



2024-2026 BUDGET

AS APPROVED ON DECEMBER 21, 2023

A MESSAGE FROM YORK REGION CHAIRMAN AND CEO AND MEMBERS OF REGIONAL COUNCIL



Chairman & CEO
Wayne Emmerson

York Regional Council is pleased to present the 2024-2026 budget for The Regional Municipality of York. The 2024 approved budget is made up of \$3.2 billion in operating spending and a capital plan of \$1 billion, for a combined total of \$4.2 billion. It is based on a tax levy increase of 2.75% and a special infrastructure levy of 1% for transit and other priority infrastructure projects.

York Region’s multi-year budget aligns with Vision, the Region’s long-term plan to ensure strong, caring, safe communities by making decisions today and setting a successful course for our desired future. The Region’s Strategic Plan, which is also updated every four years, sets goals to advance Vision and measures progress. Both the capital and operating budgets support priorities in the current Strategic Plan.

The approved budget funds a larger capital plan, continues to invest in social priorities and service excellence and provides for critical infrastructure. The operating budget meets our commitment to providing high-quality services to a growing population while strengthen social supports for vulnerable residents.

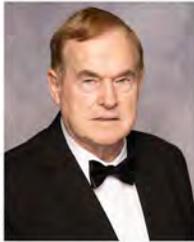
In 2023, S&P Global Ratings and Moody’s Investors Service reaffirmed their ratings of the Region’s debt as AAA and Aaa, respectively. These ratings are the highest possible. When providing their ratings, both agencies cited York Region’s prudent financial management, including its commitment to fiscal sustainability.



Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Michael Chan
City of Markham



Regional Councillor
Jim Jones
City of Markham



Regional Councillor
Joe Li
City of Markham



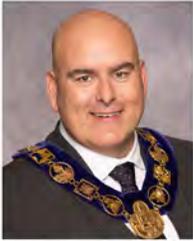
Regional Councillor
Alan Ho
City of Markham



Mayor
John Taylor
Town of Newmarket



Regional Councillor
Tom Vegh
Town of Newmarket



Mayor
Steven Del Duca
City of Vaughan



Regional Councillor
Linda Jackson
City of Vaughan



Regional Councillor
Mario Ferri
City of Vaughan



Regional Councillor
Gino Rosati
City of Vaughan



Regional Councillor
Mario G. Racco
City of Vaughan



Mayor
Margaret Quirk
Town of Georgina



Regional Councillor
Naomi Davison
Town of Georgina



Mayor
David West
City of Richmond Hill



Regional Councillor
Godwin Chan
City of Richmond Hill



Regional Councillor
Joe DiPaola
City of Richmond Hill



Mayor
Tom Mrakas
Town of Aurora



Mayor
Virginia Hackson
Town of East Gwillimbury



Mayor
Steve Pellegrini
Township of King



Mayor
Iain Lovatt
Town of Whitchurch-Stouffville

Land Acknowledgement

We acknowledge that York Region is located on the traditional territory of many Indigenous peoples including the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations. Today this area is home to many diverse Indigenous Peoples, and we recognize their history, spirituality, culture and stewardship of this land. We also acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community.



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*Numbers throughout the book may not add due to rounding



BUDGET RELATED MATERIALS

York Region website

[York.ca](https://www.york.ca)

York Region Budgets page, including:

[York.ca/Budgets](https://www.york.ca/Budgets)

- Budget Book
 - Budget Infographic
 - Capital Budget Backgrounder
 - Operating Budget Backgrounder
 - Fiscal Strategy Backgrounder
-

York Region January 2024 Council Highlights
(Video)

[Youtube.com > York Regional Council
Highlights- January 2024](https://www.youtube.com/watch?v=...)

York Region Media Release

[York.ca > Newsroom > News > Search Bar >
York Regional Council Approves 2024 Budget](https://www.york.ca/Newsroom/News/SearchBar/York-Regional-Council-Approves-2024-Budget)

York Region COVID-19 web page

[York.ca/COVID19](https://www.york.ca/COVID19)

2023 to 2027 Strategic Plan

[York.ca/StratPlan](https://www.york.ca/StratPlan)

York Region Plans, Reports and Strategies

[York.ca > About >
Plans, Reports and Strategies](https://www.york.ca/About/Plans-Reports-and-Strategies)

York Region Transit website

[YRT.ca](https://www.yrt.ca)

York Regional Police website

[YRP.ca](https://www.yrp.ca)

York Region Rapid Transit Corporation website

[Vivanext.com](https://www.vivanext.com)



EXECUTIVE SUMMARY

The 2024 budget includes \$3.2 billion in operating costs and a property tax levy increase of 2.75% plus special infrastructure levy of 1%.

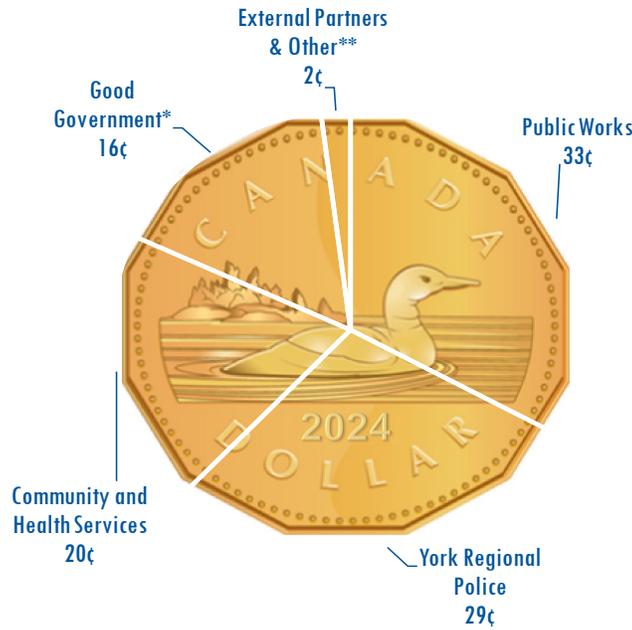
The Region is planning capital investments of \$1.0 billion in 2024, part of a 10-year capital plan of \$11.6 billion.



YORK REGION'S 2024 BUDGET

\$4.2 billion { **\$3.2 billion** Operating costs + **\$1.0 billion** Capital costs

Operating Budget: How the tax dollar is spent

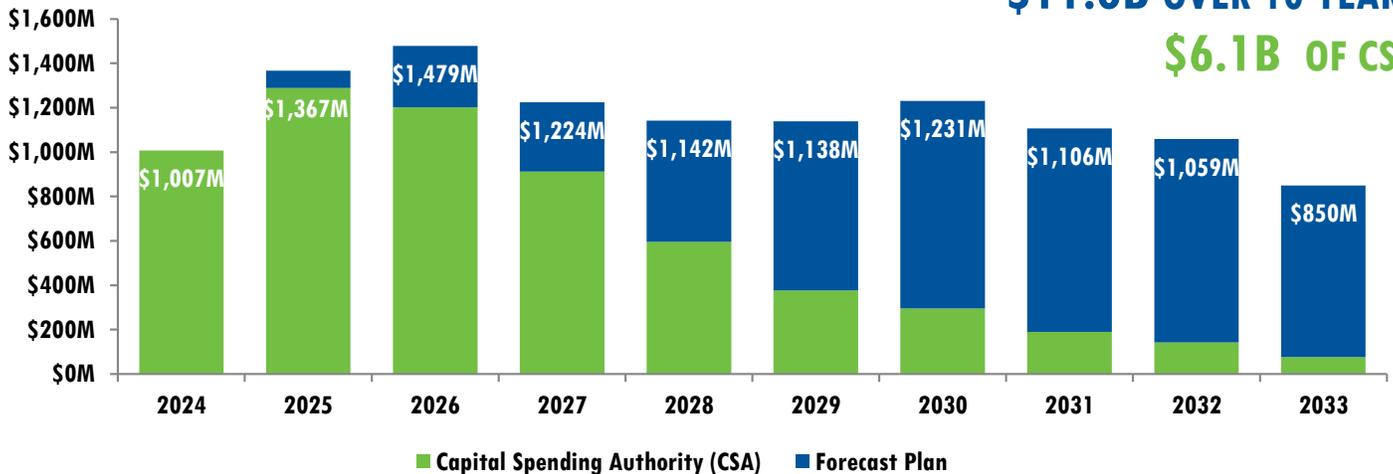


* Good Government includes Corporate Management and Financial Initiatives

**Other includes York Region Rapid Transit Corporation, YorkNet and Courts and Tribunal Services

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$11.6B OVER 10 YEARS
\$6.1B OF CSA



2024 BUDGET PROVIDES CERTAINTY TO RESIDENTS

The approved 2024-2026 budget for York Region reflects commitments to taxpayers made in the 2023 budget, which was the first in the current four-year cycle. It funds a larger capital plan, continues to invest in social priorities and service excellence, and addresses budgetary pressures while meeting a commitment to a 2.75% increase for day-to-day operations. In addition, it continues to include a special 1% levy, first approved for the 2022 budget, to fund transit and other priority infrastructure projects.

- ***Larger capital plan reflects new provincial direction, starts to tackle community housing need***

The 10-year capital plan has grown by \$1.7 billion from the previous budget in part to respond to new provincial targets on housing supply in eight of nine local municipalities and a change in direction on servicing growth in northern communities. At the same time, work is moving ahead on the Yonge North Subway Extension, with a need for the Region to fund its \$1.12 billion share. In addition, the Region is moving ahead on two new community housing projects while continuing to advocate for senior government funding for critical housing needs.

- ***Budget meets important social priorities and maintains high-quality services***

With an operating budget of \$3.2 billion, the Region continues to meet needs of a growing population and maintain high quality services. The Supporting Critical Social Infrastructure initiative, approved in last year's budget, is strengthening social supports for vulnerable residents. The operating budget also funds reserves to pay for renewal needs of an ageing asset portfolio with an estimated replacement value of \$25.3 billion.

- ***External factors contribute to pressures***

This budget, including the development charge forecast, reflects estimates of impacts resulting from recent provincial measures, including the *More Homes Built Faster Act, 2022*. As a result, development charge collections are forecast to average approximately \$490 million annually, lower than previously expected, because of provincial exemptions and discounts. The forecast is premised on a robust level of growth in line with achieving at least 60% of new housing targets overall from 2022 to 2031. Estimates are based on information known to date. Further provincial direction is needed to clarify full impacts.

Region's operating and capital budgets align with *Vision*

The operating and capital budgets support areas of focus identified in *Vision*, the Region's long-term vision for its future. The 2023 to 2027 Strategic Plan, approved in February 2023, sets the Region's priorities for this Council term and outlines actions it will take to achieve *Vision*.

The Region uses multi-year budgeting to better align spending with priorities in the four-year Strategic Plan, developing a new four-year budget at the start of each Council term. This approach provides greater clarity about activities and funding in future years and improves fiscal discipline, while still allowing flexibility in case of unexpected developments. The following pages provide examples of alignment between budget items, *Vision* and the Strategic Plan.



ECONOMIC
VITALITY

PRIORITY: **FOSTER ECONOMIC PROSPERITY**

- Continuing to plan for the Region's \$1.12 billion capital contribution to the Yonge North Subway Extension and coordinating with the province and local municipalities as the project moves ahead
- Investing \$4.0 billion over the next 10 years into roads and transit infrastructure to support the efficient movement of people and goods including: adding 92 new lane kms of roads and rehabilitating over 3,500 kms, completing 130 intersection improvements and building or expanding six roads facilities, expanding four transit garages and adding over 230 new buses to the fleet.
- Investing \$48.3 million in 2024 to build an additional 269 new kilometres of fibre, including 1,980 new connections, and facilitating high-speed internet access in rural and underserved areas
- Leveraging the YorkTrax development tracking tool to streamline processes and achieve faster turnaround times, for over 2,000 development applications annually, while ensuring that development is aligned with the Growth Plan mandate and infrastructure investments
- Fostering an environment that attracts businesses and grows employment by continuing to implement the Region's Economic Development Action Plan



HEALTHY
COMMUNITIES

PRIORITY: **SUPPORT COMMUNITY WELL-BEING**

- Continuing to catch up on routine publicly funded immunizations for children and youth while maintaining COVID-19 vaccination operations, prevention and control measures
- Significantly increasing investment in human services, especially to address needs in the areas of housing, homelessness and mental health
- Delivering 123 billion litres of clean and safe drinking water annually to protect public health
- Adding 46 sworn officers and civilian professionals in 2024 to York Regional Police to support safer communities, innovation and continuous improvement, inclusion and belonging, and recruitment and retention priorities.
- Adding 14 new, 28 replacement and one electric vehicle, completing two new paramedic stations, and adding 34 new permanent staff in Paramedic Services in 2024 to ensure the Region continues to meet response time targets
- Building new affordable housing, with 97 new community housing apartments under construction in the Town of Whitchurch-Stouffville, and a further 400 units in advanced pre-development stages that could see construction begin as early as 2025



SUSTAINABLE
ENVIRONMENT

PRIORITY: **DRIVE ENVIRONMENTAL STEWARDSHIP**

- Investing \$4.4 billion in water and wastewater infrastructure over the next 10 years to support increased growth of communities, address legislative changes and renew existing water and wastewater networks. This includes adding 55 kms of sewer and 35 kms of watermain, building five new pumping stations and five water storage facilities, upgrading and expanding many existing facilities

- Maintaining the current landfill diversion rate over 90%, and working with the province, local municipalities and producers to facilitate a smooth transition to full producer responsibility for the blue box program
- Investing in streetscaping and green infrastructure, including planting 70,000 trees and shrubs in 2024, to prevent and reduce impacts of climate change, and maintain and enhance green spaces
- Implementing the Council-approved Transit and Fleet Electrification Plan by adding almost 400 electric buses, which will help to phase out fossil fuel-powered vehicles by 2050, accelerated through support from the federal Zero Emission Transit Fund



PRIORITY:
EFFECTIVELY DELIVER TRUSTED SERVICES

- Maintaining 4,388 lane-kilometres of urban and rural roads
- Implementing a new Administrative Penalty Tribunal program and camera-based enforcement that uses technology to streamline processes and strengthen community safety
- Continuing to grow the Region’s asset base and ensuring financial sustainability through prudent debt and reserve management, today and into the future
- Bringing people, process and technology together through digital transformation to create simpler, faster, and better ways of delivering services

YORK REGION SERVICES

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

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

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CORE SERVICES

Legislated services provided directly to the public to help maintain a high quality of life for York Region residents.



Children's Services



Community Housing



Court Services



Development Services



Economic Development



Forestry



Long-Term Care



Paramedic Services



Police Services



Public Health



Regional Roads



Social Assistance



Transit



Waste Management



Water

Regional fiscal strategy helps to achieve balance

Guided by the Regional fiscal strategy, the budget works toward the needed balance by:

- Managing the capital plan to ensure that related debt levels are within thresholds to maintain the Region's credit rating, which reduces its borrowing costs and gives it access to more investors
- Using developer financing to help advance capital projects needed to meet new provincial direction and housing targets
- Continuing a special 1% tax levy to help fund the subway extension and other critical infrastructure, with contributions going to the Rapid Transit Reserve
- Not including some community housing and bus rapid transit construction in the 10-year capital plan until senior governments confirm support for the projects
- Identifying savings and increasing some fees and charges, including the first increase in transit fares since the start of the pandemic

Despite these measures, lower development charge revenue combined with the higher capital plan requires further action.

Meeting unfunded needs related to provincial legislation

Recognizing the fiscal impacts of the *More Homes Built Faster Act, 2022*, the province has indicated it will keep municipalities financially whole. As yet, however, it has not committed funding to York Region or other upper-tier municipalities. In the interim, the Region has created two new reserves to address lower development charges resulting from provincial action and plans to use existing reserves and operating surpluses, if available, for funding. The Long-Term Financial Planning chapter provides details.

Support from tax levy will grow

A key trend over the remaining three years of the current four-year budget is a gradual increase in the share of the budget supported by property taxes. This reflects several factors, including a lower share of funding from senior governments and the expected continuation of the special levy to build the Rapid Transit Reserve, which is for transit and other priority infrastructure projects.

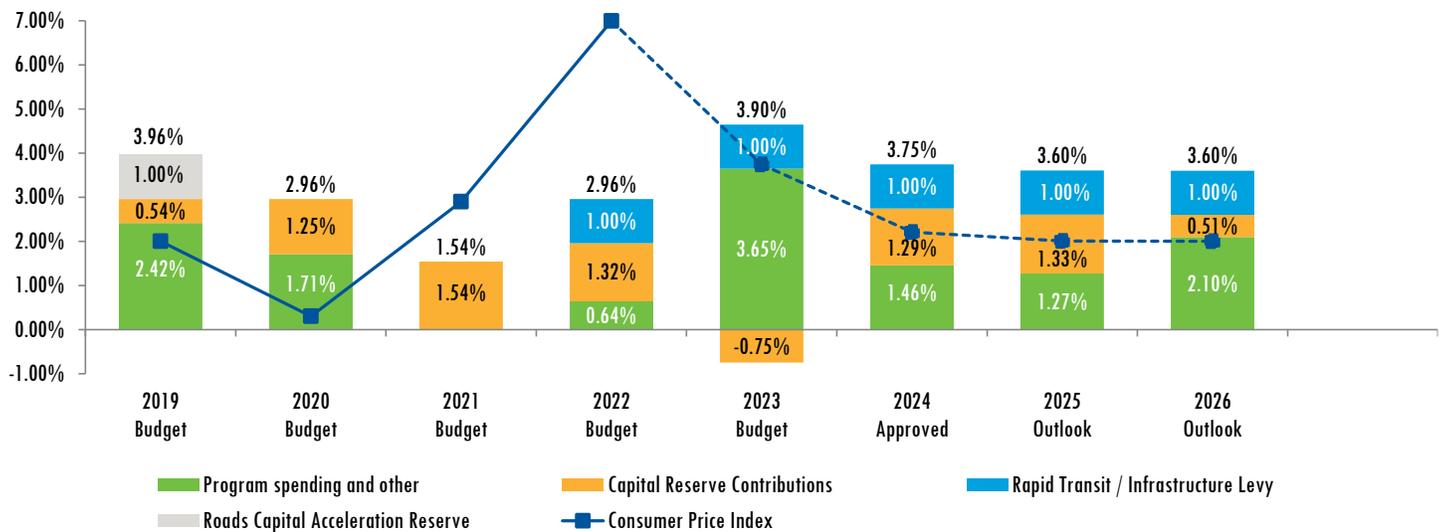
INFLATION PRESSURES ON OPERATING BUDGET EXPECTED TO DECREASE

The approved Regional budget includes total operating spending, also called gross spending, of \$3.2 billion in 2024, \$3.25 billion in 2025, and \$3.3 billion in 2026.

Of the total for 2024, the tax levy will fund about 45%. The approved tax levy budget after assessment growth reflects an increase of 2.75%, with a further 1% increase for the special tax levy, giving the total of 3.75% shown in the graph on the next page.

Inflation reached a four-decade peak in 2022 and remained at higher-than-normal levels throughout 2023. In 2023, reflecting two years of inflationary pressure, Regional Council endorsed a plan to redirect capital reserve contributions to program needs. With inflation expected to stabilize, contributions increase in this budget.

Annual inflation and tax levy increases



Note: The solid Consumer Price Index line reflects Toronto Census Metropolitan Area actuals. The dashed line is a forecast from the Conference Board of Canada, as of September 2023.

As the graph above shows, increases in program spending (green portions of the bars) are running below or near current estimates of inflation.

Status quo spending includes inflation and other costs beyond the Region's control, such as legislated requirements. It is expected to increase the 2024 tax levy budget by 2.5%.

Savings, efficiencies and cost offsets are expected to provide \$5.6 million. These savings reflect ongoing efforts by departments to look for more cost-effective ways to deliver programs and services. While savings were partially offset by the cost of restoring transit service to meet improved ridership levels, higher ridership also generated higher revenue, as discussed below.

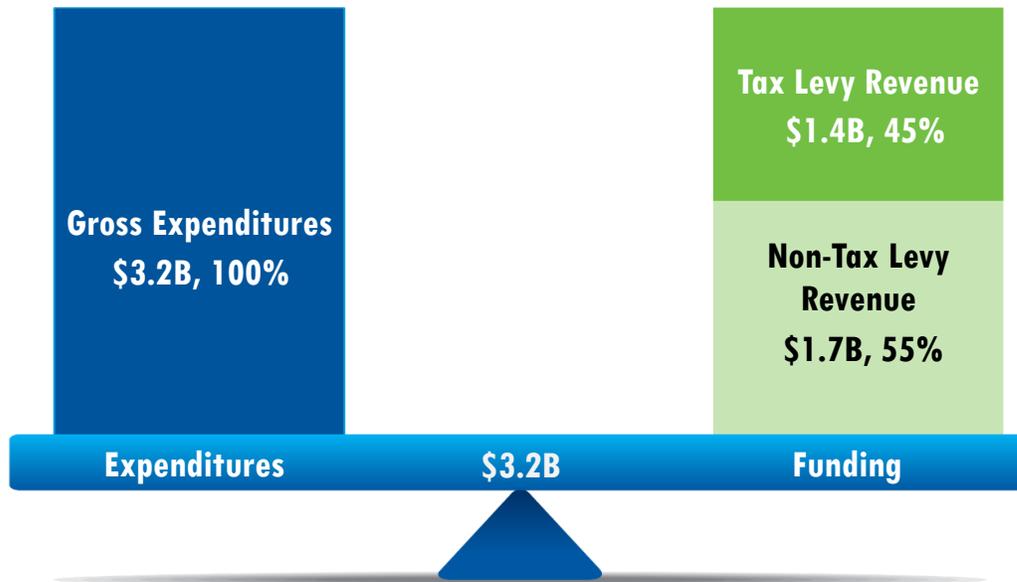
Impacts of COVID-19 are expected to decrease to a negligible level by end of the budget cycle. Draws from the Pandemic Management and Recovery Reserve, set up in 2020 as a temporary emergency response, are being reduced accordingly.

In 2024, revenues from sources other than the tax levy are expected to amount to 55.1% of the Region's total operating budget, a decrease of 0.9% from 2023. Total funding from grants and subsidies, which largely reflect senior government support, will fall in 2024 as pandemic support runs out. This will be partially offset by small increases for other programs. Minor changes are then expected to the end of the budget cycle.

Transit fare revenues are forecast to rise to \$75 million in 2024 from \$53 million in 2023 as ridership has rebounded faster than expected from the pandemic-era lows of 2020 and 2021 and is expected to return to pre-pandemic levels in 2024. Fare revenues are projected to reach \$84 million in 2026.

Court and Tribunal Services fine revenues are expected to total \$29 million in 2024, up by \$6 million from 2023. The increase relates largely to expanded use of cameras in community safety zones and at traffic signals, with funds being used to offset costs and support road safety.

York Region's operating budget summary



CAPITAL PLAN BUILDS FOR GROWTH AND RENEWS THE ASSET BASE

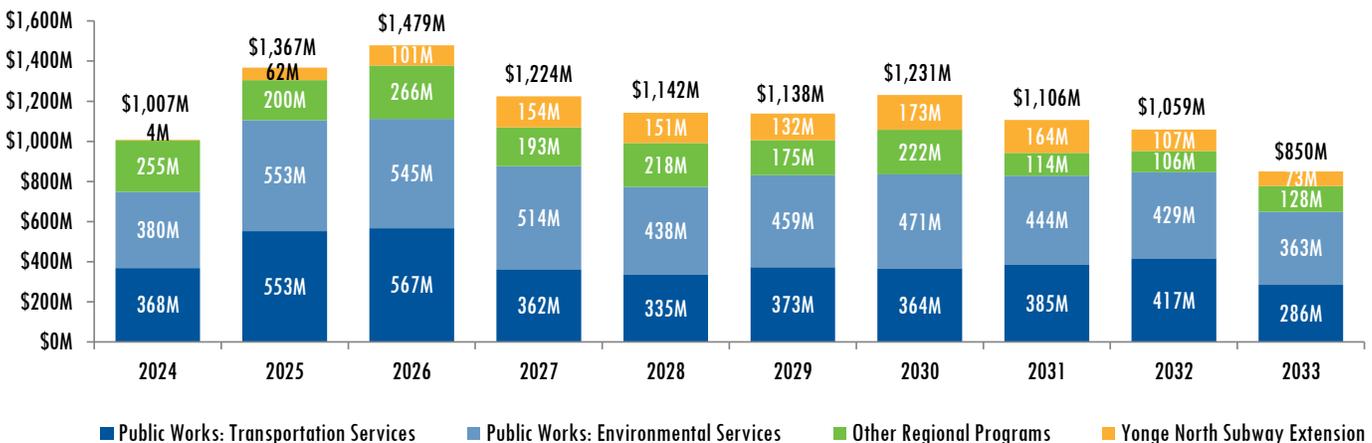
The 10-year capital plan of \$11.6 billion for 2024-2033 is \$1.7 billion higher than last year's, reflecting new provincial legislation requiring the Region to change direction on how growth needs in northern communities will be met. The Water and Wastewater section of the Public Works chapter provides more details.

The 10-year plan includes the Region's \$1.12 billion share of the Yonge North Subway Extension, which is being led by the provincial transit agency Metrolinx.

Growth-related investments, including water and wastewater servicing and the subway project, are expected to make up 65% or nearly two-thirds of the total plan, with asset rehabilitation and replacement, collectively called renewal, representing the balance.

Capital Spending Authority is the authority from Council to commit funding to capital projects that may span several years. This budget requests \$6.1 billion in Capital Spending Authority, and includes \$1.0 billion in approved spending for 2024.

Capital investment stays strong



FISCAL STRATEGY EMPHASIZES PRUDENT PLANNING

The Regional fiscal strategy, first adopted by Council for the 2014 budget and updated annually since, has the goal of ensuring both financial sustainability and fairness over time (also called “intergenerational equity”).

This means that in planning, the Region does not rely unduly on debt, especially debt that would be repaid from the tax levy or water and wastewater user rates, to pay for capital.

Development charge debt is used prudently to bridge the timing difference between when a growth-related asset is built and when development charges are collected.

The Region plans to issue additional debt supported by development charges over the next several years, which is expected to result in a new debt peak of roughly \$2.2 billion in 2033. This will help fund the Region’s \$1.12 billion share of the Yonge North Subway Extension and other growth-related investments. In addition, this budget assumes that additional water and wastewater servicing to facilitate growth in northern communities would be funded by developer contributions and/or financing. Without those additional resources, the Region need to issue significant new debt.

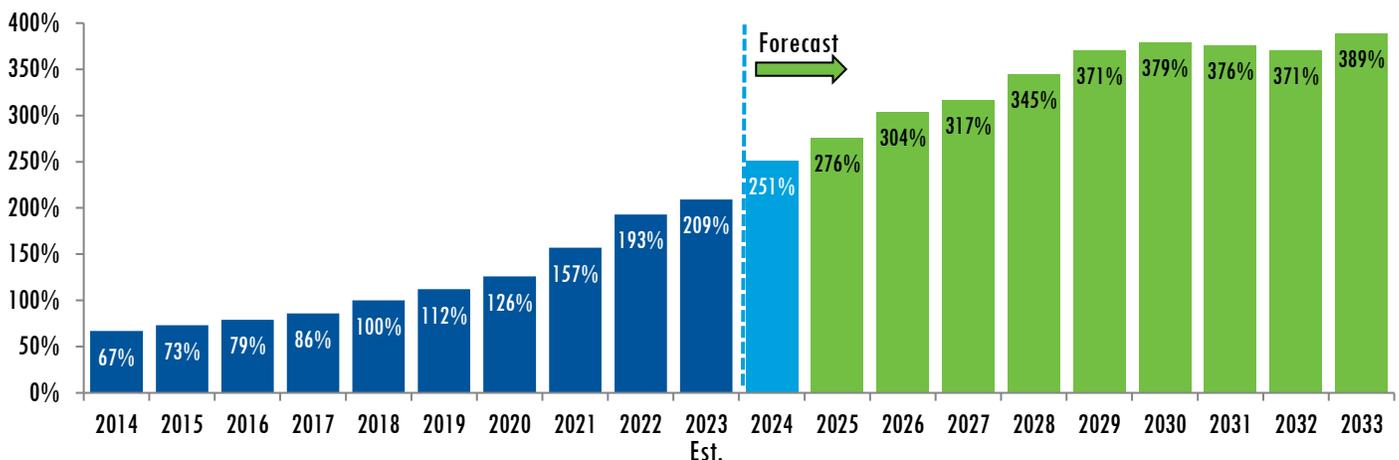
The Region, however, expects to continue to be a net investor, holding more in reserves than it owes in debt. It has been in that position since 2019 year-end as a result of avoiding debt and building reserves, and has maintained it since, as shown in the graph on the next page.

The ratio is expected to stay above 100% and slowly increase each year. The current forecast is for reserves to reach \$8.6 billion by 2033, which would be almost four times the level of currently projected debt. Nonetheless, the projected balance in some reserves would be below the level needed to ensure fairness to future taxpayers, as discussed in the Long-Term Financial Planning chapter.

These debt and reserve forecasts reflect impacts known to date of recent provincial changes and proposals related to development charges, infrastructure funding and growth planning. The Region continues to monitor provincial direction and assess full impacts as more information is available.

To keep debt at an appropriate level, the Region monitors the capital plan to ensure projects are built at a pace that closely matches population growth. As noted, the development charge regime is likely to change as a result of recent provincial measures. The Budget Context chapter provides more details.

Ratio of reserves to debt is expected to stay above 100%



REGION MAINTAINS HIGHEST POSSIBLE CREDIT RATINGS

In 2023, S&P Global Ratings and Moody's Investors Service both reaffirmed their ratings of the Region's debt as AAA and Aaa respectively. These ratings are the highest possible. Both agencies cited the Region's prudent financial management, including its commitment to fiscal sustainability, in their ratings. The Long-Term Financial Planning chapter provides details.

It should be noted that if new debt were needed to finance water and wastewater investments for northern communities or other unforeseen growth-related needs, the Region would need to monitor its fiscal situation carefully to ensure credit ratings can be sustained over the long term.

CHANGES AFTER TABLING

As Regional Council finalized the tabled budget, the following changes were made:

- Allocations for York Regional Police were increased to allow additional staff to be hired in 2025 and 2026
- The estimate of assessment growth revenue in 2024 was reduced
- Corporate contingency budget was adjusted to offset these budget changes

Details of changes appear in the Operating Budget, Financial Initiatives and York Regional Police chapters.



PLANNING AND BUDGETING AT YORK REGION

are guided by Council's *Vision* of strong, caring, safe communities.



REGIONAL COUNCIL'S VISION: GUIDING THE FUTURE

Vision is the document that outlines Regional Council's commitment to *strong, caring, safe communities* in York Region and to realizing the quality of life its residents want. Guiding the Region's activities, *Vision* sets out four areas of focus: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

Vision and other key documents, including the Strategic Plan, multi-year budget, departmental plans, and individual performance plans all adhere to the Region's award-winning Accountability Framework. It outlines the Region's two levels of accountability - Community Accountability and Performance Accountability - that explain how Regional government's actions help to achieve desired results for communities.

Vision serves as the guiding document for the Region's provincially mandated plans such as the [Community Safety and Well-Being Plan](#).



WORKING TOWARDS VISION: THE STRATEGIC PLAN

Through the Strategic Plan, the Region sets priorities over each four-year term of Council that align with *Vision* and identifies the critical steps needed to work towards achieving its goals. Each Strategic Plan is developed in conjunction with a new four-year budget. The [2023 to 2027 Strategic Plan: From Vision to Results](#) was approved in early 2023.

The Strategic Plan identifies priorities and objectives for each area of focus for each four-year period (see next page). To ensure consistent language across the organization, terms in the Strategic Plan are defined as follows:

- **Priority:** Specific area the Region will focus on within *Vision*'s areas of focus during the Council term.
- **Objective:** Specific strategic direction the Region will focus on within priorities to support service delivery.
- **Performance Measure:** A measure of how well a Regional service and/or program is working, which may be expressed using \$ (value), # (number), or % (percentage). There are three types of performance measure:
 1. How much did we do?
 2. How well did we do it?
 3. Is anyone better off (customer results)?
- **Activity:** A specific action, project, or initiative to be accomplished within the Council term to maintain or improve a performance measure.

2023 to 2027 Strategic Plan - Priorities and objectives



ECONOMIC VITALITY

PRIORITY: Foster Economic Prosperity

OBJECTIVES:

1. Attract and retain businesses, grow employment opportunities and attract a skilled workforce
2. Invest in a safe, effective transportation system that connects people, goods and services



HEALTHY COMMUNITIES

PRIORITY: Support Community Well-Being

OBJECTIVES:

1. Protect and promote residents' well-being
2. Support safe communities
3. Sustain and increase affordable housing choices



SUSTAINABLE ENVIRONMENT

PRIORITY: Drive Environmental Stewardship

OBJECTIVES:

1. Deliver and promote environmentally sustainable services
2. Enhance and preserve green space



GOOD GOVERNMENT

PRIORITY: Efficiently Deliver Trusted Services

OBJECTIVES:

1. Improve customer experience by leveraging digital transformation
2. Deliver fiscally sustainable services
3. Attract and retain a skilled workforce

Throughout this budget book, each departmental chapter includes a section to explain the forces that shape the department's budget. That section sets out priorities, objectives and performance measures, including performance trends, in line with the 2023 to 2027 Strategic Plan. Each chapter provides more detail on selected performance measures and notable trends.

Regular monitoring and reporting on the progress of performance measures ensures legislative obligations and objectives are met.

Annual progress reports to Council are publicly available at york.ca/stratplan. For 2023, the first year of the 2023 to 2027 Strategic Plan, 2023 results will be reported in May 2024.

Variations are reported to Council annually in staying true to the Region's value of accountability towards achieving *Vision*.



THE BUDGET IS ALIGNED WITH THE STRATEGIC PLAN

The Regional budget allocates resources to support priorities and objectives in the Strategic Plan.

The budget planning process strengthens this alignment. In developing budgets and plans, each department assesses their activities through the lens of Strategic Plan priorities. Meanwhile, Regional entities outside the departmental structure, such as York Regional Police, have their own business plans to guide how they allocate resources.

The Strategic Plan captures the Region's 15 core services, as shown below. Anchoring the Strategic Plan in core services ensures the Region continues to meet its legislative obligations while remaining flexible and responsive to residents' changing needs.

- Children's Services
- Community Housing
- Court Services
- Development Services
- Economic Development
- Forestry
- Long-Term Care
- Paramedic Services
- Police Services
- Public Health
- Regional Roads
- Social Assistance
- Transit
- Waste Management
- Water

The Executive Summary chapter provides examples of how budget initiatives support priorities and objectives in the Strategic Plan.

Budget reviews with senior management provide a check on alignment between budget proposals and the Strategic Plan. These reviews consider the cost-effectiveness of the path to achieving outcomes. Annual reporting on performance monitors progress towards desired outcomes.

At the start of each Council term, York Region prepares multi-year budgets that set a proposed budget for the upcoming year plus an outlook for the remaining three years. In each of the following years, an updated budget is presented along with the outlook for the remaining years, for Council's review.

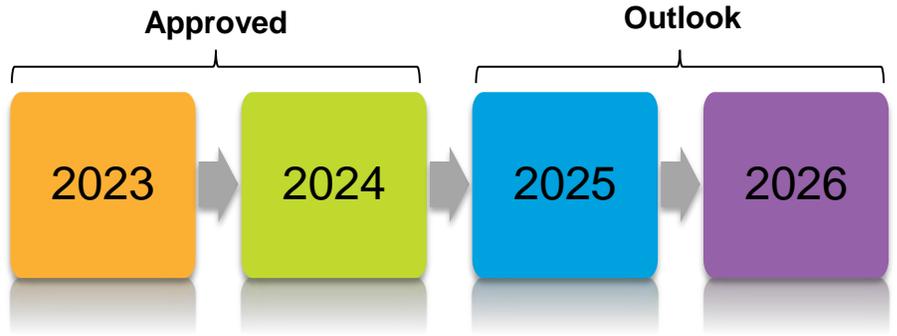
In addition to strengthening links between budgets and the Strategic Plan, benefits of multi-year budgeting include:

- Allowing Council to extend their gaze beyond the upcoming year
- Planning more effective programs and projects
- Improving fiscal discipline by showing longer-term spending impacts
- Reducing uncertainty about future tax levies
- Providing a longer outlook to outside organizations that get a share of their funding from the Region, enabling them to plan and deliver programs more efficiently

While multi-year budgeting provides a valuable planning framework, by outlining funding for services, programs and resources over a four-year period, it also allows flexibility for Regional Council to make changes each year as needs and conditions change.

Many capital projects require a planning horizon that goes beyond the length of a Council term. For that reason, each annual budget also includes a 10-year capital plan. The Capital Budget chapter explains how priorities are set among possible capital initiatives.

Each year, Council reviews, finalizes and approves the annual budget for the upcoming year and reviews the remaining time period in the multi-year budget. Council may also amend the budget in-year. Amendments do not change the tax levy, but typically move budget amounts between capital projects, adjust authority to spend or respond to provincial funding announcements. The budget and related reports are available at York.ca.



2024 budget process at York Region



ALIGNING ESG WITH VISION AND THE STRATEGIC PLAN

Over the last few years, municipal governments everywhere have been developing Environmental, Social, and Governance (ESG) strategies. This global movement calls on municipal councils to evaluate their decisions through an ESG lens, with the hope of better mitigating risks and identifying opportunities.



York Region began developing its ESG strategy in 2023. It will align closely with the areas of focus of *Vision* and the Region's Strategic Plan as well as with various key Regional plans. The Finance department is leading a cross-functional ESG working group dedicated to designing action plans for the ESG roadmap aligned with *Vision* and the Strategic Plan. Moving forward in 2024 and beyond, work will focus on integrating ESG considerations into longer-term processes such as procurement, external reporting, budget and business planning.

THE REGION IS A LONG-TIME PARTICIPANT IN NATIONAL BENCHMARKING

The release of the 2022 Municipal Benchmarking Network Canada (MBNC) Performance Report represents the 17th year of York Region's participation in this important benchmarking program.

The report reflects the joint efforts of member municipalities in four provinces across Canada, including five regional governments in Ontario. It includes 167 public measures in 36 service areas. Measures fall under four categories: community impact, service level, efficiency and customer service.

In 2022, York Region reported on 125 measures in 26 service areas as dictated by its regional service responsibilities. Measures relate to performance across the Region's activities and include: roads and transit, wastewater and water, waste management, social housing, emergency shelters, child care, social assistance, emergency medical services (delivered in the Region by Paramedic Services), long-term care, court services, legal, planning and police, as well as a number relating to general government, revenue and other financial benchmarks, and delivering services efficiently. The Region's Strategic Plan process considers these national benchmarking measures, and 12 of them are included in the *2023 to 2027 Strategic Plan*.

The 2022 MBNC Performance Report can be found at mbncanada.ca

BALANCING RESOURCES AND PRIORITIES

Under the *Ontario Municipal Act, 2001*, municipalities must present a balanced budget each year, with planned cash outflows matching expected inflows. Achieving this balance involves determining which activities are most aligned with the Region's priorities, which makes *Vision* and the Strategic Plan essential in financial planning.

Just under half the annual cash inflows for York Region come from the property tax levy. Other important sources include support from senior levels of government, water and wastewater user rate revenues, and transit fares. The chapter on Long-Term Financial Planning provides more detail about trends in these sources of funding.

Budgeting requires a clear understanding of service needs and financial resources both now and well into the future. Individual chapters on departments and other entities provide “Looking Ahead” sections that discuss longer-term trends and their potential impacts. These chapters begin on page 67.

As well, the Long-Term Financial Planning chapter looks at available resources against Region-wide needs in the future. The chapter focuses on the impacts of capital projects both those being planned and built and those in need of repair or replacement. These are major uses of the Region’s financial resources.

HOW THE REGION PRIORITIZES THE CAPITAL PLAN

In setting priorities for the capital plan, the Region is guided by its own policies and strategies as well as by provincial legislation:

- The Region’s *Vision* and the Strategic Plan that follows from it are important determinants of priorities for capital investment. The framework for achieving *Vision* is set out in the Planning and Budgeting chapter.
- As noted in the Budget Context chapter, the *More Homes Built Faster Act, 2022* and other recent provincial steps could accelerate growth in York Region. The Region was already subject to *A Place to Grow*, the provincial growth plan for the Greater Golden Horseshoe, which influences infrastructure plans. The province is now merging the growth plan with other planning guidance. At the same time, a new provincial goal of adding 1.5 million homes across Ontario by 2031 has resulted in ambitious housing targets for some local municipalities. The full impacts on infrastructure planning are not yet known.
- The capital plan is a key focus of the Regional Fiscal Strategy. The strategy is based on managing the capital plan and building reserves to reduce borrowing needs and fund asset management projects. The Long-Term Financial Planning chapter provides more details, including financial risks if actual growth is consistently below forecast.
- Infrastructure master plans and other major infrastructure plans are separately reviewed and endorsed by Regional Council to ensure that they align with the Region’s *Vision* and Strategic Plan before being reflected in the budget.
- Asset management needs are also important to the capital plan. As noted, these are driven by the Region’s corporate asset management plan. The graph on page 52 shows the 100-year outlook that underlies annual contributions to asset management reserves.

During the budget process, priorities are set by:

- Determining the funds available for each category of capital work. Renewal is largely funded by asset management reserves, to which departments contribute each year, while growth is partially funded by development charges. Other sources of funding, such as senior government subsidies, may also be available.

- Reviewing proposed project lists that departments submit based on their own long-term infrastructure plans. Plans for growth-driven projects align with infrastructure master plans and the Development Charge bylaw to support growth planning. During review a department might also indicate that the timing of projects in the previous plan has changed, for example for regulatory reasons.
- Evaluating project lists against available funds, borrowing capacity, established Regional Council priorities and legislated requirements to create a new 10-year plan. Borrowing capacity is key for growth-related investments because the Region often borrows to pay for infrastructure that is needed to enable growth and collects the development charges later, when new housing or other developments are built. As the Long-Term Financial Planning chapter discusses, this tool is used judiciously to limit debt service costs, which are paid from current development charge collections.

Capital plans may be adjusted from year to year to align with the Region's financial resources and evolving priorities.

YORK REGION IS RESPONSIVE AND ACCOUNTABLE TO ITS RESIDENTS

The organizational chart on the next page outlines York Region's structure. It underscores that York Region is ultimately responsible and accountable to its residents. The Region's commitment to accountability is backed by openness and transparency.

Except where legislation allows otherwise, Council and committee meetings, including budget discussions, are open to the public and are streamed on the Regional website at York.ca. The website provides a wide variety of additional public plans and reports.

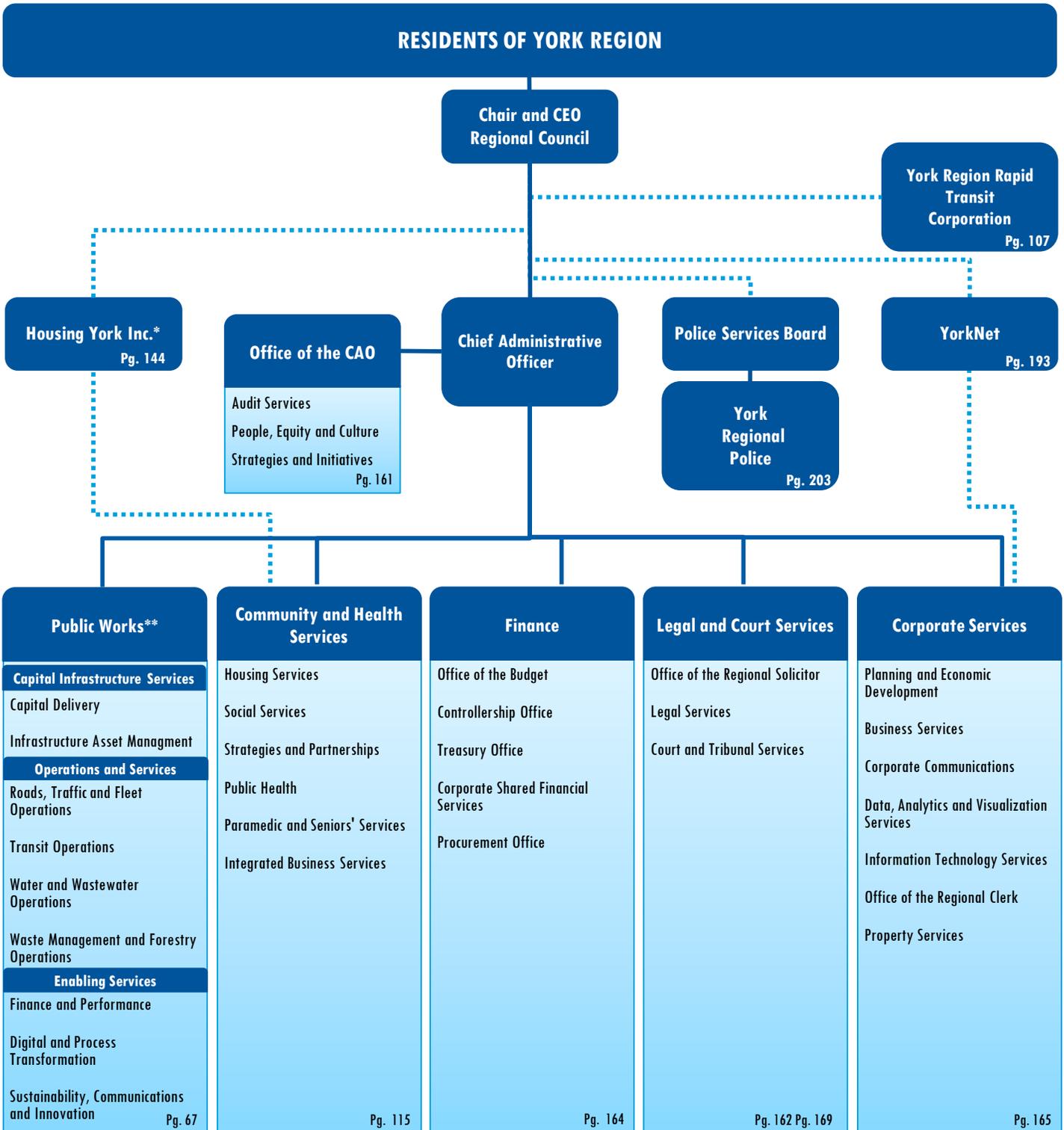
The Region uses several sources of information on services and how to best provide them. They include:

- **Annual community surveys** provide feedback that informs program and policy decisions. Surveying measures how well York Region is providing value for money, implementing its strategy and vision, and ensuring the Region understands its diverse residents' preferences, needs, opinions and satisfaction levels.
- **Demographic and economic data** from Statistics Canada feeds into forecasting and planning.
- Public Works has sought **resident feedback** on transportation, water conservation, water and wastewater user rates, waste reduction and forestry programs. Other surveys are conducted on conservation attitudes and transit and road use.
- Community and Health Services has launched **a community engagement framework** to strengthen and unify its outreach and consultation efforts. The department also leverages collaborative tables, such as Community Action Tables, to help inform projects, programs and services.
- The Region collects residents' views and concerns through **its own website**, dedicated websites for York Region Transit and York Regional Police, several social media accounts and other channels.
- **Access York**, the Region's call centre, maintains a dashboard that displays information on calls and other communications from residents to better understand community needs. The dashboard is monitored regularly to assess trends.
- Through its **Open Data** platform, the Region is making more data available to partners and the public in a form that can feed into their applications and allow better assessment of Regional activities and outcomes.

Program areas follow requirements and guidelines for provincially mandated programs, often involving specific engagement protocols.

As well as annual updates on Strategic Plan performance, the Region produces an annual Community Report that provides financial and other results to Council and residents.

