporary Full Time Employee	An employee engaged for a defined period of time to fill a temporary full time position or regular full time position and working such regular hours as constitutes a full workweek in accordance with the positions schedule.
Temporary Part Time Employee	An employee engaged for a defined period of time to fill a temporary part time position and regularly working less than 30 hours per week.
Tender	A process whereby formal bids are submitted to acquire debt securities or to provide a lease.
Total Project Budget Authority (TPBA)	A budget process whereby approval is focused at the project level. All projects with multi year commitments are identified and submitted for Council's consideration.
Vacancy Rate	The percentage of total office space and industrial buildings that lies unoccupied.

AAC	Accessibility Advisory Committee
ACL	Alternative Community Living
ACP	Advanced Care Paramedic
AHP	Affordable Housing Program
ALHB	Asian Long Horned Beetle
AMCTO	Association of Municipal Managers, Clerks and Treasurers of Ontario
AMM	A Million Messages
AMO	Association of Municipalities of Ontario
AODA	Accessibility for Ontarians with Disabilities Act
AOK	All Our Kids
A/P	Accounts Payable
APC	Automated Passenger Counting
ARL	Annual Repayment Limit
AVL	Automatic Vehicle Locator
BCA	Building Condition Audit
BCI	Brief Contact Intervention
BEFS	Building Energy Feasibility Studies
BMS	Business Management System
BOQA	Business Operations and Quality Assurance
BP	Business Plan
BP&B	Business Plan and Budget
BRT	Bus Rapid Transit

BSA	Business Support Analyst
BSS	Business Support Services
C&HS	Community & Health Services
CA	Conservation Authority
CAB	Change Advisory Board
CAD	Computer Aided Dispatch
CAFMS	Computer Assisted Facility Management System
CAO	Chief Administrative Officer
CARES	Customer Action & Response System
CARF	Commission on Accreditation of Rehabilitation Facilities
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CCAC	Community Care Access Centre
CCHSA	Canadian Council of Health Services Accreditation
CCSD	Canadian Council on Social Development
CDIF	Community Development and Investment Fund
CEC	Community Environmental Centre
CEO	Chief Executive Officer
CGII	Corporate Geospatial Information Infrastructure
CHATS	Community Home Assistance to Seniors
CHPI	Community Homelessness Prevention Initiative
CHPP	Consolidated Homelessness Prevention Program
CIC	Certification in Infection and Prevention Control

CICA	Canadian Institute of Chartered Accountants
CINOT	Children in Need of Treatment
CITO	Chief Information Technology Officer
CLHIN	Central Local Health Integrated Network
CMHCAP	Community Mental Health Common Assessment Project
CMM	Case Mix Measure
CMMS	Computer Maintenance Management System
CMSM	Consolidated Municipal Service Manager
COLA	Cost of Living Adjustment
CPI	Consumer Price Index
CQI	Continuous Quality Improvement
CS&H	Community Services & Housing
CSA	Capital Spending Authority
CSDS	Community Social Data Strategy
CSPT	Court Services Prisoner Transportation
CSR	Customer Service Representative
CTRC	Corporate Technology Review Committee
CUPE	Canadian Union of Public Employees
CVA	Current Value Assessment
CWMS	Computerized Work Management System
DC	Development Charges
DNA	Day Nurseries Act

DOORS	Developing Opportunities for Ontario Renters
DRP	Disaster Recovery Plan
DSSAB	District Social Services Administration Board
EA	Environmental Assessment
EAB	Emerald Ash Borer
ECLA	Energy Conservation Leadership Act
EDI	Early Development Investment
EDMS	Electronic Document Management System
eDOCS	York Region's Electronic Document Management System
EES	Enhanced Employment Services
EFS	Employment and Financial Support
EFW	Energy From Waste
EIS	Electronic Information System
EIS	Early Intervention Services
ELCC	Early Learning Child Care
EMS	Emergency Medical Services
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Report
EQ	Equalization Tank
ER	Eligibility Review
ERP	Enterprise Resource Planning
ESA	<i>Employment Standards Act</i>