York Region organizational structure



* Budget for Housing York Inc. is included as part of the Housing Services Budget

** Budget for Public Works is presented by former service areas split between Transportation Services and Environmental Services

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BUDGET CONTEXT

refers to external factors that have an impact on budgeting.



A DELICATE BALANCE

This year’s budget reflects York Region’s steady economic growth, ongoing demographic changes, and a generally positive employment picture.

High inflation, elevated interest rates, and labour shortages continue to have significant impacts on the Region’s economy and Regional budget. In addition, this year was particularly marked by the impacts of provincial legislation, passed late in 2022, that affect housing and development planning.

Together, these factors created the context in which the 2024-2026 budget was developed. This chapter provides more details.

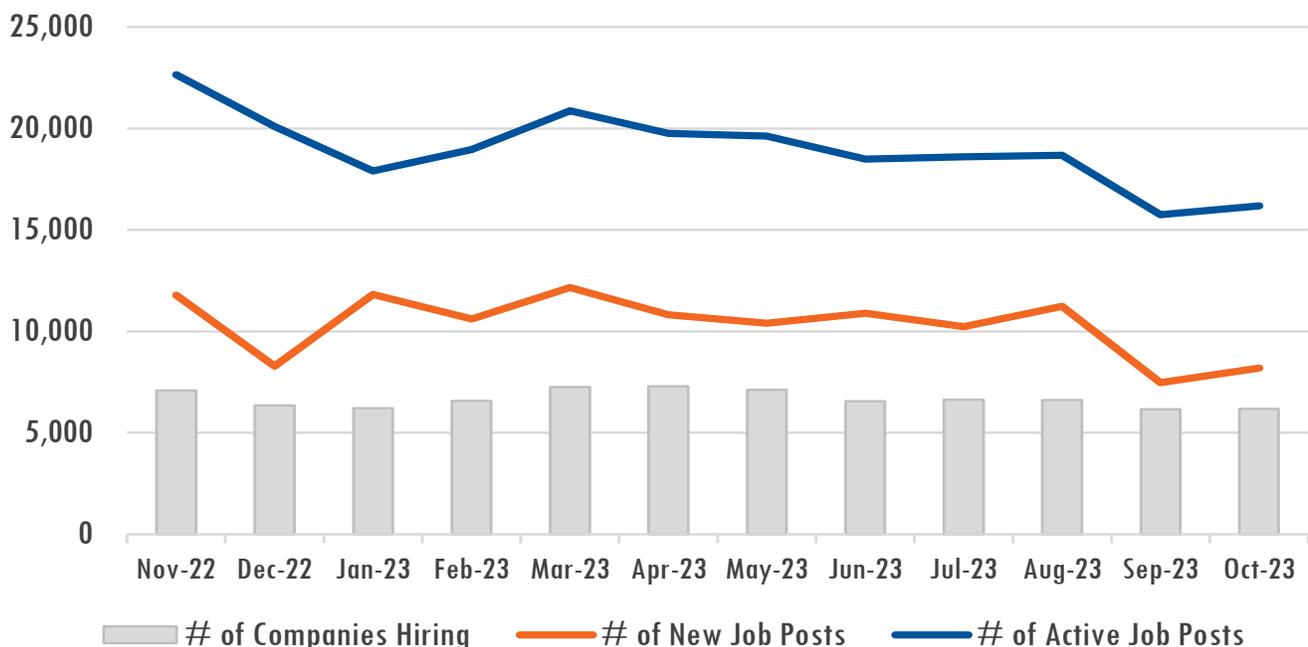
Modest economic growth expected, led by strong construction sector

Several factors limited the Region’s growth in 2023, including supply chain disruptions, labour shortages, and a scarcity of warehousing. These legacies of the COVID-19 pandemic have yet to be fully resolved, and Canadian consumer spending remains constrained by high interest rates and inflation.

A June 2023 outlook prepared by the Conference Board of Canada included a forecast that real growth in the Regional economy would average 2.9% annually between 2024 and 2027 after expected growth of 1.1% for 2023. Since then, however, Statistics Canada data suggest the Canadian economy as a whole did not grow over the summer months and may have seen a small contraction in September, 2023, reflecting continuing high interest rates.

In its fall economic statement in early November, the provincial government lowered its forecast for real growth in the Ontario economy in 2024 from 1.3%, the figure in the spring budget, to 0.5%, at the same time raising its expectation for 2023 performance. It acknowledged that global uncertainty made forecasting extremely challenging.

Number of job postings and companies hiring by month in York Region



Source: Workforce Planning Board of York Region

The Conference Board report forecast that the construction industry would grow by 2.7% in 2023 and about 4.0% annually to 2027. Non-residential projects, such as the Yonge North Subway Extension, are expected to boost the sector over the next few years. The forecast also assumes that population growth in the Region will continue to feed demand for residential housing despite affordability issues and higher mortgage rates.

Growth in many other sectors is not expected to firm up until 2024. The finance, insurance, and real estate sector, which accounts for almost one-third of the Region's economy, is projected to grow by only 1.2% in 2023 owing to higher interest rates and a relatively soft housing market. With continuing recovery, growth of about 3.9% a year from 2024 to 2027 is expected.

Manufacturing, the Region's third-largest sector, will decline by 1.4% in 2023. Once supply chain issues are definitively worked out, however, and household demand recovers, manufacturing should enjoy a return to health and grow by an average of 3.0% annually from 2024 to 2027. Expansion will be led by emerging and innovative industries such as bioengineering, communications technologies, and clean tech.

The transportation and warehousing sector is expected to grow by 5.3% in 2023 and by 3.3% thereafter as it recovers from major pandemic downturns. Despite the gains, the Conference Board does not expect the sector to return to its pre-pandemic output until after 2027. The outlook for wholesale and retail trade is similar, with wholesale trade expected to decline by 1.2% in 2023 and retail by 4.5%. The main reason is inflation, which has led many consumers to curtail their discretionary spending. These dips should be followed by three years of tepid growth averaging slightly over 1% yearly from 2024 to 2027.

The York Region job market remains healthy, with 6,000 new jobs expected to be added by the end of 2023. Forecasts suggest that this number may rise to 10,000 annually over the following three years.

Provincial measures will reduce revenues while boosting infrastructure costs

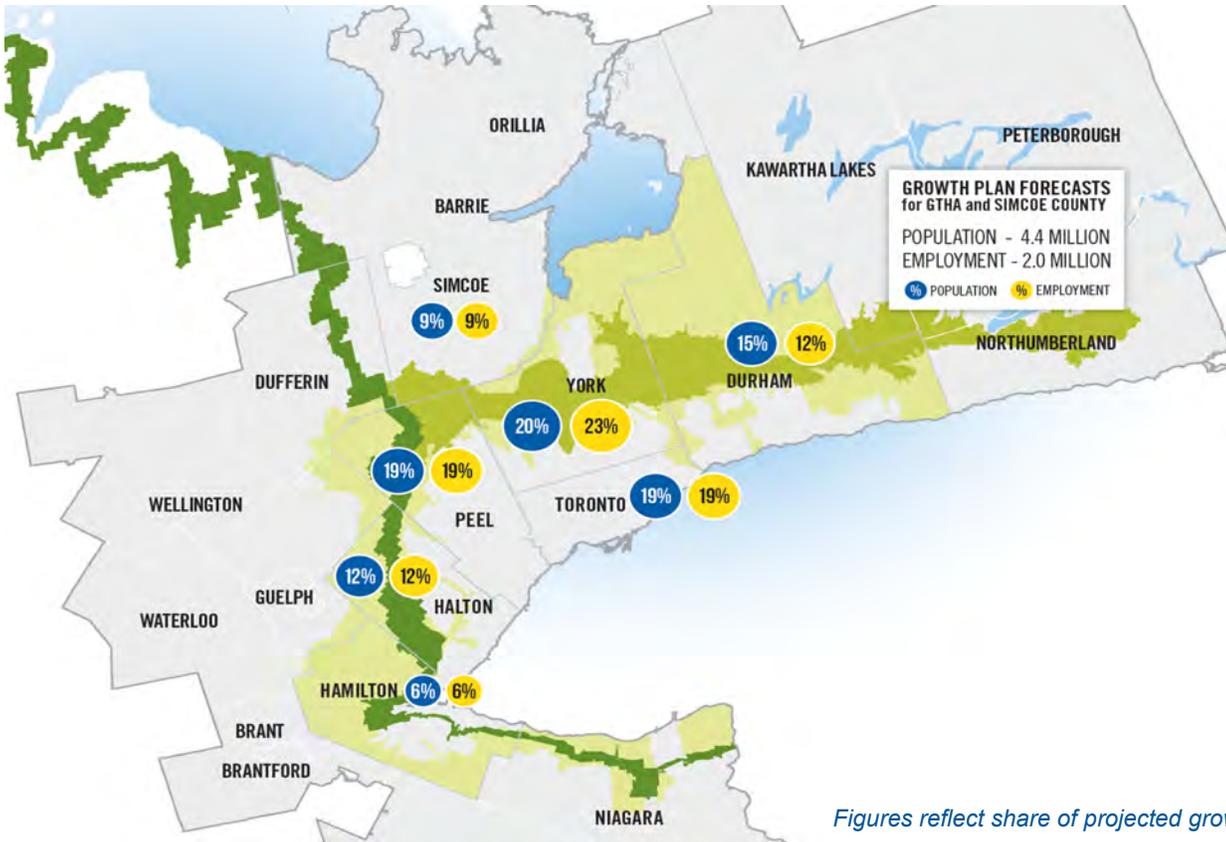
The *More Homes Built Faster Act, 2022* (Bill 23) was introduced as part of the province's third Housing Supply Action Plan to address Ontario's housing affordability crisis by increasing supply.

The act brought changes to the *Development Charges Act, 1997* that already have reduced the Region's development charge collections and will continue to do so by exempting some types of housing, discounting rates for rental units, and requiring any new development charge rates to be phased in over five years. In addition, municipalities can no longer recover certain costs, such as background studies, through development charges. The act also amended the *Planning Act, 1990*, to remove York Regional Council's authority to approve a Regional Official Plan, local official plans or secondary plans starting in 2024, and the Region's right to appeal land use planning decisions.

As the map on the next page shows, the Region is forecast to grow at a rate faster than any other municipality under the provincial growth planning. In aid of a goal to build 1.5 million new homes by 2031, the province has since assigned or requested housing targets for a group of large and fast-growing lower- and single-tier municipalities across Ontario. In York Region, all local municipalities except the Township of King have a housing target.

The total amounts to 150,000 new units by 2031. Individual local municipal targets are generally between two and four times higher than their average annual housing starts over the past 10 years. The exception is East Gwillimbury, where targets are in line with historic housing starts. While housing targets are on a local level, meeting them requires building Regional infrastructure much faster than might have otherwise been planned.

York Region maintains the largest population & employment growth share

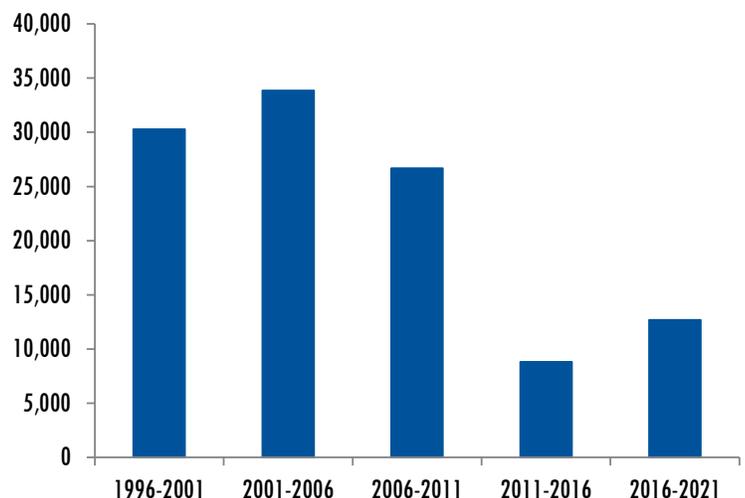


The province also introduced the Building Faster Fund, which provides up to \$400 million in funding each year for three years to municipalities that are on track to meet 80% of their housing target. York Region, as an upper-tier municipality, would not be eligible for this funding.

Bill 23’s Schedule 10 also introduced *The Supporting Growth and Housing in York and Durham Regions Act, 2022*, requiring the Region to develop an entirely new approach to meeting greater wastewater management needs resulting from growth in northern communities. The costs will be considerably higher than previously expected. The chapter on Public Works explains how the project has changed and why it will significantly increase both capital and operating budgets.

York Region’s Average Annual Population Growth

The Region is working to adapt to these changes by placing greater emphasis on working closely with local municipalities to monitor expected growth and ensure infrastructure investment remains affordable. Its data analytics also help ensure decision-making is data-driven. Through the Fiscal Strategy, which is explained in more detail in the Long-Term Financial Planning chapter, the Region works to ensure that reserves and debt remain at appropriate levels to build needed infrastructure while mitigating risk, including the risk of lower-than-expected growth.



Source: Statistics Canada

Addressing the challenges of climate change

The global climate is changing, with impacts on Canada that include warmer average temperatures, more extreme storms and more volatile weather.

Climate change is expected to have wide-ranging impacts across southern Ontario, including in York Region. These include potentially costly property damage from flooding, hail, ice, snow, and wind, environmental degradation, and health risks related to heat waves and other extreme weather events. It will also have impacts, both negative and positive, on numerous economic sectors. Additionally, predicting the replacement rate of certain assets becomes more difficult as a changing climate may alter their lifespan.

The Region's 2022 Climate Change Action Plan reflects and builds on measures to both mitigate impacts by reducing greenhouse gas (GHG) emissions and adapt to changes:

- Mitigation efforts include planting trees and other greenery to capture carbon cost-effectively, encouraging more sustainable modes of transportation, such as walking, cycling and public transit, adopting electric vehicles for the transit and corporate fleets, piloting passive energy-efficiency approaches to community housing, and working to reduce solid waste tonnage. In addition, sustaining balanced work practices and use of digital tools will continue to reduce travel time and the carbon emissions attributable to the Regional government.
- In adaptation, the Region's roles include integrating climate change considerations into municipal planning and development tools, and assessing Regional infrastructure and buildings for vulnerability to climate change impacts.

Climate change response will be an important element of the Region's new Environmental, Social and Governance standards, which are discussed in the Planning and Budgeting chapter.

Overall wealth, but growing concerns about inequalities

The 2021 Canadian Census of Population found that York Region's residents remain well-educated, younger on average than the Canadian population, and relatively prosperous. The median household income was \$112,000, the second highest in the Greater Toronto and Hamilton Area after Halton Region. As in other large urban areas in Canada, income inequality is a growing concern that is driving human service and housing needs.

In line with income levels, home prices are among the highest in Ontario. Despite some volatility after a sharp spike during the pandemic, resale prices appear to be stabilizing and average over a million dollars for most types of freehold homes. While a trend toward higher-density housing types in the Region is having a gradual impact, the single detached home still makes up about 60% of the housing stock. This provides the Region with a large and relatively stable assessment base, but it raises concerns about housing affordability.

Despite shift to higher-density forms, housing costs are beyond reach of many

In 2022, 10,791 housing units were started in the Region, driven mostly by multi-unit rental housing and condominium developments in the City of Vaughan and to a lesser extent the City of Markham. There have been 4,522 housing starts between January and September 2023. The move to higher-density housing should expand the rental and more affordable segments of the ownership market over time.

In the short term, however, housing affordability in York Region remains a concern:

- Housing costs for owners, which include mortgage payments, property taxes, utilities, and condominium fees as applicable, increased by 11% from 2016 to 2021.
- Average prices ranging from \$973,000 to \$2.3 million in 2023 remained well above affordability thresholds for most households.
- In 2022, when the maximum affordable price of a home for the lowest-earning 50% of households was \$465,698, not a single new unit was sold below this price.

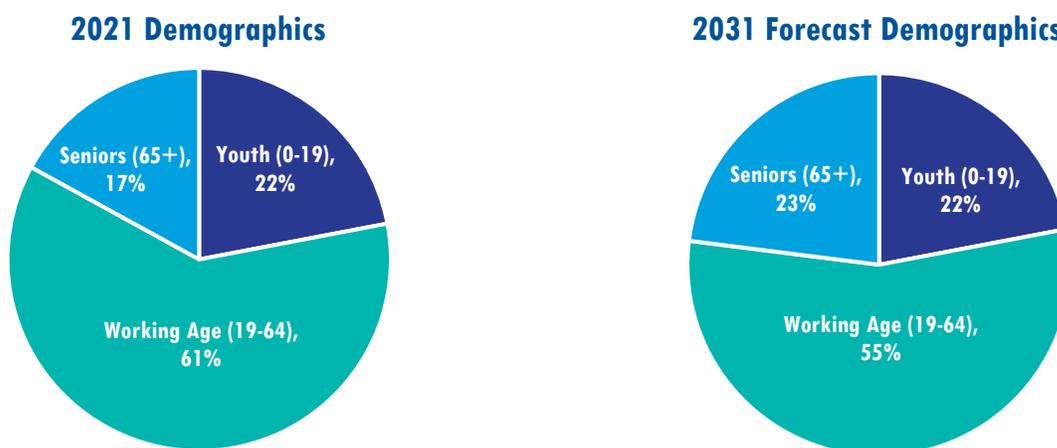
Rental options remain limited and occur mainly as secondary rentals. In 2022, about 16,500 condo units were available to the rental market. New rental-only builds have also lagged. In 2022, only 378 rental units were built in York Region, including a 217-unit retirement home. Early 2023 saw an uptick in purpose-built rentals, possibly in response to incentives created by the province.

Affordability is a problem across Ontario and in other provinces, prompting response at both the provincial and federal levels. Special concerns in York Region include a high average house price compared to most other markets and a shortage of rental units. As a result it is hard for those living with lower and even moderate incomes to move into the Region or continue to live here. This has a broad range of social and other impacts, including long commutes from more affordable areas to jobs in the Region and young adults being unable to live on their own in their community after finishing school. It also places pressure on the community housing system and wait list.

The Region recently approved a new long-term plan to increase community housing supply. In 2024, the Region is planning to move ahead on two projects that were previously acknowledged as being needed but lacked funding. The Community and Health Services chapter provides more information.

Demographic trends

Age distribution in the Region is changing, as graphs below show. According to 2021 census data, the Region's seniors' population is growing faster than any other age group. By 2031, more than one in five of the Region's residents will be over the age of 65. Seniors, especially those over 75, are more likely to need multiple supports to continue living at home.



Source: Statistics Canada (2013 to 2021) and York Region Official Plan (2022 to 2032)

The 2021 census recorded the arrival of almost 53,500 new immigrants to York Region since 2016. Close to 240 distinct ethnic origins were reported for the Region's population, and almost half its residents were born outside Canada. The trend towards ethnic diversity is expected to continue. Despite a generally high level of education, newcomers to the Region often need language and other training and help finding jobs.

The Community and Health Services chapter outlines the Region's responses to these changes, including renewal of its Seniors' Strategy.

Protecting information and technology assets

The Region continues to improve its processes and services for residents through wider technology use to streamline services and make them easier to access. Web-based interactions are rising among residents and across the Region's workforce. This work is led and coordinated by the Corporate Services department.

Hand-in-hand with greater reliance on information technology is increased risk of cyber attacks. Third parties constantly try to breach systems, whether to take information, interrupt services or steal and extort funds. The Region has created a new training program to educate staff on how to better protect its data and infrastructure through planning simulations, targeted training materials, and by regularly testing employees on their security knowledge. A better educated workforce reduces the risk of exposure to malevolent actors.

The Region continues to improve its protocols and practices to guard against and respond to emerging threats. In the case of a breach, the Region's processes and quick action are aimed at limiting access and mitigating damage.

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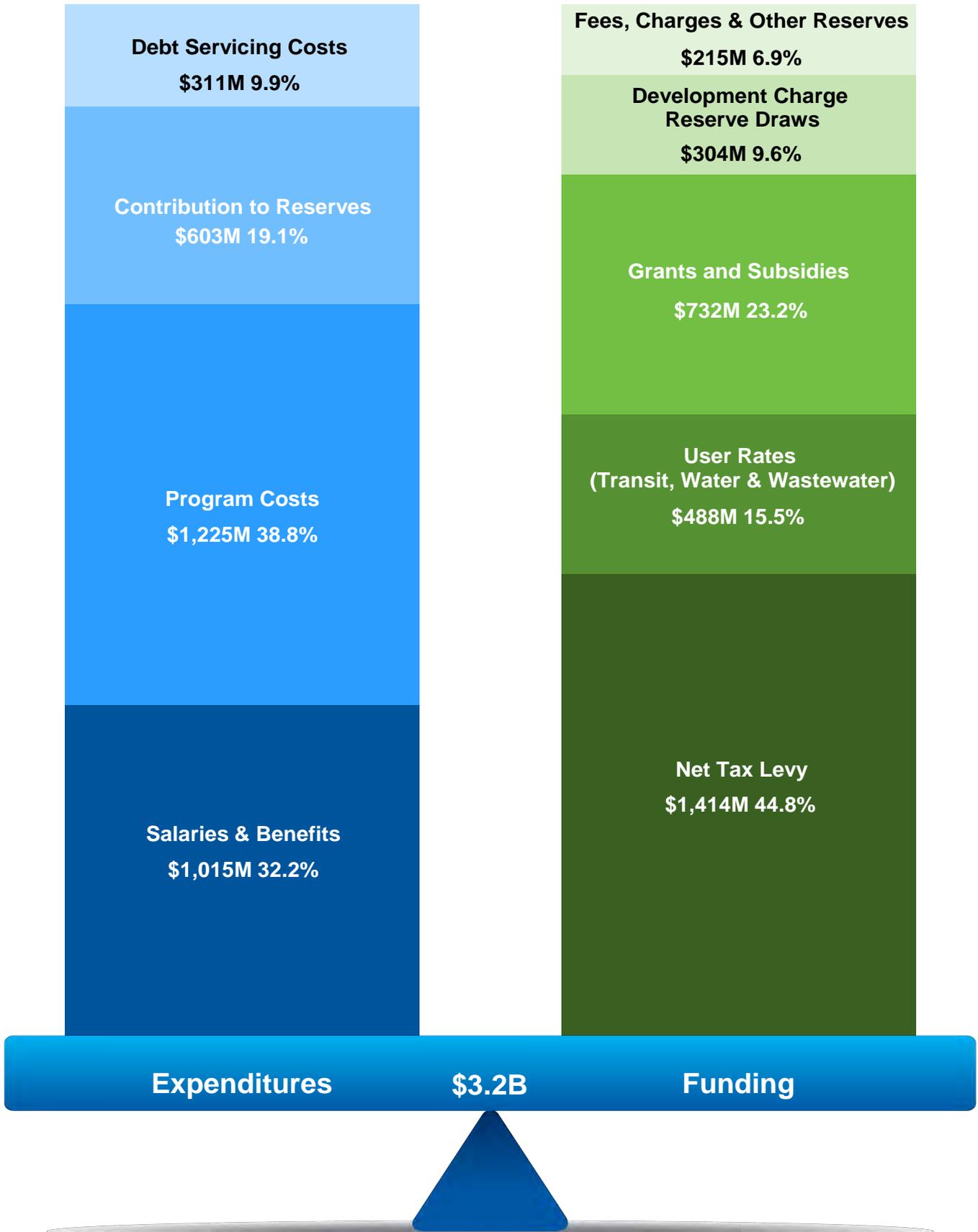


THE OPERATING BUDGET

outlines spending to deliver services today and save for future needs.

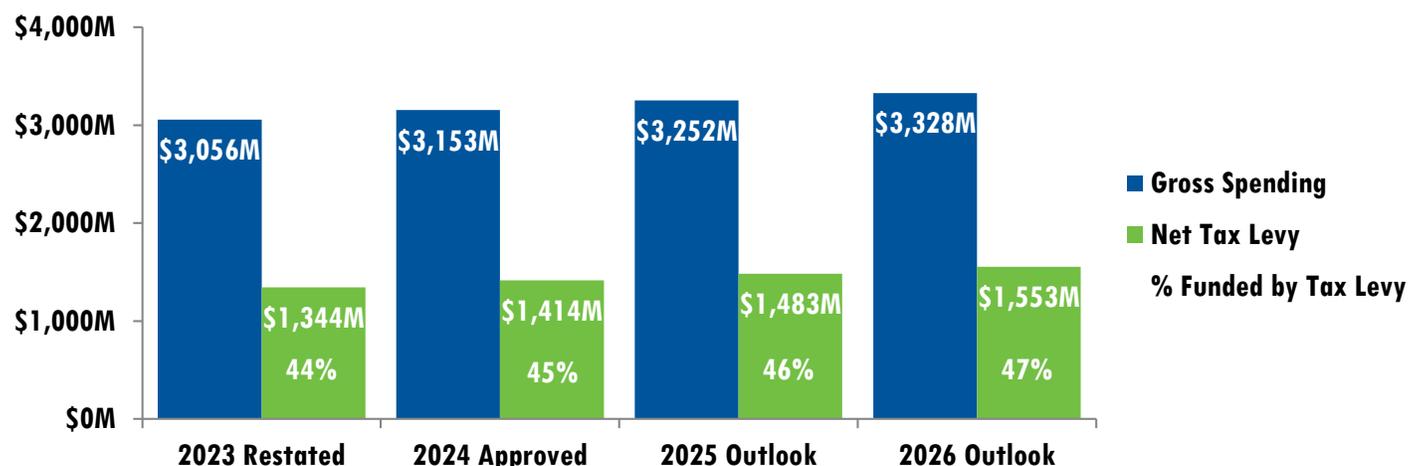


YORK REGION'S 2024 OPERATING BUDGET



BUDGET SUPPORTS ONGOING RENEWAL AND GROWTH

Reliance on tax levy gradually increasing out to 2026



The 2024 Regional operating budget includes total operating spending, also called gross spending, of \$3.2 billion in 2023. Of that total, the tax levy will fund about 45%. The portion of the budget funded by the tax levy is called the net budget or the tax levy budget. This funding source is expected to increase to 47% by the end of the current budget cycle.

Drivers of the year-over-year increase in net expenditure

(in \$ Millions)	2024 Approved	2024 Tax Levy Impact	2025 Outlook	2026 Outlook
Status Quo	35.9	2.67%	32.6	44.1
Revenues	7.3	0.54%	(0.5)	(11.3)
Efficiencies, Reductions & Other Adjustments	(5.3)	(0.39%)	5.6	0.3
Impacts of COVID-19:				
Expenditure and Revenue Impacts	(17.4)	(1.30%)	(13.8)	(0.2)
Pandemic Management and Recovery Reserve Fund Draw	3.7	0.28%	13.9	0.2
Subtotal	(13.7)	(1.02%)	0.1	(0.0)
Net Growth:				
Maintaining Service Levels for Growth	18.1	1.35%	13.8	15.9
Enhancements and Transformation	1.7	0.13%	(11.6)	(5.8)
Assessment Growth Revenue	(20.0)	(1.49%)	(17.9)	(17.0)
Subtotal	(0.2)	(0.01%)	(15.7)	(6.8)
Total Program Impacts	24.0	1.79%	22.1	26.2
Fiscal Strategy and Debt-related Impacts	12.9	0.96%	14.7	12.4
Total Budget Change After Assessment Growth	36.9	2.75%	36.8	38.6
Rapid Transit / Infrastructure Levy	13.4	1.00%	14.1	14.8
Total Budget Change After Rapid Transit / Infrastructure Levy	50.3	3.75%	51.0	53.4

Note: The table excludes water and wastewater spending, which is funded by user rates.

Gross expenditures in the 2024 operating budget are expected to increase by \$99.4 million from 2023. Revenue sources other than the tax levy will grow at a slower rate, leading to slightly greater reliance on the tax levy to fund programs and reserves.

The table on the previous page looks at drivers of the change in the tax levy budget. The “Status Quo” line reflects the cost of maintaining services before taking population growth into account. It also captures legislated and contractual requirements. For 2024, the expected increase in Status Quo spending is \$35.9 million or 2.67% of the tax levy, reflecting inflationary and other cost increases to provide existing programs and services.

Savings, efficiencies and other adjustments are expected to offset pressures on the tax levy by \$5.3 million. Savings reflect ongoing efforts by departments to look for more cost-effective ways to deliver programs and services. They were partially offset by the cost of restoring transit service levels to meet improved ridership that generated higher revenues.

The \$13.7 million decrease under the “Impacts of COVID-19” reflects reduced COVID-19 response needs in Community and Health Services, and a lower draw on the Pandemic Management and Recovery Reserve because of transit revenue recovery, as discussed in the Financial Initiatives chapter.

The line labelled “Fiscal Strategy and Debt-related Impacts” in the table largely reflects increases in contributions to reserves that support financial sustainability. The increase, totaling \$12.9 million, results from planned increases in capital reserve contributions to meet growing asset management needs, as well as smaller adjustments related to the Debt Reduction Reserve and corporate contingency budget.

Meeting the needs of an increasing population would add an expected \$18.1 million to the budget. In the budget as tabled, this pressure and a \$1.7 million increase for enhanced services to residents were expected to be offset by higher assessment revenue driven by population growth. After tabling, the Municipal Property Assessment Corporation lowered the estimate for the Region’s assessment growth revenue from \$21.5 million to \$20.0 million. Regional Council approved adjustment to corporate contingency funding to cover the resulting shortfall. The Financial Initiatives chapter provides details.

The approved budget for 2024 includes a special levy of 1% to help fund the Region’s contribution to the Yonge North Subway Extension. With further contributions in 2025 and 2026, the levy would continue to contribute to the Rapid Transit Reserve for the other major infrastructure projects. More details on the reserve appear in the Financial Initiatives and Long-Term Financial Planning chapters. Progress on the subway project is discussed in the Yonge North Subway Extension chapter.

GROSS BUDGET REFLECTS GROWING REVENUES

Trends in non-tax revenue

In 2024, 55.1% of the Region’s total operating budget of \$3.2 billion is expected to be funded from sources other than the tax levy, down slightly from 56.0% in 2023. The Region has a degree of control over some of these non-tax sources, such as user rates for water and wastewater, transit fares and various fees and charges. Its ability to control others, including federal and provincial government grants and subsidies, is limited.

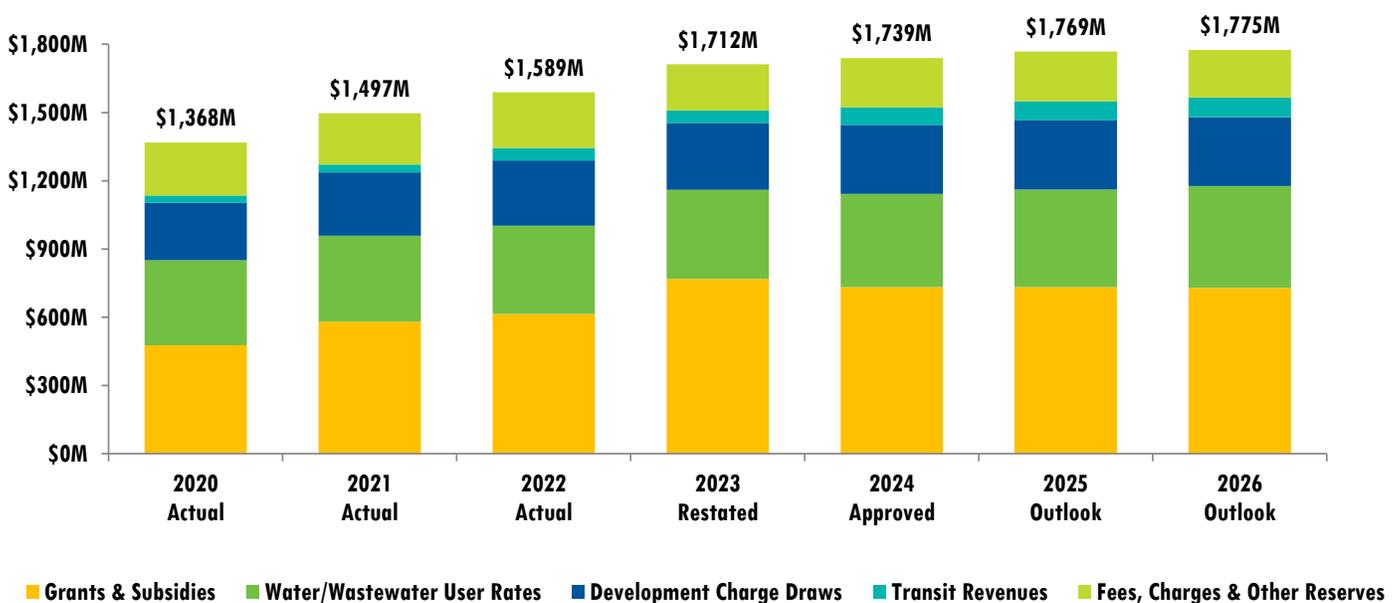
Changes in revenue sources over which the Region has greater control include:

- Revenues from user rates for water and wastewater are expected to increase from \$392 million in 2023 to \$410 million in 2024, growing to a projected \$448 million by 2026. Projections reflect growth and the rate structure approved by Regional Council in 2021. The Public Works chapter provides more details.
- Fees, charges and other reserve draws are expected to total \$215 million in 2024, up by \$12 million from 2023. They will fall to \$209 million by 2026, largely as a result of a new framework that makes producers responsible for packaging and products in the blue bin. This change should ultimately result in lower net costs for the Region, as the expense of processing this stream was typically greater than revenues from marketable materials.
- Court and Tribunal Services fine revenues are expected to go up as a result of expanded use of cameras to enforce speed limits in community safety zones and reduce red light infractions, totalling \$29 million in 2024 and rising to \$55 million in 2026. The funds will be used to offset operational costs, including a new processing centre, and support road safety programs. The Public Works and Court and Tribunal Services chapters provide more detail.
- Transit fare revenues are forecast to increase by \$22 million in 2024, as ridership has made a faster than expected recovery from the lows of 2020 and 2021, and to reach \$84 million in 2026. Transit ridership is expected to be at pre-pandemic levels in 2024. The Public Works chapter provides more detail.
- Operating draws from development charge reserves primarily for debt servicing costs and related debt transaction charges are expected to total \$304 million in 2024, up slightly from \$293 million in 2022, gradually decreasing to \$303 million by the end of the multi-year budget.

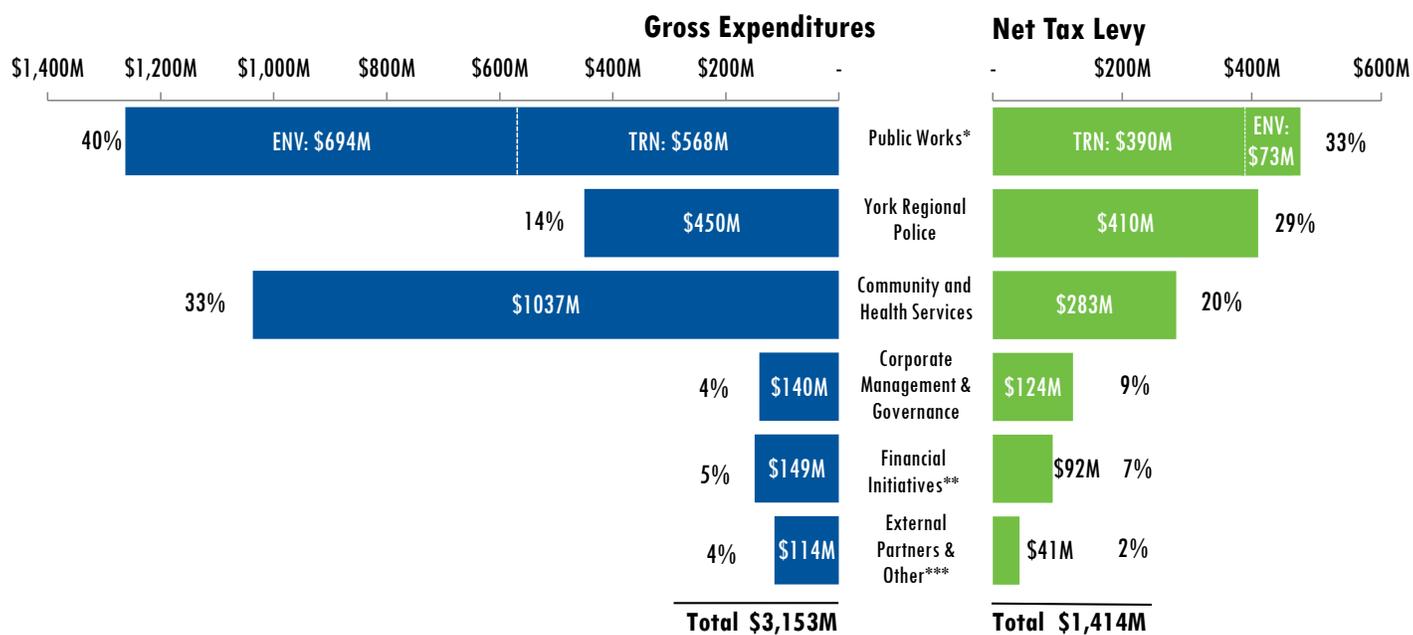
Senior government funding for social programs is expected to decline.

- Grants and subsidies are expected to decrease to \$732 million in 2024, a drop of \$37 million from 2023, and will remain steady through 2026. This is mainly due to reduced provincial funding in Public Health and Long-Term Care associated with the COVID-19 pandemic response.

Non-tax revenues and contribution to gross expenditures



Share of gross expenditures and net tax levy varies based on other funding sources



*Public Works comprises two key operating areas: Environmental Services (ENV) and Transportation Services (TRN)

**Financial Initiatives includes the Rapid Transit / Infrastructure levy

***Other includes Court and Tribunal Services, YorkNet, and York Region Rapid Transit Corporation

Funding from non-tax sources varies across service areas

The figure above shows the share of the total budget and the tax levy budget represented by various program areas in 2024.

Typically, services where cost recovery from users is appropriate and relatively simple, or where services are funded by another level of government, have the lowest reliance on the tax levy:

- In Public Works, operating costs in the water and wastewater program are fully funded from the user rates charged for those services. Transit is expected to be about 30% funded by fares and other transit-related revenues in 2024, up from an estimated 25% in 2023 as riders continue to re-embrace public transit.
- Community and Health Services expects to receive roughly 68% of its operating funding from senior governments, mainly the province, in 2024. The end of pandemic-related funding contributed to a slight decline from 2023, and some associated costs have also gone down. While funding from senior governments lessens the department's reliance on the tax levy, it generally increases vulnerability to changes in their priorities. As well, when senior governments mandate new or expanded programs, any increased revenue they provide is typically offset by higher service delivery costs, in some cases leading to added pressure on the tax levy.
- York Regional Police, which is governed at arm's length from the Region, relies on the tax levy for about 90% of its funding. It nonetheless aims to recover the cost of certain services, where appropriate, from users instead of taxpayers in general and from provincial grant funding, where available.

- Corporate Management and Governance and Financial Initiatives respond to organization-wide needs, in areas such as strategic financial, legal and other professional services, that ultimately benefit residents. Funding comes largely from the tax levy. The budget of Financial Initiatives includes contributions to the Rapid Transit Reserve through the special 1% levy.
- The budget for External Partners represents contributions to third parties, often required by legislation, and is largely funded by the tax levy. Third parties include the Municipal Property Assessment Corporation, as well as conservation authorities and hospitals operating in the Region. The “other” component comprises corporate entities such as York Region Rapid Transit Corporation. Court and Tribunal Services is included in this category and is largely funded by fine revenues.

INNOVATING TO BETTER SERVE RESIDENTS

The Region relies on continuous innovation to improve service to residents and operate more efficiently. Some recent examples include:

- **Web page for food premise owners.** Public Health’s food safety team approached this initiative from a customer experience perspective. Over a seven-month period, the team created a comprehensive educational website and developed a portal where new owners could notify public health before opening. The goal is to help avoid costly mistakes before opening.
- **Walking together through the four seasons.** This EarlyON initiative is inspired by a “forest school” teaching and learning model and Anishinaabe ways of knowing, teaching and learning. Developed in partnership with the Toronto Region Conservation Authority, the program engages children and families in year-round outdoor play.
- **Online housing applications.** In 2022, Housing Services launched a new process for matching available housing units and benefits to interested applicants by posting them online. Applicants can view information about their options, including photos and maps of the surrounding community, and express interest in a unit or benefit. Applicants are contacted with an offer in order of their wait list rank. Housing providers participating in the new process saw 84% of offers accepted by the first applicant contacted, compared to 41% before the new process was introduced. By filling units faster, the Region is expected to reduce costs resulting from vacancies.
- **Driving greater public engagement virtually.** Public Works put in place an easy-to-use virtual engagement tool that is fully compliant with accessibility legislation and uses interactive maps and visual prompts to promote idea sharing. Residents can connect with this public engagement tool anywhere, anytime, on multiple devices to fill out surveys, use voting tools and post their ideas on a community wall. Feedback on recent projects allowed better sharing of relevant information with interested parties and saved time and costs.
- **Smart signals manage traffic for greater snowplow efficiency.** Rapidway corridors are beneficial for transit users, but complex signal timing makes clearing snow challenging. Snowplows run in formation to clear snow in all lanes at once. But plows need to wait when there is a long queue of left-turning vehicles, which slows their work and leads to traffic buildups. The first GPS-based solution in Canada, the Region’s traffic signal pre-emption technology lengthen green lights to advance left turn and through movement. This allows snowplows to clear rapidways without stopping. After plows pass, traffic signals automatically return to normal operations.

Departmental chapters outline additional examples of how new technology and innovative ideas are continuously leveraged across Regional government.

DELIVERING POLICING, PARAMEDIC AND OTHER CRUCIAL SERVICES

While the Region adopts new technology to deliver services more efficiently where possible, public services continue to be delivered mainly by people, including police officers, paramedics, nurses, public health inspectors and water system operators. This means that serving more residents and keeping up with greater needs and expectations requires more staff.

Maintaining existing service levels as the population grows is the largest driver of staff increases at the Region. More staff are needed to meet the needs of a growing population, including operating new capital assets as they come into service.

A component within the “Status Quo” line of the operating budget is legislated requirements, which for example drives the need to add staff in long-term care homes to meet new direct daily contact requirements.

Court and Tribunal Services will add staff to manage the increased workload related to expanded use of automated speed enforcement and red light cameras, with costs to be recovered from additional revenues so that there is no tax levy impact.

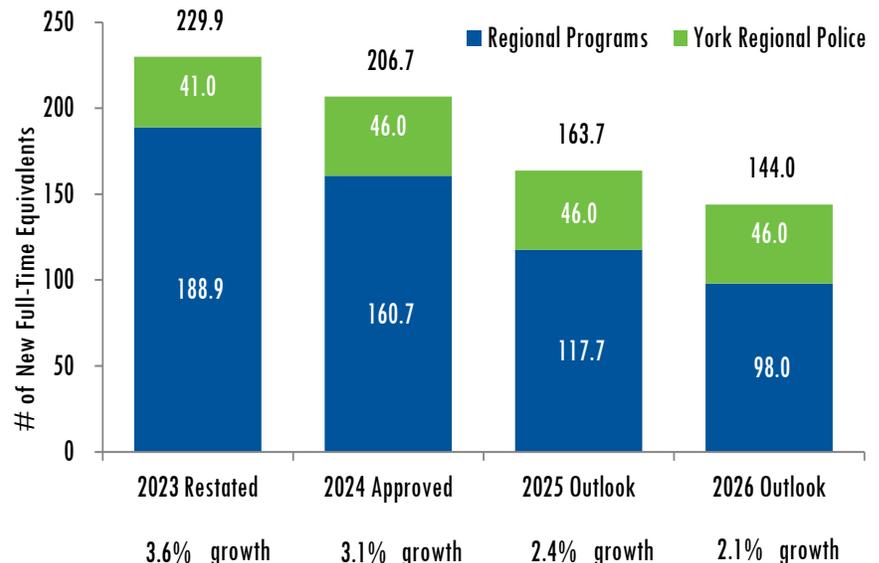
The final approved budget includes staffing increases of 2.4% in 2025 and 2.1% in 2026, up from 2.2% and 1.9% respectively in the tabled budget. This reflects Council approval of plans to hire additional York Regional Police staff in those years. The increased expense is expected to be covered from corporate contingency, as discussed in the Financial Initiatives chapter.

Chapters on individual departments, York Regional Police and Regional corporations provide more details on staffing changes.

An estimated 70% of salaries and benefits are funded from the tax levy. Among non-tax levy sources, grants and subsidies cover 17%, and user rates and fees 10%, while 3% is recovered through capital.

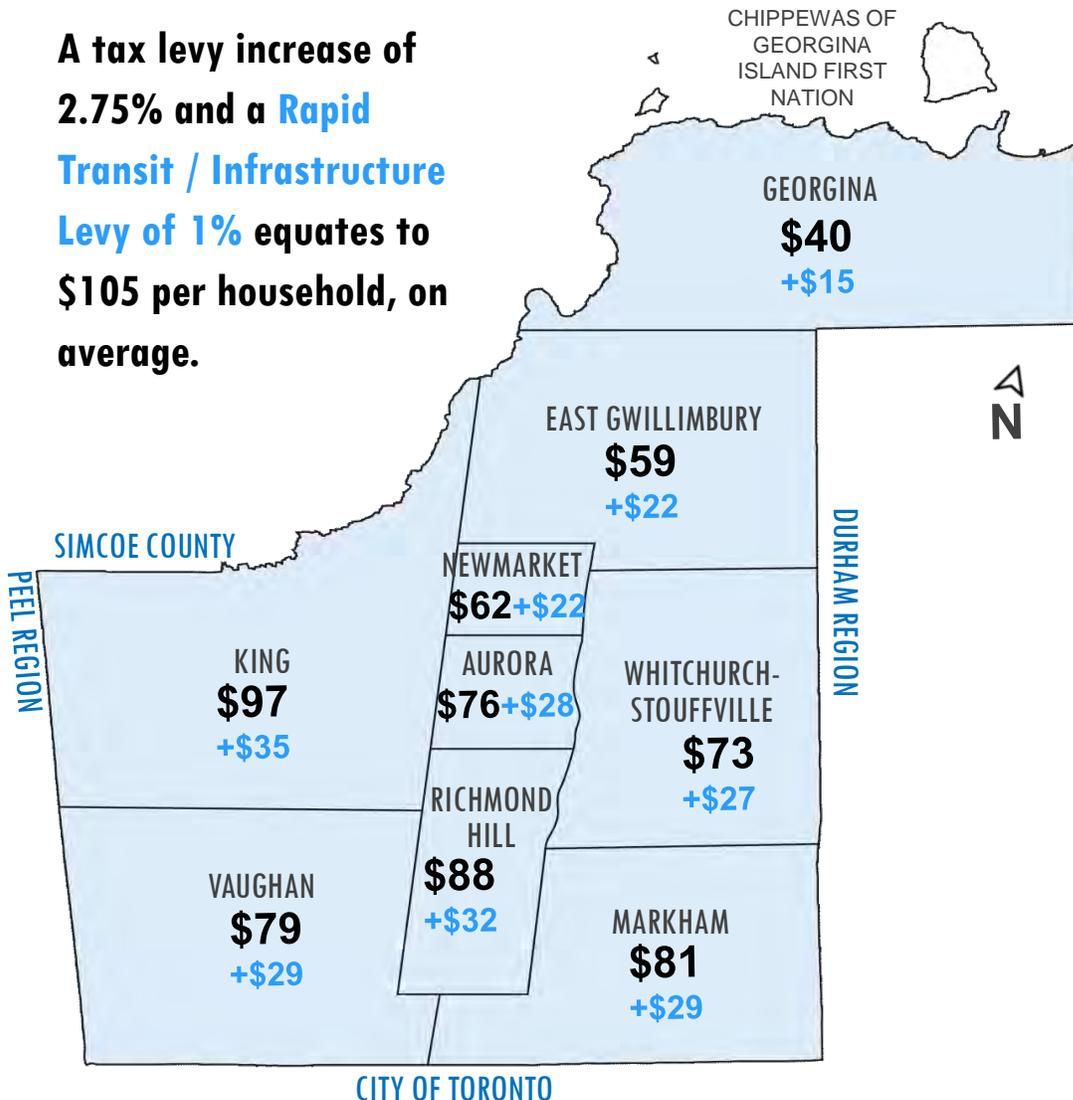
In reporting its staff complement, which includes York Regional Police, the Region includes all permanent full-time and part-time staff on a full-time equivalent basis. Casual or temporary positions are not included in the figures. The complement of 6,609.7 at the end of 2023 is expected to increase to 6,816.4 by the end of 2024.

Staffing growth



APPROVED BUDGET WILL INCREASE AVERAGE TAX BILL BY \$105

Based on the average assessed value of a home in York Region of roughly \$804,712, a tax levy increase of 2.75% for 2024 to cover the cost of programs and services and to build reserves will equate to about \$77 for the average household, as the map below shows. The impact of the 1% Rapid Transit / Infrastructure levy will average \$28, ranging from \$15 in Georgina to \$35 in King. Amounts vary by local municipality because of differences in average assessed value.



2023 to 2024 operating budget

(in \$000s)	2023 Restated		2024 Approved		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
Public Works						
Transportation Services						
Transit Services	289,493	215,947	305,989	212,736	(3,211)	(1.49%)
Roads	251,494	171,417	262,365	177,327	5,911	3.45%
Transportation Services Subtotal	540,987	387,364	568,354	390,063	2,699	0.70%
Environmental Services						
Water and Wastewater	568,863	-	593,040	-	-	-
Waste Management	78,453	45,173	82,338	55,805	10,632	23.54%
Forestry	16,497	14,919	17,685	16,180	1,261	8.45%
Climate Change & Energy Conservation	1,401	1,226	1,368	1,193	(33)	(2.69%)
Environmental Services Subtotal	665,215	61,318	694,431	73,178	11,859	19.34%
	1,206,202	448,682	1,262,785	463,241	14,559	3.24%
Community and Health Services						
Public Health	146,005	30,736	105,865	31,783	1,047	3.41%
Paramedic Services	108,201	52,433	114,574	53,520	1,087	2.07%
Long-Term Care/Seniors' Services	55,320	22,066	51,578	22,818	752	3.41%
Social Assistance	123,456	11,770	132,672	11,821	51	0.43%
Homelessness Community Programs	42,312	13,329	48,474	14,318	988	7.41%
Children's Services	419,194	26,609	408,146	24,217	(2,392)	(8.99%)
Housing Services	119,558	73,936	124,740	78,527	4,592	6.21%
Strategies and Partnerships	20,202	14,542	21,146	16,683	2,140	14.72%
Integrated Business Services	28,633	27,542	29,656	29,656	2,114	7.68%
	1,062,881	272,963	1,036,850	283,342	10,379	3.80%
Corporate Management and Governance						
Chair & Council	2,865	2,865	3,023	3,023	158	5.52%
Office of the CAO	23,240	22,253	23,590	22,824	572	2.57%
Legal Services	2,325	1,580	2,503	2,195	615	38.95%
Finance	25,764	22,796	26,569	23,554	758	3.33%
Information Technology Services	36,302	36,302	40,214	40,214	3,912	10.78%
Communications, Information and Data	20,724	20,535	20,195	20,006	(529)	(2.58%)
Planning and Economic Development	13,576	9,007	14,012	9,518	511	5.67%
Property Services	9,803	8,634	10,355	8,181	(453)	(5.24%)
Less: Recovery from Water and Wastewater (User Rate)	-	(5,391)	-	(5,783)	(392)	7.28%
	134,599	118,580	140,461	123,732	5,152	4.34%
Regional Programs	2,403,682	840,225	2,440,096	870,315	30,090	3.58%
Court and Tribunal Services	21,403	(2,802)	30,492	(4,759)	(1,958)	69.87%
Financial Initiatives	94,273	45,055	110,707	54,043	8,988	19.95%
External Partners						
Property Assessment (MPAC)	21,700	21,700	23,200	23,200	1,500	6.91%
Hospital Funding	7,134	7,134	7,240	7,240	106	1.49%
Innovation Investment Fund	1,621	1,621	1,621	1,621	-	0.00%
Conservation Authorities	7,179	7,179	7,335	7,335	156	2.18%
GO Transit	2,500	-	2,500	-	-	-
	40,134	37,634	41,896	39,396	1,762	4.68%
York Region Rapid Transit Corp.	36,481	3,882	36,587	4,215	333	8.58%
YorkNet	4,193	2,908	4,758	2,410	(498)	(17.11%)
Operating Programs	2,600,165	926,901	2,664,536	965,619	38,718	4.18%
York Regional Police	430,360	391,886	450,421	410,057	18,171	4.64%
Total Operating Budget	3,030,525	1,318,787	3,114,957	1,375,676	56,889	4.23%
Less: Assessment Growth Revenue		(16,800)		(20,000)	(20,000)	(1.49%)
After Assessment Growth Revenue	3,030,525	1,301,987	3,114,957	1,355,676	36,889	2.75%
Rapid Transit / Infrastructure Levy	25,003	25,003	38,441	38,441	13,438	1.00%
After Rapid Transit / Infrastructure Levy	3,055,528	1,326,990	3,153,398	1,394,117	50,327	3.75%

2025 to 2026 operating budget

(in \$000s)	2025 Outlook		Budget Change		2026 Outlook		Budget Change	
	Gross	Net	Net \$	Net %	Gross	Net	Net \$	Net %
Public Works								
Transportation Services								
Transit Services	323,144	224,883	12,148	5.71%	337,821	235,543	10,660	4.74%
Roads	273,322	188,117	10,790	6.08%	272,825	194,062	5,944	3.16%
Transportation Services Subtotal	596,466	413,001	22,938	5.88%	610,646	429,605	16,604	4.02%
Environmental Services								
Water and Wastewater	612,680	-	-	-	632,884	-	-	-
Waste Management	85,225	51,002	(4,803)	(8.61%)	66,600	45,147	(5,854)	(11.48%)
Forestry	18,585	16,993	814	5.03%	19,399	17,718	724	4.26%
Climate Change & Energy Conservation	1,427	1,252	59	4.91%	1,455	1,280	28	2.25%
Environmental Services Subtotal	717,917	69,247	(3,931)	(5.37%)	720,337	64,145	(5,102)	(7.37%)
	1,314,383	482,248	19,007	4.10%	1,330,983	493,750	11,502	2.39%
Community and Health Services								
Public Health	96,475	33,661	1,878	5.91%	98,141	35,205	1,544	4.59%
Paramedical Services	122,107	57,083	3,563	6.66%	128,214	61,079	3,995	7.00%
Long-Term Care/Seniors' Services	52,865	23,629	811	3.55%	54,328	24,724	1,095	4.63%
Social Assistance	132,908	12,272	451	3.82%	135,495	12,663	391	3.19%
Homelessness Community Programs	49,235	15,006	688	4.81%	49,925	15,696	690	4.60%
Children's Services	408,764	24,808	591	2.44%	409,280	25,297	489	1.97%
Housing Services	126,593	81,240	2,713	3.45%	121,989	87,279	6,039	7.43%
Strategies and Partnerships	21,608	17,004	321	1.93%	21,801	17,224	220	1.29%
Integrated Business Services	30,891	30,891	1,235	4.16%	31,543	31,543	652	2.11%
	1,041,446	295,595	12,253	4.32%	1,050,715	310,710	15,116	5.11%
Corporate Management and Governance								
Chair & Council	3,095	3,095	72	2.39%	3,162	3,162	67	2.16%
Office of the CAO	24,543	23,911	1,087	4.76%	25,378	24,997	1,086	4.54%
Legal Services	3,227	2,919	724	33.00%	3,840	3,532	613	20.99%
Finance	27,762	24,709	1,155	4.90%	29,290	25,966	1,257	5.09%
Information Technology Services	43,193	43,193	2,979	7.41%	45,008	45,008	1,815	4.20%
Communications, Information and Data	21,571	21,383	1,376	6.88%	23,145	22,956	1,573	7.36%
Planning and Economic Development	14,309	9,889	372	3.90%	15,749	10,129	240	2.43%
Property Services	11,427	9,238	1,057	12.92%	12,250	10,047	809	8.75%
Less: Recovery from Water and Wastewater (User Rate)	-	(6,161)	(378)	6.53%	-	(6,433)	(272)	4.42%
	149,128	132,177	8,445	6.83%	157,821	139,364	7,187	5.44%
Regional Programs	2,504,957	910,020	39,705	4.56%	2,539,519	943,825	33,805	3.71%
Court and Tribunal Services	40,146	(8,730)	(3,971)	83.44%	44,777	(10,940)	(2,210)	25.31%
Financial Initiatives	101,585	55,213	1,170	2.17%	103,927	60,705	5,492	9.95%
External Partners								
Property Assessment (MPAC)	24,500	24,500	1,300	5.60%	25,500	25,500	1,000	4.08%
Hospital Funding	7,331	7,331	92	1.27%	7,415	7,415	84	1.15%
Innovation Investment Fund	1,621	1,621	-	0.00%	1,621	1,621	-	0.00%
Conservation Authorities	7,482	7,482	146	2.00%	7,631	7,631	149	1.99%
GO Transit	2,500	-	-	-	2,500	-	-	-
	43,434	40,934	1,538	3.90%	44,667	42,167	1,233	3.01%
York Region Rapid Transit Corp.	36,005	3,830	(384)	(9.12%)	36,591	3,928	97	2.54%
YorkNet	5,104	2,195	(215)	(8.92%)	5,416	1,531	(664)	(30.27%)
Operating Programs	2,731,231	1,003,462	37,842	3.92%	2,774,897	1,041,215	37,753	3.76%
York Regional Police	467,881	426,941	16,884	4.12%	486,069	444,791	17,850	4.18%
Total Operating Budget	3,199,112	1,430,403	54,726	3.87%	3,260,967	1,486,006	55,604	3.75%
Less: Assessment Growth Revenue		(17,900)	(17,900)	(1.27%)		(17,000)	(17,000)	(1.15%)
After Assessment Growth Revenue	3,199,112	1,412,503	36,826	2.60%	3,260,967	1,469,006	38,604	2.60%
Rapid Transit / Infrastructure Levy	52,582	52,582	14,141	1.00%	67,412	67,412	14,830	1.00%
After Rapid Transit / Infrastructure Levy	3,251,695	1,465,085	50,967	3.60%	3,328,379	1,536,418	53,433	3.60%

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THE CAPITAL BUDGET

is made up of two main types of spending:
projects to meet growth needs and renewal of existing assets.

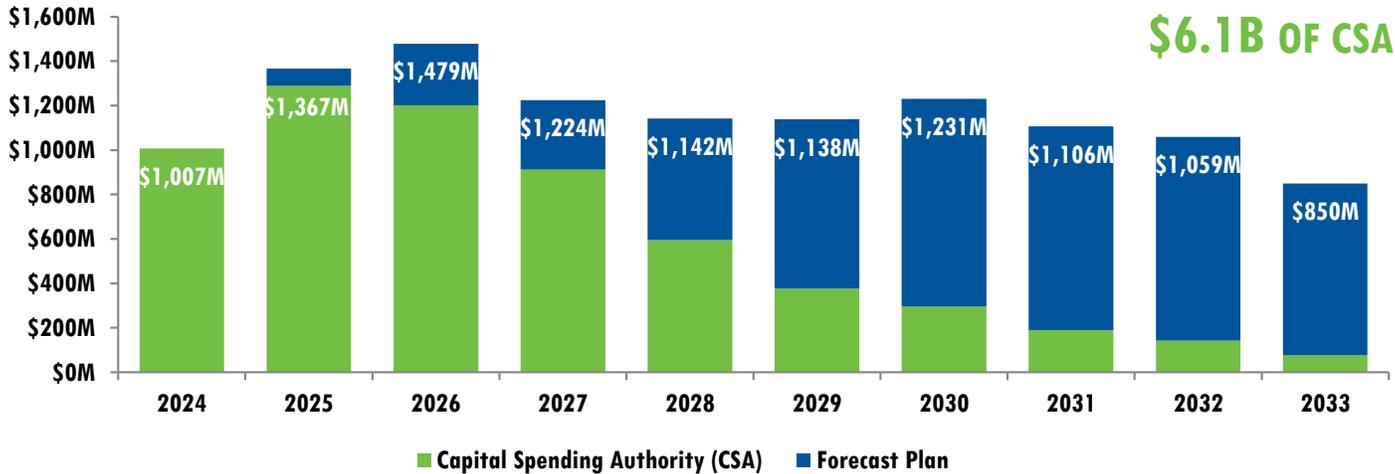


YORK REGION'S CAPITAL BUDGET

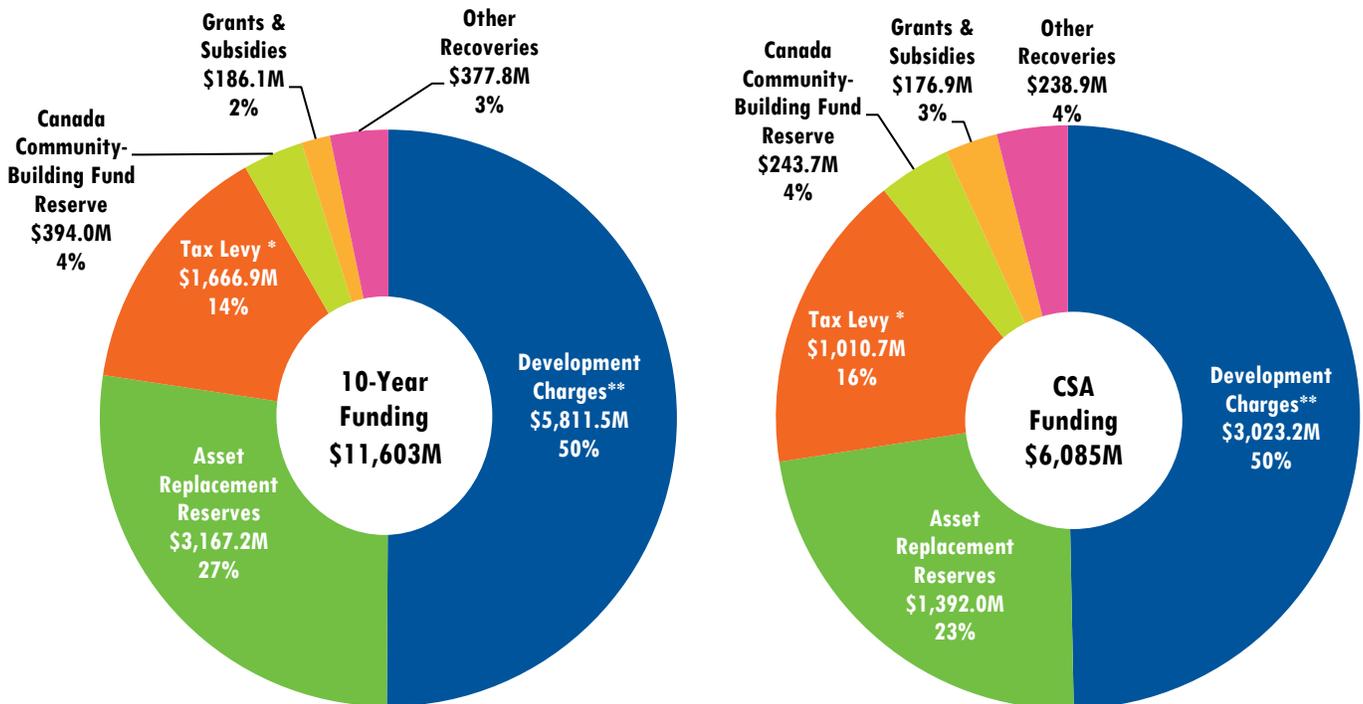
10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$11.6B OVER 10 YEARS

\$6.1B OF CSA



CAPITAL FUNDING



*Tax Levy includes: Debt Reduction Reserve, General Capital Reserve, Program Specific Reserves, and Tax Levy Debt related only to the Zero Emission Transit Fund Program

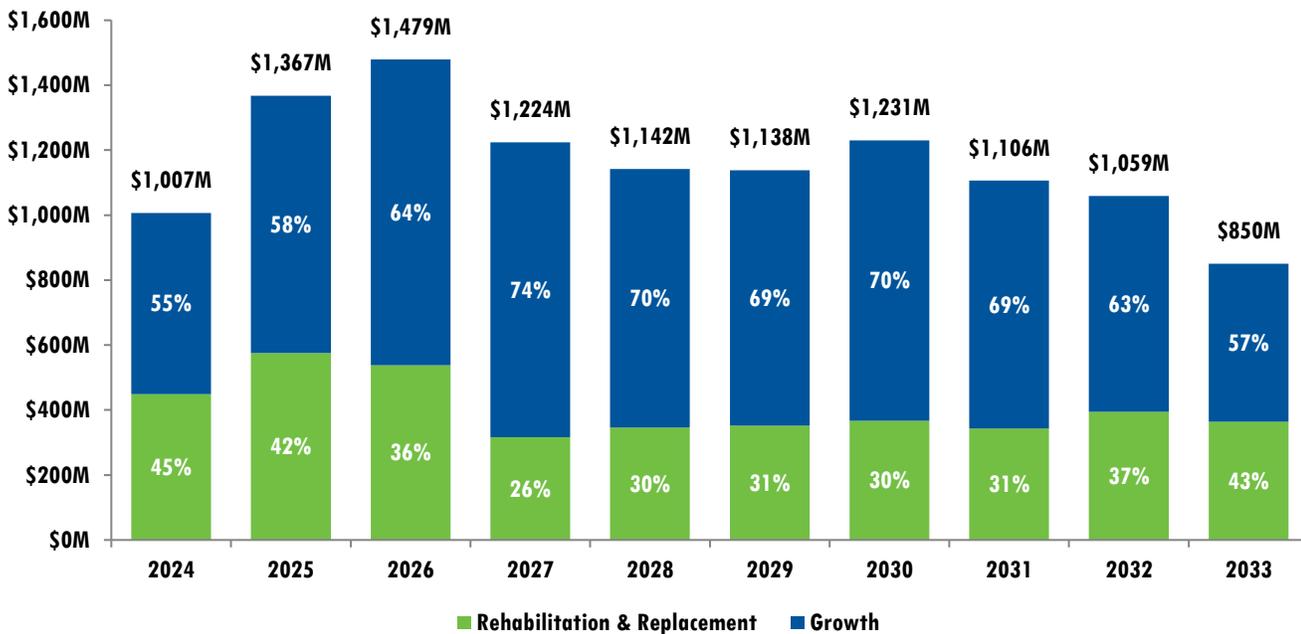
**Development Charges include: Debt, Reserves, Developer financing and assumed future developer contributions, as well as funding for shortfalls related to recent provincial measures, including the *More Homes Built Faster Act, 2022*

GROWTH & RENEWAL IN A CHANGING FUNDING LANDSCAPE

York Region’s 10-year capital plan outlines expected spending on growth-related projects as well as the need to care for existing assets. As the population grows, the need for infrastructure such as roads and sewers and assets to provide other services, such as drinking water and transit, also rises. In addition, the capital plan covers the renewal (whether by rehabilitation or replacement) of existing assets used for these same purposes.

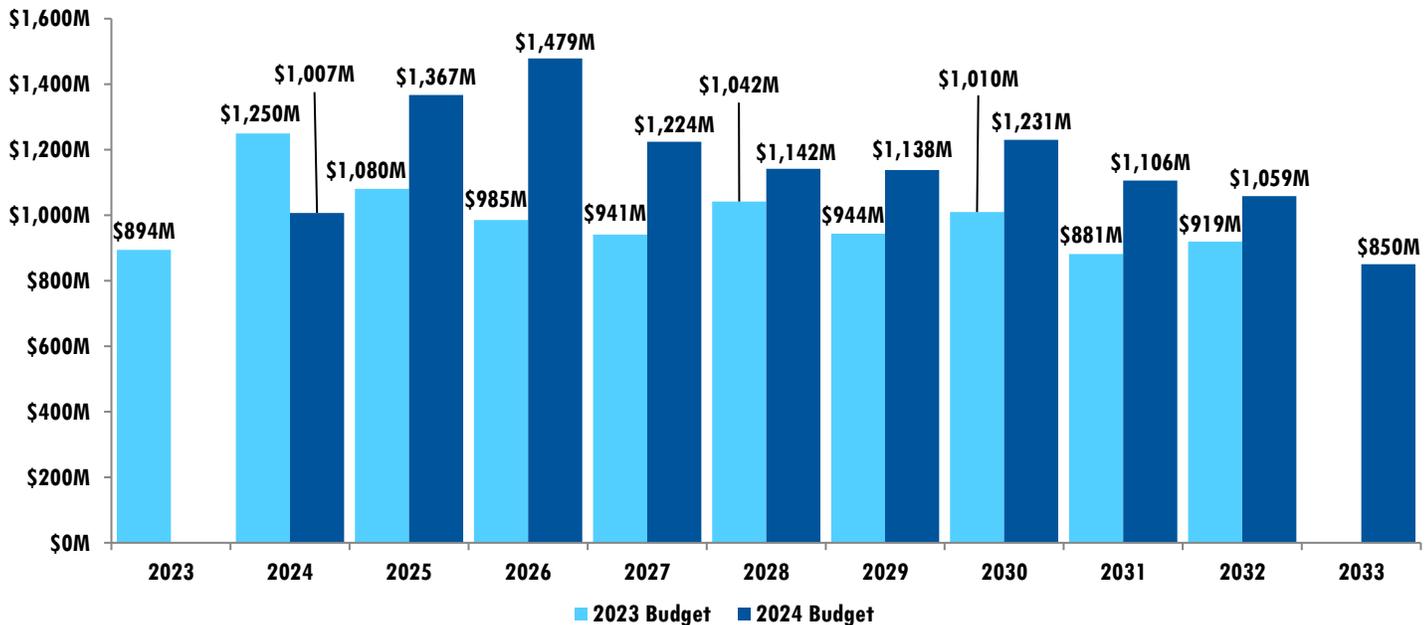
Provincial legislation affects capital needed to service growth and also sets out requirements for municipal asset management. The Budget Context chapter outlines provincial growth planning and the impacts of new housing targets. The Long-Term Financial Planning chapter discusses the Region’s update to its corporate asset management plan, which was underway as this budget was being finalized.

65.1% of planned 10-year capital spending will go to growth-related projects



The Region’s capital budget continues to grow and adapt to meet changing needs. The capital budget for the next 10 years totals \$11.6 billion, an increase of \$1.7 billion over last year’s plan. The sharp increase is largely due to new provincial legislation impacting a critical wastewater servicing project.

10-year capital plan, 2024 budget compared to 2023 budget



Nearly two-thirds of the 10-year capital plan supports expected growth

Growth initiatives, which are generally undertaken in response to population increases, account for 65.1% of the 10-year capital plan, as the graph on the previous page shows. Investments to renew existing assets represent the balance. Renewal investments, which include repairing and replacing assets, are made to ensure infrastructure remains in good condition to serve ongoing needs.

- Representing almost three-quarters (74.2%) of the Region’s capital plan, Public Works is responsible for the largest asset portfolio, at \$8.6 billion over 10 years. Of this, \$5.2 billion, or 60.7%, would go to growth-related projects, focused mainly on wastewater and roads projects. These include a provincially-required change in direction for wastewater servicing to meet growth needs in northern communities. Other important investments include ongoing electrification of the transit fleet.
- The Region’s share of Yonge North Subway Extension, amounting to \$1.12 billion, makes up 9.7% of the total 10-year plan.
- The Corporate Management and Governance area accounts for \$767.7 million or 6.6% of the total 10-year plan. Of this, \$476.8 million or 62.1% would be for property services, including \$410.5 million for growth and enhancement projects. The balance would go to investment in information technology assets of \$291.0 million or 37.9% of the Corporate Management and Governance plan, and all spending would be for renewal.

- The Community and Health Services 10-year capital plan is \$479.3 million or 4.1% of the Region’s total. Of this, \$294 million or 61.3% is for housing initiatives, up sharply from last year’s plan because construction of two priority projects pending senior government funding commitments, are now included in the department’s plan. Most of the balance will go to implementing the Paramedics Master Plan, which includes investments in new stations, vehicles and equipment. The remainder of the Community and Health Services budget relates to Senior Services and Public Health. The department plans to invest \$318.1 million or 66.4% of its total in growth-related projects.
- The capital budget for York Regional Police over the next 10 years is \$219.2 million or 1.9% of the total for the Region. Of this, about two-thirds would be for renewal while the balance would go to growth-related projects. The high share of renewal spending reflects the relatively short service life of police vehicles and equipment compared to other Regional assets.
- YorkNet accounts for \$122.3 million, or 1.1% of the Region’s total plan. This is largely driven by growth and reflects plans to complete the fibre optic network within the next 10 years.
- The balance of the 10-year plan (\$289.2 million) is accounted for by York Region Rapid Transit Corporation, Court and Tribunal Services and capital contingency.

Renewal spending supports the Region’s portfolio of existing assets

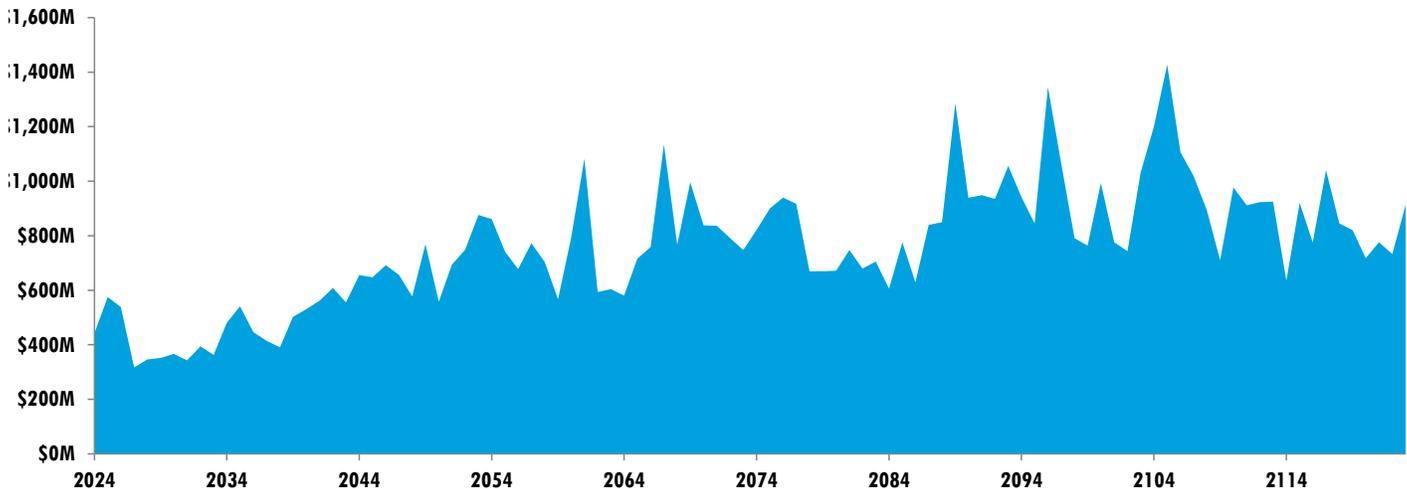
The 10-year capital plan includes \$4 billion in spending for the rehabilitation and replacement of Regional assets, \$260 million higher than last year’s plan. The additional spending will support ongoing efforts to keep the Region’s assets in a state of good repair. These investment needs are underpinned by the Region’s Corporate Asset Management Plan. The plan was first approved in 2018 and an updated plan is expected to be presented to Regional Council in early 2024. The Long-Term Financial Planning chapter provides more details.

The Corporate State of Infrastructure Report shows that the Region’s assets are in good condition, with 92% of assets being in very good to fair condition. However, the cost of maintaining these assets continues to rise, and their replacement value has increased from \$19 billion in 2021 to over \$25 billion in 2022. The annual budget process includes a review of capital spending needs and ensures that fiscal capacity is available to support the Region’s growth capital needs. This has sometimes resulted in lower asset renewal spending than would otherwise be made based on best practices. This budget reflects higher growth-related capital needs resulting from recent provincial direction for water and wastewater servicing in the Region’s northern communities and housing targets.

The graph on the next page shows the projected spending that will be needed to rehabilitate and replace the Region’s assets over the next century. The financial needs are in 2023 dollars (that is, before inflation). Peaks indicate expected major rehabilitation and/or replacement of specific large assets or systems.

The section on page 53 titled “Funding the capital plan” explains how different types of projects are funded, while the section starting on page 23 of the “Planning and Budgeting at York Region” chapter discusses how projects are prioritized.

Projected asset renewal needs (before inflation)



Public Works will undertake most of the Region's top initiatives

The table on the next page lists the top initiatives in the current 10-year plan by dollar amount:

- Investments in wastewater servicing are needed to service population growth in northern communities. The Public Works chapter outlines major changes in infrastructure plans resulting from a provincial decision as to how this growth is to be serviced. It also outlines the financial impacts, which largely account for the increase in this 10-year capital plan compared to the previous one. The table on the next page provides updated estimates for wastewater servicing in northern communities. The provincial change in direction will also require updates to water servicing plans, as the Public Works chapter explains.
- The Yonge North Subway Extension is being led by Metrolinx, the provincial transit agency, with both the province and federal government committed to sharing the estimated \$5.6 billion total capital construction cost. Further details, including funding for the Region's \$1.12 billion share, appear in the Financial Initiatives and Yonge North Subway Extension chapters.
- Road expansions are planned throughout the Region, mainly to widen existing two-lane and four-lane roads. The Public Works chapter provides examples.
- Pavement renewal comprises a large portfolio of Public Works projects being done to maintain existing roads in a state of good repair.
- Other wastewater initiatives in the table will meet the needs of growth in the City of Vaughan and ensure the existing York Durham Sewage System and associated Duffin Creek facility continue to provide safe and reliable service.
- The transit fleet will be renewed by replacing and refurbishing diesel buses, with an increasing number of new vehicles expected to be electric. Federal funding will help cover the costs.

Top initiatives in the 10-year capital plan

Initiative	Category	10-Year Total
York Durham Sewage System (YDSS) Expansion	Growth	\$1,369M
Yonge North Subway Extension	Growth	\$1,120M
Road Expansions	Growth	\$981M
Pavement Renewal	Renewal	\$746M
Transit Fleet	Renewal	\$665M
West Vaughan Sewage Servicing	Growth	\$388M
Duffin Creek Water Pollution Control Plant Expansion	Growth	\$346M
York Durham Sewage System Rehabilitation	Renewal	\$343M
Transit Fleet	Growth	\$288M
Transit Facilities	Growth	\$286M

Funding the capital plan

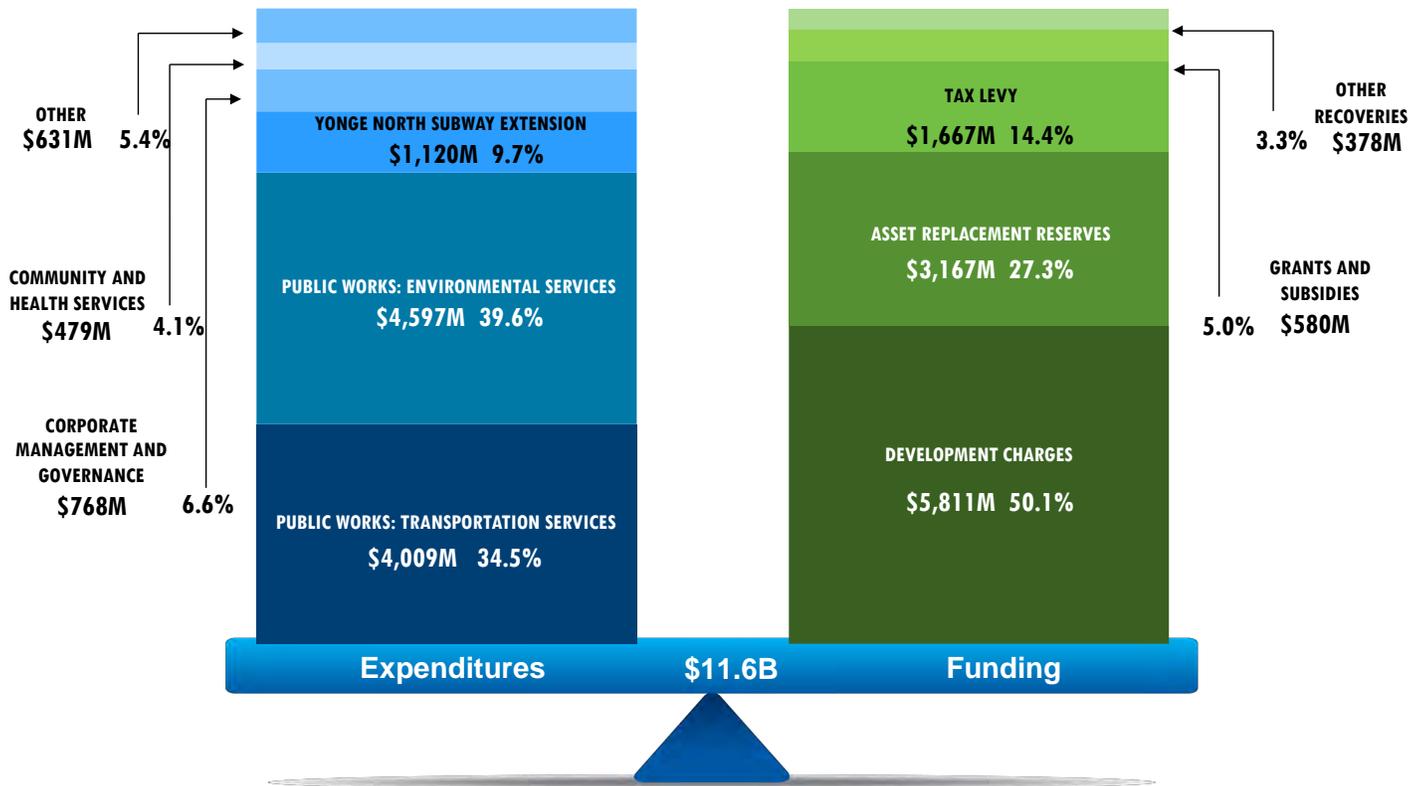
Major sources of funding for capital spending include development charges, reserves funded from the tax levy, user rates and other sources such as senior governments. This includes future developer contributions for wastewater servicing in northern communities. The chapter on Long-Term Financial Planning discusses funding in further detail.

Development charges, which are the single largest source of funding for growth-related infrastructure, account for roughly 50% of the 10-year capital plan. Provincial legislation, including the *More Homes Built Faster Act, 2022*, will have a significant impact, however, on the Region's ability to fund the capital plan. These include loss of revenues the Region had included in its growth and funding projections.

A 1% Rapid Transit / Infrastructure Levy has been approved by Council to help fund the Region's \$1.12 billion share of the Yonge North Subway Extension. The levy was first applied in 2022, a further 1% was approved in the 2023 budget, and this budget proposes a further 1% increment. The reserve to which the levy is contributed can help fund other important investments in assets, but senior government funding is also needed to meet priorities in the areas of community housing and new bus rapid transit investment.

In addition, without senior government support, the increased cost of meeting wastewater needs in northern communities puts at risk the Region's financial sustainability.

10-year capital expenditures and funding



Tax Levy includes: Debt Reduction Reserve, General Capital Reserve, Program Specific Reserves and Tax Levy Debt of \$134.2 million related to the Zero Emission Transit Fund Program

Development Charges include: Debt, Reserves, Developer financing and assumed future developer contributions, as well as funding for shortfalls related to recent provincial measures, including the *More Homes Built Faster Act, 2022*

Other (expenditures) includes: Court and Tribunal Services, York Regional Police, YorkNet, Financial Initiatives, and York Region Rapid Transit Corporation.

CAPITAL BUDGET FLEXIBILITY ENHANCES PROJECT DELIVERY

In each budget, Council is asked to approve the first year of the 10-year plan. The budget also seeks Council approval of Capital Spending Authority for projects that require a financial commitment in the first budget year, allowing departments to enter into multi-year contracts. The Capital Spending Authority requested in this budget is \$6.1 billion or 52.4% of the 10-year capital plan.

Capital planning and investment require flexibility so that if some projects are delayed, others can go ahead and contribute to achieving the overall capital plan. This also makes better use of resources by keeping the pace of work as steady as possible.

To enable flexibility, most of the capital budget is organized into “program groups” for projects with similar business needs at the departmental level:

- In larger departments, service areas such as Roads or Water and Wastewater are further broken down into program groups such as “Rehabilitation and Replacement” and “Growth.”
- In smaller departments, for service areas such as Paramedic Services, Court and Tribunal Services, YorkNet, and York Regional Police, the whole service area is a program group.

Budget approval by program group allows departments to reallocate spending between projects within a program group, subject to the following conditions:

- No change in the total cost of the program group’s approved budget or 10-year capital plan
- No change in the Capital Spending Authority for the program group
- The reallocation is between projects with similar funding sources
- The reallocation will not result in a change to debt authority for any project within the program group.

Program groups do not apply to York Region Rapid Transit Corporation, as its capital budget is approved at the individual project level.

In addition, departments may propose deploying unspent funds from one year in the following year or years.

Tables on the following pages show the budget by program group, while the capital appendix provides details on individual projects.

10-year capital expenditures by program group

(\$ in 000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total	Capital Spending Authority
Public Works												
Transportation Services												
Transit Services:												
Rehabilitation and Replacement	48,085	130,457	165,594	46,260	56,229	37,421	42,793	62,234	127,563	66,189	782,825	429,570
Growth	17,285	81,159	89,327	27,649	24,019	69,276	51,206	91,336	87,576	45,456	584,289	232,761
	65,370	211,616	254,921	73,909	80,248	106,697	93,999	153,570	215,139	111,645	1,367,114	662,331
Roads:												
Rehabilitation and Replacement	116,473	118,603	98,525	89,566	107,026	109,945	122,192	119,828	106,767	105,729	1,094,654	243,973
Growth	186,595	222,364	213,421	198,551	147,727	156,121	147,871	111,638	94,618	68,194	1,547,100	958,640
	303,068	340,967	311,946	288,117	254,753	266,066	270,063	231,466	201,385	173,923	2,641,754	1,202,613
Transportation Services Subtotal	368,438	552,583	566,867	362,026	335,001	372,763	364,062	385,036	416,524	285,568	4,008,868	1,864,944
Environmental Services												
Water:												
Rehabilitation and Replacement	63,101	83,696	81,597	59,746	56,904	79,333	58,385	29,669	27,009	24,045	563,485	395,965
Growth	64,825	48,532	21,020	35,473	37,277	26,215	61,229	71,437	75,381	53,907	495,296	185,622
	127,926	132,228	102,617	95,219	94,181	105,548	119,614	101,106	102,390	77,952	1,058,781	581,587
Wastewater:												
Rehabilitation and Replacement	118,337	151,661	111,987	66,718	62,212	74,840	79,862	68,899	85,672	91,867	912,055	563,555
Growth	123,763	255,673	320,851	344,867	274,924	272,794	263,468	222,011	180,315	186,776	2,445,442	1,139,137
	242,100	407,334	432,838	411,585	337,136	347,634	343,330	290,910	265,987	278,643	3,357,497	1,702,692
Waste Management:												
Rehabilitation and Replacement	3,083	4,397	956	440	506	730	769	2,837	1,143	592	15,453	8,383
Growth	102	102	102	102	102	102	102	42,797	54,098	102	97,711	306
	3,185	4,499	1,058	542	608	832	871	45,634	55,241	694	113,164	8,689
Forestry	5,739	6,155	5,273	3,670	2,644	2,658	2,476	3,027	2,705	3,147	37,494	17,212
Climate Change & Energy Conservation	1,380	3,221	3,074	3,259	3,220	2,169	4,959	3,061	2,660	2,771	29,774	7,675
Environmental Services Subtotal	380,330	553,437	544,860	514,275	437,789	458,841	471,250	443,738	428,983	363,207	4,596,710	2,317,855
Subtotal	748,768	1,106,020	1,111,727	876,301	772,790	831,604	835,312	828,774	845,507	648,775	8,605,578	4,182,799
Community and Health Services												
Public Health	332	1,635	552	-	-	-	-	-	-	-	2,519	2,519
Paramedic Services	46,992	20,205	11,261	6,097	8,038	12,022	12,189	12,173	10,707	16,658	156,343	70,448
Long-Term Care/Seniors' Services	10,704	2,820	788	2,535	2,020	974	1,027	3,001	1,806	788	26,464	13,523
Housing Services	23,904	35,233	82,757	71,836	49,386	13,839	10,138	3,401	2,013	1,513	294,020	214,161
Subtotal	81,932	59,893	95,359	80,468	59,444	26,835	23,355	18,575	14,526	18,959	479,346	300,651
Corporate Management and Governance												
Information Technology Services	41,936	34,987	35,866	26,122	28,433	19,715	24,726	24,581	18,456	36,160	290,982	187,059
Property Services:												
Rehabilitation and Replacement	8,295	8,782	4,260	3,526	9,338	6,637	7,008	10,406	2,479	5,572	66,302	14,565
Business Initiatives	28,979	16,506	59,090	19,441	68,023	73,578	104,687	13,175	13,353	13,619	410,450	38,085
	37,274	25,288	63,349	22,967	77,360	80,215	111,695	23,581	15,832	19,191	476,752	52,650
Subtotal	79,210	60,275	99,215	49,089	105,793	99,930	136,421	48,162	34,288	55,351	767,734	239,709
Court And Tribunal Services	5,235	3,571	1,182	439	131	131	131	131	131	131	11,213	5,235
Financial Initiatives	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	13,057	200,000	635
YorkNet	48,256	37,023	19,101	12,681	2,804	427	461	111	1,358	100	122,322	122,322
York Regional Police	30,517	14,236	18,253	13,611	14,829	17,573	20,189	14,664	34,561	40,810	219,243	36,081
Approval by Individual Project												
York Region Rapid Transit Corporation	8,864	13,610	15,360	9,480	8,347	6,443	10,417	3,140	2,297	-	77,958	77,958
Yonge North Subway Extension	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	73,119	1,120,000	1,120,000
York Region	1,006,974	1,367,188	1,478,797	1,224,069	1,142,290	1,138,178	1,230,516	1,106,432	1,058,647	850,303	11,603,394	6,085,390
Priority projects pending senior government funding commitments	-	18,550	53,025	314,284	326,834	321,292	282,850	275,829	250,294	251,128	2,094,086	-

Note: Expenditures in the "Priority projects pending senior government funding commitments" line include next phase Bus Rapid Transit construction and community housing projects that are not included in the 10-year plan as senior government funding commitments are required

10-year capital funding by program group

(\$ in 000s)	Program Specific & General Capital Reserves	Debt Reduction Reserve	Asset Replacement Reserves	Developer Financing	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve	10-Year Total
Public Works										
Transportation Services										
Transit Services:										
Rehabilitation and Replacement	-	-	281,515	-	-	-	4,120	132,318	364,872	782,825
Growth	110,241	-	-	-	371,476	75,898	-	26,674	-	584,289
	110,241	-	281,515	-	371,476	75,898	4,120	158,992	364,872	1,367,114
Roads:										
Rehabilitation and Replacement	894	-	769,525	-	208,297	-	18,103	97,835	-	1,094,654
Growth	325,046	-	-	32,237	989,038	-	134,445	66,334	-	1,547,100
	325,940	-	769,525	32,237	1,197,335	-	152,548	164,169	-	2,641,754
Transportation Services Subtotal	436,181	-	1,051,040	32,237	1,568,811	75,898	156,668	323,161	364,872	4,008,868
Environmental Services										
Water:										
Rehabilitation and Replacement	-	-	545,485	-	-	18,000	-	-	-	563,485
Growth	-	-	4,170	48,911	144,319	-	-	297,896	-	495,296
	-	-	549,655	48,911	144,319	18,000	-	297,896	-	1,058,781
Wastewater:										
Rehabilitation and Replacement	-	-	824,048	-	-	899	87,108	-	-	912,055
Growth	-	-	12,728	708,849	820,980	-	119,710	783,175	-	2,445,442
	-	-	836,776	708,849	820,980	899	206,818	783,175	-	3,357,497
Waste Management:										
Rehabilitation and Replacement	15,453	-	-	-	-	-	-	-	-	15,453
Growth	69,617	-	-	-	1,020	-	-	27,074	-	97,711
	85,070	-	-	-	1,020	-	-	27,074	-	113,164
Forestry	9,770	-	2,217	-	16,221	9,286	-	-	-	37,494
Climate Change & Energy Conservation	-	-	29,774	-	-	-	-	-	-	29,774
Environmental Services Subtotal	94,840	-	1,418,422	757,760	982,540	28,185	206,818	1,108,145	-	4,596,710
Subtotal	531,021	-	2,469,462	789,997	2,551,351	104,083	363,486	1,431,306	364,872	8,605,578
Community and Health Services										
Public Health	2,519	-	-	-	-	-	-	-	-	2,519
Paramedic Services	-	11,144	89,093	-	45,029	142	834	10,101	-	156,343
Long-Term Care/Seniors' Services	-	-	24,119	-	48	2,297	-	-	-	26,464
Housing Services	178,962	27,009	62,439	-	-	25,610	-	-	-	294,020
Subtotal	181,481	38,153	175,651	-	45,076	28,049	834	10,101	-	479,346
Corporate Management and Governance										
Information Technology Services	29,849	-	261,133	-	-	-	-	-	-	290,982
Property Services:										
Rehabilitation and Replacement	-	-	66,302	-	-	-	-	-	-	66,302
Business Initiatives	-	272,045	119,511	-	35	18,858	-	-	-	410,450
	-	272,045	185,813	-	35	18,858	-	-	-	476,752
Subtotal	29,849	272,045	446,946	-	35	18,858	-	-	-	767,734
Court And Tribunal Services	-	7,042	1,566	-	2,605	-	-	-	-	11,213
Financial Initiatives	50,000	-	-	-	8,722	-	-	141,278	-	200,000
YorkNet	3,388	44,412	947	-	-	31,340	13,125	-	29,110	122,322
York Regional Police	7,082	41,411	72,656	-	88,444	2,000	-	7,650	-	219,243
Approval by Individual Project										
York Region Rapid Transit Corporation	46,794	-	-	-	29,084	1,745	335	-	-	77,958
Yonge North Subway Extension	280,000	-	-	-	282,483	-	-	557,517	-	1,120,000
York Region	1,129,615	403,063	3,167,228	789,997	3,007,800	186,076	377,780	2,147,852	393,982	11,603,394

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ACCRUAL BUDGET PRESENTATION

shows how the Region's budget would appear using the full accrual presentation, which is the basis of accounting used for financial reporting.



RECONCILING BUDGETING AND REPORTING

There are important differences between how municipalities, including York Region, set out their spending plans at the beginning of the year in their budgets and then report on results in their financial statements at year-end.

As required by the provincial *Municipal Act, 2001* municipal budgets must essentially balance cash inflows against cash outflows. This is described as the modified accrual basis of accounting. The property tax levy is a main source of revenue available to the municipality to achieve this balance.

For the budget, cash inflows include usual revenues like property taxes, user fees and transit fare revenues, as well as proceeds of borrowings and draws from reserves. Similarly, cash outflows include regular operating expenses like payments to contractors, salaries and overhead, along with repayment of debt and contributions to reserves. If financial results for the year show a positive balance at year-end, it is an “operating surplus;” if the balance is negative, it is an “operating deficit.”

ACCOUNTING TERMINOLOGY

In an income statement or statement of operations, “revenues” are inflows of money that result from an organization’s normal business operations, and “expenses” are outflows needed to support those operations.