ET	Elevated Tank
FACS	Family and Children's Services
FAH	First Attendance Hearing
FDE	Full Day Equivalent
FM	Facilities Management
FSDPC	Food Safety Disclosure Program Coordinator
FTE	Full Time Equivalent
FTR	Fail To Respond
GB	Gigabytes
GIS	Geographical Information System
GO	Government of Ontario
GPS	Global Positioning System
GTA	Greater Toronto Area
GTAFS	Greater Toronto Area Fare System
GTTA	Greater Toronto Transit Authority
GWS	Georgina Water Supply
HBHC	Healthy Babies, Healthy Children
HHPM	Health Hazard Prevention and Management Program Standard
HHW	Household Hazardous Waste
HNS	Homemakers & Nurses Services
HOV	High Occupancy Vehicle
HPI	Homelessness Partnership Initiative

HPP	Homelessness Prevention Program
HPPA	<i>Health Protection and Promotion Act</i>
HRIS	Human Resources Information System
HRMS	Human Resources Management System
HRS	Human Resources Services
HSO	Healthy Smiles Ontario
HSPB – YR	Human Services Planning Board of York Region
HSPC	Human Services Planning Coalition
HVAC	Heating Ventilation and Air Conditioning
HYI	Housing York Inc.
ID&C	Infrastructure Design & Construction
IDCD	Infectious Diseases Control Division
IPAC	Infection Prevention and Control
IPOP	Integrated Psychogeriatric Outreach Program
ISMP	Information Systems Master Plan
ISO	International Organization for Standards
ITS	Information Technology Services
ITS	Intelligent Transportation System
IVR	Interactive Voice Response
JP	Justice of the Peace
KPI	Key Performance Indicators
LBW	Low Birth Weight

LEAP	Learning, Earning and Parenting
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LHINS	Local Health Integrated Networks
LIPS	Local Immigration Partnerships Initiative
LKM	Lane Kilometre
LMDA	Labour Market Development Agreement
LMPA	Labour Market Partnership Agreement
LRSP	Long Range & Strategic Planning
LSR	Local Service Realignment
LSS	Local System Support
LTC	Long Term Care
LTCH	Long Term Care Hospital
LTCsB	Long Term Care and Seniors Branch
LTWS	Long Term Water Servicing
MAG	Ministry of the Attorney General
MDS/RUGs	Minimum Data Set / Resource Utilization Groupings
MHC	Maple Health Centre
MIS	Management Information System
MISWAA	Modernizing Income Security for Working Age Adults
MMAH	Ministry of Municipal Affairs & Housing
MOE	Ministry of the Environment

MOHLTC	Ministry of Health and Long Term Care
MOU	Memorandum of Understanding
MP	Mobility Plus
MPAC	Municipal Property Assessment Corporation
MPMP	Municipal Performance Measurement Program
MRF	Material Recovery Facility
MRO	Maintenance, Repairs & Operating Goods & Services
MTCU	Ministry of Training, Colleges and Universities
MTO	Ministry of Transportation of Ontario
MUSH	Municipalities, Universities, Schools and Hospitals
NADF	New Agency Development Fund
NCB	National Child Benefit
NHC	Newmarket Health Centre
NHI	National Homelessness Initiative
NOC	Network Operations Centre
O&M	Operating and Maintenance
OBC	Ontario Building Code
OBRP	Ontario Bus Replacement Program
OCAN	Ontario Common Assessment of Need
OCB	Ontario Child Benefit
OCCMS	Ontario Child Care Management System
ODA	<i>Ontario Disability Act / Ontarians with Disabilities Act</i>