“Cash” means, as the name suggests, actual flows of money received or distributed. Cash inflows and outflows are not the same as revenues and expenses: for example, cash flowing in from borrowing money is not revenue, and cash flowing out to repay debt is not an expense.

“Accrual” means an organization recognizes revenues as they are earned, even if the cash has not been received, and expenses when they are incurred, even if the invoice has not yet been paid. For example, even if the Region receives the final installment of tax levy after December 31, it is counted as revenue for the previous year.

“Full accrual” accounting treatment limits revenues and expenses to the definitions outlined above. It “capitalizes” assets like buses or buildings that are expected to last for more than a year. This means the upfront cost is not considered an expense and is shown instead on the statement of cash flows that year. A fraction of the cost, called amortization or depreciation, is recorded as an expense each year the asset is expected to be in service. In the view of the Public Sector Accounting Board, amortization expense reflects the cost of using the asset for the year.

“Modified accrual,” as used in this budget, treats certain cash items, including borrowings, the initial cost of assets, and debt repayments, as revenues and expenses, even though these would not meet the definitions above. However, it accrues these and other transactions by recognizing them at the time they happen, not when the cash is received or paid.

“Reserves” are funds set aside for designated purposes, which can reduce reliance on debt. The Region builds up reserves to fund capital spending, provide flexibility against fluctuations in the tax levy and address future liabilities such as long-term disability payments. The Long-Term Financial Planning chapter provides more detail on reserves and their role in the Regional Fiscal Strategy.

Financial reporting at year-end is done on the full accrual accounting basis. This is because the province requires municipalities to follow accounting standards set by the Public Sector Accounting Board (PSAB) for governments in Canada, and PSAB recommends that financial statements be prepared on a full accrual basis. Under full accrual, any excess of revenue over expense results in an annual surplus.

The box on the previous page provides accounting definitions of revenues, expenses, cash, accrual, modified accrual, full accrual and reserves.

This chapter presents the budget on a full accrual basis by function, shows how it differs from the balanced budget prepared on the modified accrual accounting basis as required under the *Municipal Act*, 2001, and explains the differences.

The table below shows the 2024 budget for the Region presented on the full accrual basis, the same way actual results are reported in the financial statements.

The diagram and discussion on the next page show in more detail all of the differences between the full accrual budget and the modified accrual budget.

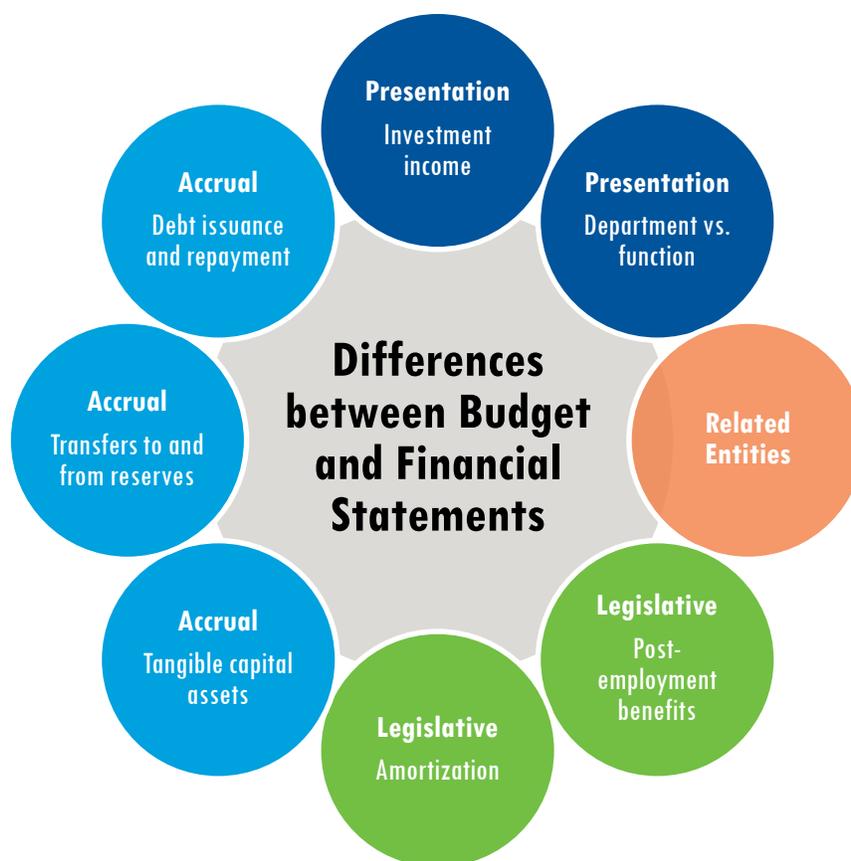
Full accrual 2024 budget statement of operations

(in \$000s)	2024 Approved
Revenues	
Net taxation	1,414,117
Transfer payments	922,329
Development charges	700,938
User charges	404,625
Fees and services	230,753
Interest and investment	186,100
Other revenues	22,366
Total Revenues	3,881,228
Expenses	
General Government	153,777
Protection to persons and property	511,817
Transportation Services	649,876
Environmental Services	572,508
Health and Emergency Services	223,068
Community Services	692,538
Social Housing	104,155
Development Services	28,153
Total Expenses	2,935,892
Annual Surplus	945,336

SOURCES OF DIFFERENCE BETWEEN MODIFIED AND FULL ACCRUAL BUDGETS

In the full accrual presentation in the table on the previous page, the Region has taken the opportunity to make other changes that bring its budget as presented in this section into closer alignment with its financial reporting. This is very helpful in assessing how well results in annual financial reporting align with budget plans. Without these adjustments, it is difficult to see, for example, if spending in a particular area went ahead as planned, or whether revenues were in line with expectation.

As the diagram below shows, there are essentially four ways in which the modified accrual budget differs from the full accrual budget: presentation, treatment of related entities, legislative direction and accrual.



Presentation

- In line with provincial requirements, financial statements in the Region’s annual report set out expense by function instead of department. The budget is presented by department. To allow better comparison to final results, the accrual-based budget is presented by function. This has only a minor impact in most areas.
- In the modified accrual budget, investment income is shown as a partial offset to General Government expense. In full accrual, it is a revenue item.

These changes typically have no impact on the projected annual surplus.

Related entities

The consolidated financial statements combine results of the Region with results of its related entities, such as Region-owned corporations. In combining results, transactions between related entities and the Region are eliminated. This is because a payment from the Region to an entity is a cash outflow for the Region and a cash inflow for the entity. Eliminating such transactions avoids counting them twice. Budget figures for YTN Telecom Network Inc., known as YorkNet, and York Region Rapid Transit Corporation align with this treatment.

Housing York Inc., which provides community housing programs, meets the accounting test to be consolidated into the Region's financial statements as a related entity. The full accrual budget in this section therefore eliminates all expected transactions between Housing York Inc. and the Region. The budget for Community and Health Services includes subsidies provided by the Region to Housing York Inc. and fees the Region expects to collect from it, which means these transactions are included rather than being eliminated. This requires an adjustment between the figures in this chapter and the Community and Health Services budget figures. The adjustment is shown in the table on page 66 titled "Reconciling the 2024 budget with PSAB standards."

Legislative

Under the *Municipal Act, 2001* Ontario Regulation 284/09 allows municipalities to exclude from the budget expenses that do not require an immediate outlay of cash, as long as they inform their council of the exclusion and its impacts.

Two items fall into this category. Both must be included in reporting under full accrual treatment, so they are included in the full accrual budget. In line with provincial guidance, they are not included in the modified accrual budget. They are:

- Amortization, which is explained in the box on page 60 under the entry for full accrual
- The expense for post-employment benefits, which are health benefits for retired staff. They are a component of employee benefit obligations. Other components include obligations related to the Workplace Safety and Insurance Board, long-term disability and extended sick leave. The next section provides more details on how the related expense is reflected in the budget and financial reporting.

Accrual

Full accrual creates a balance sheet liability for employee benefit obligations based on actuarial estimates of future needs. Each year, financial reporting reflects changes in the liability. The full accrual budget included here takes the same approach. In the modified accrual budget, the expected expense for these items is based on historical experience and a long-term outlook. The line labelled "Post employment and other benefit obligations" in the table on the next page shows the adjustment that results from these different approaches.

The modified accrual budget treats capital spending as an expense in the year it occurs. Under the full accrual method, qualified capital spending on tangible capital assets can be capitalized and amortized over the life of the asset instead of recognizing the entire cost in the year it occurred. Some capital spending in the modified accrual budget is reclassified at year-end as an expense. This impact is estimated in the full accrual budget.

Transfers from reserves and proceeds of borrowing are not revenues, so they are removed from that category in moving from modified to full accrual budgeting. This has the effect of reducing budgeted revenues in the full accrual budget.

Transfers and contributions into reserves and repayments of debt are not expenses under full accrual, so they are removed from expenses. This has the effect of reducing spending in the full accrual treatment.

The table below shows that combining impacts of changes to revenues and expenses for 2024 results in an expected annual surplus of \$945.3 million under full accrual, against a balanced budget under modified accrual. Reporting on a full accrual basis allows for comparison between expected and actual surplus.

The Region adopted a new Public Sector Accounting Standard, PS 3280 - Asset Retirement Obligations (ARO), as of January 1, 2023. This standard requires the Region to estimate and record a liability for future retirement costs resulting from legal obligations.

The change in the ARO liability from year to year gives rise to a non-cash operating expense called accretion. This expense is reflected in the Region's statement of operations and the reconciliation table below, and the annual change is not expected to be material.

Reconciling the 2024 budget to Full Accrual Basis

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
Revenues				
Approved budget	3,153,398	1,006,974		4,160,372
Reclassification of investment income			186,100	186,100
Transfer from reserves			(485,443)	(485,443)
Housing York Inc.			51,080	51,080
Related entities adjustment			(30,881)	(30,881)
Total Revenues	3,153,398	1,006,974	(279,144)	3,881,228
Expenses				
Approved budget	3,153,398	1,006,974		4,160,372
Reclassification of investment income			186,100	186,100
Transfer to reserves			(819,049)	(819,049)
Acquisition of tangible capital assets			(780,158)	(780,158)
Debt principal repayments			(205,359)	(205,359)
Amortization			356,144	356,144
Post employment and other benefit obligations			23,975	23,975
Asset Retirement Obligations accretion			521	521
Housing York Inc.			44,226	44,226
Related entities adjustment			(30,881)	(30,881)
Total Expenses	3,153,398	1,006,974	(1,224,480)	2,935,892
Surplus	-	-	945,336	945,336



Balanced Budget



Annual Surplus

CASH-BASED PLANNING HELPS TO TRACK ALL SPENDING

While the accrual-based budget allows for greater comparability to final operating results in the annual report, it is important to keep in mind that the annual report includes additional statements that together give a full picture of financial results for the year.

In particular, there is a cash flow statement, as well as statements that show how much was invested in new capital projects during the year, how much assets declined in value because of amortization, and the change in the Region's debt. Together, these statements give a comprehensive picture of financial activities over the year being reported.

In the balance of this budget book, the Region continues to present figures on a modified accrual basis, focusing largely on how cash flows are applied to operations and capital needs.

As noted previously, modified accrual allows the exclusion of two items that do not require an immediate outlay of cash, amortization and post-employment benefits, as long as the Region informs Council and explains the impacts.

In these and other cases where the Region expects to face future costs, it uses reserves to ensure needs will be met. In these two specific cases:

- The Corporate Asset Management Plan uses asset condition and other information to determine the investments needed to rehabilitate and ultimately replace assets and ensures that reserves are funded accordingly.
- The Region is planning contributions to an existing reserve for group benefits to ensure future post-employment benefit costs are covered as they come due.

In summary, the budget as presented throughout this document provides much of the same information as the full set of statements in the annual report. The modified accrual approach gives decision-makers and other readers a clear picture of where cash resources are expected to come from, how much tax levy will be required, and how resources will be applied to all activities, including capital and operations, to meet current and future needs. Budget figures also show the change from the previous year, which is helpful in highlighting expected annual increases or decreases in spending.

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

2024 budget statement of operations by function (full accrual basis)

(in \$000s)	General Government	Protection to Persons and Property	Transportation Services	York Region Rapid Transit Corporation	Environmental Services	Health and Emergency Services
Revenues						
Net taxation	193,078	412,633	428,504	4,215	73,178	92,543
Transfer payments	20,247	15,514	104,202	4,949	15,943	126,990
Development charges	1,678	22,918	247,297	26,877	374,432	26,496
User charges					404,625	
Fees and services	44,643	44,734	80,333	5,901	16,127	625
Investment income	186,100					
Other	386	2,164	1,192		13,503	
Total Revenues	446,132	497,963	861,528	41,941	897,808	246,654
Expenses						
Salaries and benefits	119,472	415,416	83,853	6,491	82,169	178,585
Interest payments	444	1,979	19,147	10,083	72,965	315
Operating expenses	12,817	68,633	333,519	3,718	306,164	37,787
Government transfers		7,335	1,600		2,269	1,202
Amortization	21,045	18,453	121,711	69,754	108,942	5,178
Total Expenses	153,777	511,817	559,831	90,045	572,508	223,068
Annual Surplus	292,355	(13,854)	301,697	(48,104)	325,300	23,586

(in \$000s)	Community Services	Social Housing	Housing York Inc.	Planning and Economic Development	YorkNet	Related Entities	Total
Revenues							
Net taxation	119,512	78,527		9,518	2,410		1,414,117
Transfer payments	564,170	41,269		125	28,920		922,329
Development charges	48	713		480			700,938
User charges							404,625
Fees and services	5,906	9,784	28,713	3,452	2,348	(11,813)	230,753
Investment income							186,100
Other	1,686		22,367	136		(19,068)	22,366
Total Revenues	691,321	130,294	51,080	13,711	33,678	(30,881)	3,881,228
Expenses							
Salaries and benefits	119,716	17,232	9,750	12,301	3,362	(9,750)	1,038,597
Interest payments		1,135					106,069
Operating expenses	454,840	63,898	34,476	1,835	9,859	(21,131)	1,306,415
Government transfers	116,262						128,667
Amortization	1,720	6	8,540		796		356,144
Total Expenses	692,538	82,271	52,766	14,136	14,017	(30,881)	2,935,892
Annual surplus	(1,216)	48,023	(1,685)	(425)	19,660	-	945,336

Note:

- (1) York Region Rapid Transit Corporation, Housing York Inc, and YorkNet are presented in the Consolidated Financial Statements as part of Transportation Services, Social Housing, and Planning and Economic Development respectively
- (2) Numbers may not add due to rounding.



PUBLIC WORKS

delivers sustainable critical infrastructure and services that protect public health and the environment, and moves people and goods safely and efficiently across the Region's growing communities.

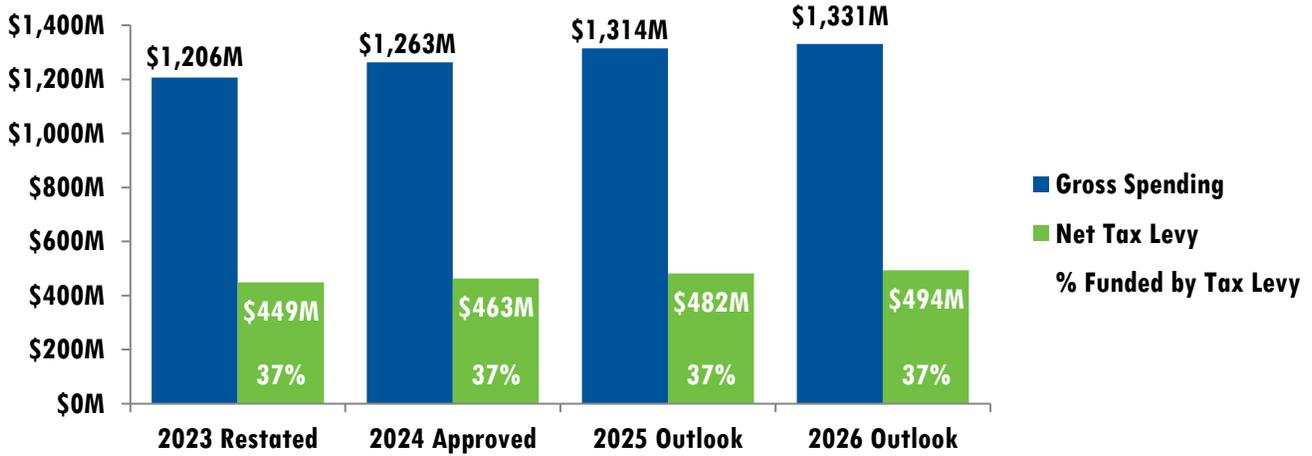


THE PUBLIC WORKS OPERATING BUDGET IS...

**40% OF TOTAL
REGIONAL EXPENDITURES**

**33¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



THE PUBLIC WORKS CAPITAL BUDGET IS...

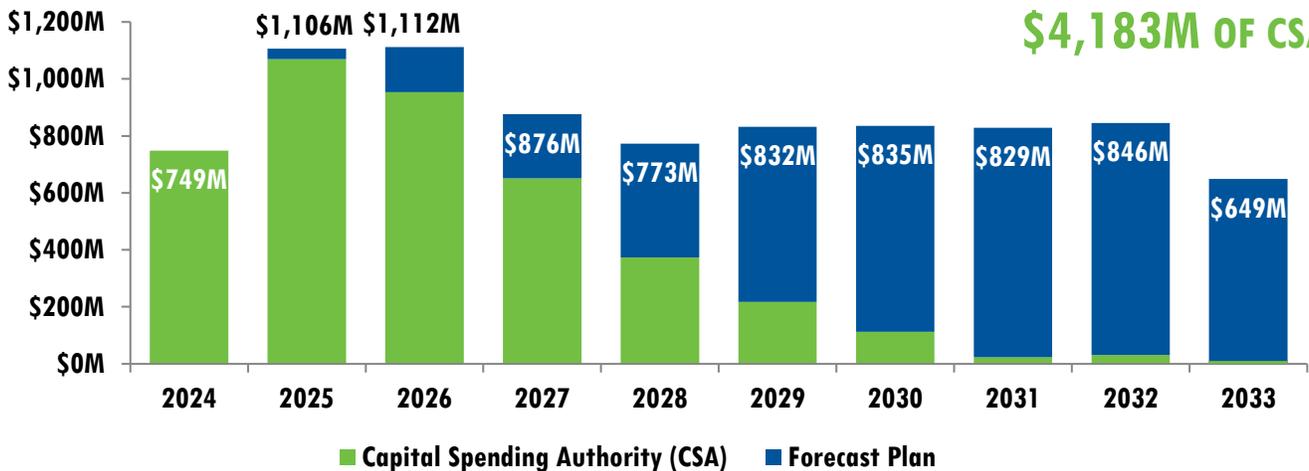
**74.2% OF THE
REGION'S 10-YEAR PLAN**

**68.7% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$8,606M OVER 10 YEARS

\$4,183M OF CSA



KEEPING SERVICES SAFE AND RELIABLE DESPITE CHALLENGES

Public Works is responsible for a broad range of services delivered directly to residents: transit, roads, water and wastewater, waste management, and forestry. In addition, it guides energy conservation and asset management for Regional government as a whole. It co-led development of the Region’s Climate Change Action Plan and drives action across Regional government in line with the plan.

The department was formed in 2022 by bringing together the former Transportation Services and Environmental Services departments. A key goal of integration was to provide services more efficiently, including innovative new approaches to capital projects, while maintaining a focus on operational excellence. To provide transparency and support Regional Council decision-making, the table below summarizes key budget items for the former service areas:

Budget highlights by former service area

(\$ in Millions)	Operating Budget								Capital Budget	
	2023 Restated		2024 Approved		2025 Outlook		2026 Outlook		Total Capital	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	2024	CSA
Transportation Services	541.0	387.4	568.4	390.1	596.5	413.0	610.6	429.6	368.4	1,864.9
Environmental Services	665.2	61.3	694.4	73.2	717.9	69.2	720.3	64.1	380.3	2,317.9
Total	1,206.2	448.7	1,262.8	463.2	1,314.4	482.2	1,331.0	493.8	748.8	4,182.8

A critical role for York Region is to ensure infrastructure is in place to service expected growth. New provincial forecasts out to 2051 informed recent updates to the major Public Works master plans for infrastructure. Since then, however, the province has made sweeping legislative changes, with a goal of building 1.5 million new homes across the province by 2031. Impacts on York Region’s growth outlook and planning are outlined broadly in the Budget Context chapter, with specific details affecting water and wastewater services provided in this chapter.

Delivering the provincial goal will require strong partnerships

All parties, whether in the public or private sector, will need to work together if the housing target is to be met. Public Works already partners with the Region’s nine local municipalities to coordinate how transit and road networks are planned and delivered to support communities, and the local municipalities have important roles in water and wastewater, waste management and green infrastructure as well. Developers also play a crucial part in developing land and building homes. The Region is working with all partners to coordinate all activities so that new housing can be delivered as quickly and efficiently as possible.

Other important partners include York Regional Police, the Public Health branch of Community and Health Services, provincial and federal governments, two conservation authorities that operate in the Region, and neighbouring municipalities.

2023 ACCOMPLISHMENTS

Public Works accomplishments in the past year included:

- Reworking infrastructure plans and preparing consultation reports within a mandated timeline of less than six months to respond to provincial direction that the Region must meet wastewater-related growth needs in northern communities with a Lake Ontario solution
- Achieving higher-than-expected transit ridership post-pandemic while continuing to make the network more efficient, as discussed on page 80
- Working with key partners and residents on new ways to make roads in the Region safer for everyone, including expanded use of automated speed enforcement, as outlined on page 84
- Reducing greenhouse gas (GHG) emissions through a total of 14 electric buses in the transit fleet and adding five fully electric vans to the corporate fleet, with 10 full electric pick-up trucks expected to be added by year-end
- Achieving the top overall score among GTA municipalities for the 2022 report of the province's chief drinking water officer, with a 100% inspection rating and 100% of water quality tests meeting standards
- Securing a new, multi-year contract for green bin waste processing that will produce fewer GHG emissions starting in 2027
- Developing strategic defences against invasive species that threaten people and the environment across the Region, as discussed on page 101
- Receiving recognition from several notable organizations, including Ontario Public Works Association, Institute for Sustainable Infrastructure, Ontario Traffic Council, Waste to Resource Ontario, Water Environment Federation and American Water Works Association.

WHAT SHAPES THE DEPARTMENT'S BUDGET

The Planning and Budgeting chapter explains that York Region prepares a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Public Works supports *Vision's* areas of focus and Strategic Plan priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table on the next page, along with trends in performance since 2018. Graphs throughout this chapter give more detail on performance trends and outlook. Ridership per capita and water consumption per capita are discussed on pages 81 and 89, respectively.

Public Works directly provides Transit, Regional Roads, Water (including wastewater), Waste Management and Forestry, which are core services identified in the Strategic Plan. Through its roles in climate change planning, energy conservation and asset management, the department supports more sustainable and efficient delivery of all Regional services.

These services are essential to mitigate climate change impacts, ensure sustainability and maintain quality of life now and into the future:

- Roads that integrate active and eco-friendly ways of travel and a well-thought-out transit network help to manage traffic congestion and reduce greenhouse gas emissions while giving travellers more options to seamlessly make connections and reach key destinations
- Well-run water services, including wastewater, safeguard human health and reduce environmental impacts

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 ECONOMIC VITALITY	Foster Economic Prosperity	Invest in a safe, effective transportation system that connects people, goods, and services	# of York Region Transit service passenger trips per capita	●	Advance efforts to make transit easier and more accessible by advancing service improvements and through fare integration efforts with the province to encourage ridership.
			# of people living and jobs within 500 metres of a transit stop	●	Enhance the transit network through YRT's 5-Year Business Plan implementation. Increase access for riders across the Region by matching service with demand through current and planned subways lines, Bus Rapid Transit and fleet electrification projects.
			% of traffic signals reviewed and optimized annually	▲	Optimize road network by tendering contracts for major/minor construction projects as identified in 10-year capital plan and expanding road safety measures. Continue to carry out arterial signal timing reviews to optimize current signal capacity as traffic trends continue to evolve
 SUSTAINABLE ENVIRONMENT	Drive Environmental Stewardship	Deliver and promote environmentally sustainable services	# of megalitres of treated water consumed per 100,000 population	●	Implement updated Long Term Water Conservation Strategy, focusing on reducing demand for water.
 HEALTHY COMMUNITIES	Support Community Well-Being	Support safe communities	% of municipal drinking water samples meeting Ontario Drinking Water Standards	●	Monitor, report and sustain drinking water quality and optimize water system performance through integrated management system and implementing multi-year capital and operating budget.
Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Trend data not available for reporting = Strategic Plan = Departmental Plan					

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 SUSTAINABLE ENVIRONMENT	Drive Environmental Stewardship	Deliver and promote environmentally sustainable services	% of wastewater receiving treatment		Optimize wastewater system performance through implementation of Integrated Management System and inflow and infiltration reduction programs/standard to achieve reduction targets.
			% of residential solid waste diverted from landfill		Advance waste service delivery efficiencies by implementing and monitoring Public Works' annual and multi-year capital and operating budgets, while maintaining spending targets. Implement circular economy approaches to reduce waste going to landfill while managing blue box transition.
		Enhance and preserve green space	# of trees and shrubs planted annually through the Regional Greening Strategy		Advance natural heritage and forestry service delivery by implementing and monitoring Public Works' multi-year capital and operating budgets in alignment with spending targets. Continue to advance technology solutions and leverage partnerships to implement the Greening Strategy.
		Deliver and promote environmentally sustainable services	# of tonnes of greenhouse gas emissions across Regional operations per capita		Update Energy Conservation and Demand Management Plan and take inventory of planned initiatives over the coming years to update milestone emission targets to 2050.
Legend  = Trending in the desired direction  = Not trending in the desired direction  = Trend data not available for reporting  = Strategic Plan  = Departmental Plan					

Operating budget

At \$1.26 billion, the department's approved 2024 gross operating budget accounts for 40% of the Region's total. Because transit services are partially funded by fares and user rates fully support water and wastewater, the department's approved net tax levy budget is \$463.2 million or 33% of the total for the Region.

The tax levy budget is expected to increase by \$14.6 million or 3.2% from 2023. A major driver is higher-than-expected inflation, especially in fuel prices and contracted services. This pressure should be partially offset by increased revenue from fees and transit fares. The box on page 80 provides more details on ridership recovery, which has been stronger than expected. The department also reduced expenses in several areas, including pandemic-related items. As a result, although 2024 net spending is expected to rise, the increase is \$5.0 million less than the outlook in the previous budget.

The outlook for 2025 and 2026 is for continuing cost pressures largely from operating contracts, again partly offset by improved revenues, especially as transit ridership continues to recover. In 2026, producers will become fully responsible for managing the blue box program, which overall is expected to benefit the department's budget. The Waste Management section discusses some of the uncertainties, however, in that transition.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	1,206,202	448,682	1,262,785	463,241	1,314,383	482,248
Status Quo	13,635	13,927	11,308	11,556	11,492	22,934
Revenues:						
Revenues (excl. senior government funding)	(2,074)	(12,265)	-	(25,484)	-	(33,726)
Senior Government Funding	-	-	-	-	-	-
Subtotal	(2,074)	(12,265)	-	(25,484)	-	(33,726)
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(4,361)	(5,061)	(67)	(97)	299	254
Program and Service Level Adjustments	3,852	3,852	7,123	7,123	(9,950)	2,132
Subtotal	(509)	(1,209)	7,056	7,026	(9,651)	2,386
Debt Servicing Net of Development Charges	9,299	(2,086)	1,528	265	(6,145)	(995)
Fiscal Strategy	16,822	20,385	22,563	22,563	14,684	14,684
Maintaining Service Levels for Growth	2,327	2,508	3,890	3,811	3,517	3,517
Enhancements and Transformation	5,391	5,391	5,231	5,231	2,703	2,703
Impacts of COVID-19	11,691	(12,093)	22	(5,960)	-	-
Approved Budget	1,262,785	463,241	1,314,383	482,248	1,330,983	493,750
Total Budget Change	56,583	14,559	51,599	19,007	16,600	11,502
	4.69%	3.24%	4.09%	4.10%	1.26%	2.39%
Restated Outlook	1,271,566	468,244	1,327,142	487,372	1,353,633	499,077
Increase/ (Decrease) from Outlook	(8,781)	(5,003)	(12,758)	(5,124)	(22,650)	(5,326)

Several factors present risks to the department's outlook, including:

- More frequent and severe extreme weather events
- Volatility in blue box revenues during the transition to full producer responsibility
- Expenses over what has been budgeted for the Yonge North Subway Extension construction period

As the department responsible for the Region's largest asset portfolio, Public Works must keep asset management contributions at a level that meets significant long-term rehabilitation needs. Contributions are recorded in the "Fiscal Strategy" line of the table above. The reserve contributions are planned to increase by \$20.4 million in 2024 and to continue to increase in both 2025 and 2026. Most asset management funds go towards water and wastewater assets, roads, transit and other vehicles and facilities.

The "Enhancements and Transformation" line of the table reflects a new program aimed at making Regional roads safer for all users and a processing center to enhance collection of fines and penalties, with costs projected to be offset by revenues from traffic violations. The Roads Budget Overview section and box on page 86 provide details.

Staffing changes

(Full-Time Equivalents)	2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	1,047.4		1,094.5		1,133.5	
New	44.1	4.21%	35.0	3.20%	23.0	2.03%
Conversions	3.0	0.29%	4.0	0.37%	-	-
Program Reductions	-	-	-	-	-	-
Approved Budget	1,094.5		1,133.5		1,156.5	
Budget Change	47.1	4.50%	39.0	3.56%	23.0	2.03%
Restated Outlook	1,076.6		1,099.6		1,112.6	
Increase/ (Decrease) from Outlook	17.9		33.9		43.9	

Public Works' staff complement at the end of 2023 on a full-time equivalent basis was 1,047.4, including engineers, traffic signal technicians, YRT customer service agents, water and wastewater plant operators, and foresters. It plans to add a total of 47.1 permanent new positions on a full-time equivalent basis in 2024. Over the balance of the four-year budget, 62 more positions would be added. Approximately 40% of new positions would support water and wastewater services and would be funded by user rates. In addition, new staff to support broader camera-based enforcement and traveller safety would be funded from the related revenues, and higher transit revenues would help cover staffing costs in that program.

While new positions are needed mainly to serve population growth, other drivers include changing provincial growth targets, other legislated and regulatory requirements, and climate change action.

Capital budget

Public Works is responsible for building, operating, maintaining and overseeing a major infrastructure portfolio with a replacement value of roughly \$22.5 billion at the end of 2022. As the Capital Budget chapter notes, replacement value has risen sharply in the recent past. This is mainly as a result of improved methods to assess costs, higher-than-historic inflation and recent additions to the capital stock.

The department's assets include:

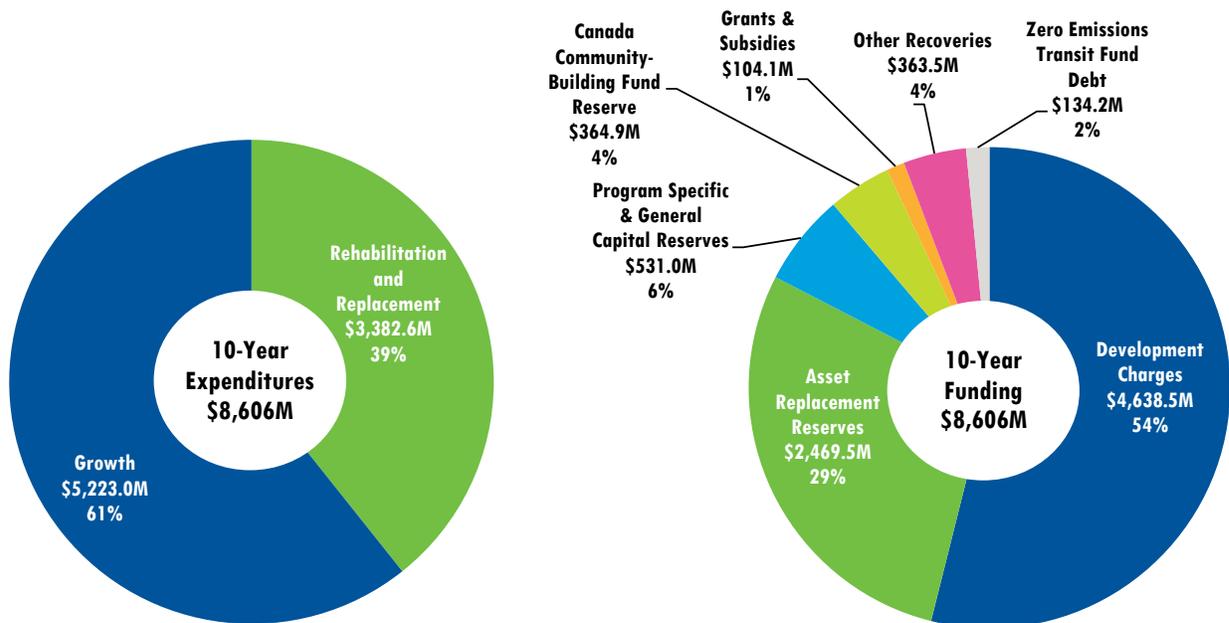
- built facilities and equipment such as fleet garages, buses, treatment plants, pumping stations, waste facilities and depots
- linear assets such as roads and bridges, watermains and sewers
- living infrastructure such as street trees, other plantings and forests.

It also includes innovative assets that help Public Works meet its goals in increasingly complex urban settings - for example, engineered soil cells for trees in built-up areas and remote monitoring to ensure their water needs are met. The box on page 77 highlights other examples of how technology is making the department more efficient.

The province is bringing greater housing intensification across the Region and changing the development charge regime. These measures are giving rise to new infrastructure needs while reducing the Region's ability to pay for them. Relevant legislation is discussed in more detail in the Budget Context and Long-Term Financial Planning chapters, while the Water and Wastewater section of this chapter outlines potential changes to the user rate framework.

10-year capital budget by program group

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
Transit Services:								
Rehabilitation and Replacement	48,085	130,457	165,594	46,260	56,229	336,200	782,825	429,570
Growth	17,285	81,159	89,327	27,649	24,019	344,850	584,289	232,761
	65,370	211,616	254,921	73,909	80,248	681,050	1,367,114	662,331
Roads:								
Rehabilitation and Replacement	116,473	118,603	98,525	89,566	107,026	564,461	1,094,654	243,973
Growth	186,595	222,364	213,421	198,551	147,727	578,442	1,547,100	958,640
	303,068	340,967	311,946	288,117	254,753	1,142,903	2,641,754	1,202,613
Water:								
Rehabilitation and Replacement	63,101	83,696	81,597	59,746	56,904	218,441	563,485	395,965
Growth	64,825	48,532	21,020	35,473	37,277	288,169	495,296	185,622
	127,926	132,228	102,617	95,219	94,181	506,610	1,058,781	581,587
Wastewater:								
Rehabilitation and Replacement	118,337	151,661	111,987	66,718	62,212	401,140	912,055	563,555
Growth	123,763	255,673	320,851	344,867	274,924	1,125,364	2,445,442	1,139,137
	242,100	407,334	432,838	411,585	337,136	1,526,504	3,357,497	1,702,692
Waste Management:								
Rehabilitation and Replacement	3,083	4,397	956	440	506	6,071	15,453	8,383
Growth	102	102	102	102	102	97,201	97,711	306
	3,185	4,499	1,058	542	608	103,272	113,164	8,689
Forestry	5,739	6,155	5,273	3,670	2,644	14,013	37,494	17,212
Climate Change & Energy Conservation	1,380	3,221	3,074	3,259	3,220	15,620	29,774	7,675
Total Public Works	748,768	1,106,020	1,111,727	876,301	772,790	3,989,972	8,605,578	4,182,799



Note: Development Charges include: debt, reserves, developer financing and assumed future developer contributions, as well as funding for shortfalls related to recent provincial measures, including *the More Homes Built Faster Act, 2022*

The department's capital projects are expected to total \$8.6 billion over the next 10 years, accounting for 74.2% of the Region's total capital plan. About 80% of the \$1.4 billion increase from the plan presented in the previous budget reflects a provincial decision as to how the water and wastewater needs of northern residents are to be met. Impacts of this change are explained in more detail on page 93. Inflation and higher asset management costs largely account for the rest of the year-over-year increase. Pressures have been managed by deferring lower-priority projects where feasible.

Over the next 10 years, 61% of capital spending on Public Works infrastructure will be to support growth, with development charge revenues currently expected to be the main source of funding. Spending on new capital projects is guided by master plans for transportation, water and wastewater, and waste management and by individual capital plans for remaining program areas. Regional Council endorsed updates to the Transportation Master Plan and Water and Wastewater Master Plan in 2022.

Asset rehabilitation and replacement, which is collectively referred to as renewal, accounts for 39.3% of the 10-year capital plan and is largely funded by draws from asset management reserves. The Region's Corporate Asset Management Plan outlines renewal work for all program areas as well as other lifecycle activities. Work on an updated plan going to Regional Council in 2024 for approval indicates additional funding would be needed to maintain road pavement in the most cost-effective way. Existing funding is sufficient to keep the network safe, but there is a backlog of preventive maintenance on pavement that if not addressed could lead to more expensive repairs later and increase lifecycle costs. The Corporate Asset Management Plan will provide more details on asset needs, including those for road pavement, and future budgets will consider any currently unfunded needs.

The department expects to invest \$748.8 million in capital projects in 2024, with 53.3% going to growth-related projects and the balance to renewal. Its 2024 capital spending would be 74.4% of the year's total for the Region.

Operating impacts of capital

From 2015 to 2023, the 10-year capital plans for the departments that now make up Public Works grew by more than 60% to reach \$7.2 billion, triggered by the need to support growth and keep the Region's larger and older asset base safe and reliable. Recent moves by the provincial government have since added \$1.1 billion to capital spending needs.

This increasing level of capital investment has major implications for operating costs.

While costs to acquire new assets often receive more attention than ongoing costs to operate and maintain them, the latter is usually higher over the asset's lifetime. As the department is responsible for acquiring, operating and maintaining the bulk of Region-owned assets, long-term impacts of infrastructure projects are carefully considered in planning.

While every effort is made to capture economies of scale as infrastructure networks grow, the department is also subject to factors, including decisions of other parties, that make some operating cost increases related to new capital unavoidable:

- Systems will need to be reconfigured in major ways to allow wastewater from the north part of the Region to be treated in the Lake Ontario watershed and drinking water to be delivered from Lake Ontario to the north. These changes will bring significant operating challenges and costs as outlined on page 93. In addition, systems must be operated to increasingly rigorous standards required by stringent legislation, particularly for drinking water and wastewater treatment.

- A more urban transportation network means higher operating and maintenance costs per kilometre. Multiple lane types, particularly transit rapidways, signals, medians and landscaped boulevards involve complex and costly needs. On busy roads, police presence is sometimes needed to protect workers.
- Green assets like street trees require more care to survive in urban areas. This is especially the case for planters along bus rapidways, which have significantly increased the Forestry operating budget. York Region is looking to leverage new sensor technology to reduce these costs.
- As work on the Yonge North Subway Extension advances over this decade, the Region will see its operating costs go up as it mitigates impacts of construction on its bus operations, particularly in the Yonge Street corridor.

The department looks constantly at how to offset rising costs linked to capital. One way is by leveraging new ideas and technology. An important example is a commitment to eco-friendly travel options, as the box on page 82 outlines. This shift can help manage congestion on roadways, reducing operating and maintenance costs. Public Works also invests in new technology to make activities more efficient.

These approaches boost performance and service quality, and many resulting investments support other important Regional priorities:

- The Region has committed to replacing its corporate and transit fleets with electric vehicles by 2050. Operating and maintenance costs for electric vehicles are currently about one-third less than for equivalent fossil-fuel vehicles.
- Upgrading the traffic signal control system and installing more sensors and cameras enables better management of traffic flow in real time. Data is shared with applications like Google Maps or Waze, allowing travellers to better plan their routes.

USING TECHNOLOGY TO BOOST EFFICIENCY ACROSS PUBLIC WORKS

Across Public Works, new technologies are being used to boost efficiency:

- On-board computers help transit drivers check their performance in real time, while riders can check bus schedules by stop number on their phone and pay touch-free using the Presto card.
- Created by a company in York Region and based on machine learning, the CityROVER app uses a cellphone mounted in a vehicle to scan pavement for deficiencies, capture data and log locations in real time. It frees up staff time that previously went into visual checks and manual data entry.
- Data collected in water and wastewater systems is helping create a variety of “digital twins” that can be used to virtually monitor system health and predict response to changing conditions. An example is the more than 300 flow meters that warn of unwanted water getting into sewer lines. With the cost of sensors dropping, the department is looking at the next level of twinning – connecting data flow across activities to make it easier to pinpoint concerns and stave off problems before they happen.
- Use of aerial LiDAR (Light Detection and Ranging) and high-res satellite imagery has provided a far more accurate picture of the Region’s tree cover and other land uses. As well as enabling better use of Forestry resources, the images can provide insights to other departments.

All these examples reflect the department’s commitment to its newly adopted Digital Strategy, which aims to provide the ease of access and streamlined interaction that people expect in an increasingly online world.

For Public Works, digital tools go even further: by collecting a multitude of data points from remote sensors and finding patterns, they can alert staff to concerns – whether in pavement, a pumping station, a tree planter or other location – sooner so costly problems can be prevented.

- Similar remote monitoring that shows where high flows happen in sewers during storms helps to pinpoint priority areas for infiltration and inflow prevention.
- Continued mining and analysis of data from the water and wastewater system is improving efficiency while reducing service delivery risk.

The department's Climate Change & Energy Conservation group has a corporate mandate to promote investment in energy-saving technology. Benefits include lower operating costs for fuel and electricity, and often lower repair and maintenance expense. Some investments yield additional savings by reducing wear because equipment does not run as often. As upfront costs of these investments continue to fall, savings over the entire lifecycle grow.

Looking ahead

As the steward of the Region's largest asset portfolio, Public Works plays a critical role in keeping residents safe, making infrastructure resilient and protecting the environment. This role is carried out in the face of growing challenges, including radical changes in provincial direction, rising costs, tighter regulatory constraints and a changing, less predictable climate.

Addressing growing challenges was a key reason for bringing together the two departments responsible for most Region-owned infrastructure. With a clear line of sight to all relevant networks and operations, the integrated department is finding efficiencies, sharing knowledge and developing innovative approaches. In all its activities, it pursues continuous improvement in its services and systems with the overarching goal of excellence in service delivery.

The department is guided by its comprehensive plans for infrastructure. These plans recognize that senior government actions, financial constraints, climate change and other challenges will require Public Works to do things differently. Key directions include:

- Advocating for provincial support in line with higher infrastructure needs. The provincial government has set out targets for more housing in a very short timeframe to support population growth. At the same time, however, it is adding \$1.1 billion to the cost of serving growth in the north by requiring a Lake-Ontario-based solution. This new option, which must be delivered much more quickly as a result of provincial delays, could compromise the Region's fiscal health. The Long-Term Financial Planning provides more details.
- Pacing investments to actual growth as much as possible by working with local municipalities and development community to develop accurate forecasts and better understand infrastructure needs. Risks to the Region's fiscal health could be further compromised if actual growth falls short of provincial forecasts. Major infrastructure plans include some flexibility to adjust as needed to limit financial exposure, but recent provincial direction on water and wastewater raises major new risks related to the pace of growth, as explained on page 93.
- Reusing resources to reduce waste and save money. This is the basis of the One Water concept central to the Region's water and wastewater planning and efforts to move the Region to a zero-waste circular economy. For example, Transit uses an onsite rain collection system at its 55 Orlando Ave. bus garage for washing the fleet. Using rainwater results in savings that offset utility costs, and the system is being evaluated for potential implementation at other garage sites.

- Reducing the burden and costs of built infrastructure by using innovative alternatives. For example, more residents are walking and cycling or using micromobility options like e-scooters. Providing more multi-use paths and integrating micromobility into the transportation network will moderate demand on Regional roads. In a similar fashion, green solutions like street trees and rain gardens are less costly than underground pipes to collect runoff.
- Transforming processes by moving to digital platforms. This shift, which has been underway for several years, allows Public Works to collect and analyse data and provide critical information to workers in the field so that their jobs can be done more safely and efficiently. With the increasing complexity and sophisticating of our systems, making use of available data - while ensuring proper stewardship - is more important than ever.
- Ensuring resiliency. Climate change is bringing more extreme weather events as well as overall warmer temperatures. Infrastructure plans and operating practices are being updated to help ensure assets can handle impacts that include increased storm run-off, ice build-up, and strong winds. Green infrastructure, such as pollinator meadows planted along Regional roads, can often be the least costly way to build resiliency by reducing run-off and flooding risks - while also lowering maintenance costs and GHG emissions from mowing.

The final point above underscores the pivotal role that Public Works plays in climate change action. As co-lead on the Climate Change Action Plan, the department helped to shape the Region's approach both in terms of reducing GHG emissions and strengthening assets and networks to better withstand impacts. Its work informs decisions by other parts of Regional government as individual action plans are drawn up and acted on.

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2023 Restated		2024 Approved		2025 Outlook		2026 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Transit Services	289.5	215.9	306.0	212.7	323.1	224.9	337.8	235.5	
Roads	251.5	171.4	262.4	177.3	273.3	188.1	272.8	194.1	
Water and Wastewater	568.9	0.0	593.0	0.0	612.7	0.0	632.9	(0.0)	
Waste Management	78.5	45.2	82.3	55.8	85.2	51.0	66.6	45.1	
Forestry	16.5	14.9	17.7	16.2	18.6	17.0	19.4	17.7	
Climate Change & Energy Conservation	1.4	1.2	1.4	1.2	1.4	1.3	1.5	1.3	
Total Operating Budget	1,206.2	448.7	1,262.8	463.2	1,314.4	482.2	1,331.0	493.8	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2024	CSA	10-Year	2024	CSA	10-Year	2024	CSA	10-Year
Transit Services	48.1	429.6	782.8	17.3	232.8	584.3	65.4	662.3	1,367.1
Roads	116.5	244.0	1,094.7	186.6	958.6	1,547.1	303.1	1,202.6	2,641.8
Water and Wastewater	181.4	959.5	1,475.5	188.6	1,324.8	2,940.7	370.0	2,284.3	4,416.3
Waste Management	3.1	8.4	15.5	0.1	0.3	97.7	3.2	8.7	113.2
Forestry	0.2	0.8	2.3	5.5	16.4	35.2	5.7	17.2	37.5
Climate Change & Energy Conservation	0.3	3.1	11.9	1.1	4.6	17.9	1.4	7.7	29.8
Total Capital Budget	349.5	1,645.4	3,382.6	399.2	2,537.4	5,223.0	748.8	4,182.8	8,605.6

PROGRAM AREAS

The balance of this chapter provides more detail on the department's main program areas:

- Transit
- Roads
- Water and Wastewater
- Waste Management
- Forestry
- Climate Change & Energy Conservation

TRANSIT

Well-planned transit services help shape and connect communities. The Region's continuing investment in public transit provides travellers with an efficient and reliable transportation choice.

The following services are integrated under the YRT brand:

- **Conventional.** These bus routes provide service to schools, community centres, shopping areas and similar destinations. Buses also provide express service to major destinations such as the Toronto Transit Commission (TTC) subway.
- **Viva.** This service travels along major corridors, often on dedicated rapidways. With fare payment before boarding and fewer stops, Viva is generally faster than conventional bus service.
- **Mobility On-Request.** This service has two main elements. Mobility On-Request conventional is offered in low-demand areas and/or operating periods. Passengers request service by telephone or the Mobility On-Request app, and a smaller vehicle such as a multi-passenger van then connects them to destinations within a designated area or a fixed transit stop. Mobility On-Request Paratransit is YRT's specialized transit service for people with physical or functional disabilities who may not be able to use other YRT services for part of their trip.

POST-PANDEMIC YRT RIDERSHIP RECOVERS FASTER THAN EXPECTED

While long-term trends are still evolving, YRT ridership has rebounded from pandemic-related losses faster than initially expected.

Ridership in August 2023 was up by 31% from the same month a year earlier, and had recovered to the pre-pandemic level for that month. Annual ridership for 2023 will near pre-pandemic levels.

Ridership fell sharply in early 2020 to about 20% of previous levels as a result of mandated lockdowns of business and schools. Levels remained depressed in 2021 but picked up in 2022, with ridership reaching 42% of pre-pandemic levels by the end of that year. Figures for 2023 to date suggest ridership will be at pre-pandemic levels in 2024.

Gains come despite factors that might have lasting impacts on some types of transit use:

- Many employees are working from home at least part of the time, reducing demand at what were previously the rush-hour peaks.
- While schools, universities and colleges have resumed in-classroom teaching, remote learning is still available for some courses.

Helping to offset these factors, demand for transit has grown on weekends. As well, trips to and from the City of Vaughan, where riders can connect to the TTC Line 1 subway, are now higher than before the pandemic.

To offset lost revenue and help cover higher costs during the pandemic, YRT looked for ways to operate more efficiently. It increased on-demand services in low-demand areas and time periods, and changed scheduling on some routes that continued.

While some scheduled services are being reinstated, YRT is expanding on-demand where it best suits ridership patterns.

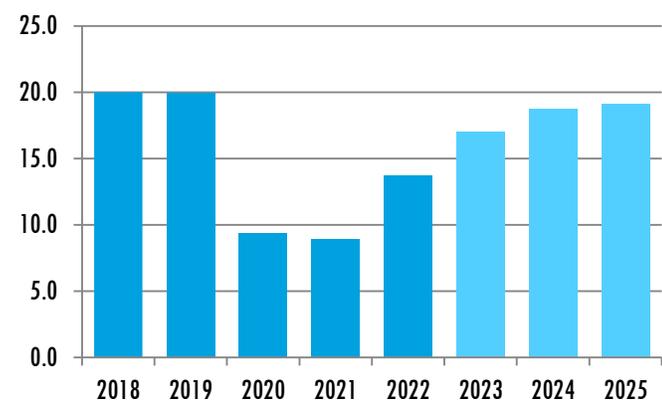
The transit system and its website comply fully with the provincial *Accessibility for Ontarians with Disabilities Act, 2005*. Passengers can transfer easily from one type of transit service to another for greater efficiency and timeliness. Customer service support for trip planning and traveller concerns are available by email and telephone.

YRT works with Metrolinx, the provincial agency responsible for rapid transit in south-central Ontario, the Ontario Ministry of Transportation and neighbouring transit providers to ensure a seamless travel experience in and beyond the Greater Toronto and Hamilton Area.

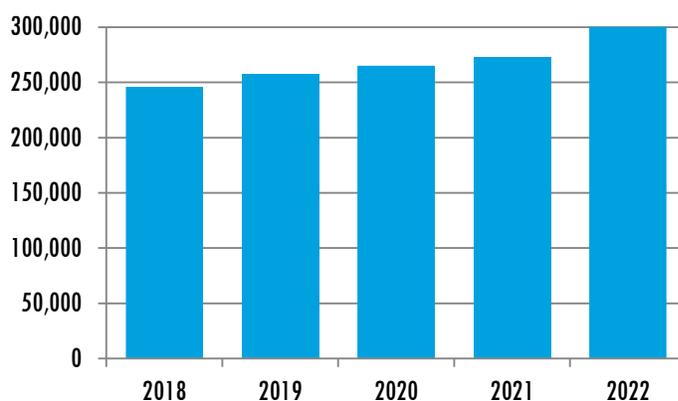
To help offset impacts of lower revenues from a drop in ridership and new costs during the pandemic, YRT used on-request options in low-demand areas, reduced conventional service, and found internal savings.

After a major decline, especially during the first months of the pandemic, overall ridership in August 2023 had recovered to pre-pandemic levels, as the sidebar on page 80 discusses. Ridership per capita has not yet surpassed earlier levels, but it is forecast to continue trending upward. The graph on the previous page looks at the ratio in more detail.

OF YORK REGION TRANSIT SERVICE PASSENGER TRIPS PER CAPITA



OF PEOPLE LIVING AND JOBS WITHIN 500 METRES OF A



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

Transit ridership per capita is total transit trips taken each year divided by the number of people living within 500 meters of a transit route or in a Mobility On-Request zone. This measure fell in 2020 and 2021, mainly because the pandemic forced school and workplace closures and curtailed other travel. The rate began to recover strongly in 2022 and is forecast to continue to rise as total ridership surpasses pre-pandemic levels.

Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

Public transit close to homes and jobs encourages greater use, which aids in managing road congestion. This in turn helps the Region’s economy because workers, goods and services all move more quickly and easily. Growth in the number of people and jobs within 500 metres of transit slowed starting in 2020 as the pandemic disrupted building of new homes and workplaces. Full impacts will not be apparent until 2023 or beyond as a result of long lead times for construction.

Province sees transit integration as vital to economy

The provincial government has identified transit fare and service integration as a vital tool in supporting the economy of the Greater Toronto and Hamilton Area.

On March 1, 2022, the province announced that GO Transit fares would be harmonized with those of other transit providers in the Greater Toronto and Hamilton Area and made it cheaper to ride GO Transit. Later that month, it made local transit free for riders connecting to and from GO Transit on municipal transit systems with co-fare agreements, including YRT. These and other initiatives marked the first phase of full fare and service integration across the area led by a provincial-municipal round table. YRT continues to work with the TTC on a cross-boundary service integration pilot for the Dufferin Street corridor.

In 2023, Regional Council approved two updates to YRT fares following a joint review with the TTC:

- In September 2023, YRT removed a 50-cent fare supplement on express routes.
- Starting in 2024, users of the PRESTO card will be able to travel on YRT without additional charges after a specified number of paid trips within a calendar month. This fare-capping structure replaces the previous monthly pass and its up-front cost.

The Region, in partnership with the City of Markham and Canadian Urban Transit Research and Innovation Consortium, is working on a feasibility study for an electric low-speed automated shuttle pilot in Markham City Centre. Studies identified the area as a prime location for a pilot because of its mix of high-density housing, jobs, shopping and recreational destinations, the future York University Campus, and connections to YRT service and the Unionville GO Station.

‘LET’S MAKE THE SHIFT’ TO MORE SUSTAINABLE TRAVEL OPTIONS

York Region residents are choosing to leave their vehicles in the driveway more often and seeking alternative, more sustainable travel options.

A new plan, called *Let’s make the shift: Sustainable ways to travel in York Region*, outlines how the Region is supporting this trend. It explains how a shift to more sustainable travel options like transit, cycling, walking and carpooling boosts the health of people and communities while making the road network less congested. From a financial point of view, expanding these options takes relatively small investments.

To respond to residents’ feedback and help make road network more efficient, the 2022 Transportation Master Plan set out the goal of reducing car travel, especially during rush hours. To achieve this, the master plan suggested actions like locating bike lanes and routes off roadways. This could be done, for example, by using boulevards along roads or leveraging unused rail or hydro corridors. Such measures make active transportation options available to everyone, encouraging the shift to more sustainable ways of getting around.

In cities that have made transportation more sustainable, integrating programs and education with infrastructure has been key. Combining the two approaches – for example, providing cycle tracks and promoting their use to residents – is more effective than offering just one. Experience shows that some of the quickest wins come from small investments in both. The plan showcases how York Region’s ongoing programs and initiatives support this direction.

Getting single-occupant vehicles off the road is not just about making the road system more efficient. It is also about better health and quality of life. People who use sustainable transportation – whether public transit, walking, cycling, or a combination – are on average healthier, which reduces the risk of cardiovascular disease, cancer, respiratory disease and mental health concerns compared those who rely completely on a personal vehicle.

Budget overview

The budget for 2024 to 2026 is based on the following assumptions:

- Ridership will be at pre-pandemic levels in 2024 and will continue to grow
- Fares will increase by 3% annually starting July 1, 2024
- The fare structure will reflect changes discussed on the previous page

For 2024, the total gross budget will increase to \$306.0 million. Costs will go up out to 2026, reflecting ridership gains and higher-than-expected increases in costs of fuel and operating contracts. At the same time Transit will benefit from higher revenues from both fares and advertising and lower pandemic-related costs.

Tax levy support, which rose during the pandemic, will drop by \$3.2 million in 2024 to an expected \$212.7 million. The tax levy budget will then rise by 5.7% and 4.7% in 2025 and 2026, respectively. Overall, reliance on this source of funding is expected to be about 70% in 2026, down from almost 80% in 2022.

Service plans will continue to support post-pandemic recovery. Key goals are to ramp up service on major corridors and ensure seamless connections across different types of transit to make it easier to reach important destinations.

Transit plans \$65.4 million in capital spending in 2024 and \$1.4 billion over the course of the current 10-year capital plan. Major capital investments in 2024 and beyond would include:

- Replacing older buses with diesel and electric buses and adding to the conventional bus and Mobility On-Request fleets to meet changing demand, with electric vehicle adoption partially supported by a federal loan and grant program.
- Expanding the existing YRT bus operations and maintenance facility at 8300 Keele Street in the City of Vaughan and buying land for a new West garage
- Renewing assets at facilities and along routes, including signage, shelters, pads and lighting

The capital budget has been updated from a year ago to reflect much higher costs for both diesel and electric buses.

Change from outlook

The 2024 tax levy budget is \$14.1 million, or 6.2%, less than the outlook in the previous budget. The decrease largely reflects faster-than-expected ridership recovery.

Transit Services

OPERATING BUDGET

	2023	2024	2025	2026
Gross	\$289.5M	\$306.0M	\$323.1M	\$337.8M
Net	\$215.9M	\$212.7M	\$224.9M	\$235.5M
Budget Change		(\$3.2M)	\$12.1M	\$10.7M
FTE - Total	214.6	223.4	229.8	231.2
- New		8.8	6.4	1.4
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$14.1M)	(\$6.7M)	\$1.0M
FTE		0.7	0.7	0.7

CAPITAL BUDGET

2024 Budget	\$65.4M
Capital Spending Authority	\$662.3M
10-Year Capital Plan	\$1,367.1M

Looking ahead

Future direction for the transit system will largely be shaped by increasing integration of systems in the entire Greater Toronto and Hamilton Area. Adding more rapid transit corridors is one of the priorities identified in the 2022 Transportation Master Plan. These include the Yonge North Subway Extension, discussed in the chapter starting on page 216, as well as possible further subway extensions in York Region and additions to the bus rapidway network.

Evolving technology in the transportation sector will also have a major impact in the coming years. Numerous jurisdictions have approved testing autonomous vehicles on their roads, with conditions designed to ensure safety.

Public Works will continue to partner with other levels of government and organizations in the public and private sectors to ensure its systems and operations reflect ongoing evolution in public transit.

ROADS

At the end of 2022, the road network operated and maintained by this program area totalled 4,383 lane-kilometres, 4,136 of which were owned by the Region and the balance by local municipalities and the province. This program area is also responsible for related assets such as traffic signals and signage.

The Roads program area:

- Carries out hundreds of traffic studies and issues more than 3,000 road permits every year
- Monitors and maintains roughly 895 signalized intersections, with 787 owned by the Region and the balance by local municipalities and the Ontario Ministry of Transportation
- Operates a comprehensive network to track travel on arterial roads, with 454 Bluetooth sensors and 331 closed circuit cameras as of August 2023 providing real-time data
- Uses a range of technologies to keep the road system operating as intended in all conditions, including severe weather.

NEW PROCESSING CENTRE WILL AID IN ROAD SAFETY EFFORTS

Results of a pilot using automated speed enforcement in school areas on Regional roads show that in the first 18 months of the two-year project, compliance with the posted speed limit more than doubled and average operating speeds fell by 9 kilometres an hour. These improvements help to make travel safer for schoolchildren.

Given these positive results, Regional Council authorized expanded use of this enforcement method, which captures offences on camera, as well as the existing red-light camera program.

The Region plans to add 60 fixed cameras for automated speed enforcement between 2024 and 2026 and increase red-light cameras from 40 to 55 over the same period. Initially the plan was to use an existing arrangement managed by the City of Toronto for processing offences. With greater use of camera-based compliance methods, however, that system no longer has enough capacity to meet needed turnaround times. As a result, the Region is not able to collect all fines or penalties from those committing infractions.

Staff in Public Works and Courts and Tribunal Services are now setting up a Region-owned centre to process data and images relating to both types of camera-based enforcement. Similar steps are being taken by other municipalities, including Newmarket, Ottawa, Brampton, Waterloo and Barrie.

Since the number of red-light infractions is much lower than those from automated speed enforcement cameras, the Region can move ahead on expanding that program by continuing to use Toronto's joint processing centre.

Moving to a Regional processing centre will end the financial uncertainty of depending on another municipality for all processing. At the same time, since several municipalities are already moving in the same direction, the Region will explore using any excess processing capacity they might have in the short term.

The program area works with the police, local municipalities and other partners on campaigns to educate travellers on the transportation network and improve safety.

About one-third of fatal collisions on Regional roads are related to speeding. The provincial government enabled automated speed enforcement in 2019 as a tool to improve road safety and change driver behaviour, similar to red-light cameras already in use. York Region began a two-year pilot program in late 2020 and is now expanding the program. The Budget Overview section and box on page 86 provide more details.

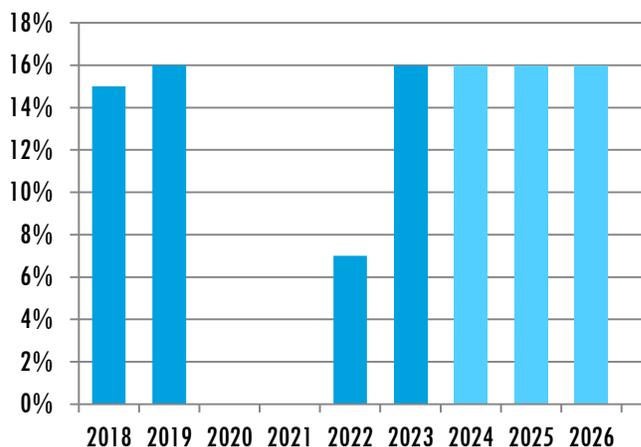
Investing in the growth and renewal of transportation assets is fundamental to strengthening links across communities. Public Works continues to monitor post-pandemic traffic patterns to ensure the cost-effectiveness of its capital program over the long term.

In 2023, Public Works continued to work on several road widening projects and on improving intersections by adding lanes or eliminating jogs. This included widening Major Mackenzie Drive from four to six lanes from Highway 400 to Jane Street to provide better access to the Cortellucci Vaughan Hospital, Canada's Wonderland and the new YRT terminal.

Under the asset management program, which renews existing assets, \$95 million was expected to be invested in roads and related infrastructure in 2023. Planned work included:

- Keeping the Region's road network in a state of good repair by rehabilitating and preserving 285 lane-kilometres of existing Regional roads across all local municipalities, including Major Mackenzie Drive from Bathurst Street to Yonge Street in the City of Richmond Hill, and Bloomington Road from Woodbine Avenue to Kennedy Road in the Town of Whitchurch Stouffville
- Renewing structures, including replacing the Kennedy Road bridge north of Mount Albert Road in the Town of East Gwillimbury and the Mulock Drive culvert east of Bayview Avenue in the Town of Newmarket
- Improving intersections, for example by adding new traffic signals at Yonge Street and Butternut Ridge Trail /Gilbert Drive in the Town of Aurora.

% OF TRAFFIC SIGNALS REVIEWED AND OPTIMIZED ANNUALLY



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

To improve traffic flow in key corridors, Public Works reviews traffic signals each year and adjusts timing as needed. As part of the Travel Smart Traffic Management Initiative, the goal of this proactive program is to cover a minimum of 16% of total Region owned signals each year ensuring all signals are reviewed over a 6-to-7-year cycle. As resources permit, staff strive to exceed the 16% annual target. The program can be adjusted for construction or specific resident concerns.

In 2020 and 2021, pandemic disruptions caused traffic volumes to fall and patterns fluctuated unpredictably. These conditions would have rendered any data collected ineffective for timing signals to manage normal traffic. As a result, planned traffic signal reviews were cancelled over this time and resumed in Q3 2022 to coincide with the new school year (September). The traffic signal timing program has since phased in an expected return to the pre-pandemic rate.

Budget overview

Total approved operating spending for Roads in 2024 is \$262.4 million, or 8.3% of the Region's total for the year. The net budget would be \$177.3 million, an increase of 3.4% from 2023.

Total spending is expected to rise by 4.2% in 2025, then decline slightly in 2026. The outlook for the tax levy budget is a 6.1% increase in 2025 followed by 3.2% in 2026.

The budget includes a new processing centre for camera-related offences, discussed in more detail in the box on page 84. Regional Council approved this direction in September 2023. Capital and operating costs will be fully recovered from fine and penalty revenue collected by the Court and Tribunal Services branch.

In addition, Public Works and its public safety partners are developing a Traveller Safety Plan to be presented to Council in 2024. The plan draws on new insights, data and science to support safer traveller behaviour. It would ultimately receive funding from expanded use of cameras in school zones and at red lights.

An ongoing driver of expense is a larger and more complex road network, with the share classified as urban growing from 54% in 2009 to an expected 61% in 2023. With this evolution, the cost per kilometre to keep the network operating safely and reliably has gone up. To help manage costs, the department continues to find efficiencies and is exploring service delivery options, including better coordination with local partners.

Over the next 10 years, the Roads capital plan is \$2.6 billion or 22.8% of the total plan for the Region. Of this, about 60% will fund growth projects, while the balance will go to replacing or extending the life of existing assets. The map on page 88 shows approved dates for construction to start on capital growth projects over the next 10 years. As well as widening roads in the most congested urban areas and near new development, important components of the 10-year plan include mid-block crossings over 400-series highways, improved intersections, new multi-use paths and streetscaping.

Roads

OPERATING BUDGET					
		2023	2024	2025	2026
Gross		\$251.5M	\$262.4M	\$273.3M	\$272.8M
Net		\$171.4M	\$177.3M	\$188.1M	\$194.1M
Budget Change			\$5.9M	\$10.8M	\$5.9M
FTE	- Total	331.5	352.5	369.1	377.7
	- New		20.9	16.6	8.6
Increase/ (Decrease) from Restated Outlook:					
	Net (\$)		(\$0.2M)	(\$0.1M)	\$0.7M
	FTE		12.8	23.8	30.8
CAPITAL BUDGET					
2024 Budget					\$303.1M
Capital Spending Authority					\$1,202.6M
10-Year Capital Plan					\$2,641.8M

The capital program for 2024 is budgeted at \$303.1 million, which is 30.1% of the Region's total for the year. The following major capital projects are currently underway or scheduled to begin in 2024:

- Widening Teston Road from Pine Valley Drive to Weston Road from a rural two-lane road to an urban four-lane road, including building a new bridge at Purpleville Creek and eliminating the jog at Pine Valley Drive
- Building a new crossing over Highway 404 north of 16th Avenue to link Orlando Avenue in the City of Richmond Hill with Markland Street in the City of Markham
- Widening Rutherford Road between Jane Street and Bathurst Street from four to six lanes to accommodate growth and improve transit, walking and cycling facilities

Some lower-priority projects were deferred to later in the approved capital plan because of inflation pressures.

The department will work with residents and stakeholders through the environmental assessment process for widening Leslie Street, from Green Lane to Colonel Wayling Boulevard, in the Town of East Gwillimbury.

The network outlined in the 2022 Transportation Master Plan includes grade separations between Regional roads and rail lines used by provincial GO Transit commuter trains. These separations support GO Transit's expansion plans, but are costly to build and disruptive to communities. Negotiation will be needed to determine roles, responsibilities and cost contributions, the last of which will be subject to assessing priorities in the Region's capital and operating budgets.

Change from outlook

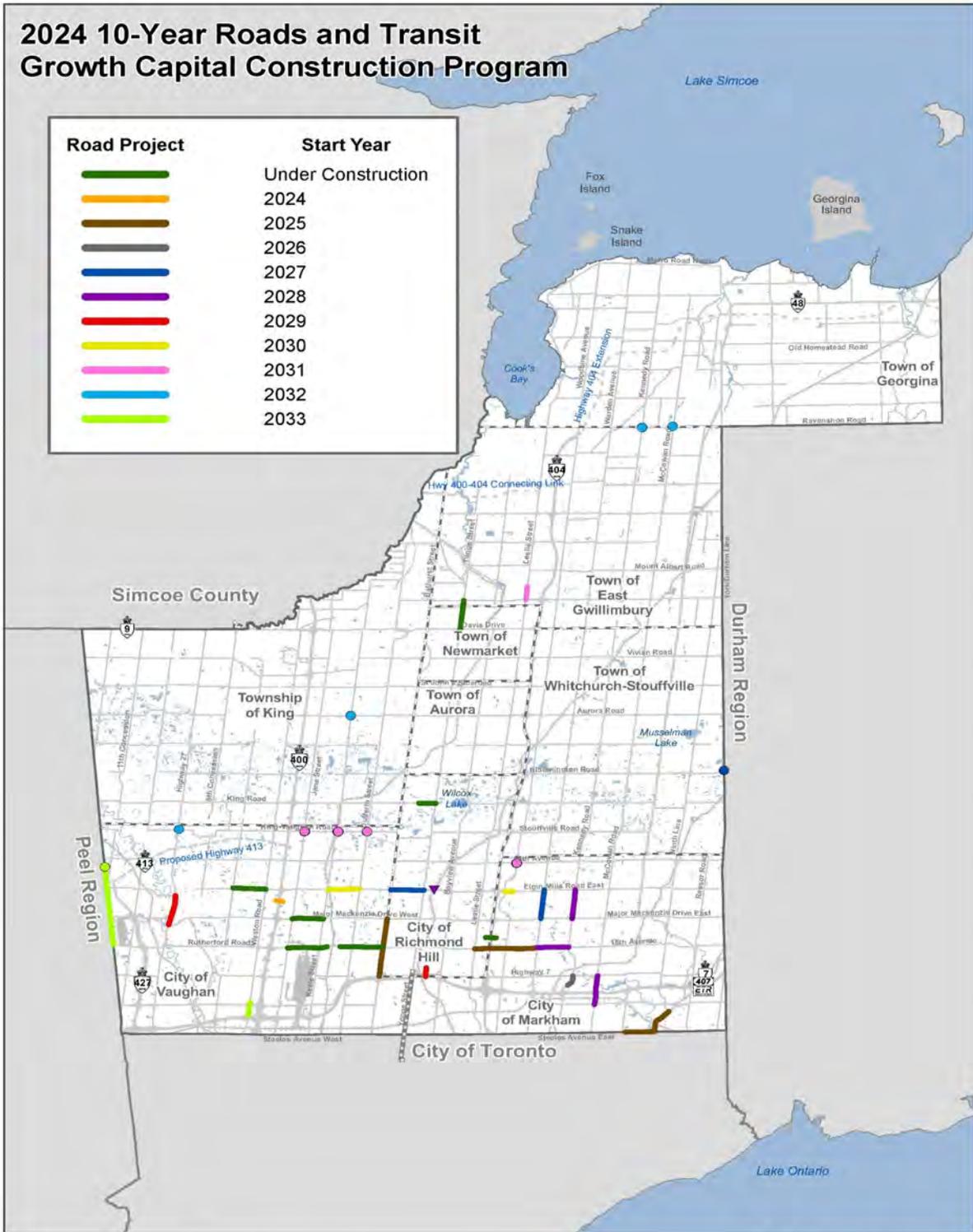
The Roads net operating budget is essentially unchanged from the outlook in the previous budget.

Looking ahead

Shifting preferences for travel options will play an increasing role in the Region's plans for the transportation network. A more urban network can better supply options like transit, active transportation and micromobility, and travellers are already moving in that direction. The Region increasingly sees these options as part of its broader travel network and is including them in its plans. Provincial priorities will also help to shape the Regional road network. The Region welcomes plans to expand higher-order travel infrastructure, including freeways, subway lines, GO Transit rail service and other rapid transit. The Region must assess impacts of these investments on the roads capital budget, however, against its fiscal capacity.

2024 10-Year Roads and Transit Growth Capital Construction Program

Road Project	Start Year
	Under Construction
	2024
	2025
	2026
	2027
	2028
	2029
	2030
	2031
	2032
	2033



BASE MAP INFORMATION

-  Bridge Replacement/Improvement
-  Interchange/Intersection Improvement
-  Yonge Street North Subway Extension (YNSE)
-  Provincial Freeway
-  Provincial Highway
-  Regional Road
-  Railway
-  Chippewas of Georgina Island First Nation
-  Water Bodies



Produced by Transportation and Infrastructure Planning
Public Works - October 2023
Base map data: King's Printer for Ontario 2003-2023



WATER AND WASTEWATER

High standards of water and wastewater treatment are essential to human health and protection of the environment. These services operate under a complex system of provincial legislation and requirements. Some aspects are subject to federal and transnational requirements, as well. The Region is widely recognized for its professionalism in delivering water and wastewater services.

Funding for operations comes from water and wastewater user rates. This source also contributes to the cost of renewing and/or replacing existing assets. At present, growth-related capital projects are funded largely by development charges.

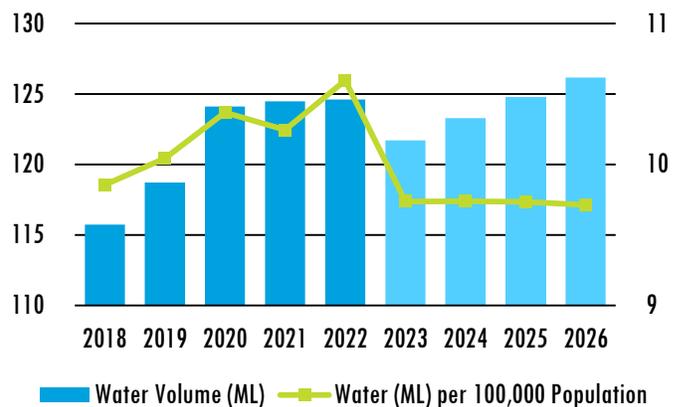
Over the long term, per-capita flows of both water and wastewater have generally trended downward. This reflects success of the Region’s water conservation efforts and its work with local municipalities to reduce water inflows and infiltration into wastewater systems, as well as broad-based changes like updates to the building code. Lower per-capita consumption enables the department to “infrastructure stretch” — that is, serve more population with existing infrastructure — and defer the need for some capital expansions.

Despite the general downward trend, summer weather remains a major unpredictable factor in actual water consumption. As the graph on the right shows, water consumption per capita is expected to decline in 2023, reflecting more moderate weather after three summers that were hotter and drier than usual.

York Region must take into account the infrastructure needed to service provincially mandated growth. Based on provincial direction in 2010, the Region proposed Upper York Sewage Solutions, which would treat wastewater in the Lake Simcoe watershed, to meet the needs of growth in northern communities. It submitted an environmental assessment in 2014 but no decision was forthcoming.

In 2021, provincial legislation put a hold on any decision. The province set up an advisory panel on options and received its report in September 2022. In November of that year it passed legislation requiring an alternative to Upper York. The new option, based in the Lake Ontario watershed, is discussed in more detail on page 93.

OF MEGALITRES OF TREATED WATER CONSUMED PER 100,000 POPULATION



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

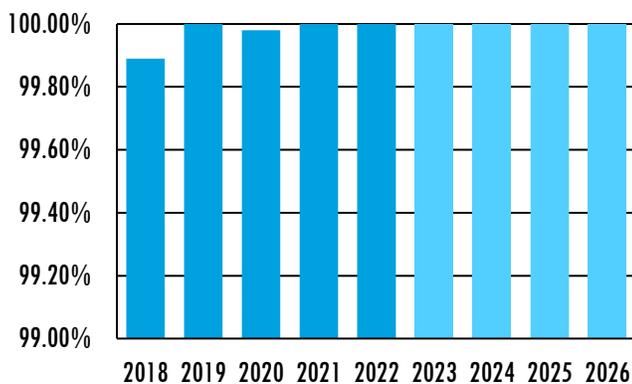
Total water use went up in 2020 largely because of hotter-than-expected spring and summer weather, combined with effects of the pandemic. Similar weather in 2021 and 2022 kept levels high. Use per capita appears volatile over the period as a result of updating population figures in 2022 to align with new census data. Forecasts for 2023 and onward assume average weather and are in line with projected population growth.

While price is a constraint on consumption, the current expectation is that water rates will increase more slowly than in the past. This could lead to higher consumption per capita. Keeping per-capita use flat will increasingly depend on the Region’s efforts to encourage water conservation.

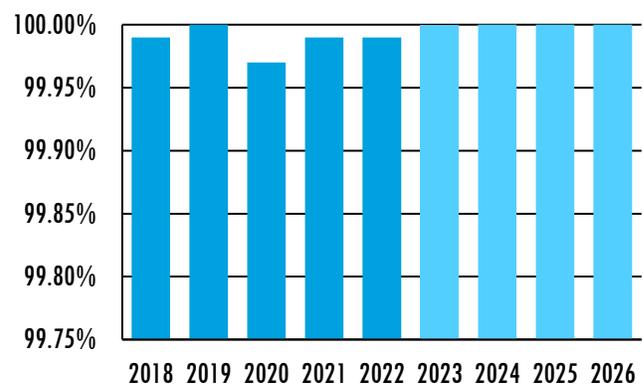
The new solution will also require changes to the Region’s water supply plans. Under an international agreement governing the Great Lakes, water must be drawn from the same basin it is returned to. This means existing plans to draw drinking water from Lake Simcoe must be changed in favour of pumping it from Lake Ontario.

In total, the changes will add \$1.1 billion to the capital plan and will involve major ongoing costs. The Budget Overview and Looking Ahead sections below discuss the impacts in more detail.

% OF MUNICIPAL DRINKING WATER SAMPLES MEETING ONTARIO DRINKING WATER STANDARDS



% OF WASTEWATER RECEIVING TREATMENT



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Support safe communities

About the graph:

Safe drinking water is vital to the health of the Region’s communities. York Region continues to achieve high scores for drinking water quality while conducting a comprehensive sampling program that exceeds regulatory requirements.

In December 2022, the Ministry of the Environment, Conservation and Parks (MECP) published the Ontario Chief Drinking Inspector’s Annual Report for the preceding fiscal year. The report confirmed that York Region achieved a score of 100% for regulated samples that meet Ontario’s Drinking Water Standards from April 1, 2021 to March 31, 2022.

Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

Effective wastewater treatment is vital to building sustainable communities and protecting the environment. York Region continues to safeguard the environment by ensuring that wastewater collected receives suitable treatment before discharge to the environment.

This metric reflects wastewater volumes that are successfully treated. Spilled volumes in 2022 were small and resulted from minor equipment or asset malfunctions which were repaired to restore full collection and treatment operation.

Public Works remains on track to provide capacity for the growing population in the Region in the medium term: as of year-end 2022, about six years of water and wastewater capacity in northern communities and about five years in southern communities was available for allocation by the local municipalities in coming years, enough for roughly 146,500 additional people in total. These figures include specific wastewater capacity to accommodate more than 21,000 new people in the Region's Centres and Corridors, where urban growth is being focused, and a dedicated reserve for non-profit and rental housing of 4,000 people.

Major growth-related construction projects in 2023 included completing the Richmond Hill / Markham Regional Centre trunk sewer and advancing work on sewage pumping stations in Aurora and Vaughan. The balance of capital investment went to renewing existing assets.

Budget overview

Approved operating spending for water and wastewater for 2024 is \$593.0 million, or 18.8% of the total for the Region. Because operations are funded by user rates, water and wastewater has no impact on the net tax levy budget.

In September 2021, Regional Council approved new user rates for the period April 1, 2022 to March 31, 2028. The rate structure had the goal of recovering all costs of providing services, except capital investment to meet growth needs, from user rates. Growth-related capital needs are currently covered by development charges, but the provincial government has signalled the possibility of shifting these costs onto user rates.

The rate structure is based on forecast consumption. Past experience and projected population growth, expectations about water conservation, and average summer weather are major drivers of the forecast. Combined with approved rates, this consumption forecast provides an estimate of revenue. Forecast costs reflect operating expenses, including asset management contributions. Reserves help to manage annual variation from forecast, typically resulting from weather that differs from the long-term average.

In 2024, the total operating budget is expected to increase by \$24.2 million or 4.2% from the previous year. Higher costs are due largely to inflation in numerous areas, including major contract renewals, chemicals, materials and services, and continuing supply chain problems. Similar increases being felt by Toronto, Peel Region and Durham Region are also affecting the Region's costs for contracted water purchases and wastewater services. The program area found savings to partially offset these pressures, which are expected to continue over the budget cycle.

Water and Wastewater

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$568.9M	\$593.0M	\$612.7M	\$632.9M
Net	-	-	-	-
Budget Change		-	-	-
FTE - Total	436.1	452.4	467.4	480.4
- New		16.3	15.0	13.0
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$0.0M)	(\$0.0M)	(\$0.0M)
FTE		4.3	9.3	12.3
CAPITAL BUDGET				
2024 Budget				\$370.0M
Capital Spending Authority				\$2,284.3M
10-Year Capital Plan				\$4,416.3M

The Region will continue to manage costs through data analytics that help identify issues early and prevent serious impacts and look for other opportunities to improve processes. Predicting water and wastewater flows is becoming harder as population and systems grow and the Region sees more extreme weather. Hydraulic modelling to create “digital twins” of real-life assets, discussed in the box on page 77, provides invaluable insights and offers new ways of managing risk.

About two-thirds of the approved capital budget of \$4.4 billion for the next 10 years will go to serving growth, with the balance for rehabilitation and replacement.

Expected growth in northern communities is driving much of the need for new wastewater investment. Page 93 explains the technical factors driving higher costs to meet this need.

The capital plan will start to reflect large impacts of the new solution in 2025, when the spending need will almost double compared to the previous plan. Increases of a similar magnitude will continue for several years, totaling more than a billion dollars over the 10-year capital plan. Because of the expected duration of construction, major investments will be needed beyond the 10 years of the current plan.

On the renewal side, planned spending will total roughly \$1.5 billion. A small increase from the previous plan reflects the need to add a pumping station to ensure security of water supply and higher costs to rehabilitate wastewater equipment at the Duffin Creek plant.

Change from outlook

Changes in the budget outlook for water and wastewater have no impact on the tax levy. The 2024 approved user rate budget of \$593.0 million is essentially unchanged from the outlook in the previous budget.

Looking ahead

Even before impacts of the change required by the province, water and wastewater services were becoming more costly. Increases are being driven by higher treatment standards, a more urban Region, and the need for greater climate change resiliency. The Region is addressing these challenges through continuous efforts to build and operate more efficiently, including leveraging the benefits of integration.

It is also encouraging conservation and new attitudes to water management. The goal is to reduce the intensity of infrastructure systems needed to deliver drinking water and collect wastewater. This is essential for both financial and environmental sustainability.

Despite these efforts, meeting growth needs and caring for a much larger portfolio of complex assets will continue to present major engineering and operating challenges. Covering the related costs, especially for new growth in the north, will call for new approaches to financing and funding. This is discussed in more detail in the Long-Term Financial Planning chapter.

PROVINCIAL DIRECTION MEANS SIGNIFICANT COST INCREASES FOR REGION

Three of York Region’s northern communities – the towns of East Gwillimbury, Newmarket and Aurora – are together forecast to add more than 140,000 residents by 2051. More than one-quarter of this growth is expected over the next decade.

How the wastewater needs of these new residents will be met is a key question. In late 2022, new provincial legislation was passed requiring the Region to serve northern growth by conveying wastewater south to the Duffin Creek Plant on Lake Ontario. A plan proposed by the Region more than a decade ago but never approved would have employed a state-of-the-art solution based in the Lake Simcoe watershed.

The new direction brings a huge engineering challenge: Lake Ontario lies on the other side of the Oak Ridges Moraine, a ridge of land that crosses south-central Ontario. The new system will need to pump massive wastewater flows over the moraine and from there to the Duffin Creek plant in Pickering.

Costs of the provincially imposed solution will be enormous, adding \$1.1 billion to the original budget of \$571.1 million for the Lake Simcoe solution. Key drivers include:

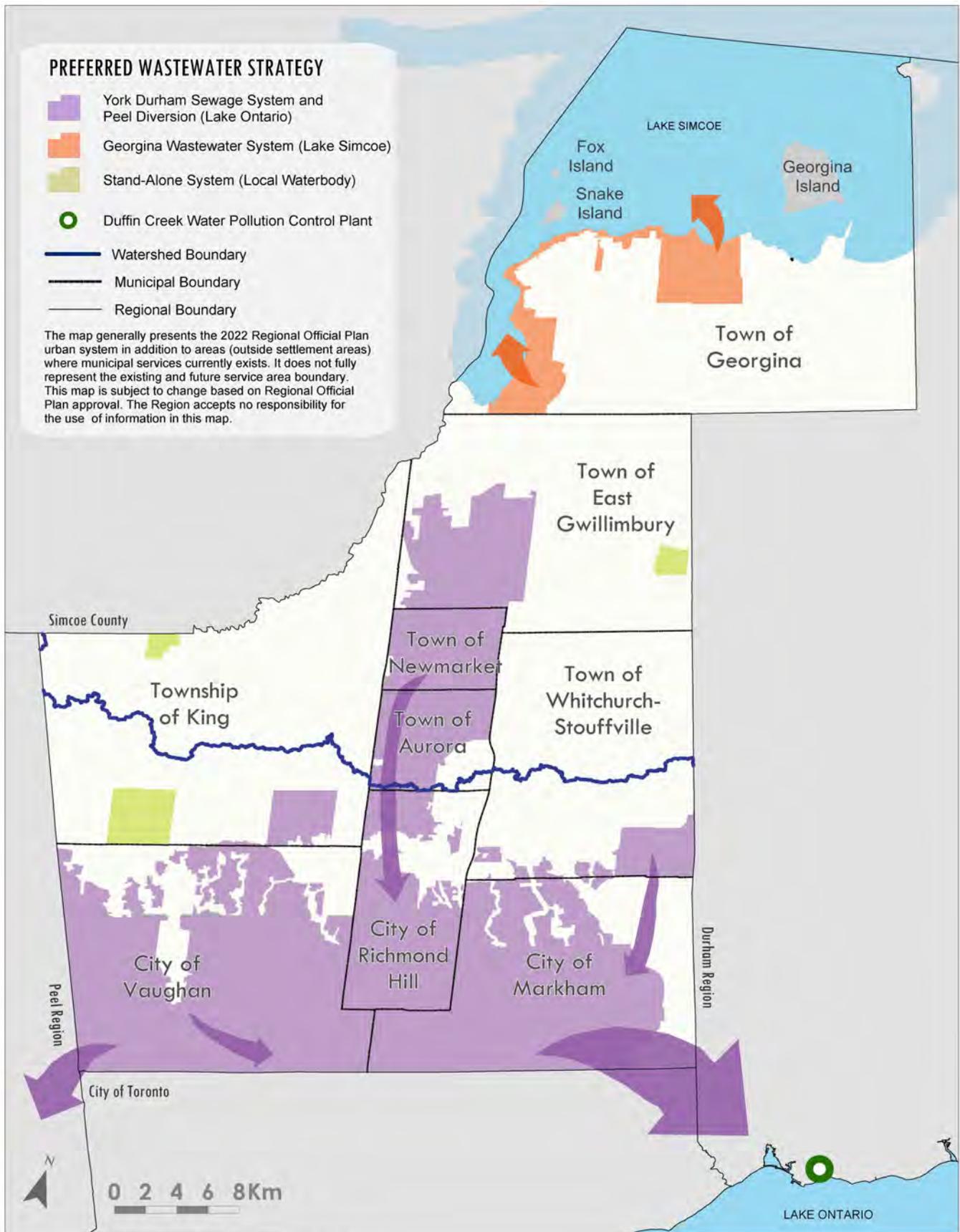
- Building four new sewage pumping stations and upgrading four others
- Adding roughly 12 kilometres of forcemain (pumped) sewer line and 26 kilometres of gravity-fed line
- Expanding the capacity of the Duffin Creek Plant and optimizing its performance

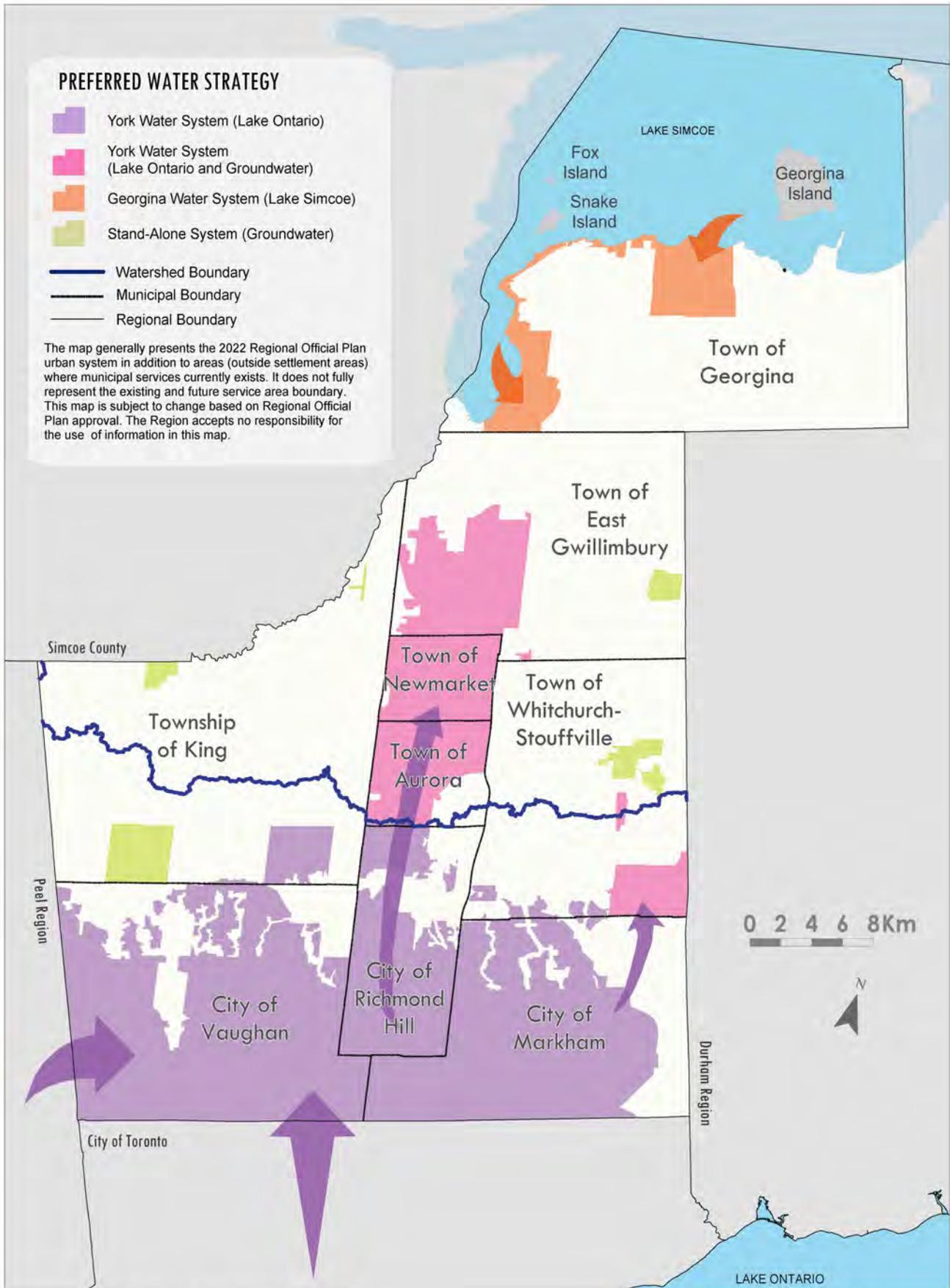
The Region’s original solution included a water reclamation plant to be built in stages to be phased with growth. The pipes needed for the new solution, in contrast, must be sized now for maximum projected flows in 2051. This means they will be oversized well into the future, which makes operation and maintenance complex and costly. And if growth is ultimately lower than forecast, the Region will have incurred unnecessarily large costs to build the assets as well as higher ongoing costs to run them.

To avoid running out of capacity as early as 2026, the Region must move immediately to start work and complete it in a compressed time frame, while also funding its share of the subway extension to Richmond Hill. The Long-Term Financial Planning chapter discusses the resulting fiscal risks.