ODSP	Ontario Disability Support Program
OHQC	Ontario Health Quality Council
OHRC	Ontario Human Rights Commission
OLA	Operating Level Agreements
OMB	Ontario Municipal Board
OMBI	Ontario Municipal Benchmarking Initiative
OMEIFA	Ontario Municipal Economic Infrastructure Financing Authority
OMERS	Ontario Municipal Employees Retirement System
OMPF	Ontario Municipal Partnership Fund
OMSSA	Ontario Municipal Social Services Association
ONA	Ontario Nurses Association
OP	Official Plan
OPHS	Ontario Public Health Standards
ORMCP	Oak Ridges Moraine Conservation Plan
OTVP	Ontario Transit Vehicle Program
OW	Ontario Works
PAD	Public Access Defibrillator
PC	Personal Computer
PCP	Primary Care Paramedic
PD	Pressure District
PDA	Personal Data Assistant
PERS	Personal Emergency Response System

PFT	Permanent Full Time
PLAY	Positive Leisure Activities for Youth
PMP	Preventative Maintenance Programs
PNA	Personal Needs Allowance
POA	<i>Provincial Offences Act</i>
POMS	Performance and Operational Management System
PPT	Permanent Part Time Employee
PRU	Paramedic Response Unit Vehicle
PRV	Paramedic Response Vehicle
PS	Pumping Station
PSA	<i>Police Services Act</i>
PSAB	Public Sector Accounting Board
PSB	Police Services Board
PSB	Property Services Branch
PSS	Personal Service Setting
QA	Quality Assurance
R&R	Rehabilitation and Replacement
RCI	Road Condition Index
RFP	Request for Proposal
RGI	Rent Geared to Income
RICN	Region Infection Control Networks
RIDE	Reduce Impaired Driving Everywhere

RIM	Records and Information Management
RIT	Records and Information Technician
ROP	Regional Official Plan
ROPA	Regional Official Plan Amendment
ROW	Right of Way
RQI	Resident Quality Inspection
RRFSS	Rapid Risk Factor Surveillance System
RTV	Rapid Transit Vehicle
SA	Social Assistance
SAIL	Supportive Approaches Through Innovative Learning
SAP	Strategic Accommodation Plan
SARS	Sever Acute Respiratory Syndrome
SBEC	Small Business Enterprise Centre
SCADA	Supervisory Control and Data Acquisition
SCPI	Supporting Community Partnership Initiatives
SC-TOPP	Safer Communities – One Thousand Officers Partnership Program
SHAMIS	Social Housing Admin Management Information System
SHRA	<i>Social Housing Reform Act</i>
SHRRP	Social Housing Renovation & Retrofit Program
SMG	Senior Management Group
SOP	Standard Operating Procedures
SP& BP	Strategic Planning & Business Planning

SPS	Sewage Pumping Station
SSIP	Strategic Service Integration and Policy
SSO	Source Separated Organics
SWM	Solid Waste Management
T&IU	Technology & Infrastructure Unit
T&W	Transportation and Works
TB	Tuberculosis Management
TBD	To Be Determined
TCA	Tangible Capital Asset
TEAMS	Time Entry and Approved Management System
TFT	Temporary Full-Time Employee
TM	Traffic Management
TM & ITS	Traffic Management and Intelligent Transportation Systems
TMP	Transportation Master Plan
TMS	Transit Management System
TOCC	Transit Operation Control Centre
TOD	Transit Oriented Development
TRCA	Toronto Region Conservation Authority
TREB	Toronto Real Estate Board
TRIEC	Toronto Region Immigration Employment Council
TSB	Technical Standards Board
TTC	Toronto Transit Commission

UPS	Uninterrupted Power Supply
UV	Ultra Violet
VIVA	York Region's Rapid Transit System.
VMS	Variable Messaging Signs
VoIP	Voice Over Internet Protocol
WDO	Waste Diversion Ontario
WIFA	Walk-in-First-Attendance
WLAN	Wireless Local Area Network
WMC	Waste Management Centre
WNV	West Nile Virus
WPCP	Water Pollution Control Plant
WSIB	Workplace Safety and Insurance Board
WTP	Water Treatment Plant
YC2002	York Consortium 2002
YDSS	York Durham Sewerage System
YRITS	York Region Information Technology Strategy
YRRTC	York Region Rapid Transit Corporation
YRT	York Region Transit
YRTP	York Rapid Transit Plan
YWS	York Water System



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