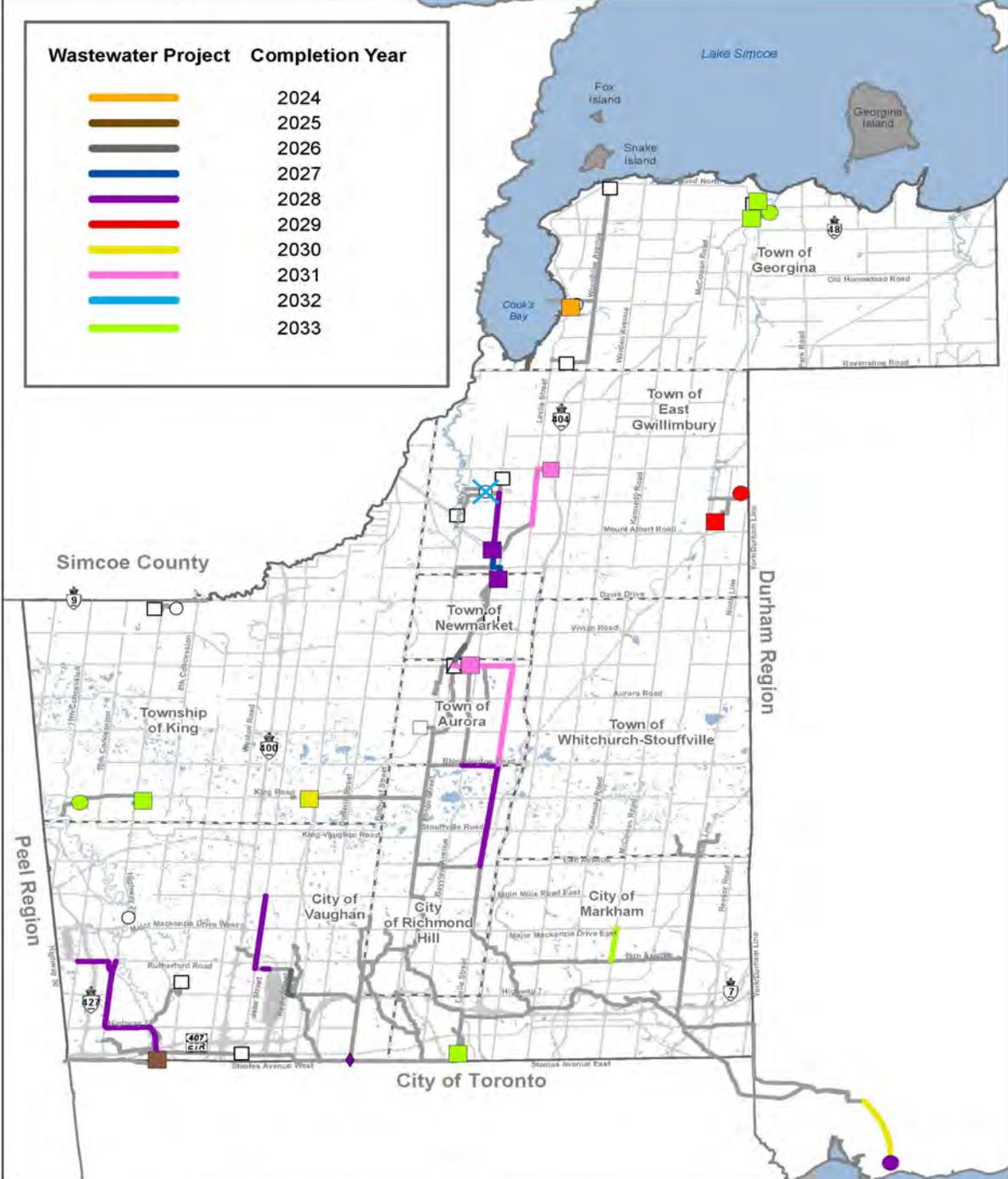
This schematic shows distances and heights required by the new Lake Ontario-based plan





2024 Wastewater 10-Year Capital Plan (Growth Projects)

Wastewater Project	Completion Year
	2024
	2025
	2026
	2027
	2028
	2029
	2030
	2031
	2032
	2033



BASE MAP INFORMATION

- Existing Trunk Sewer
- Sewage Equalization Tank
- Sewage Pumping Station
- Water Resource Recovery Facility
- Flow Control Gate
- To Be Decommissioned
- Provincial Freeway
- Provincial Highway
- Proposed Highway
- Regional Road
- Railway
- Chippewas of Georgina Island First Nation
- Water Bodies

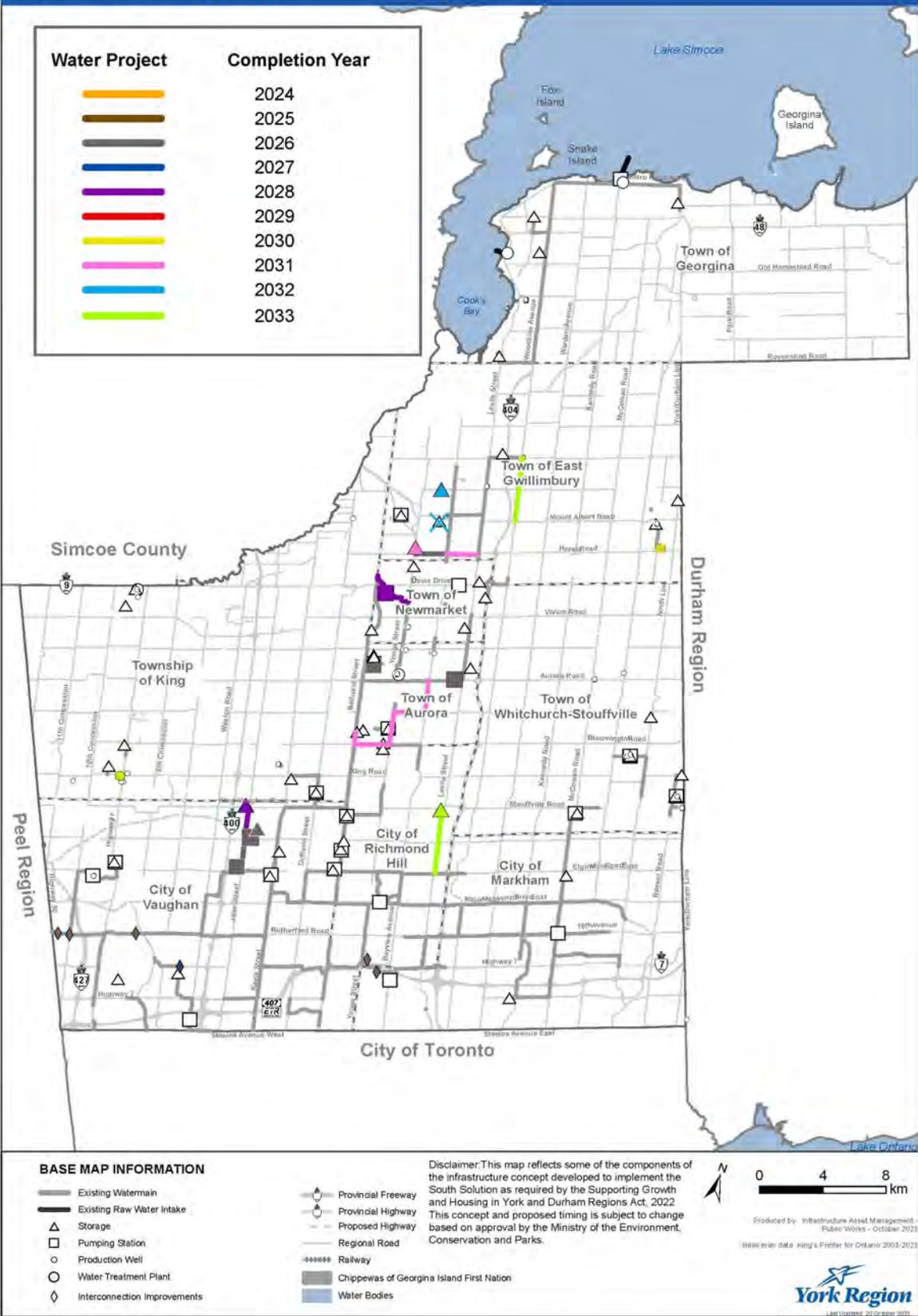
Disclaimer: This map reflects some of the components of the infrastructure concept developed to implement the South Solution as required by the Supporting Growth and Housing in York and Durham Regions Act, 2022. This concept and proposed timing is subject to change based on approval by the Ministry of the Environment, Conservation and Parks.



Produced by Infrastructure Asset Management - Public Works - October 2023
Base map data: King's Printer for Ontario 2005-2023



2024 Water 10-Year Capital Plan (Growth Projects)



WASTE MANAGEMENT

The goal underlying the Region's Integrated Waste Management Master Plan, also known as SM4RT Living, is to ensure that as little waste as possible goes to landfill. This involves strong continuing efforts to reduce the amount of waste generated in the Region and to manage as efficiently as possible the waste that is collected.

A key component of SM4RT Living is encouraging a move to the circular economy, in which sustainability, reuse and recycling are designed into products to eliminate waste.

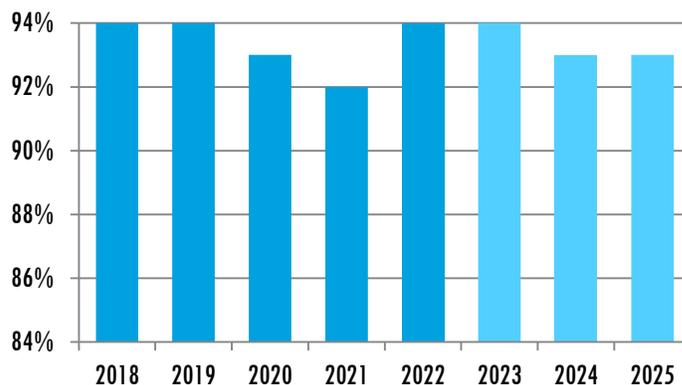
The provincial government provides a legislated framework for waste management, including recycling and organic waste composting. At present, York Region's local municipalities collect blue box and green bin materials, yard waste and residual waste at the curbside from residences and deliver them to Regional facilities. There, blue box materials are sorted before going to end markets, yard waste is processed, green bin organics are sent to external contractors to be processed, and residual waste is consolidated and transported to energy recovery.

Ontario is moving to a new framework under which producers will be responsible for the blue box. In York Region, the change will take place at the start of 2026. The Looking Ahead section below discusses ongoing concerns about the shift.

York Region tonnages of various waste streams continue to evolve. After sharp increases in 2020 due to pandemic-related lockdowns, waste tonnage, including green bin, began to fall. By 2022, tonnage was near 2019 levels as more residents returned to workplaces. (Workplace waste is typically managed by private companies.)

Blue box tonnage also continued to decline, a trend that started before the pandemic. In 2023, blue box revenues were undercut by the continuing problem of contamination. This included moisture, organic waste and other ineligible materials in the blue box that spoiled normally marketable items. As a result, almost one third of the tonnage from the blue box had to be incinerated or sent to landfill instead of being sold. The Region continues to work with internal audit services, local municipalities and the operator of its processing facility to address contamination. The Looking Ahead section discusses the potential impact on contamination when producers become fully responsible for the blue box.

% OF RESIDENTIAL SOLID WASTE DIVERTED FROM LANDFILL



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

This metric measures the percentage of waste diverted from landfill. By the end of 2025, producers will be responsible for the blue box, which is the most recyclable stream and therefore has the highest diversion rate. This will require the Region to change the formula for calculating the metric and therefore, years beyond 2025 will not be comparable. With the Region responsible for remaining streams that are harder to divert, emphasis will be on reducing waste produced as the most sustainable option, both financially and environmentally. This is the aim of the SM4RT Living Plan, which promotes the Strategic Plan Priorities of Sustainable Environment and Good Government.

Market prices for blue box materials that can be sold have also declined from recent highs. Revenues per tonne went from roughly \$70 in 2020 to more than \$180 in 2021 and hit a peak of \$276 a tonne in May 2022. Revenues then began to trend downward, while showing considerable volatility in 2023. Overall, the average is expected to be in line with the benchmark of \$90 a tonne for 2023 in last year's budget.

Early in 2023, Regional Council approved a new long-term contract for processing green bin waste, also called source-separated organics, using anaerobic digestion. The anaerobic process takes place in a closed system, eliminating odours, and produces usable biogas as an end product. The gas displaces a fossil fuel when fed into the grid, meaning that GHGs associated with anaerobic digestion are net negative. The new anaerobic facility, scheduled to open in 2027, will be located in York Region and as a result there will be significant savings in both costs and emissions compared to the current need to truck waste to more distant aerobic facilities.

York Region achieved 94% diversion from landfill in 2022, the most recent full year for which information is available, surpassing the target of 90% set out in its Official Plan. This figure includes waste used to generate energy at the Durham-York Energy Centre and other facilities. The residual share going to landfill remains roughly the same as in previous years. For several years, York Region has led large urban municipalities in Ontario in diversion as reported by the Resource Productivity and Recovery Authority, which excludes energy from waste.

Budget overview

Trends in waste generation are becoming more stable as working-from-home patterns firm up. As a result, changes in home-generated waste are not forecast to have a major impact on the Region's costs in 2024 and beyond.

Other factors, however, are creating cost pressures in the short term. Waste management has budgeted for total operating costs of \$82.3 million in 2024, up from \$78.5 million in 2023. The net taxy levy budget is projected at \$55.8 million, an increase of \$10.6 million or 23.5% from 2023. In both cases, the change largely reflects sharp jumps in the cost of contracted services. Expected revenues from the blue box in 2024 are based on a forecast price of \$90 a tonne, down from the peak in 2022, and lower marketable tonnage. Pressures have been partially offset by higher fees for waste dropped off at depots and draws from the waste management stabilization reserve.

The 2025 outlook is for a drop in the tax levy budget as inflationary pressures moderate. Starting in 2026, when producers become responsible for the blue box, revenues and expenses related to this stream are both expected to decline. As a result, both the total and tax levy budgets will decrease.

Waste Management

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$78.5M	\$82.3M	\$85.2M	\$66.6M
Net	\$45.2M	\$55.8M	\$51.0M	\$45.1M
Budget Change		\$10.6M	(\$4.8M)	(\$5.9M)
FTE - Total	30.1	30.1	30.1	30.1
- New		-	-	-
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		\$9.3M	\$1.5M	(\$7.2M)
FTE		-	-	-
CAPITAL BUDGET				
2024 Budget				\$3.2M
Capital Spending Authority				\$8.7M
10-Year Capital Plan				\$113.2M

Removing responsibility for the blue box should result in lower net costs for the Region, as the expense of processing this stream was typically greater than revenues from marketable materials.

Costs related to the remaining waste streams, especially green bin organics, will present a continuing pressure.

The Looking Ahead section discusses risks related to all three streams.

The approved 10-year capital budget totals \$113.2 million, of which \$3.2 million would be spent in 2024.

Change from outlook

The 2024 tax levy budget is \$9.3 million higher than the outlook in the previous budget, mainly reflecting higher contracted costs.

Looking ahead

After the transition to full producer responsibility for the blue box, the Region and its local municipal partners will continue to be responsible for two key streams of curbside waste: the green bin (source-separated organics) and garbage (residual waste). Reporting now focuses on these two streams, with targets for each set out in the SM4RT Living Plan. Yard waste is excluded from targets as it largely reflects external factors like extreme weather and is therefore hard to predict.

The cost of managing these streams falls almost entirely on the tax levy. Together, they account for more than 60% of the current budget and three-quarters of waste by tonnage.

Costs to manage both remaining streams continue to escalate, especially given the sharp rise in contract prices in the industry. In addition:

- Under the new blue box framework, service providers might have to meet a 4% contamination target set by Circular Materials Ontario, a producer responsibility organization. Achieving this ambitious target, which is far below current levels, could involve stringent enforcement at the curb, including leaving blue box materials behind. If that happened, the rejected materials might become part of the residual waste stream managed by the Region.
- The green bin organic waste stream is expected to continue growing at least as fast as the Region's population, despite efforts to curb its growth. It is the most expensive stream to process, at a current budgeted cost of \$199 a tonne, and in 2022 more than 106,000 tonnes were processed.
- Materials used for packaging are sometimes labelled as "compostable," so consumers add them to the green bin. But in many cases these materials cannot be easily processed as organic waste and instead must be removed from the green bin and treated as residual waste. Provincial rules do not set performance targets or management requirements for packaging labelled as compostable, so the Region and other Ontario municipalities need to monitor their use and the impact on costs, especially after producers become responsible for the blue box.

Together, these factors are likely to cut into any gains from the shift to producer responsibility for the blue box.

Given the ongoing cost pressures, SM4RT Living continues to focus on the only sustainable option: reducing the volume of waste, especially food waste, that is generated.

FORESTRY

This program builds, protects and enhances green infrastructure, which is increasingly recognized as a public asset with high social, economic and environmental value. Green infrastructure includes trees, shrubs and other vegetation across the Region's urban and rural landscapes.

Green infrastructure offers a wealth of benefits: it costs less to create than built infrastructure, reduces energy costs, protects source water and makes stormwater easier to manage, helps cool urban areas, improves air quality, mitigates climate change and reduces its impacts, and contributes to active and healthy communities.

Mental and physical benefits of spending time in nature are well documented. For example, a 2021 survey of existing research led by the World Health Organization identified a need for a holistic approach to green spaces that values both their ecosystem services and the wide range of health and well-being benefits they provide.

This is why, as the Region grows and becomes more urban, maintaining and adding to greenspaces will be critical in meeting the Region's commitment to healthy communities. In 2022, Council approved an update to the Region's Greening Strategy, reaffirming the Region's commitment to on-the-ground action to support its goal of a sustainable natural environment.

York Region is also making progress on ambitious targets of 40% and 25%, respectively, for canopy and woodland cover provided by trees and shrubs on public and private lands. Canopy cover measures coverage provided by trees and shrubs in all locations, while woodland cover applies to larger and more densely treed wooded areas. Recent survey work indicates that cover is greater than when the targets were set in 2016, with canopy cover at 33.4% and woodland cover at 23.6%.

RESIDENTS CAN PLAY A KEY ROLE IN COMBATING INVASIVE SPECIES

Invasive species pose a serious threat in York Region, bringing damage to the environment, risks to human health and community wellness, and major economic costs.

What is an invasive species? It's any organism – an animal, plant, insect, fungus or pathogen – that causes harm in a new environment where it is not native. In recent years, for example, the Region has seen the devastating impacts of emerald ash borer, a non-native insect that wiped out thousands of ash trees and cost millions of dollars to manage.

Now Ontario faces threats to its oaks and hemlocks.

- Oak wilt, which has killed more than a million trees in the U.S., was found for the first time in the Niagara region and near Barrie in 2023. To help stop the spread, residents are asked not to prune or wound oaks between April and November, when the beetle carrying the disease is most active, and not to move firewood of any species.
- Hemlock woolly adelgid is established in several pockets in Ontario despite efforts to eradicate it. The aphid-like insect feeds on water and nutrients in the needles of a tree, ultimately killing it. While the species in Ontario cannot fly, it is easily spread to new areas by wind, animals (mainly birds), or humans. As with oak wilt, moving firewood heightens the risk of its spread and should be avoided.

York Region helps to support early detection of invasive threats through communication campaigns and partnering with organizations such as the Ontario Invasive Plant Council and the Invasive Species Centre.

Two mobile applications — EDDMapS Ontario and iNaturalist — allow any user to upload photos of possible invasive species in real time, with location pinpointed. Reports are vetted by specialists and, if a priority species is confirmed, the authorities are notified and a response is coordinated.

The York Regional Forest, which covers roughly 2,500 hectares or almost 6,200 acres, is a major living asset that contributes to both canopy and woodland cover. Several factors, including pandemic-related lockdowns and an increasing number of retirees in the Region, have increased visits to the forest. In line with the Region’s 20-year management plan for the forest, higher usage calls for ongoing education to protect the forest as both an environmental and community asset.

Well-designed streetscapes also provide a very visible public amenity and foster a sense of community. The Region has invested heavily over the past several years in enhancing and beautifying streetscapes along Regional roads, through both the bus rapidways and the Great Regional Streets initiative.

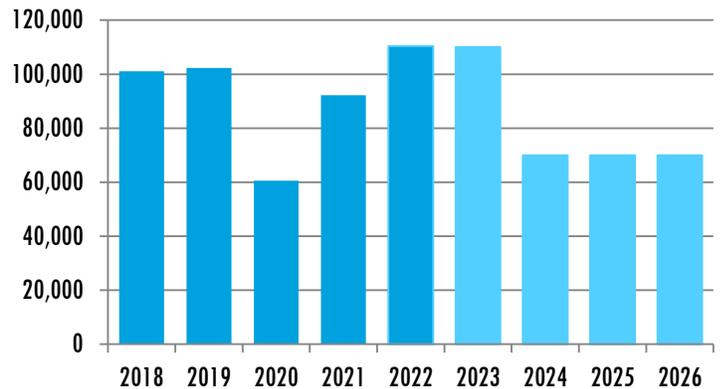
Maintaining streetscapes is an increasingly important role of the Forestry program. Good care and leading-edge practices are allowing the Region’s street trees to flourish despite significant challenges. These challenges, which all trees in the Region face, include damage from extreme weather and other climate change impacts, and destruction caused by invasive species such as emerald ash borer. The sidebar on the previous page explains how residents can help monitor for new threats, including oak wilt, and prevent their spread.

Budget overview

The approved gross operating budget for Forestry in 2024 is \$17.7 million. It is 91.5% supported by the tax levy, with the balance funded by permits, timber harvest revenues and reserves. The approved net budget, at \$16.2 million, would increase by \$1.3 million or 8.5%. It would then rise by 5.0% in 2025 and 4.3% in 2026.

Higher costs in Forestry are largely due to the increasingly urban location of forestry assets. This includes 34 kilometres of bus rapidways and 7 kilometres of Great Regional Streets with enhanced streetscaping. Ongoing annual costs range from \$2,000 a kilometre for standard care of trees growing in a boulevard to \$131,000 a kilometre for rapidway corridors with trees, landscaped centre medians and boulevard planters that require a water truck and manual watering.

OF TREES AND SHRUBS PLANTED ANNUALLY THROUGH THE REGIONAL GREENING STRATEGY



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

The Regional Greening Strategy completed a refinement in 2022, reviewing existing programming and identifying opportunities to protect other habitats, including meadows, wetlands, hedgerows, rural lands and naturalized urban areas. The update also supports broader community involvement in greening programs.

The Greening Strategy deliverable/target is 70,000 trees and shrubs planted annually. In 2023, the two millionth tree was planted through the Greening Strategy. Since the launch of the Greening Strategy in 2001, a total of 2,024,000 trees and shrubs have been planted.

New technology is expected to help Forestry address high costs of maintenance in complex settings. A pilot project is using remote sensors to transmit soil moisture data, reducing the need for staff to take on-site tests. As more data is collected, it will be used to schedule waterings as needed, which could reduce costs compared to regular weekly watering while maintaining the health of plantings.

Forestry’s approved capital budget for 2024 is \$5.7 million, which would include funding related to expanding the York Regional Forest to meet increasing demand for public green space. Over the remainder of the 10-year capital plan planned capital spending will average about \$3.5 million a year. A large part of the budget is for trees and other green infrastructure. Remaining capital includes vehicles and other equipment, as well as amenities and other assets in the Regional Forest and elsewhere.

Change from outlook

The \$0.2 million increase from outlook in the previous budget largely reflects higher-than-expected inflation.

Forestry

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$16.5M	\$17.7M	\$18.6M	\$19.4M
Net	\$14.9M	\$16.2M	\$17.0M	\$17.7M
Budget Change		\$1.3M	\$0.8M	\$0.7M
FTE - Total	28.1	29.1	30.1	30.1
- New		1.0	1.0	-
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		\$0.2M	\$0.2M	\$0.3M
FTE		-	-	-
CAPITAL BUDGET				
2024 Budget				\$5.7M
Capital Spending Authority				\$17.2M
10-Year Capital Plan				\$37.5M

Looking Ahead

The health and abundance of its street trees and forests is paramount as York Region prepares for new residents, more intense land use and expanded transit services:

- In crowded urban centres, trees and other landscaping are needed to provide refuge, shade and a visual contrast to the built environment.
- Ensuring all residents have access to green space is key to maintaining quality of life.
- Slower-than-expected growth in woodland canopy cover because of losses to development is a reminder of the need to balance competing land uses to keep the Region’s communities livable and sustainable.
- Special requirements of caring for street trees, shrubs and perennials in highly urbanized settings will continue to have a significant impact on the forestry budget.
- As public visits to the Regional Forest continue to grow, it will be increasingly important to balance social benefits with actions to protect and enhance its environmental value as an evolving natural landscape.

At a broader level, the Region is looking to better integrate green infrastructure into all capital plans and projects to serve residents more cost-effectively. This is in line with several important Regional directions that emphasize both fiscal and environmental sustainability as growth continues.

CLIMATE CHANGE & ENERGY CONSERVATION

With increasing climate change impacts and higher prices for fossil fuels, the work of the Climate Change and Energy Conservation team is more critical than ever.

The team tracks and works to reduce the Region's energy use, GHG emissions and impacts on the environment. Its activities also help to reduce operating costs and demands on infrastructure.

The team is guided by the 2019 Energy Conservation and Demand Management Plan and the 2022 Regional Climate Change Action Plan, as well as other policy documents. In 2023 an update of the Energy Conservation and Demand Management Plan began, with the goal of tabling at Regional Council in 2024 as required by provincial legislation.

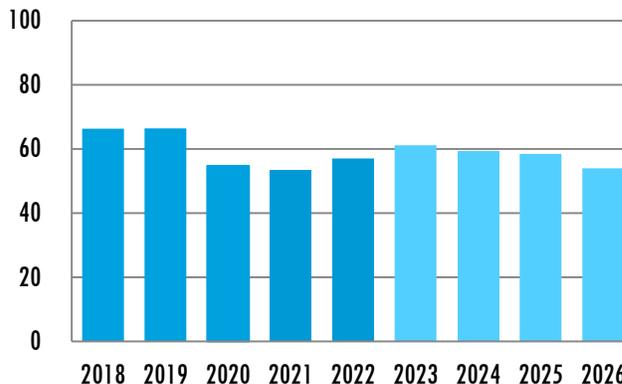
The program area reports annually on energy usage and trends. This information will be incorporated into the Region's new Environmental, Social and Governance reporting standards, which are discussed in the Planning and Budgeting chapter.

The 2022 report on Regional government's energy use showed that GHG emissions rose by 4,900 tonnes from 2021, increasing across all categories, and per-capita usage rose by 7%. Even with the gains, however, emissions were below the target levels for 2022 set in the 2019 Energy Conservation Demand Management Plan.

The rises largely reflect lessening of pandemic-related impacts. In particular, transit ridership has rebounded, as noted on page 80. Public transit replaces single-occupant vehicles on local roads, so higher transit use can help lower community-wide emissions.

Energy costs reached \$57.8 million in 2022, an all-time high driven by federal carbon tax and a spike in global oil prices resulting from the conflict in Ukraine, as well as higher consumption.

OF TONNES OF GREENHOUSE GAS EMISSIONS ACROSS REGIONAL OPERATIONS PER CAPITA



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

Total corporate greenhouse gas emissions in 2022 were 70,650 tonnes, an increase of 7.5% over 2021 but still 12% below 2019 Energy Conservation and Demand Management Plan forecasted emissions. Corporate emissions in 2022 increased as a direct result of Transit service emissions, which increased in response to a 46% increase in ridership over the prior year.

Per capita corporate emissions since 2006 have trended downward while population growth and demand for services have increased over the same period. Corporate emissions are forecast to continue to grow as the Region emerges from the COVID-19 pandemic, but staff are working to limit growth with investments in efficiency made during the pandemic.

Between 2006 to 2022, the Region's population has grown by 31% while corporate emissions from York Region service delivery have decreased by 6%.

The Region has made consistent efforts over the past several years to curb energy use through conservation, innovative practices and greater use of low-carbon sources of energy. For example:

- Energy audits have been done on over 1,300 community housing units across 18 Housing York Inc. buildings, equipment has been installed at the Richmond Hill Hub to optimize heating and cooling efficiency, and new LED lighting in two other locations is reducing electricity use and costs while improving lighting quality.
- Twelve battery electric buses integrated into York Region’s transit fleet had travelled almost 600,000 kilometres by the end of 2022, reducing greenhouse gas emissions by 500 tonnes and further increasing benefits of public transit mentioned above. Electric vehicles also have lower ongoing maintenance costs.
- Upgrades to existing buildings are being planned based on cost-effectiveness and state-of-good-repair capital plans. Studies will look at 25 of the highest energy-consuming buildings within York Region’s portfolio.
- A possible new initiative would use energy within wastewater to offset natural gas usage for heating and electricity for cooling. If viable, this could offset 30,000 tonnes of community-based GHGs each year.

Ongoing savings from retrofits and new assets amount to tens of thousands of dollars a year. As plans for lower-carbon energy use advance, however, the higher initial cost of upgrading older buildings has become evident. As a result, consolidating space into newer, more energy-efficient facilities, such as the recently opened administrative building at 17150 Yonge Street, will be a key factor in reducing fossil fuel use cost-effectively.

Budget overview

Climate Change and Energy Conservation’s approved total operating expense of \$1.4 million for 2024 represents 0.1% of the department’s total. Its net budget would be \$1.2 million. In both cases, there would be no change from the previous year.

The net budget is expected to increase slightly in 2025, to \$1.3 million, and stay at that level in 2026.

The approved 10-year capital budget totals \$29.8 million, of which \$1.4 million would be spent in 2024. The program area invests in energy efficiency retrofit projects and renewable energy projects, leveraging additional support from external grants and incentives where available.

Change from outlook

The 2024 tax levy budget is \$0.1 million lower than the outlook in the previous budget, reflecting new savings.

Climate Change and Energy Conservation

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$1.4M	\$1.4M	\$1.4M	\$1.5M
Net	\$1.2M	\$1.2M	\$1.3M	\$1.3M
Budget Change		(\$0.0M)	\$0.1M	\$0.0M
FTE - Total	7.0	7.0	7.0	7.0
- New		-	-	-
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$0.1M)	(\$0.1M)	(\$0.1M)
FTE		-	-	-
CAPITAL BUDGET				
2024 Budget				\$1.4M
Capital Spending Authority				\$7.7M
10-Year Capital Plan				\$29.8M

Looking Ahead

Reducing GHG emissions is crucial to limiting risks associated with climate change. The Region's Climate Change Action Plan focuses on achieving net-zero carbon emissions by 2050. This is also in line with the federal government's *Canadian Net-Zero Emissions Accountability Act, 2021*.

Climate action in York Region includes switching to low-carbon electricity, preferably locally generated, for vehicles, buildings and other needs, and reducing the need for energy for heating and lighting through building design and retrofits.

The federal carbon tax acts as a strong and growing incentive for change. As of April 1, 2023, the tax was \$65 a tonne. By 2030, it will grow to \$170 a tonne and cost York Region an estimated \$9.7 million annually even after taking into account currently planned conservation measures. Global events have also underscored the risks and costs of continued reliance on fossil fuels.

The Region's efforts to reduce its carbon footprint through electrification rely on the mix of electricity generated for the province as a whole. In July 2023, the Ontario government released a new plan that referred to increasing zero-emissions electricity generation, including nuclear capacity and long-term planning to procure wind, solar and hydroelectric generation. It also discussed working to reduce demand and increase use of local energy sources such as rooftop solar.

While these are encouraging steps, the Region continues to advocate for better alignment among federal, provincial and municipal energy goals. Alignment is critical to achieving maximum benefits from actions the Region is taking to reduce emissions through electrification.



YORK REGION RAPID TRANSIT CORPORATION

plans, designs and delivers an exceptional rapid transit system attracting, moving and connecting people to York Region's urban centres and destinations.

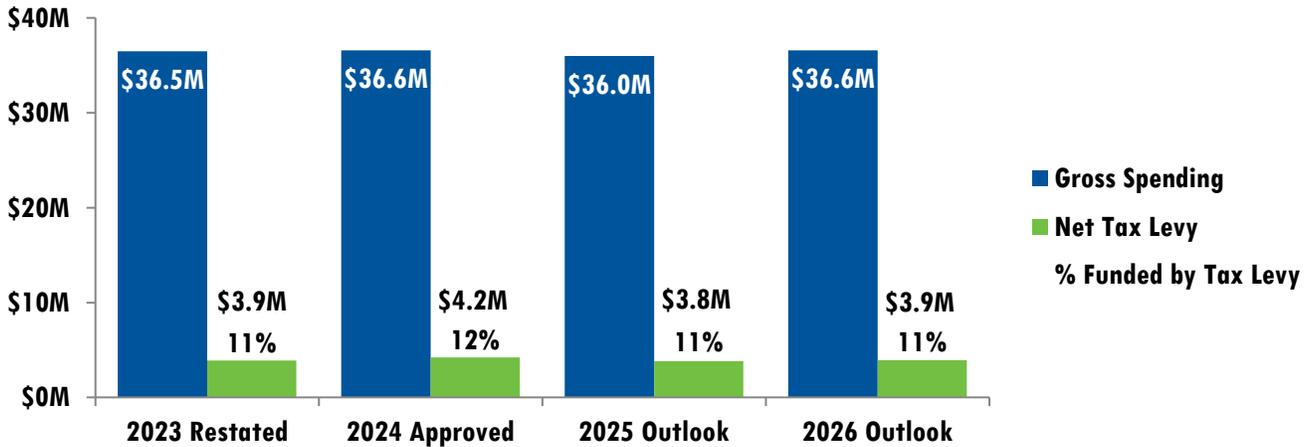


THE YORK REGION RAPID TRANSIT CORPORATION OPERATING BUDGET IS...

**1.2% OF TOTAL
REGIONAL EXPENDITURES**

**0.3¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



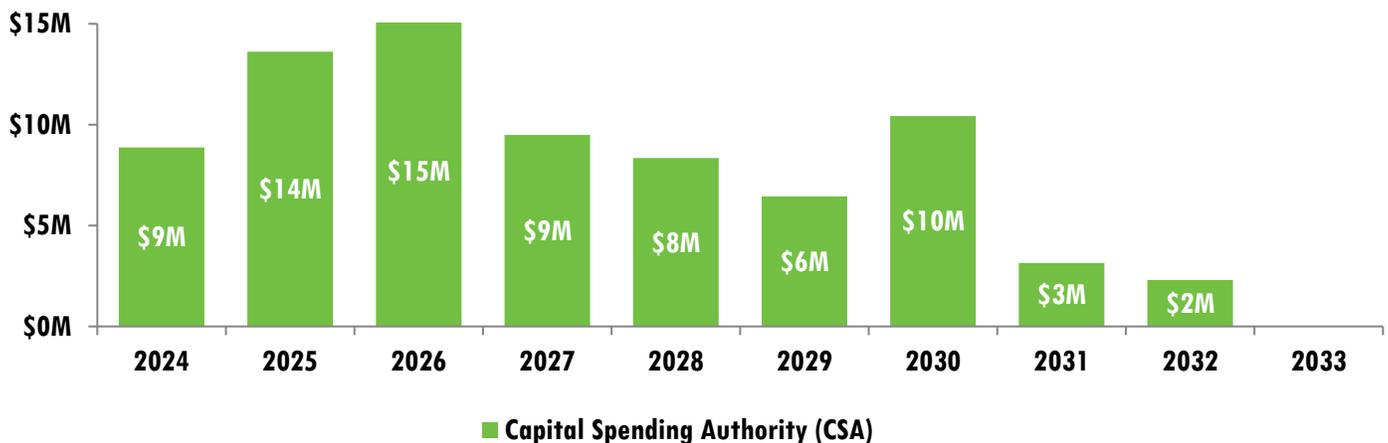
THE YORK REGION RAPID TRANSIT CORPORATION CAPITAL BUDGET IS...

**0.7% OF THE
REGION'S 10-YEAR PLAN**

**1.3% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$78M OF CSA AND SPENDING OVER 10 YEARS



BRINGING RAPID TRANSIT SOLUTIONS TOGETHER

York Region Rapid Transit Corporation works together with York Region to advocate for investments in higher-order transit, and to plan, design and deliver the rapid transit network. As the Region continues to grow, transit options support new jobs, residents and housing, including affordable housing served by transit. They also help to make growth sustainable by reducing GHG emissions from private vehicles.

Projects to date have included extension of the subway to Vaughan Metropolitan Centre in 2017 and the construction of 34 kilometres of bus rapid transit corridors in the Region.

The corporation is supporting the advancement of the Yonge North Subway Extension, York Region’s top transit priority, working closely with the Region and the project lead, Metrolinx. It is also advancing plans to add more than 130 kilometres to the network of bus rapid transit corridors along the Region’s busiest roads.

WHAT SHAPES THE CORPORATION’S BUDGET

The Planning and Budgeting chapter explains that York Region prepares a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region’s *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how York Region Rapid Transit Corporation supports *Vision’s* areas of focus and the Strategic Plan’s priorities through objectives, performance measures and activities.

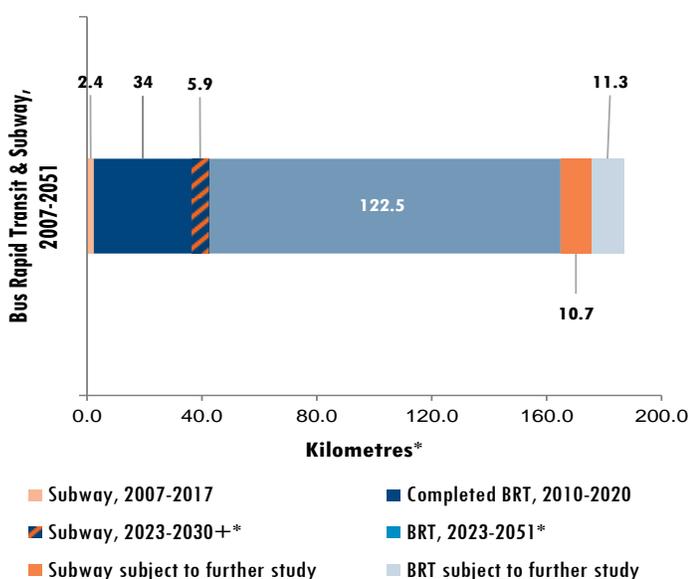
Progress is regularly reported using performance measures. These are listed in the table below, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 ECONOMIC VITALITY	Foster Economic Prosperity	Invest in a safe, effective transportation system that connects people, goods, and services	# of bus rapid transit and subway kilometres completed and needed for the full rapid transit network		Advance the next generation of rapid transit projects to increase the kilometres of rapid transit in York Region
	Support Community Well-Being	Sustain and increase affordable housing choices	% in completing York Region’s rapid transit program		Complete York Region’s rapid transit projects to improve connections for travellers and provide sustainable alternative modes of travel
	Drive Environmental Stewardship	Deliver and promote environmentally sustainable services			
 HEALTHY COMMUNITIES					
 SUSTAINABLE ENVIRONMENT					
Legend	 = Trending in the desired direction	 = Not trending in the desired direction	 = Trend data not available for reporting		
	 = Strategic Plan	 = Departmental Plan			

York Region Rapid Transit Corporation supports the economic vitality of the Region by helping to create the transit infrastructure needed to grow jobs and the economy and to provide more housing options for residents. In addition, transit investment supports the sustainable environment area of focus in York Region’s *Vision* through encouraging sustainable growth while reducing traffic congestion and helping to mitigate climate change impacts by reducing GHG emissions.

York Region Rapid Transit Corporation’s budget is shaped by the need for York Region to advance local priorities on the Yonge North Subway Extension in partnership with Metrolinx, Infrastructure Ontario and stakeholders, and complete environmental assessments and preliminary design engineering for the prioritized bus rapid transit corridors to keep the next generation of bus rapid transit in a state of readiness.

OF BUS RAPID TRANSIT AND SUBWAY KILOMETRES COMPLETED/NEEDED FOR THE FULL RAPID TRANSIT



* Kilometres are approximate, and include only segments in York Region. YNSE completion date is pending dates from Metrolinx. BRT 2023-2051 includes Steeles Avenue in City of Toronto’s jurisdiction.

Areas of Focus and Related Priority:

Economic Vitality - Foster Economic Prosperity, Healthy Communities - Support Community Well-being and Sustainable Environment - Drive Environmental Stewardship

Objective(s):

- Invest in a safe, effective transportation system that connects people, goods, and services
- Sustain and increase affordable housing choices
- Deliver and promote environmentally sustainable services

About the graph:

This metric shows the kilometres (km) of rapid transit completed in the first phases of York Region’s Rapid Transit Plan, and planned kilometres of bus rapid transit and subway. 34 km of dedicated bus rapid transit lanes were completed by 2020 and a subway extension from Toronto to Vaughan Metropolitan Centre opened in 2017.

2023 Accomplishments

In 2023, in addition to planning for the Yonge North Subway Extension, detailed design of bus rapid transit lanes along Simcoe Promenade in Markham Centre began, with construction due to start in 2024.

The corporation worked with York Region to conduct a prioritization exercise for the next phase of the Region’s Rapid Transit Network. The results of this exercise allow preliminary work to move forward on bus rapid transit projects, to ensure they will be ready for implementation as funding becomes available from senior levels of government.

In 2022 and 2023, York Region Rapid Transit Corporation’s projects received various awards including a Project of the Year award and an Award of Merit for bus terminals in Markham and Vaughan, and communications awards for an ad campaign and annual report.

Rapid Transit Network Plan

>130 km of bus rapid transit is needed by 2051 to support York Region's projected growth*

- 1 **Highway 7 West**
Highway 50 to Helen Street
- 2 **Jane Street**
Major Mackenzie Drive to Highway 7
- 3 **Major Mackenzie Drive**
Highway 50 to Donald Cousens Parkway
- 4 **Steeles Avenue** [City of Toronto jurisdiction]
Highway 27 to York-Durham Line
- 5 **Leslie Street**
Major Mackenzie Drive to Steeles Avenue
- 6 **McCowan Road**
Major Mackenzie Drive to Steeles Avenue
- 7 **Highway 7 East**
Andre De Grasse Street to York-Durham Line
- 8 **Yonge Street**
19th/Gamble Road to Savage Road North
- 9 **Yonge Street North and Green Lane**
Davis Drive to East Gwillimbury GO Station
- 10 **Future Subway Extension**
Jane Street: Highway 7 to Major Mackenzie Drive
- 11 **Future Subway Extension**
Yonge Street: High Tech Road to Major Mackenzie Drive
- 12 **Yonge North Subway Extension**
Finch Station to High Tech Road



* Network is based on York Region's 2022 Transportation Master Plan and may be revised with future TMP updates. Kilometre lengths are approximate and corridors are not numbered in order of priority. The map is not to scale, and was last revised in September 2023.

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Operating budget

The total approved operating budget for 2024 is \$36.6 million, representing 1.2% of the Region's gross budget. The approved net tax levy budget is \$4.2 million, or 0.3% of the Region's total, an increase of 8.6% over the year before. No new regular full-time positions are planned to be added in 2024.

Change from outlook

The approved net budget is essentially unchanged from the outlook last year.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	36,481	3,882	36,587	4,215	36,005	3,830
Status Quo	325	325	(378)	(378)	(110)	(110)
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	558	15	(239)	19	258	84
Program and Service Level Adjustments	(7)	(7)	(26)	(26)	123	123
Subtotal	551	8	(265)	(7)	381	207
Debt Servicing Net of Development Charges	(770)	0	60	-	315	(0)
Fiscal Strategy	-	-	-	-	-	-
Maintaining Service Levels for Growth	0	0	(0)	(0)	-	-
Enhancements and Transformation	-	-	-	-	-	-
Impacts of COVID-19	-	-	-	-	-	-
Approved Budget	36,587	4,215	36,005	3,830	36,591	3,928
Total Budget Change	106	333	(582)	(384)	586	97
	0.29%	8.58%	(1.59%)	(9.12%)	1.63%	2.54%
Restated Outlook	36,493	4,211	35,823	3,821	36,393	3,916
Increase/ (Decrease) from Outlook	94	4	181	9	198	11

Staffing changes

(Full-Time Equivalents)	2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	32.0		32.0		32.0	
New	-	-	-	-	-	-
Conversions	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-
Approved Budget	32.0		32.0		32.0	
Budget Change	-	-	-	-	-	-
Restated Outlook	32.0		32.0		32.0	
Increase/ (Decrease) from Outlook	-		-		-	

Capital budget

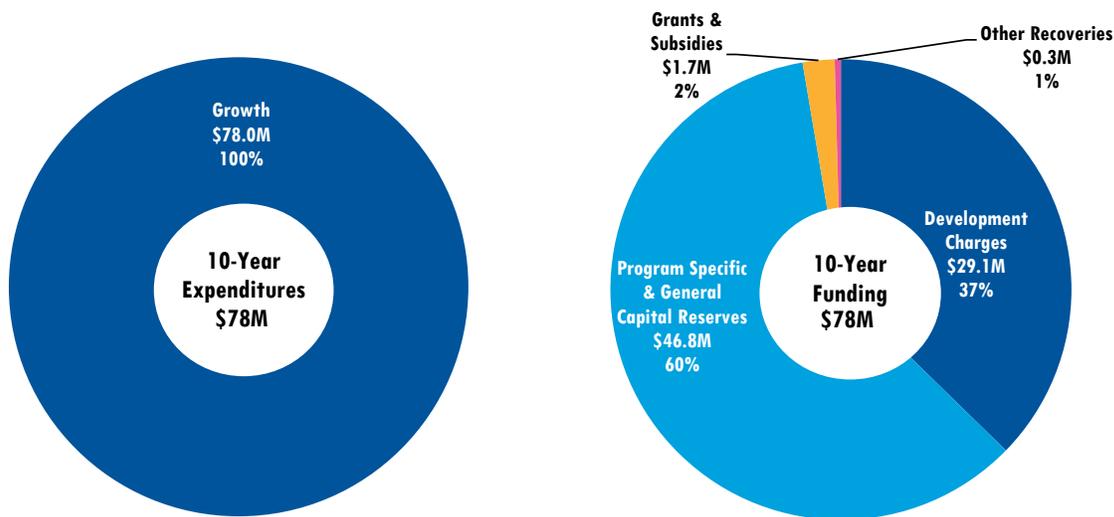
Approved capital spending for 2024 is \$8.9 million, while the 10-year capital plan total for the corporation is \$78.0 million. Capital spending in the early years will advance the subway extension and ensure bus rapid transit projects can quickly move into construction as funding is confirmed. Further details of capital spending related to the subway project appear in the Yonge North Subway Extension chapter beginning on page 215.

As the table below shows, the totals for York Region Rapid Transit Corporation represent funding within the Region’s expected fiscal capacity. The bottom line of the table outlines needs related to Council priority projects that are contingent on support from senior governments. In 2026 and beyond, for example, additional funding could come from the federal Permanent Public Transit Fund.

10-year capital budget

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
York Region Rapid Transit Corporation								
Total Project Expenditures	8,864	13,610	15,360	9,480	8,347	22,297	77,958	77,958
Priority projects pending senior government funding commitments								
Bus Rapid Transit	-	7,000	7,000	255,267	255,267	1,265,722	1,790,256	-

Note: Expenditures under “Priority projects pending senior government funding commitments” include next generation bus rapid transit construction projects not currently reflected in the 10-year plan as senior government funding commitments are not yet secured



Note: Development Charges include: reserves, as well as funding for shortfalls related to recent provincial measures such as the *More Homes Built Faster Act, 2022*

Operating impact of capital

Through Metrolinx, the province owns dedicated bus lanes and stations built as bus rapid transit investments and is responsible for their long-term rehabilitation and replacement. New traffic signals, tree-lined sidewalks, bike lanes, bridges and other infrastructure resulting from bus rapid transit projects are Regional or local municipal assets, along with upgraded utilities such as water mains and fibre-optic cable.

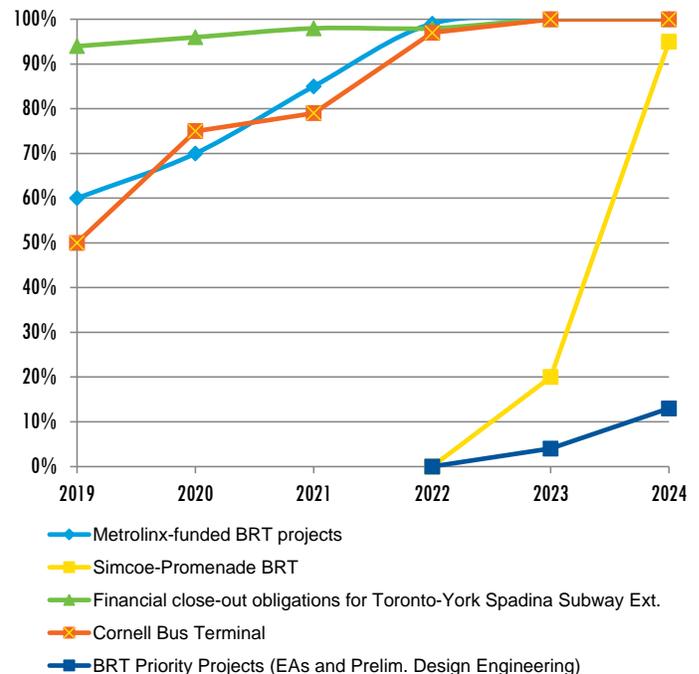
The Region's Public Works department operates bus services, clears snow, maintains the provincially owned bus rapid transit stations and cares for related trees and other plantings. It also directly owns transit service/repair facilities, terminals and vehicles, operates and maintains them, and contributes to asset management reserves for Region-owned assets. The Public Works chapter provides more details.

More broadly, investing in transit infrastructure provides a high return on investment, creating both direct and indirect jobs and boosting gross domestic product.

Looking ahead

The Yonge North Subway Extension, York Region's top transit priority, combined with the next generation of bus rapid transit, will support the Region's Transportation Master Plan and Centres and Corridors strategy, Metrolinx's Regional Transportation Plan, other provincial priorities and federal mandates. With the actions outlined in this 2024-2026 budget, York Region Rapid Transit Corporation will continue to pursue funding opportunities and deliver rapid transit as contemplated in these plans and priorities to support a growing York Region.

% IN COMPLETING YORK REGION'S RAPID TRANSIT PROGRAM



Areas of Focus and Related Priority:

Economic Vitality - Foster Economic Prosperity,
 Healthy Communities - Support Community Well-being and Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

Sustain and increase affordable housing choices

Deliver and promote environmentally sustainable services

About the graph:

This metric shows the progress of the remaining work needed to complete York Region's rapid transit program. Construction will begin on the Simcoe Promenade BRT segment in 2024. Work related to closing out financial obligations of the Toronto-York Spadina Subway Extension to Vaughan Metropolitan Centre will continue in 2024. Together with the Region, the corporation will coordinate work needed to ready future BRT projects, including Environmental Assessments (EAs) and Preliminary Design and Engineering (PDE) for the Transit Project Assessment Process (TPAP).



COMMUNITY AND HEALTH SERVICES

helps residents to be healthy, safe, engaged in community life, and contributing to the economy. As the extraordinary events of the pandemic underscored, its work touches the lives of residents every day and at every stage of life.

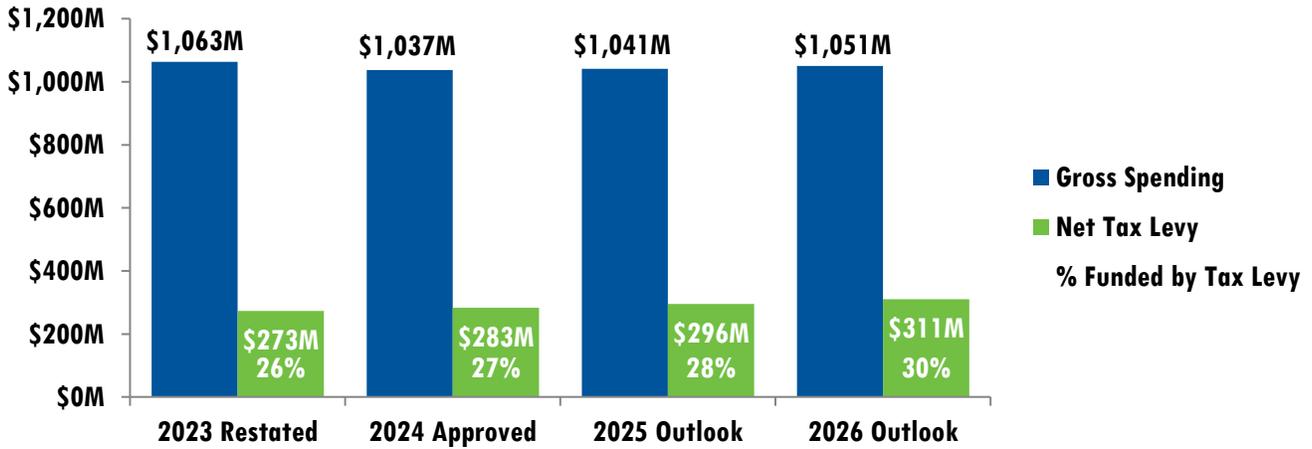


THE COMMUNITY AND HEALTH SERVICES OPERATING BUDGET IS...

**33% OF TOTAL
REGIONAL EXPENDITURES**

**20¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



THE COMMUNITY AND HEALTH SERVICES CAPITAL BUDGET IS...

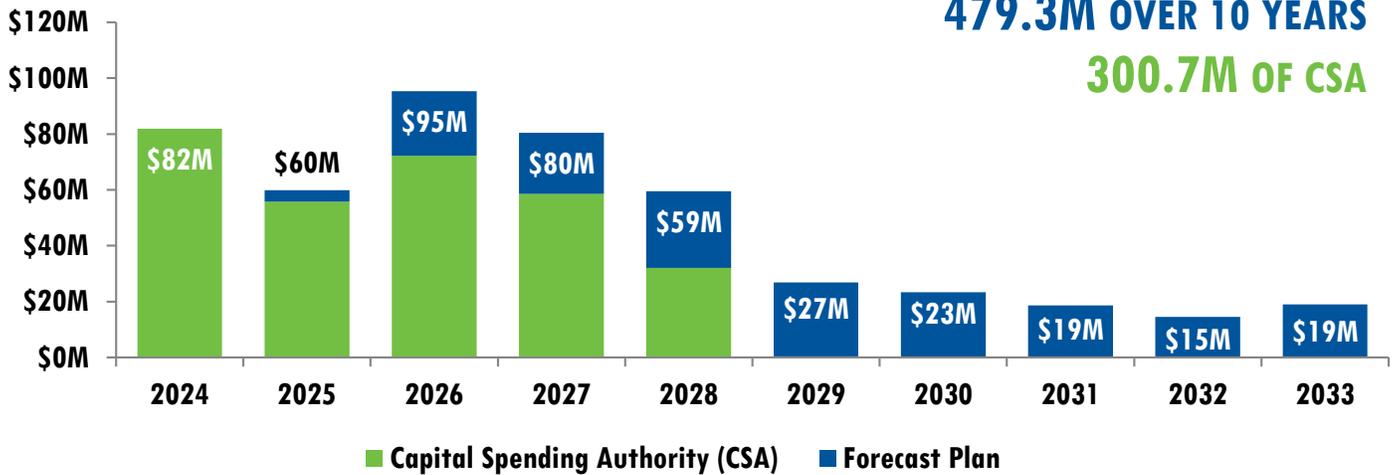
**4.1% OF THE
REGION'S 10-YEAR PLAN**

**4.9% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

479.3M OVER 10 YEARS

300.7M OF CSA



PROMOTING HEALTH, SAFETY AND COMMUNITY ENGAGEMENT

Community and Health Services plans, delivers and oversees health, housing and social services, with the goal of ensuring services and programs are accessible and responsive to resident needs. Some department programs benefit all residents, others target specific needs, and all contribute to the quality of life in York Region by:

- Protecting and promoting the health and well-being of York Region residents through the programs and services offered
- Strengthening the Region's network of integrated, equity-based human services
- Improving access to health and social support services
- Supporting housing affordability and stability through community housing, rent subsidies and eviction prevention programs
- Promoting welcoming and inclusive communities.

Community and Health Services works with a range of stakeholders and all levels of government to address gaps in programs and services, avoid duplication, identify opportunities, and advocate for investing in human services. The department also collaborates with partners to deliver services.

2023 ACCOMPLISHMENTS

The department achieved a number of accomplishments in 2023, including the following:

- Opening of Unionville Commons in the City of Markham with 265 new apartment units for seniors
- Advancement of planning and development for 762 new community housing units
- Full implementation of the online housing offer process to better match subsidized housing wait list applicants to available housing and benefits
- Opening of The Bridge, a new 8-unit youth transitional housing building in the Town of Georgina
- Design and implementation of the Region's first Heat Relief Strategy, to provide expanded supports and services to people experiencing homelessness during hot weather
- Won a 2023 COVID-19 Response and Recovery Management Communication Award of Merit from the International Association of Business Communicators for its COVID-19 Voluntary Isolation Centre communications campaign
- Engagement, through partners, of close to 6,000 residents through Community Action Tables as part of the Community Safety and Well-Being Plan

- Council approval of the framework for the 2023 to 2026 Newcomer Inclusion Plan, informed by engagement with over 1,000 community partners and newcomer residents
- Creation of enhanced Ontario Works digital tools to support integrated case management
- 22,000 children in York Region are accessing child care spaces under the Canada-wide Early Learning and Child Care program
- Provision of threat assessment and management training to all paramedics in line with the Eliminating Violence and Abuse Against Paramedics strategy
- Winning Ministry of Health approval for the Improving Patient Access and Care in the Community (IMPACC) project, allowing paramedics to better align treatment to patient needs
- The Region's two long-term care homes, adult day programs and psychogeriatric resource consultant program obtained three-year accreditation through the international Commission on Accreditation of Rehabilitation Facilities (CARF)
- Offering Public Health vaccination clinics in long-term care facilities, retirement homes and seniors' congregate settings
- Implementation of a new Healthy Babies Healthy Children hybrid model of service delivery and starting virtual groups for new mothers
- Creation of a first line of live telephone contact for seniors' dental clinic clients via Access York
- Development of the Access York roadmap to enable customers to obtain information and services through the channel of their choice

WHAT SHAPES THE DEPARTMENT'S BUDGET

The Planning and Budgeting chapter explains that York Region prepares a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Community and Health Services supports *Vision's* areas of focus and Strategic Plan priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table on the next two pages, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

For 2024, Community and Health Services used the following principles to guide development of its budget:

- Deliver critical core programs and services
- Maximize new and existing provincial and federal funding to reduce impact on the tax levy and deliver services sustainably

- Respond effectively and efficiently to provincial transformation initiatives and new provincial program requirements
- Pursue efficiencies that result in more responsive programs while focusing on best possible customer service

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 HEALTHY COMMUNITIES	Support Community Well-Being	Protect and promote residents' well-being	% of 17-year-old students in compliance with <i>Immunization of School Pupils Act, 1990</i> among designated cohorts of students	▲	Continue improving compliance with the <i>Immunization of School Pupils Act</i> among designated cohorts of students
			Paramedic response time for emergency response services to meet Council approved targets (CTAS 1 Patients – Paramedics arriving on scene within target time of 8 minutes)	●	Expand Paramedic Services to meet the growing needs of the Region Support integration of paramedic services into the broader health care sector
			# of hours of care per resident day in long-term care	●	Maintain quality seniors' services programs to meet the needs of the Region's seniors. Oversee planning, coordination, and monitoring of the 2023-2027 York Region Plan to Support Seniors
			# of customers who were supported to file their income taxes	●	Provide stability supports to help people overcome barriers and reach their financial and life goals
			% of people experiencing chronic homelessness who stayed housed for six months	●	Strengthen homelessness services and supports to prevent and reduce homelessness, and support housing stability

Legend	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Trend data not available for reporting
	■ = Strategic Plan	■ = Departmental Plan	

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Support Community Well-Being	Protect and promote residents' well-being	# of children with an immediate need waiting for subsidized childcare		Provide programs and services to foster early child development and support families
		Sustain and increase affordable housing choices	# of community housing units administered by York Region		Support creation of new community housing rental units Strengthen and sustain the community housing system
		Target gaps in human services delivery through strategic use of Community Investment Fund	# of residents accessing services funded by the Community Investment Fund		Incorporate program changes to the administration of the Community Investment Fund
	Efficiently Deliver Trusted Services	Ensure the people the department serves receive the best experience by enhancing an integrated contact centre approach	# of resident inquiries made through Access York		Implement Access York Roadmap recommendations, and enhance navigation support and referrals for Access York customers
Legend  = Trending in the desired direction  = Not trending in the desired direction  = Trend data not available for reporting  = Strategic Plan  = Departmental Plan					

Operating budget

The department's approved 2024 gross operating budget is \$1.04 billion, or 33% of the Region's total. This represents a 2.45% decrease from the 2023 budget. The major drivers of the budget include:

- Implementation of the Paramedic Services Master Plan
- Support for critical social infrastructure
- Reductions in pandemic-related costs

Senior government funding will cover 68% of the department's 2024 operating spending. As a result, Community and Health Services' approved net operating budget is \$283.3 million, representing about 20% of the Region's tax levy budget. A portion of tax levy spending is mandated by the province through cost-sharing arrangements and legislation.

The 2024 Budget includes \$12.8 million in annual spending for the Supporting Critical and Social Infrastructure initiative approved by Council on February 23, 2023. Regional Council initially approved funding for the initiative entirely through the Pandemic Management and Recovery Reserve Fund while exploring sustainable funding options. Reflecting progress, the draw from the fund will fall to \$4.0 million in 2024, with external funding and a reallocation of existing budget resources accounting for the balance. Support from the tax levy is expected to increase by \$10.4 million or 3.8%, from \$273.0 million in 2023.

In delivering its services, Community and Health Services relies heavily on people with a range of professional skills, such as paramedics, nurses, occupational therapists, social workers and building managers. The three largest service areas by staffing are Public Health, Paramedic Services and Long-Term Care/Seniors' Services.

By the end of 2023, Community and Health Services had 2,176.3 full-time equivalent positions. To fulfill mandated requirements and ensure service delivery, the department is requesting an additional 69.6 positions in 2024.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	1,062,881	272,963	1,036,850	283,342	1,041,446	295,595
Status Quo	1,545	3,985	6,738	6,440	8,605	8,053
Revenues:						
Revenues (excl. senior government funding)	-	4,783	-	(35)	-	1,964
Senior Government Funding	7,744	4,041	1,446	1,892	(6,390)	81
Subtotal	7,744	8,824	1,446	1,857	(6,390)	2,045
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(409)	(4,392)	(2,373)	(1,475)	204	201
Program and Service Level Adjustments	(65)	(65)	93	93	(1,785)	(1,785)
Subtotal	(474)	(4,457)	(2,280)	(1,382)	(1,581)	(1,583)
Debt Servicing Net of Development Charges	4	204	(90)	100	(4)	-
Fiscal Strategy	1,197	1,437	1,384	1,384	728	728
Maintaining Service Levels for Growth	18,928	8,538	5,432	4,641	8,006	5,811
Enhancements and Transformation	547	1,369	(375)	(204)	(153)	3
Impacts of COVID-19	(55,522)	(9,521)	(7,660)	(583)	59	59
Approved Budget	1,036,850	283,342	1,041,446	295,595	1,050,715	310,710
Total Budget Change	(26,031)	10,379	4,595	12,253	9,270	15,116
	(2.45%)	3.80%	0.44%	4.32%	0.89%	5.11%
Restated Outlook	1,023,935	283,707	1,036,246	295,547	1,056,896	308,754
Increase/ (Decrease) from Outlook	12,915	(365)	5,199	48	(6,181)	1,956

Staffing changes

(Full-Time Equivalents)	2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	2,176.3		2,245.9		2,291.6	
New	61.6	2.83%	42.7	1.90%	40.00	1.75%
Conversions	8.0	0.37%	3.0	0.13%	-	-
Program Reductions	-	-	-	-	-	-
Approved Budget	2,245.9		2,291.6		2,331.6	
Budget Change	69.6	3.20%	45.7	2.03%	40.0	1.75%
Restated Outlook	2,237.9		2,282.5		2,322.5	
Increase/ (Decrease) from Outlook	8.0		9.0		9.0	

Capital budget

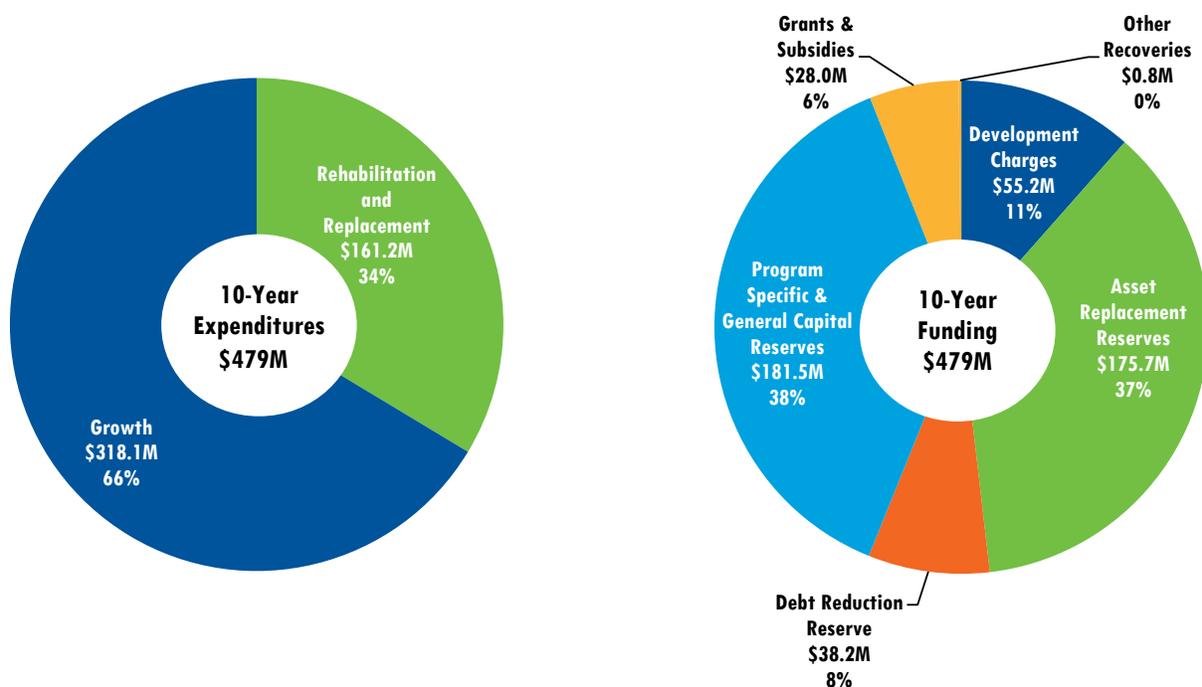
The 10-year capital plan for Community and Health Services amounts to \$479.3 million or 4.1% of the Region's total.

This is an increase of 51.0% from the 10-year capital plan presented in 2023. The increase is mostly driven by the inclusion of construction costs for the two affordable housing projects on Bayview Parkway in the Town of Newmarket and 14th Avenue in the Box Grove neighbourhood of the City of Markham. These costs were included under unfunded affordable housing priority projects in the previous 10-year capital plan.

10-year capital budget by program group

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
Public Health	332	1,635	552	-	-	-	2,519	2,519
Paramedic Services	46,992	20,205	11,261	6,097	8,038	63,749	156,343	70,448
Long-Term Care/Seniors' Services	10,704	2,820	788	2,535	2,020	7,597	26,464	13,523
Housing Services	23,904	35,233	82,757	71,836	49,386	30,904	294,020	214,161
Total Community and Health Services	81,932	59,893	95,359	80,468	59,444	102,249	479,346	300,651
Priority projects pending senior government funding commitments								
New Community Housing Units	-	11,550	46,025	59,017	71,567	115,671	303,830	-

Note: Expenditures under the "Priority projects pending senior government funding commitments" line include housing projects that are not included in the 10-year plan as senior government funding commitments are required



Note: Development Charges include: debt, reserves, as well as funding for shortfalls related to recent provincial measures, including the *More Homes Built Faster Act, 2022*

Capital spending in 2024 breaks down as follows:

- Housing Services accounts for 61.3% of the 10-year capital plan. This is largely for construction of community housing initiatives.
- Paramedic Services accounts for 32.6 % of the total capital plan. This share is due to the stations, vehicles and equipment required to implement the Paramedic Services Master Plan.
- Capital spending for the Region’s long-term care homes and seniors’ community programs, mostly for facility upgrades and equipment and technology replacement, makes up 5.5 %.
- Public Health spending on capital assets, specifically an expanded vaccine depot for COVID-19 vaccine requirements, accounts for the small remaining balance.

Capital spending for Paramedic Services, the two long-term care homes owned and operated by the Region, Housing and Public Health is largely funded by reserves and development charges.

Like its operating budget, the department's capital budget is heavily influenced by population growth and changing demographics, including an aging population.

Many of these assets give rise to operating costs. When providing assets to meet the needs of residents, Community and Health Services works to ensure operating costs are managed appropriately. This includes investing in energy-efficient housing units and retrofits that reduce operating costs.

The operating impacts of capital

The greatest impact of capital investment in Community and Health Services is on the quality of related service it provides. This in turn can positively affect outcomes for residents. A prime example is investing in paramedic stations in more densely populated areas. While land in these areas is more costly, the location is critical to getting people to hospital quickly and within mandated timelines. Similarly, it is important to provide community housing in locations where residents are close to jobs, transit, and other services they need.

Many of these assets give rise to operating costs. When providing assets to meet the needs of residents, Community and Health Services works to ensure operating costs are managed appropriately. This includes investing in energy-efficient housing units and retrofits that reduce operating costs.

Looking ahead

The COVID-19 pandemic reshaped the way the Community and Health Services department provides services. Residents can increasingly access the supports and services they need in ways that suit their needs, whether in person, online, or a mix of the two. The department will continue to develop new approaches and improve digital solutions to make access even easier.

Community action tables, supported through the 2022 Community Safety and Well-Being Plan, enable coordination with community partners on a range of Regional plans and strategies. Additional funding provided in part through the Pandemic Management and Recovery Reserve Fund will advance critical human services priorities, particularly in the areas of housing services, homelessness community programs and strategies and partnerships.

Demand for Community and Health Services will continue to grow because of a larger population, changing demographics and increasingly complex needs, with more residents facing multiple barriers to full engagement in their community.

Several recent provincial and federal initiatives have impacts for the Department's work in 2024 and beyond:

- The provincial *Fixing Long-Term Care Act, 2021*
- Changes to the delivery of social assistance through the amended *Ontario Works Act, 1997*
- The federal Canada-wide Early Learning and Child Care system

The sections that follow provide more details on the impacts of senior government directions, where known, on specific program areas.

Other potential provincial initiatives remain outstanding, but would come with resource implications for the Region, such as dispatch modernization for Paramedic Services.

MAKING PROGRESS ON COMMITMENT TO CRITICAL SOCIAL INFRASTRUCTURE

To address critical social issues affecting people across the Region, in February 2023 Council approved \$12.8 million in funding to the Community and Health Services budget. Three priorities were identified: homelessness, community housing, and enhancing the Community Investments Fund to improve services for mental health, supports for victims of human trafficking, and more.

For individuals experiencing homelessness during the pandemic, the Region introduced a Community Paramedicine Outreach Team to provide specialized, accessible medical supports. Between August 25, 2022, and September 23, 2023, it served 588 different people, with 1,750 unique visits/interactions, providing direct care in encampments and elsewhere. Care is provided by paramedics and two physicians in the community. Increased funding means more people are connected to the right services and diverted from costly emergency care.

To help mitigate the housing affordability crisis in the Region, Housing Services launched the Community Housing Supply Grant Pilot Program. It aims to increase the supply of community housing owned and operated by non-profits and co-ops, and decrease wait times for subsidized housing. The call for applications launched in fall 2023 and shovel-ready projects will be prioritized. Ultimately, findings from the pilot will inform future budget requests and program design.

The Community Investment Fund supports local initiatives, delivered through non-profits and other community agencies, that target gaps in services and complement or enhance Regional programs.

Strategies and Partnerships is funding six Crisis Intervention and Human Trafficking Counsellors to help people suffering from trauma while they connect to further supports. Six new mental health projects provide both counselling for women and youth experiencing homelessness and case management supports for survivors of intimate partner violence. And stable funding ensures consistency for ongoing services, such as eviction prevention and mobile outreach supports for those experiencing homelessness.

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2023 Restated		2024 Approved		2025 Outlook		2026 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Public Health	146.0	30.7	105.9	31.8	96.5	33.7	98.1	35.2	
Paramedic Services	108.2	52.4	114.6	53.5	122.1	57.1	128.2	61.1	
Long-Term Care/Seniors' Services	55.3	22.1	51.6	22.8	52.9	23.6	54.3	24.7	
Social Assistance	123.5	11.8	132.7	11.8	132.9	12.3	135.5	12.7	
Homelessness Community Programs	42.3	13.3	48.5	14.3	49.2	15.0	49.9	15.7	
Children's Services	419.2	26.6	408.1	24.2	408.8	24.8	409.3	25.3	
Housing Services	119.6	73.9	124.7	78.5	126.6	81.2	122.0	87.3	
Strategies and Partnerships	20.2	14.5	21.1	16.7	21.6	17.0	21.8	17.2	
Integrated Business Services	28.6	27.5	29.7	29.7	30.9	30.9	31.5	31.5	
Total Operating Budget	1,062.9	273.0	1,036.9	283.3	1,041.4	295.6	1,050.7	310.7	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2024	CSA	10-Year	2024	CSA	10-Year	2024	CSA	10-Year
Public Health	-	-	-	0.3	2.5	2.5	0.3	2.5	2.5
Paramedic Services	18.9	38.9	101.4	28.1	31.5	55.0	47.0	70.4	156.3
Long-Term Care/Seniors' Services	8.2	11.0	24.0	2.5	2.5	2.5	10.7	13.5	26.5
Housing Services	2.0	21.6	35.9	21.9	192.6	258.1	23.9	214.2	294.0
Total Capital Budget	29.1	71.5	161.2	52.8	229.2	318.1	81.9	300.7	479.3

PROGRAM AREAS

The balance of this chapter provides more detail on the department's service areas:

- Public Health
- Paramedic Services
- Long-Term Care/Seniors' Services
- Social Assistance
- Homelessness Community Programs
- Children's Services
- Housing Services, including Housing York Inc.
- Strategies and Partnerships
- Integrated Business Services, including Access York.

PUBLIC HEALTH

The mandate of the Public Health branch is to keep York Region residents healthy through health promotion, health protection and disease prevention. It delivers on this mandate through four divisions:

- Child and Family Health
- Healthy Living
- Health Protection
- Infectious Diseases Control

During the pandemic, York Region responded to 98,531 confirmed cases of COVID-19 and 4,958 confirmed and suspect outbreaks. York Region's efforts saved countless lives through integrated case, contact and outbreak management, infection prevention and control measures, and its timely and effective communication and COVID-19 vaccination efforts.

COVID-19 continues to circulate in the community, though to a lesser degree because of widespread vaccination and previous infection. York Region continues to monitor and support high-risk settings, including congregate living settings, long-term care and retirement homes, with case, contact and outbreak management. The Region also offers pediatric and adult COVID-19 vaccine at COVID-19 vaccination clinics to eligible individuals six months of age and older and ensure COVID-19 vaccine distribution to vaccine providers across the Region.

Provincial funding for extraordinary costs for COVID-19 response started in 2020 and is scheduled to the end of 2023.

NEW TECHNOLOGICAL APPLICATIONS

IMPROVE PUBLIC HEALTH DELIVERY

Public Health is continually looking for ways to enhance the customer experience while delivering quality services. Improvements in digitization and innovation remain a top priority. Within the last year, the four divisions have sought out online tools and applications to streamline processes, digitize forms, and increase access for customers.

For example, the Child and Family Health, Seniors Dental program moved online and introduced digital forms allowing patients across the four service locations to complete paperwork before appointments. This has saved time for clients upon arrival to their appointments, leaving more time for dental care and treatment.

Paper-based processes in the Healthy Living, Sexual and Blood Borne Infections program also went online with a new way to process subsequent lab reports. The team replaced receipt of paper reports through interoffice mail with a digital process. With approximately 20 to 50 of these lab reports per day, this means quicker access, shorter response times, and better service for health care professionals and clients.

Digitization continued with key updates in December 2022 to the food safety webpage, as the Health Protection division implemented an online portal for operators to notify Public Health when opening new food premises. The portal streamlines the process and provides comprehensive information about owning and operating a food premise. The uptake has been strong, with approximately 30 percent of new food premises using the portal.

Leveraging online tools, the Infectious Diseases Control division launched Immunization Connect Ontario (ICON), where residents can directly report their immunization data to Public Health. This has reduced manual data entry processes and allowed clients direct and timely access to their records.

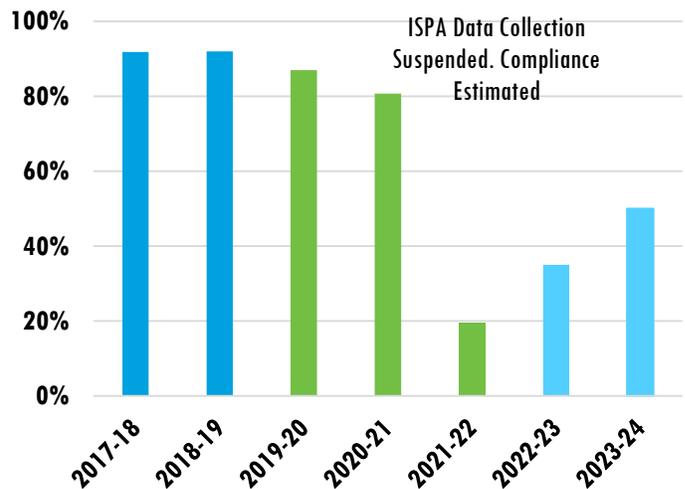
As pandemic recovery continues, Public Health remains committed to improving customer experience and enhancing access for clients through digital tools and technology.

As Public Health has moved into a recovery phase of the pandemic, it has re-launched paused programs and developed innovative new strategies to connect and serve York Region residents and communities more efficiently and effectively. For example:

- Developing mobile-device interventions to improve mental health during pregnancy and early parenthood
- Launching a multi-media campaign to raise awareness about the health risks associated with youth vaping
- Creating a secure portal to report animal bites for the purpose of rabies control
- Providing virtual care, counselling, and medication management for tuberculosis patients

Additionally, ensuring catch-up on Hepatitis B, human papillomavirus and meningococcal disease immunizations has remained a priority for Public Health. A focus on routine immunizations has resulted in the administration of over 67,000 vaccines in more than 660 community and school catch-up clinics.

% OF 17-YEAR-OLD STUDENTS IN COMPLIANCE WITH IMMUNIZATION OF SCHOOL PUPILS ACT AMONG DESIGNATED COHORTS OF STUDENTS



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

ISPA compliance decreased from a high of 92% in the 2017-18 and 2018-19 school years as a result of the COVID-19 pandemic and the pausing of ISPA enforcement activities. While overall compliance was still reported on during pandemic years, these rates are likely not reflective of actual compliance and are artificially low due to under-reporting of vaccinations by parents/guardians to public health. Rates are projected to return to pre-pandemic levels once reporting and enforcement activities resume in the 2023-24 school year.

Budget overview

The approved gross operating budget for the branch in 2024 is \$105.9 million. This represents a 27.5% decrease from 2023. The decrease is mainly attributable to significantly reduced COVID-19 response needs in 2024 compared to 2023. The approved tax levy budget is \$ 31.8 million, a 3.4% increase over 2023.

York Region's growing population means demand for Public Health services will continue to increase across all program areas. Base funding from the provincial government has not kept pace with the Region's population growth and inflationary pressures, increasing the tax levy required for these provincially mandated services. The province has confirmed a 1.0% increase in funding for 2024.

Public Health plans to add a net 4 positions after reviewing vacancies and existing staff positions and reclassifying some existing positions to improve service delivery of mandatory programs.

The 2024 capital budget for Public Health is \$0.3 million, a decrease of \$0.8 million from 2023. The Region plans to expand its current vaccine depot facilities to provide capacity for COVID-19 vaccine, equipment, supplies and staff.

Change from outlook

The gross operating budget represents an increase of \$7.0 million over the restated 2024 outlook in last year's budget, largely due to additional temporary COVID-19 response and vaccination needs in 2024 and school vaccination catch-up programs. The net operating budget represents a decrease of \$0.3 million from the outlook in the restated 2023 budget, largely relating to departmental realignment of salary savings targets with no impact on the department's overall budget.

Public Health

OPERATING BUDGET

	2023	2024	2025	2026
Gross	\$146.0M	\$105.9M	\$96.5M	\$98.1M
Net	\$30.7M	\$31.8M	\$33.7M	\$35.2M
Budget Change		\$1.0M	\$1.9M	\$1.5M
FTE - Total	560.9	564.9	565.9	565.9
- New		4.0	1.0	-
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$0.3M)	\$0.1M	\$0.2M
FTE		3.0	3.0	3.0

CAPITAL BUDGET

2024 Budget	\$0.3M
Capital Spending Authority	\$2.5M
10-Year Capital Plan	\$2.5M

PARAMEDIC SERVICES

York Region paramedics respond to emergency medical calls, conduct patient assessments, deliver lifesaving treatment, and stabilize, monitor and transport patients to hospitals. They also provide non-emergency community paramedicine services to seniors and other vulnerable residents.

Region-wide 911 call demand is increasing faster than the rate of population growth, driven mainly by the Region's aging demographic. Demand is projected to grow by 119% over 10 years. Paramedics responded to 93,639 incidents in 2022 and are forecast to respond to 163,606 incidents by 2031.

Since 2021, call volumes surpassed their pre-pandemic levels, and 911 call demand is projected to continue to increase each year. Increased call demand and more complex medical and psychosocial needs continue to impact the system's capacity. Delays in moving patients from paramedic to hospital care create additional pressure. This affects system capacity and response times across Ontario.

In 2021 and 2022, York Region Paramedic Services met or exceeded response time targets in most categories. In 2022, for the first time, Paramedic Services did not meet the CTAS Level 1 target see chart, page 130, achieving the 8-minute target 74% of the time.

The province is working to implement the Medical Priority Dispatch System. The system will use a new acuity scale to triage calls and determine the appropriate level and speed of response required. Rollout of the new system at the Georgian Central Ambulance Communication Centre is targeted for late winter 2024.

COMMUNITY PARAMEDICINE

IMPROVES QUALITY OF LIFE

York Region is improving the quality of life for senior citizens, creating efficiencies in access to health care by providing more care at home.

In November 2020, the Community Paramedicine for Long-Term Care program launched in five communities across the province, including York Region. In partnership with paramedics, it provides care to residents living with chronic and complex needs. By providing alternative care options for seniors on the long-term care wait list, the program minimizes wait list growth and duration. In-home services benefit other seniors too, helping them stay safe in the comfort of their own homes and communities for longer.

The program is fully funded by the province and operated in partnership with local municipalities. Phase One runs until the end of 2023. York Region was selected because it has a large seniors' population with increasing numbers requiring long-term care. As of October 2019, there were 5,032 individuals on the wait list for the Region's 3,727 LTC beds. The population is aging and demand is expected to continue to rise sharply for residents over 75 years old.

Proactive, non-emergency services improve quality of life, while reducing pressure on the health care system. Fewer people have to call 911 (a McMaster University study from 2019 showed a 19% overall decrease with similar programs). And there are fewer hospital visits as some emergencies are avoided while other, non-emergency needs are met at home.

Participating paramedics received additional training in pre-emergency care, specialized geriatric education, and more. The most recent data from January 2020 to August 2023 shows in-home or virtual supports were provided 5,491 times. There were also 6,171 client referrals to other services. Staff have noted how integration and collaboration have prevented 911 calls and improved outcomes, while patients have greatly appreciated the care and help they've received.

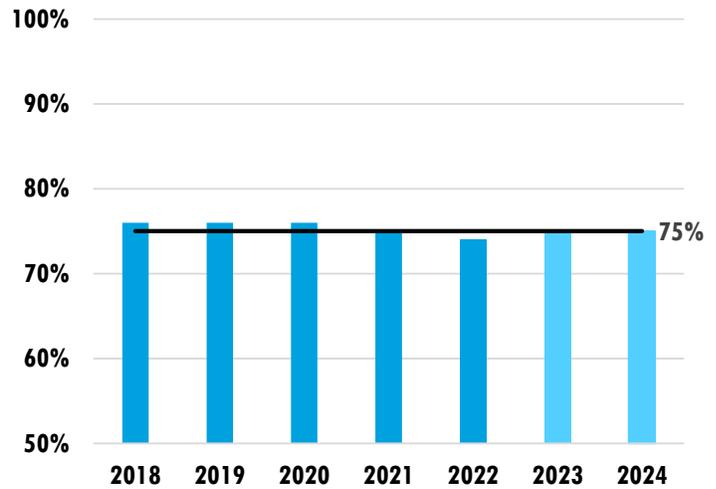
In June 2022, Council approved the Paramedic Services Master Plan 2021 to 2031. The plan is based on current demand forecasts, including population growth and aging. It specifies the resources Paramedic Services needs to meet legislated and Council-approved response time targets and make the best use of personnel and equipment.

A significant improvement in the 2021-2031 plan will be achieving equitable response times for all local municipalities. The resources identified in the plan will support a paramedic response within eight minutes or less, 70% of the time, for all municipalities. Currently an eight minute/75% target is applied as an average across the Region, meaning that some municipalities can experience slower response times than others.

The 2021-2031 plan also identifies opportunities to mitigate costs. Many of these are system-wide, such as dispatch modernization, new models of care and increased community paramedicine initiatives. They would require changes that only the province can make, through legislative reform and/or additional investments.

Ontario’s Dedicated Offload Nurse Program provides funding for dedicated nurses in emergency departments to receive low-acuity patients brought by ambulance. This reduces the time needed to get a patient into care to 30 minutes or less, freeing up paramedics to respond to new 911 calls. Additional provincial funding of \$2.4 million over the 2023/24 funding year will allow York Region and local hospitals to expand this program.

PARAMEDIC RESPONSE TIME FOR EMERGENCY RESPONSE SERVICES TO MEET COUNCIL APPROVED TARGETS



Note: Canadian Triage and Acuity Scale (CTAS) 1 Patients – Paramedics arriving on scene within target time of 8 minutes

Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents’ well-being

About the graph:

From 2018 to 2021, Paramedic Services met or exceeded its target response times for arrival on scene within 8 minutes 75% of the time. In 2022, for the first time, Paramedic Services did not meet its CTAS Level 1 target. This was in large part due to COVID-19 impacts on the Service and on the health system (e.g., increased call volumes, offload delays at hospitals and increased cross-border calls). Services across Ontario experienced similar challenges with meeting response-time targets amid increased system pressures. Projections for 2023 and 2024 are based on the Province’s minimum target for CTAS Level 1 (which includes sudden cardiac arrest or other major trauma) of 8 minutes or less 75% of the time.

Budget overview

Paramedic Services' approved gross operating budget for 2024 stands at \$114.6 million, representing 11.1% of the department's total and an increase of \$6.4 million over 2023. Just under half of the approved total budget, or \$53.5 million, is funded by the tax levy and the balance by the provincial Land Ambulance Service Grant and other sources. The tax levy would increase by \$1.1 million over 2023, or 2.1%.

The approved capital budget for Paramedic Services is \$47.0 million for 2024 and \$156.3 million over the next 10 years. The latter represents an increase of \$18.5 million over the 2023 10-year capital plan.

The increases in the 2024 operating budget and in the 10-year capital budget estimate reflect additional personnel, including a net 34 permanent full-time positions, station and equipment needs identified in the Paramedic Services Master Plan, and additional supports to paramedic operations.

Over the outlook period 2025-2026, Paramedic Services would require increases between approximately \$3.6 million and \$4.0 million in net operating budgets per year to implement the Master Plan and support operations.

Together with provincial support this would fund an additional 71 frontline paramedics and program support positions as well as other operating costs.

Capital expenditures of \$47.0 million in 2024 will include 14 new and 28 replacement vehicles and one additional vehicle for the Community Paramedicine Long-Term Care program fully funded by the province. Construction is expected to begin in 2024 on new paramedic stations in Vaughan, Ballantrae and South Keswick.

Change from outlook

There are minimal changes to the operating outlook for Paramedic Services. In order to best meet operational needs, some timing adjustments have been made to staffing plans, with some positions to be added later and others to be created earlier than originally planned. In addition, there has been some reclassification of front-line staff to better meet operational needs. The two-year extension of the provincial Community Paramedicine Long-Term Care program has increased the gross operating budget and provided for 12 positions, but has no net impact as it is fully funded by the Province.

The capital outlook has changed with the addition of the Aurora Station 18 replacement in the plan, as well as the impact of significant inflationary pressures on other station construction projects.

Paramedic Services

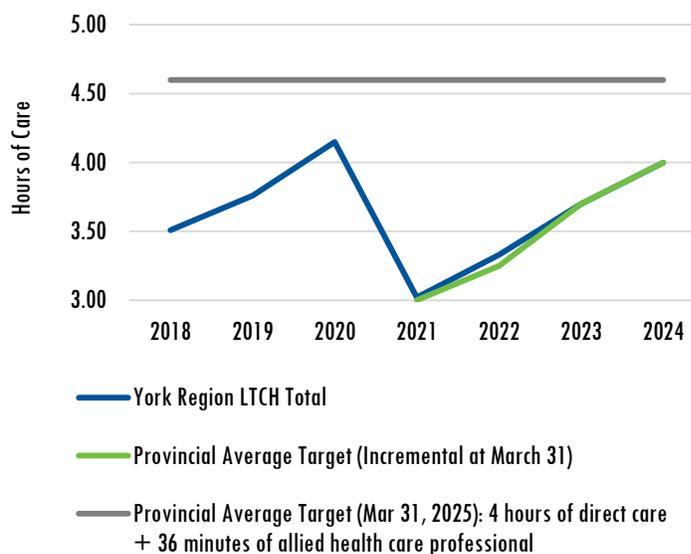
OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$108.2M	\$114.6M	\$122.1M	\$128.2M
Net	\$52.4M	\$53.5M	\$57.1M	\$61.1M
Budget Change		\$1.1M	\$3.6M	\$4.0M
FTE - Total	591.0	625.0	660.0	696.0
- New		34.0	35.0	36.0
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$1.7M)	(\$1.3M)	\$0.8M
FTE		-	(1.0)	-
CAPITAL BUDGET				
2024 Budget				\$47.0M
Capital Spending Authority				\$70.4M
10-Year Capital Plan				\$156.3M

LONG-TERM CARE / SENIORS' SERVICES

This program area supports seniors, adults with disabilities, their caregivers and healthcare providers, as well as other community organizations serving seniors through:

- Two long-term care homes where residents receive 24-hour nursing and personal care, help with daily living, and on-site supervision and monitoring to protect their health, safety and well-being. Together, the Newmarket Health Centre and Maple Health Centre offer 232 beds: 34 for convalescent care, six for short-stay respite, and 192 long-stay beds, including four veterans' priority access beds.
- Five adult day programs in Maple and Keswick that provide supervised activities, supports and enrichments for people with age-related illnesses, aphasia, cognitive impairment or acquired brain injury. This enables them to remain in their homes for as long as possible, and gives their caregivers much-needed respite.
- The Psychogeriatric Resource Consultant Program, which provides education, case management and training to staff on diagnoses and responsive behaviour management related to dementia/Alzheimer's and mental health in the senior population. The program provides these services in York Region at all 29 long-term care homes and community support agencies funded by the province.
- The corporate York Region Seniors Strategy and proposed 2023-2027 York Region Plan to Support Seniors, which define areas for action on Regional programs and services, and provincial advocacy to support seniors to age in the right place for their needs, circumstances and preferences.
- The Vulnerable Seniors Network pilot program, which brings together a range of service providers through a 'situation table' to identify seniors in crisis, provide stability supports and prevent further harm. The Vulnerable Seniors Network does not replace existing programs and services.

OF HOURS OF CARE PER RESIDENT DAY IN LONG-TERM CARE



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

A different formula was used to calculate the total number of hours of care per resident per day between 2018 and 2020. Following implementation of Ontario's Staffing Plan (reflecting the provincial targets of direct care hours set in the *Fixing Long-Term Care Act, 2021*), the Region's calculations for total number of hours of care per resident per day align with the Ministry of Long-Term Care's reporting requirements. This change in formula for calculating hours of direct care per resident resulted in the decrease seen between 2020 and 2021. Direct care hours include care hours provided by both registered nursing staff and personal support workers.

In April 2022, Ontario's *Fixing Long-Term Care Act, 2021* came into force. The Act focuses on reinforcing staffing and care; accountability, enforcement and transparency; and building modern, safe, comfortable homes for seniors.

The provisions of the act mean that hours of direct (nursing and personal support) care will need to increase in both Region-run homes to meet provincial targets of four hours per resident per day by 2025.

The province has also put in place new enforcement and accountability measures including an expanded inspections program and administrative fines for homes not in compliance with the legislation. The Region's homes are doing additional work in the areas of planning, policies and training to ensure they meet the revised standards.

The province is funding new construction and redevelopment of long-term care homes to address long wait lists across Ontario. York Region has been allocated an estimated 3,314 new and 354 upgraded beds. These beds will be managed independently by not-for profit and private organizations.

While this responds to the Region's advocacy efforts for more long-term care beds, it does not fully address wait lists and the needs of the people on those lists. As shown in the Region's Forecast for Long-Term Care and Seniors' Housing Implications, there will be an unmet need for almost 15,000 long-term care beds across York Region by 2041.

York Region's senior population is growing faster than any other age group. The 2021 federal census showed an increase of 23% in the number of residents over the age of 65 since 2016, and by 2051 close to one in four residents will be a senior.

The original York Region Seniors Strategy: Thinking Ahead, first created in 2016, is being renewed to ensure it reflects current needs and future opportunities to support seniors. Consultation and engagement with key stakeholders to identify common priorities and actions took place in early 2021 and 2022. Draft priorities for the proposed 2023-2027 York Region Plan to Support Seniors were shared with Regional Council in October 2023 and the Plan will be presented for approval in the first quarter of 2024.

Budget overview

The approved 2024 gross operating budget in this program area is \$51.6 million, a decrease of \$3.7 million from 2023. The net operating budget will increase by \$0.8 million to \$22.8 million.

Long-Term Care / Seniors' Services

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$55.3M	\$51.6M	\$52.9M	\$54.3M
Net	\$22.1M	\$22.8M	\$23.6M	\$24.7M
Budget Change		\$0.8M	\$0.8M	\$1.1M
FTE - Total	306.4	320.0	323.7	323.7
- New		13.6	3.7	-
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$0.5M)	(\$1.0M)	(\$0.9M)
FTE		4.0	4.0	4.0
CAPITAL BUDGET				
2024 Budget				\$10.7M
Capital Spending Authority				\$13.5M
10-Year Capital Plan				\$26.5M

In 2024, 11.6 new permanent positions are requested to enable the Region’s two long-term care homes to meet requirements of the provincial *Fixing Long-Term Care Act, 2021*. This will provide increased daily hours of care for residents, implement restorative care programs, promote staff well-being and adherence to enhanced safety and infection prevention and control measures. The budget also includes the addition of 2 full-time equivalents in 2024 to support community programming.

Over the 2-year outlook period from 2025-2026, Long-Term Care and Seniors’ Services is requesting from \$0.8 to \$1.1 million in annual net operating budget increases. This is in part to cover requests for additional permanent staff to meet the *Fixing Long-Term Care Act, 2021* requirements.

The approved capital budget for this program area is \$10.7 million for 2024 and \$26.5 million over the next 10 years. The 2024 ten-year plan amount represents an increase of \$0.3 million over the 2023 10-year capital plan and will be used to replace equipment and invest in technology to improve service.

Change from outlook

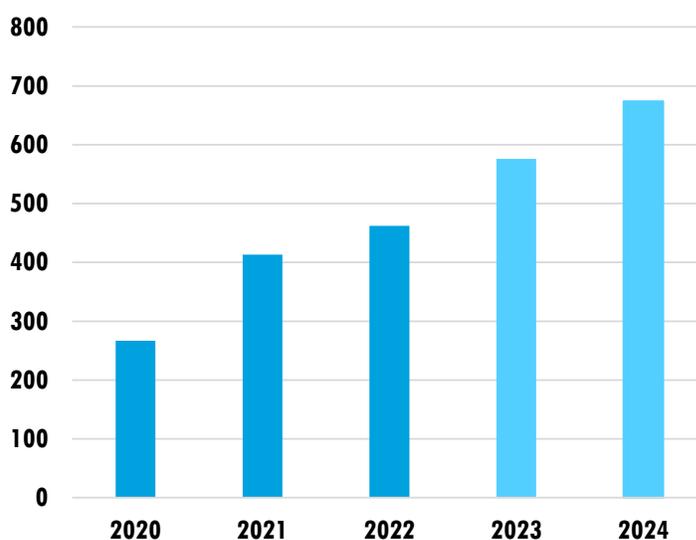
The operating changes from outlook are driven primarily by the addition of FTE positions in order to meet mandated direct hours of care requirements, as well as removing most of the costs and all of the additional provincial funding associated with pandemic-related mandates. Increased costs linked to stricter cleaning and PPE requirements remain and are also subject to inflationary pressure. Capital change from outlook represents progress achieved in implementing changes due to long-term care regulations and the new nurse call system, offset by the addition of \$200,000 per year in the 10-year capital plan to undertake rehabilitation and repair projects for resident safety and comfort.

Social Assistance

This program area administers the provincial Ontario Works program, which provides financial support for basic living costs and shelter to unemployed or partially employed residents. As of July 2023, York Region’s Ontario Works program supported approximately 16,800 people in 10,000 households, an increase of 16% from a year earlier.

The provincial government is continuing to implement a multi-year plan for social assistance delivery in Ontario. This includes centralizing intake of Ontario Works applications at the province. Municipalities now focus on helping people navigate and access supports that address barriers preventing them from participating in employment and skills training.

OF CUSTOMERS WHO WERE SUPPORTED TO FILE THEIR INCOME TAXES



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

Starting July 2019, social assistance customers have had support to file their income taxes, ensuring they receive all possible credits and other income available through the income tax system. In 2021, the service shifted to providing virtual tax filing, enabling more customers to be supported. It is anticipated that the number of customers served will continue to increase through a variety of methods, including small group tax-filing workshops.

These services are provided by the Region, other levels of government or the community. They include housing, mental and primary health services, child and other dependent care, settlement and refugee services, legal support, basic skills, literacy and transportation.

As part of the plan, the Province has established MyBenefits, an online portal that allows customers to contact their caseworker directly and upload documents. As of August 2023, 81% of Ontario Works customers in York Region had signed up for MyBenefits, the highest share in the province see sidebar.

The Province is also continuing its modernization efforts to provide more digital options and reduce paperwork and administrative burdens. In 2023, York Region moved to paperless by implementing electronic documents for customers with MyBenefits accounts. This makes it easier for people to access forms and documents and stay up to date on changes that may impact them. These changes have also resulted in cost and staff time savings.

The Region continues to offer such supports as tax filing, programs to build financial literacy and empowerment, emergency financial help, and subsidized transit. For example, the program area helped 495 Ontario Works customers file 807 years' worth of tax returns in 2022, resulting in a total of \$3.28 million in tax refunds and ongoing benefits, such as the GST/HST refund, Ontario Trillium Benefit, and Canada Child Benefit.

In 2023, eligibility for the Transit Assistance Program was expanded to include Ukrainian arrivals with Canada-Ukraine Authorization for Emergency Travel (CUAET) status. As of June 2023, 967 eligible residents had taken more than 71,411 discounted trips through the Transit Assistance Program. Out of these eligible residents, 298 (31%) were CUAET customers who took 14,961 discounted trips.

GOING PAPERLESS TO IMPROVE ONTARIO WORKS PROCESSES

York Region Social Assistance has gone paperless to improve how Ontario Works clients receive communications and important information. Social assistance clients now receive their communications electronically, through their MyBenefits account, reducing costs for the Region and saving time for both staff and clients.

As part of provincial initiatives to provide more digital options and reduce administration, the Ministry of Children, Community and Social Services established MyBenefits as an online, user-friendly application. This new tool allows social assistance recipients in Ontario to communicate directly with their caseworker, manage their private information, view their payment history, see letters, statements of assistance, and correspondence about their benefits, and more. York Region has had the highest percentage uptake of MyBenefits users in the province.

Social Assistance staff and internal partners were trained and provided with comprehensive materials to ensure they were well informed about what was changing and how best to support clients transitioning to the new tool. In June 2023, Social Assistance informed clients of the change with a paper insert that went out with every statement of assistance for that month. An update was also included in the June issue of the Ontario Works customer newsletter. Digital communication and record keeping is the new default, but for clients who prefer, there is still an option for receiving paper documents, if requested.

Improved efficiencies for the Region were immediate. In July 2023, the first month of going paperless, the Region saved over \$1,600 in printing costs alone and staff estimate about 10 hours of time saved per month.

MyBenefits is efficient, easy to use, and the province has committed to further feature enhancements in the future.

Another key part of the province’s multi-year plan is Employment Services Transformation. This combined existing employment supports provided by social assistance and Employment Ontario in one program, under a local system manager. In York Region, WCG was selected for that role. The new system was launched in April 2023. To date, York Region Ontario Works program has successfully referred approximately 1,200 people to WCG for employment services and skills development training, as of August 11, 2023.

Budget overview

The approved 2024 total operating budget for Social Assistance is \$132.7 million, an increase of \$9.2 million from 2023. The 7.5% increase in the gross spending budget from 2023 reflects the growing caseload for the provincially funded Ontario Works program. The approved 2024 tax levy budget is \$11.8 million, an increase of \$0.1 million from the 2023 budget. This program area is 8.9% funded from the tax levy, with the balance mostly coming from provincial funding. There are no new positions requested in 2024 with a net 5.5 positions transferred from Homelessness Community Programs and Children’s Services to Social Assistance, to centralize program support across the social services branch with no impact on the department’s overall budget.

Change from outlook

The approved net operating budget represents a decrease of \$0.2 million from the outlook in last year’s restated budget, largely relating to departmental realignment of salary savings targets and centralizing of program support staff, both with no impact on the department’s overall budget.

Social Assistance

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$123.5M	\$132.7M	\$132.9M	\$135.5M
Net	\$11.8M	\$11.8M	\$12.3M	\$12.7M
Budget Change		\$0.1M	\$0.5M	\$0.4M
FTE - Total	130.0	135.5	135.5	135.5
- New		5.5	-	-
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$0.2M)	(\$0.1M)	(\$0.1M)
FTE		5.5	5.5	5.5

HOMELESSNESS COMMUNITY PROGRAMS

Homelessness Community Programs helps people who are at risk of or experiencing homelessness to find and keep stable housing. Supports and services include:

- Prevention programs aimed at helping people remain housed. The Housing Stability Program provides financial assistance to residents receiving Ontario Works or Ontario Disability Support Program benefits. This program served 1,098 individuals/households in 2022, an increase of over 70 percent from the previous year. The York Region Homelessness Prevention Program, which provides support for other low-income residents not receiving provincial supports, served 262 individuals/households in 2022, an increase of 7% from the previous year.
- Diversion programs that help residents who are at imminent risk of, or experiencing homelessness to find alternative housing options before accessing emergency housing. In 2022, York Region enhanced the scope of its diversion services, helping divert 110 individuals from emergency housing.

- The Outreach Team, which works with community paramedics, service providers and municipal partners to provide crisis and case management to people experiencing homelessness, including individuals sheltering outdoors. This multi-disciplinary team helps people to navigate the system, connecting them with homelessness services and supports, primary care and a range of other social services. Supports include providing accommodation options if the person is unsheltered. In 2022, the team supported 572 individuals.

The Region funds community agencies to provide emergency and transitional housing at nine locations that in 2022 served 913 individuals.

Two new transitional housing sites opened in York Region, providing a total of 28 new transitional housing beds. Passage House, located in the Town of East Gwillimbury, opened in October 2022 and offers 18 one-bedroom units with independent living options for men. The Bridge, which provides independent living options for up to ten youths aged 16 to 26, opened in September 2023 in the Town of Georgina.

People being supported at these sites can get help with housing searches, counselling, life skills and family reunification. They can be referred to community and medical resources, and get connected to employment, training and education programs.

The Region also funds Blue Door's Out of the Cold program to operate a seasonal shelter between November and April each year. As of 2023, Inn from the Cold, formerly a seasonal shelter, is now operating year-round as an emergency housing facility. In 2022, 494 unique individuals used seasonal shelters, a 35% increase over 2021.

The Housing with Supports Program funds permanent homes in the community for people whose daily living activities require supervision.

TRANSITIONAL FACILITIES EASE MOVE TO PERMANENT HOUSING

Housing is a significant social determinant of health, and transitional housing is a crucial step in ending the cycle of homelessness.

Transitional housing provides a supportive living environment focused on skill development and community building. In many cases, it helps individuals and families move from emergency crisis services to long-term permanent housing.

In recent years, emergency shelters have seen an increase in people who are forced into homelessness. With the high cost of living, someone could be employed and still not able to afford appropriate housing. Some residents report experiencing challenges related to their physical or mental health, substance abuse, as well as bias and discrimination. In transitional housing, people are more likely to get the supports they need to help them move to a more stable and independent life.

With funds available primarily through the Ontario Government's Social Services Relief Fund, Housing York Inc. rapidly built two new facilities.

- Passage House, in the Town of East Gwillimbury, is an 18-unit development with wraparound supports for men. In operation since fall 2022, it used prefabricated, factory-built modular components, assembled on-site. It is the Region's first housing project to use this innovative process. From design and approval to construction and opening its doors, the project was completed in less than two years. Individualized supports at Passage House are provided by Blue Door, the largest emergency housing provider in York Region.
- The Bridge, in the Town of Georgina, is an 8-unit development for youth age 16–26, and opened in September 2023. It used sustainable building practices and was designed to fit in with the surrounding neighbourhood. The Salvation Army offers support services on site to help residents gain employment skills or pursue further education.

Residents are often frail and elderly or have a mental health diagnosis, physical disability and/or developmental disability. In 2022, this program provided support to 404 people.

In the 2023 Ontario Budget, the Province increased funding of its Homelessness Prevention Program by \$202 million. As a result, York Region’s allocation increased by 76 percent from \$20.8 million to \$36.7 million. This additional funding will help address historical provincial underinvestment in York Region.

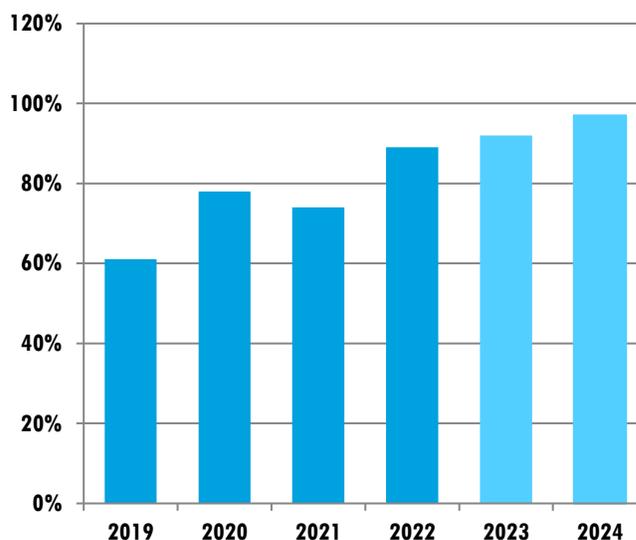
Under the federal Reaching Home: Canada’s Homelessness Strategy, communities are required to administer periodic homelessness point-in-time counts. These counts involve two components: the point-in-time enumeration to identify how many individuals and families in a community are experiencing homelessness, and a survey which provides additional information on the demographics, causes and experiences of people experiencing homelessness. The federal government requires the next count to be conducted in fall 2024. York Region and United Way of Greater Toronto, the federally designated community entity, will co-lead the 2024 Point-in-Time Count in York Region.

The Region is developing a Homelessness Service System Plan, which will consist of three priority areas: prevention and diversion, intervention and housing stability and coordinated system response. The plan will focus on:

- Addressing emergency community needs
- Prioritizing resources to focus on early intervention and prevention
- Using forecasting to support longer-term planning

To inform the plan, staff will undertake consultations with people with lived experience, service providers and operators, municipal partners and community stakeholders, and will draw on available research and data. The plan will contribute to the new 10-year housing and homelessness plan being developed for Regional Council in 2024.

% OF PEOPLE EXPERIENCING CHRONIC HOMELESSNESS WHO STAYED HOUSED FOR SIX MONTHS



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

This measure reflects the number of individuals experiencing chronic homelessness who remained housed for 6 months. There was an increase of 15% of clients who remained housed for 6 months in 2022 compared to 2021. This was likely attributable to enhanced case management and focus on prioritization and matching to available resources, such as the Home Now Program. This trend has continued in 2023 and is projected to continue in 2024.

Budget overview

The approved 2024 total operating budget for Homelessness Community Programs is \$48.5 million, an increase of \$6.2 million from 2023. The 14.6% increase in gross spending from 2023 relates to increased provincial funding under the Homelessness Prevention Program. The new provincial funding will finance Council-approved critical social infrastructure projects previously proposed for funding under the Pandemic Management and Recovery Reserve Fund, as well as new Men’s Housing Facility operating costs previously proposed to be funded through the tax levy, starting in 2025. The approved 2024 tax levy budget is \$14.3 million, an increase of \$1.0 million from the 2023 budget, mainly relating to departmental realignment of salary savings targets with no impact on the overall budget. There are no new positions requested in 2024 with a net 3 positions transferred from Homelessness Community Programs to Social Assistance to centralize program support across the Social Services branch, with no impact on the department’s overall budget.

Change from outlook

The approved net operating budget represents an increase of \$0.4 million from the outlook in last year’s restated budget, largely related to realignment of salary savings targets with no impact on the department’s overall budget offset by new provincial funding for homelessness prevention.

CHILDREN’S SERVICES

This program area supports children, families, child care providers and the community in delivering high-quality services. The goal is to give children the best start in life and keep families socially and economically engaged. Its roles include:

- Overseeing more than 550 licensed child care centres and providing funding to make child care more affordable for families with low incomes
- Directly delivering early intervention services to children with special needs
- Managing a range of drop-in early learning and parenting programs, including EarlyON, for families with children from birth to six years of age
- Providing subsidies for local municipal recreation programs

Homelessness Community Programs

OPERATING BUDGET					
		2023	2024	2025	2026
Gross		\$42.3M	\$48.5M	\$49.2M	\$49.9M
Net		\$13.3M	\$14.3M	\$15.0M	\$15.7M
Budget Change			\$1.0M	\$0.7M	\$0.7M
FTE	- Total	62.0	59.0	60.0	60.0
	- New		(3.0)	1.0	-
Increase/ (Decrease) from Restated Outlook:					
	Net (\$)		\$0.4M	(\$0.3M)	(\$0.4M)
	FTE		(4.0)	(3.0)	(3.0)

The Ontario and federal governments signed the Canada-wide Early Learning and Child Care (CWELCC) agreement in March 2022. The new system lowers child care costs, and improves access, quality, and inclusion across Ontario's child care and early years sector. CWELCC is a federal program, administered by the province and delivered by Service System Managers, such as York Region.

In York Region, 90% of child care operators chose to participate in CWELCC by the November 1, 2022 deadline. The focus of the program in 2022 was executing funding agreements with local child care operators, and reducing parent fees by an average of 50 per cent. The current reduction is leading to an average annual savings of \$9,274 in child care fees for a family in York Region with an infant child under 18 months. By September 2025, child care fees in participating CWELCC sites will be lowered to an average of \$10 per day.

In 2023, the focus was on expanding and working towards creating more consistent access to licensed child care across Ontario. This includes a new funding formula that is being developed by the province to support sustainability and growth in the system, which is anticipated to be implemented in 2024.

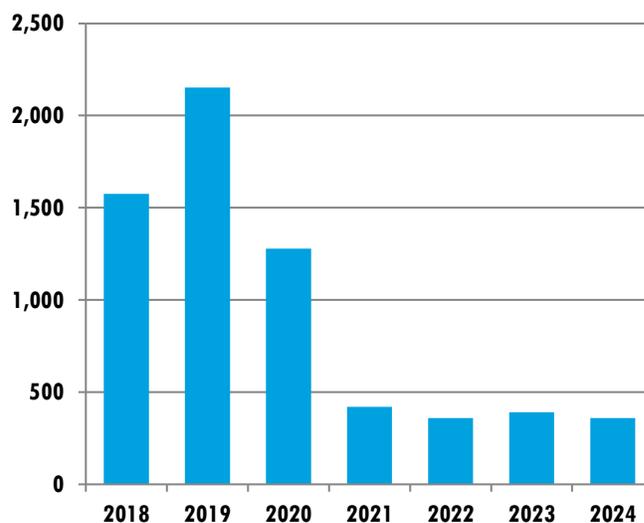
In September 2023, Regional Council approved five priority neighbourhoods in York Region to focus expansion of affordable child care spaces in the Region. This will reduce barriers for children living in low-income families, children from diverse populations, children with special needs, Francophone children, and Indigenous children.

The Region also provides a subsidy for licensed child care to eligible low-income families. As of June 30, 2023, 6,814 children in 4,653 families had benefited.

Early Intervention Services support children with special needs at home and in licensed child care settings, helping more than 4,100 children by September 30, 2023. To improve inclusion of all children in summer care programs, the process to apply for additional classroom support was simplified. Sixty child care programs were provided with 8 hours/day of flexible funding, to create inclusive environments benefitting over 1,200 children.

The recruitment and retention of Early Years Professionals was supported with a campaign that highlighted their importance to our community, and encouraged entry into the field. In partnership with Seneca College, 209 Early Childhood Education students attended EarlyON Collaboration sessions to increase their awareness of the role of Early Childhood Educators in EarlyON Child and Family Programs.

OF CHILDREN WITH AN IMMEDIATE NEED WAITING FOR SUBSIDIZED CHILDCARE



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

Due to the ongoing impact of COVID-19, including temporary closures of school-aged child care programs, many people still working from home and ongoing staffing shortages in the sector, enrolment in child care programs continued to be below pre-pandemic levels in 2021 and 2022, and is not projected to recover significantly in 2023.

Child care centres received funding for onsite professional development or for individual staff to participate in courses, workshops or certificate programs. From January to March 31, 2023, 611 professionals received \$828,070 in bursaries to support their continued education. York Region also partnered with COSTI and Job Skills to create Pathways to Early Childhood Education. This allowed newcomers and those looking for a career change to obtain the necessary certificates for employment. As of July 31, 2023 Job Skills had provided training to 94 participants, 80 of whom had secured employment in the field.

Virtual services put in place in response to the pandemic continue to be offered, along with resumed in-person service. The result is enhanced service delivery options. Virtual capacity-building sessions reached over 5,400 staff in 78 sessions by June 30, 2023, far more than in-person sessions alone could achieve. An additional 46 sessions are planned in 2023 to promote professional development.

In partnership with the Toronto and Region Conservation Authority, 90 EarlyON Educators from partner organizations participated in 33 training sessions between April 2022 and March 2023. The sessions were designed to increase knowledge of four-season outdoor programming. Participants reflected on best practices and developed innovative approaches for four-season outdoor programs, including incorporating Indigenous land-based learning and Ojibwe Pedagogy.

Children’s Services also offers subsidies for children and youth from low-income families to take part in recreation programs, day camps and youth overnight camps. In 2023, the Region reduced barriers to accessing recreation activities for children from the lowest income families. This was accomplished by increasing family choice, aligning registration renewals with other Family Strengthening Programs, and enhancing data quality for better decision making and program planning. As of August 10, 2023, 1,469 young people benefited from these programs, a 19.4% increase over 2022.

Budget overview

The approved total operating budget for Children’s Services is \$408.1 million in 2024, a decrease of \$11.0 million from 2023. The reduction in spending reflects:

- the end of one-time provincial funding of \$2.3 million to support the retention and recruitment of a high-quality child care and early years workforce.
- the end of a \$6.7 million transitional provincial grant to assist with administrative funding changes and provide stability as the ministry continues to develop the new child care funding formula

Children’s Services

OPERATING BUDGET					
		2023	2024	2025	2026
Gross		\$419.2M	\$408.1M	\$408.8M	\$409.3M
Net		\$26.6M	\$24.2M	\$24.8M	\$25.3M
Budget Change			(\$2.4M)	\$0.6M	\$0.5M
FTE	- Total	168.0	165.5	165.5	165.5
	- New		(2.5)	-	-
Increase/ (Decrease) from Restated Outlook:					
	Net (\$)		(\$2.8M)	(\$2.7M)	(\$2.6M)
	FTE		(2.5)	(2.5)	(2.5)

The approved Children's Services budget is 5.9% tax levy, 0.3% third party and 93.7% provincially funded. The approved tax levy budget is \$24.2 million, a decrease of \$2.4 million from 2023, mainly related to recognized savings. No new positions are requested in 2024, with a net 2.5 existing positions transferred from Children's Services to Social Assistance to centralize program support across the Social Services branch, with no impact on the department's overall budget.

Change from outlook

The approved net operating budget represents a decrease of \$2.8 million from the outlook in the restated budget for 2023, largely related to recognized savings.

HOUSING SERVICES

Under the *Housing Services Act, 2011*, York Region is the service manager and funder for 6,982 community housing units, comprising 3,027 units owned by Housing York Inc., the Region's largest housing provider, and 3,955 belonging to non-profit and co-operative housing providers.

The branch is responsible for funding and oversight of the community housing system in York Region, including ensuring compliance with provincial requirements and local rules. It provides tools, training and other support to strengthen the capacity of non-profit and co-operative housing providers.

In addition, Housing Services manages the Region's subsidized housing wait list, delivers rent subsidy programs, provides support to residents with low and moderate incomes, and oversees development of new community housing projects.

SERVICE AGREEMENT FRAMEWORK BOLSTERS COMMUNITY HOUSING

A new service agreement framework will help preserve the supply of community housing in York Region and improve critical relationships with housing provider partners, fostering greater long-term sustainability and spurring further housing growth.

As residents continue to face affordability challenges, sustaining existing community housing and increasing supply are critical needs. With average wait times for subsidized housing ranging from seven to 10 years, supporting providers throughout the Region is key to maintaining current supply. A one-size-fits-all funding approach cannot meet their diverse needs.

Following changes in 2022 to the *Housing Services Act, 2011*, the Region is required to develop a service agreement framework to guide negotiations of new agreements with providers as their mortgages end. These agreements will be developed in consultation with providers, moving from a fixed funding formula to a right-size funding model. As a result, the Region can better manage and preserve the supply while remaining flexible to differing provider needs.

The existing provincial funding formula requires the Region to provide an annual subsidy to cover operating and mortgage costs ensuring the housing provider had sufficient revenue to meet their operating needs. It did not contemplate funding to adequately address capital repair needs or escalating costs. The new regulations grant flexibility through service agreements to tailor financial plans to individual housing providers, to ensure there is no over- or under-funding.

By right-sizing the funding, the Region may be able to generate subsidy savings to invest in local needs, such as repairs and new supply. As financial modeling and service agreement negotiations develop, staff will have a better understanding of subsidy savings available in the capital budgeting process. Council has already endorsed, in principle, that mortgage savings be reinvested into the system, and the framework will be brought to Council for approval in 2024.

The Region’s mix and range of housing is not well matched to current or forecast needs. Housing prices are high and the Region has the lowest share of purpose-built rental in the Greater Toronto and Hamilton Area. As a result, many residents, especially those living with low incomes, can’t find the housing they need at a price they can afford. This places pressure on the community housing system and wait list.

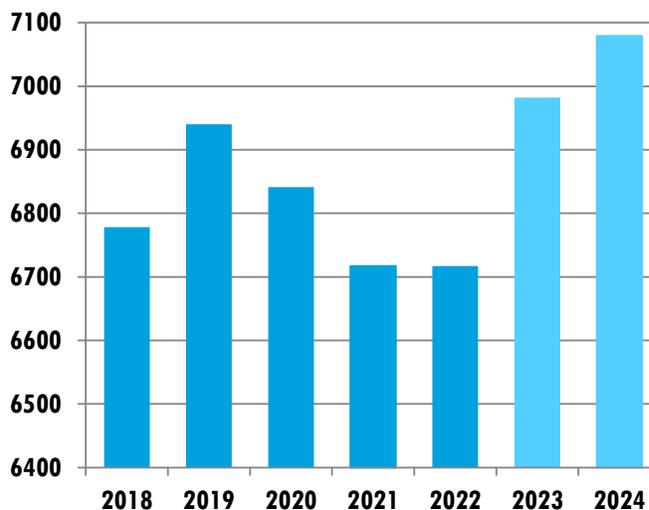
The subsidized housing wait list stood at 14,867 as of December 2022, a slight decrease from previous years, with wait times ranging from seven to 10 years. The decrease is due to the implementation of income and asset limits and to the removal of inactive applicants. Although the wait list decreased, the Region received over 2,400 new applications in 2022, up from an average of 750. Thirty-eight percent of households on the wait list are seniors and 62% are non-seniors. Over the past ten years, an average of 375 households on the list are housed annually. Housing Services was able to house 629 households in 2022, an increase due in part to the Canada-Ontario Housing Benefit.

The Region has continued to use the federally and provincially funded Canada-Ontario Housing Benefit to provide portable rent subsidies to more than 800 households on the wait list since its launch in 2020.

More supply is needed. Since 2006, the Region has funded just under half of capital costs for new community housing from the municipal tax base. The Region can no longer carry this financial burden, especially at the scale and speed of construction now required. The only way needs can be met is with higher federal and provincial funding that is stable and sustained over the long term.

In 2023, Housing Services launched a new Community Housing Supply Grant Pilot Program to support non-profit organizations who are ready to build new community housing. Regional Council approved funding for this program as part of the additional funding allocated for critical social infrastructure in the 2023 budget.

OF COMMUNITY HOUSING UNITS ADMINISTERED BY YORK REGION



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Sustain and increase affordable housing choices

About the graph:

This graph shows the trends since 2018 in the number of community housing units in York Region, owned and operated by Housing York Inc. (HYI) and non-profit and co-operative housing providers. The number includes both market and subsidized units available to low and moderate income households.

The Region has funded the construction of 459 new community housing units since 2018, including the 265-unit HYI Unionville Commons development completed in 2023.

The number of community housing units decreased between 2019 and 2021 as two federal non-profit housing providers exited the system once their operating agreements expired.

The number of units is forecast to increase with new supply being developed, including 97 units from the HYI Whitchurch-Stouffville development currently scheduled for completion by the end of 2024, and future proposed developments in the Town of Newmarket and City of Markham.

Housing Services is also supporting non-profit housing providers in increasing supply through an initiative to assess and build their capacity to undertake new community housing projects.

As York Region's first 10-year housing and homelessness plan, Housing Solutions, nears completion, work has started on the next one. It will continue to focus on increasing the supply of affordable housing of all types, including private sector development, and enhancing community housing and homelessness supports. Staff are currently working with internal and external partners to assess needs. This input will help shape the new plan, which will be aligned to other Regional plans, such as the York Region Plan to Support Seniors (to be finalized in 2024) and the Community Safety and Well-Being Plan. The new 10-year plan will include a master plan for community housing development, directing where and how the Region will increase the community housing system over the long term.

The province set out new regulations for the community housing system in 2022 that will change the relationship between York Region as service manager and the Region's housing providers. The new rules open the door to less complexity and greater long-term sustainability for providers, as well as further growth in housing options. They will permit the Region to tailor its funding to the individual operating and capital repair needs of housing providers to ensure they are not under- or overfunded. The Region will develop a service agreement framework reflecting these regulatory changes in 2024 in consultation with housing providers see sidebar on page 142.

Housing stability is not just about having a roof over one's head. Housing Services also works to ensure that residents feel settled and connected to other programs and supports. Examples include diversity and inclusion initiatives in community housing and programs to support employment, mental health and wellness.

Housing York Inc.: Managing Region-owned housing communities

Quality housing that residents can afford is the foundation of vibrant and healthy communities. As housing prices escalated over the past several years, the Region has been strategically investing to provide more affordable housing options.

Housing York Inc., a corporation set up under the *Ontario Business Corporations Act, 1990* with the Region as its sole shareholder, is responsible for Region-owned community housing. While the Region takes the lead on project development, Housing York Inc. assumes responsibility for completed buildings, including their management and operation. It directly operates 3,027 units in 37 rental properties of which about 20% are offered at market rent. Rental income from subsidized and market-rate units funds more than half of Housing York Inc.'s operating expenses. In addition to its residential properties, the corporation also owns and maintains seven emergency and transitional housing facilities on the Region's behalf.

Housing York Inc.'s multi-year plan, *Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan*, builds on its strong foundation as a progressive housing provider. Its goal is to double the rate of growth for community housing in the Region. These investments would be part of the Housing Services capital budget, and as such will feed into the master plan for community housing development within the next 10-year housing and homelessness plan. Many of the buildings would be owned and operated by Housing York Inc.

Unionville Commons, an apartment building for seniors in the City of Markham, was completed in early 2023, with 265 apartments. A hub located in the building for programs and activities for seniors in the community will open in early 2025. Other projects underway include:

- A six-storey apartment building with 97 residential units and ground-floor non-residential space in the Town of Whitchurch-Stouffville. The building will contain a mix of one-, two-, and three-bedroom rental apartments for seniors, families and individuals. This project is expected to be completed by 2024.
- A new emergency and transitional housing building in the Region to replace an existing facility, Porter Place, in the Town of East Gwillimbury. The new location will provide space for more inclusive, diverse and flexible supports for adult men experiencing or at risk of homelessness.

Planning is underway for new housing developments on Bayview Parkway in the Town of Newmarket and in the Box Grove community in the City of Markham. Full costs for these two projects have been added to the 10-year capital plan to advance construction to a point where funding can be applied for through the Canada Mortgage and Housing Corporation.

All the projects listed above, except for the transitional housing, include units at both market and subsidized rents. The market rents help offset costs for subsidizing the other units.

The Housing York Inc. portfolio includes the two new transitional housing sites, opened in 2022 and 2023, that are discussed in the Homelessness Community Programs section.

The board of directors of Housing York Inc. is drawn from and appointed by Regional Council. A new board is appointed at the start of each new term of Council. The board reviews and approves Housing York Inc.'s annual budget. The Region approves staffing for Housing York Inc. and governance and operating principles for its board through the shareholder agreement.

Housing York Inc.'s budget is partially reflected in the Region's operating and capital budgets through Housing Services. Items that are fully reflected include:

- \$13.1 million to Housing York Inc. to operate, maintain and manage its rental housing portfolio, including asset management needs of \$ 3.6 million
- \$258.1 million for new buildings and redevelopments (once completed, the assets are transferred to Housing York Inc.)
- \$1.96 million for operating and maintaining emergency and transitional housing facilities (funding for programs delivered in these facilities is provided through Homelessness Community Programs).

Regional employees provide staffing services for Housing York Inc. Staffing costs and related expenditures are recorded in the Housing Services' budget as a gross expense, amounting to \$9.7 million for 2024. Housing York Inc. fully reimburses the Region for these costs, resulting in a zero net tax levy impact.

The results of Housing York Inc. are fully consolidated in the Region's annual financial statements. The Accrual Budget chapter shows the impact of presenting its budget on the same basis.

Budget overview

The total approved gross operating budget for this program area is \$124.7 million in 2024, a increase of \$5.2 million from 2023.

The approved net operating budget for 2024 is \$78.5 million, an increase of \$4.6 million from 2023, mainly due to increased reserve contributions, new permanent positions and inflationary increases. This net budget represents 27.7% of the department's total.

Five new positions are requested to improve service delivery, support new housing projects, support asset management and staff the new Stouffville affordable housing development.

“Gazette funding” is federal operating funding for community housing. A current funding challenge is that this funding, which began in the early 2000s following devolution, will be reduced by more than \$4.0 million annually beginning in 2026 and will be phased out completely by 2032.

The capital budget for housing in 2024 is \$23.9 million. This represents a decrease of \$12.6 million from 2023.

The approved 10-year capital budget stands at \$294.0 million, an increase from the 2023 10-year plan of \$151.5 million, mainly due to the inclusion of full project costs for two projects (62 Bayview Parkway and 14th Avenue Box Grove) that were included as unfunded projects in the previous budget as they required funding commitments from senior levels of government. Funding to take other priority projects to the “construction-ready” phase continues to be included in the 10-year capital plan.

Change from outlook

The approved net budget represents an increase of \$1.9 million from last year's outlook.

STRATEGIES AND PARTNERSHIPS

The Strategies and Partnerships branch develops, delivers and communicates policies and programs to support the Region's vision of strong, caring, safe communities.

Recognizing that human services are complex and involve coordination in the community, the branch brings together a variety of partners from within and outside Regional government. It is responsible for two committees appointed by Council: the Human Services Planning Board, which advises on human services matters, and the Newcomer Inclusion Table, which advises on the development and implementation of a plan for newcomer inclusion. The branch also administers the federally funded Local Immigration Partnership program, which coordinates community-based settlement and inclusion efforts and fosters partnerships with the three Ontario Health Teams in York Region.

Housing Services

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$119.6M	\$124.7M	\$126.6M	\$122.0M
Net	\$73.9M	\$78.5M	\$81.2M	\$87.3M
Budget Change		\$4.6M	\$2.7M	\$6.0M
FTE - Total	126.0	131.0	133.0	135.0
- New		5.0	2.0	2.0
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		\$1.9M	\$2.0M	\$2.1M
FTE		-	1.0	-
CAPITAL BUDGET				
2024 Budget				\$23.9M
Capital Spending Authority				\$214.2M
10-Year Capital Plan				\$294.0M

The branch provides strategic services and supports to advance Community and Health Services programs and services, including emerging cross-sectoral and strategic policy and programs, data services, strategic communications and engagement, emergency management and business continuity planning.

The Community Safety and Well-Being Plan for York Region mobilizes community stakeholders, strengthens community capacity to lead, builds on data and existing community strengths, prioritizes preventative initiatives and bridges gaps where they exist. In 2023, in partnership with Public Safety Canada and through resources from the Building Safer Communities Fund, York Region advanced programs linked to the priority areas of mental well-being, housing stability and economic stability to reduce underlying risk factors that can lead to youth crime, harm and victimization, including involvement in gangs and gang violence.

The branch is responsible for the Community Investment Fund, which is an important part of York Region's human services system. The fund addresses gaps in community needs identified under priorities set each term by Regional Council, through targeted, time-limited funding to local initiatives delivered by community agencies.

Over the past two decades, the Community Investment Fund has supported projects that improved the well-being of residents. As part of the new [Supporting Critical Social Infrastructure](#) initiative, \$3.2 million from the Pandemic Management and Recovery Reserve Fund was made available in 2023 to address gaps in critical community services, such as mental health support and aid to victims of human trafficking. In 2023, Regional Council approved priorities for the Community Investment Fund for 2023-2026 including housing stability, mental well-being, diversity, equity and inclusion, food security system development, organizational development and capacity-building for community agencies and other critical service and emergency needs identified in Regional human service plans such as the Community Safety and Well-being Plan.

In 2023, Regional Council approved the framework for a 2023 to 2026 Plan for Newcomer Inclusion, addressing newcomers' economic and social inclusion as well as their health and well-being, and is expected to approve the final plan in early 2024.

With York Regional Police, the branch co-chairs and provides policy and operations supports for the Municipal Diversity and Inclusion Group, which also includes the nine local municipalities, hospitals, school boards, conservation authorities and other agencies. The work of the group and the branch continues to promote the Inclusion Charter for York Region to increase the sense of community belonging throughout York Region. As part of these actions, the group has launched the first phase of an anti-hate campaign to increase awareness and understanding of the impact of hate crimes and hate-related incidents.

The branch provides data analysis to support planning and decision-making. The branch leads and coordinates data-focused initiatives including the York Region Data Consortium, part of the national Community Data Program.

The branch provides communication services to the department, including creative and digital services, engagement planning and promotion, to ensure residents are provided with timely information about more than 300 department programs and services.

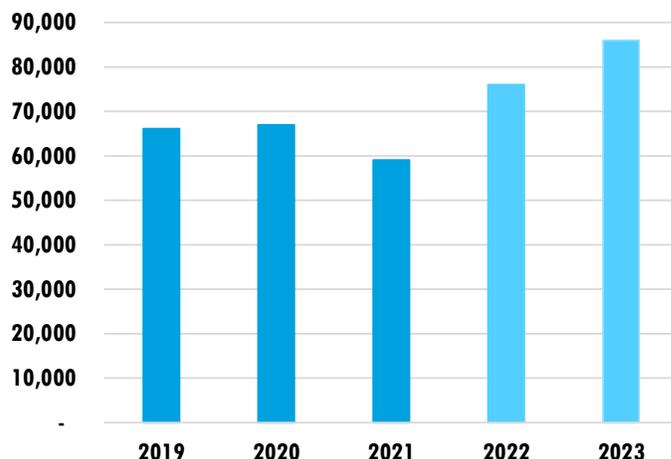
Through Emergency Social Services programs and the Local Immigration Partnership, the branch has helped coordinate efforts to support new arrivals in York Region who were displaced by the conflict in Ukraine in 2022 and 2023. This includes:

- Coordinating resources to address critical needs like transit, temporary accommodation and wrap-around services
- Information-sharing and outreach
- Strengthening collaboration with service providers and key organizations, including facilitating information sessions
- Coordinating with different levels of government, including efforts to align similar responses across the Greater Toronto and Hamilton Area (GTHA).

York Region, like other municipalities across Ontario, is experiencing an influx of asylum seekers. This is putting pressure on the emergency and transitional housing system, which is already at capacity, and straining other social services and supports, both in York Region and in the Greater Toronto and Hamilton Area. In response, on September 28, 2023, Regional Council authorized \$4.3 million within the approved Community and Health Services budget to support interim accommodation and wrap-around supports for asylum seekers in York Region until March 31, 2024. The 2024 budget does not include a request for additional funds to respond to this ongoing situation.

If needed, Community and Health Services will continue to fund any subsequent pressures through reallocation of existing budget resources, where possible. The situation will continue to be monitored through the mid-year process, and if costs are extraordinary, Community and Health Services may seek budgetary increases using contingency funds later in the year. The Region has reached out to the federal government to help offset the ongoing costs. Providing interim accommodation with related supports will ensure people are safe and supported while completing their asylum claims, finding employment, accessing care for immediate health needs and finding longer-term housing.

OF RESIDENTS ACCESSING SERVICES FUNDED BY THE COMMUNITY INVESTMENT FUND



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Target gaps in human services delivery through strategic use of Community Investment Fund.

About the graph:

In 2022, the CIF enabled more than 76,000 service interventions with residents. 63,000 people in vulnerable situations were able to access emergency food; almost 6,000 people were supported to find or retain housing; and 5,000 people were supported to manage mental health and addiction challenges.

The 2023 projection represents a point-in-time (August 2023), and is based on program targets outlined in service agreements.

In 2024, the CIF will continue to fund community initiatives, determined through a call for proposals and other project selection processes.

The number of people claiming asylum in Canada is increasing and is expected to continue to do so. According to Immigration, Refugees and Citizenship Canada data, in 2022 a record-breaking 91,760 people made an asylum claim in Canada. This represents a 163% increase compared to 2021 and a 43% increase compared to pre-pandemic levels in 2019. Furthermore, from January to July 2023, 69,090 people made an asylum claim in Canada, a 63% increase over the same period in 2022. Given global trends, it is likely there will continue to be large-scale arrivals of asylum seekers and refugee claimants for the foreseeable future.

The magnitude of this situation is beyond the capacity of any one municipality to handle on its own. A coordinated long-term response is needed by all levels of government. Without coordination, including a robust provincial and federal program to provide interim accommodation, asylum seekers will struggle to find safe places to stay, and municipalities will continue to be challenged to manage demands on social services and services for people experiencing homelessness. Regional staff are working with GTHA municipalities on advocacy efforts for appropriate support, funding and resources, as well as better coordination and greater federal and provincial involvement to respond effectively to the current situation.

Budget overview

The approved total gross operating budget for this program area is \$21.1 million for 2024, an increase of \$0.9 million from the amount approved for 2023.

The approved net tax levy budget for 2024 is \$16.7 million, an increase of \$2.1 million, mainly driven by an increase in the Community Investment Fund.

The branch plans to add 5 positions in 2024 for continued implementation of the Community Safety and Well-Being Plan, reinforcement of the Social Policy, Data Services and Partnerships unit, and branch Communications Services.

Change from outlook

The net operating budget represents an increase of \$2.0 million from the 2023 outlook, largely due to an increase in the Community Investment Fund.

Strategies and Partnerships

OPERATING BUDGET					
		2023	2024	2025	2026
Gross		\$20.2M	\$21.1M	\$21.6M	\$21.8M
Net		\$14.5M	\$16.7M	\$17.0M	\$17.2M
Budget Change			\$2.1M	\$0.3M	\$0.2M
FTE	- Total	60.0	65.0	66.0	66.0
	- New		5.0	1.0	-
Increase/ (Decrease) from Restated Outlook:					
	Net (\$)		\$2.0M	\$2.0M	\$2.0M
	FTE		1.0	1.0	1.0

INTEGRATED BUSINESS SERVICES

The Integrated Business Services Branch provides operational support and business solutions to help the Community and Health Services department deliver programs and services effectively and meet its responsibilities to the Region and provincial government. It helps program areas plan and manage spending and provincial reporting through the year and oversees the department's obligations on managing personal health information. The branch makes sure staff and programs have the space they need and optimizes the technology available to them so they can work more efficiently.

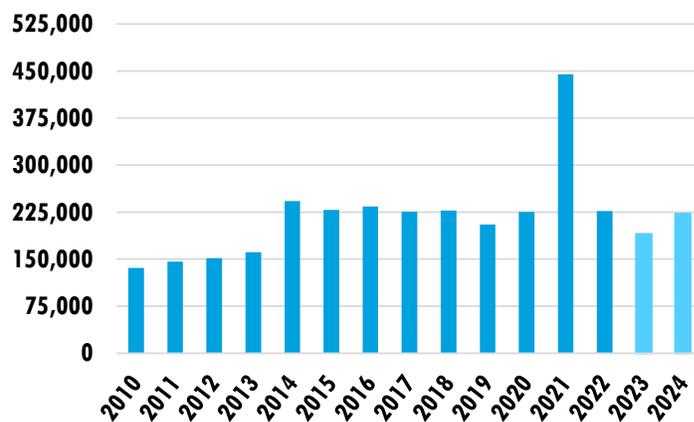
The branch supports the department in delivering programs and services by providing business solution development, business intelligence, training, technology, staffing and accommodation, as well as a range of administrative and financial management services. The branch is working to meet an increased demand for privacy expertise to manage requests for information, advise on practices for collecting, using and storing personal health information, and to assess privacy architecture in new information systems.

The branch is also responsible for Access York, providing a “no wrong door” approach to customer service. Access York handles inquiries for roughly 400 Regional programs across 140 different business lines and provides services in more than 240 languages. Requests are made in person at six locations and via other channels including telephone, email and online. Access York also handles referrals and links to resources in the community as part of the Ontario Health Team access and navigation model and takes applications for programs and services offered by York Region.

Access York received a total of 109,894 inquiries in the first seven months of 2023. The largest share of inquiries, at 21%, were related to social assistance, followed by requests for support with health-related questions, such as booking COVID-19 and other vaccinations and inquiries related to the Ontario Seniors Dental Program.

Inquiries to Access York and 211/FindHelp, which provides information on available supports and services, are tracked to monitor current and emerging trends and to adapt and enhance core services to meet growing community needs. In 2023, the branch developed recommendations in consultation with internal and external stakeholders to implement the 2023-2026 roadmap ensuring that Access York continues to evolve and adapt to changing customer and organizational needs.

OF RESIDENT INQUIRIES MADE THROUGH ACCESS YORK



Areas of Focus and Related Priority: Good Government - Efficiently Deliver Trusted Services

Objective(s):

Ensure the people the department serves receive the best experience by enhancing an integrated contact centre approach

About the graph:

The projected number of resident inquiries made through Access York for 2023 was determined by the number of interactions in the year to date. Resident inquiries in 2021 increased sharply due to COVID-19 vaccination inquiries. Current inquiry volume has stabilized to pre-pandemic levels. It is expected that volume will continue to grow year over year as Access York continues to expand support to new and changing program areas and services.

The branch also leads work on community hubs, which co-locate multiple organizations under one roof to provide residents with enhanced and affordable access to resources, services and programs. One hub began offering services and work advanced at another. In 2023:

- Community and Health Services added breastfeeding clinics and multi-partner workshops to the existing programs and services offered at the Town of Georgina's community hub, The Link. An Access York Customer Care Associate is also located at The Link to provide information, intake and referral services.
- Planning continued for the Unionville Seniors Hub and Community Centre, to be located in the Unionville Commons affordable housing for seniors. The hub, scheduled to open in early 2025, will provide residents and local seniors with easy-to-access services to support their health and well-being. This development responds to a commitment to improving access to health and social services laid out in the York Region Plan to Support Seniors.

Community and Health Services is proposing to locate programs at a future Housing York Inc. building in Stouffville to improve access to services for residents, including an Access York counter to support information/referral services and vaccine distribution.

Other 2023 accomplishments include:

- Creation of a partnership between Access York and the Vulnerable Seniors Network
- Completion of documentation projects related to the Health Emergency Operation Centre and COVID-19
- Coordination and facilitation of nine mental health courses for staff, achieving over 800 certificates of completion
- Enhancement of the process of implementing the new Canada-wide Early Learning and Child Care program, allowing for precise tracking of applications and results
- Incorporation of a benefits tracker module in the integrated financial and employment services toolkit
- Streamlined handling of annual reporting requests from the provincial Information and Privacy Commissioner

Priorities for 2024 and outlook:

- Planning for a Community and Health Services presence at the Housing York Inc. residential building now under construction in Stouffville, including an Access York representative
- Continued community hub planning and implementation, including the Unionville Seniors Hub
- Implementation of roadmap recommendations and tools at Access York to facilitate seamless customer access
- Provision of support for the Community and Health Services digital roadmap advancing customer self-service, integrating partner organizations and improving tools for staff to manage increasing caseloads and complex customer needs
- Focus on continued training for department staff, including data literacy and digital tools to support program delivery and assist customers with digital self-service

Budget overview

The approved 2024 net operating budget for the Integrated Business Services branch is \$29.7 million, an increase of \$2.1 million over 2023. The approved gross operating budget is also \$29.7 million.

Eight positions are requested in 2024 to advance digital initiatives to support customer self-service, improve integration with partners and upgrade tools for staff to support increasing caseloads, support Access York operations, including the introduction of new programs, strategic project management, digitization of services and a program of enhanced quality assurance.

Change from outlook

The approved net budget represents an increase of \$0.9 million from last year's outlook.

Integrated Business Services

OPERATING BUDGET					
		2023	2024	2025	2026
Gross		\$28.6M	\$29.7M	\$30.9M	\$31.5M
Net		\$27.5M	\$29.7M	\$30.9M	\$31.5M
Budget Change			\$2.1M	\$1.2M	\$0.7M
FTE	- Total	172.0	180.0	182.0	184.0
	- New		8.0	2.0	2.0
Increase/ (Decrease) from Restated Outlook:					
	Net (\$)		\$0.9M	\$1.4M	\$0.9M
	FTE		1.0	1.0	1.0



CORPORATE MANAGEMENT AND GOVERNANCE

comprises several areas that provide professional services and advice to Regional Council and make the organization as a whole more strategic, responsive and efficient.

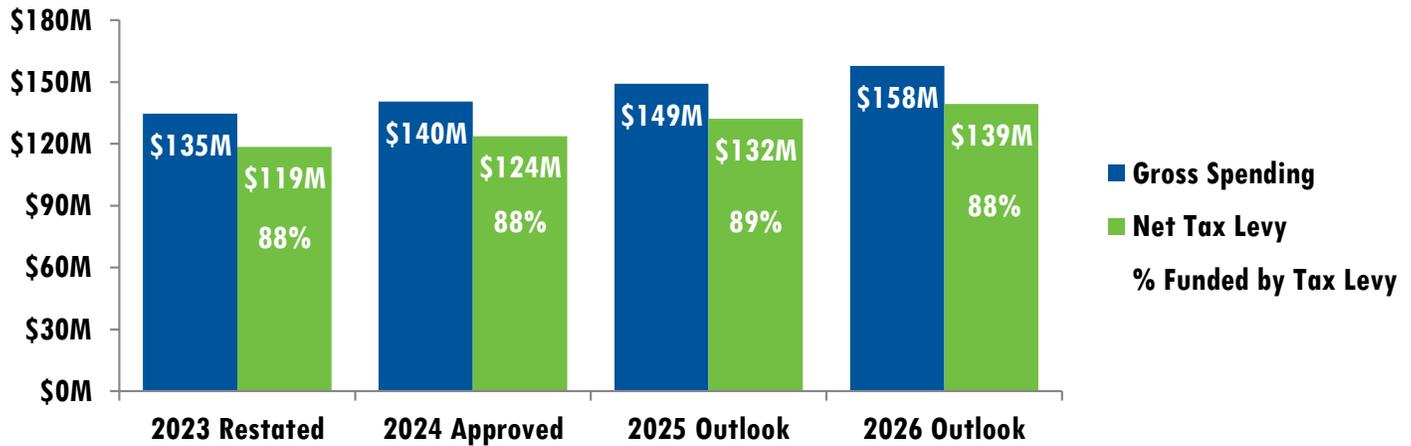


THE CORPORATE MANAGEMENT AND GOVERNANCE OPERATING BUDGET IS...

**4.5% OF TOTAL
REGIONAL EXPENDITURES**

**9¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



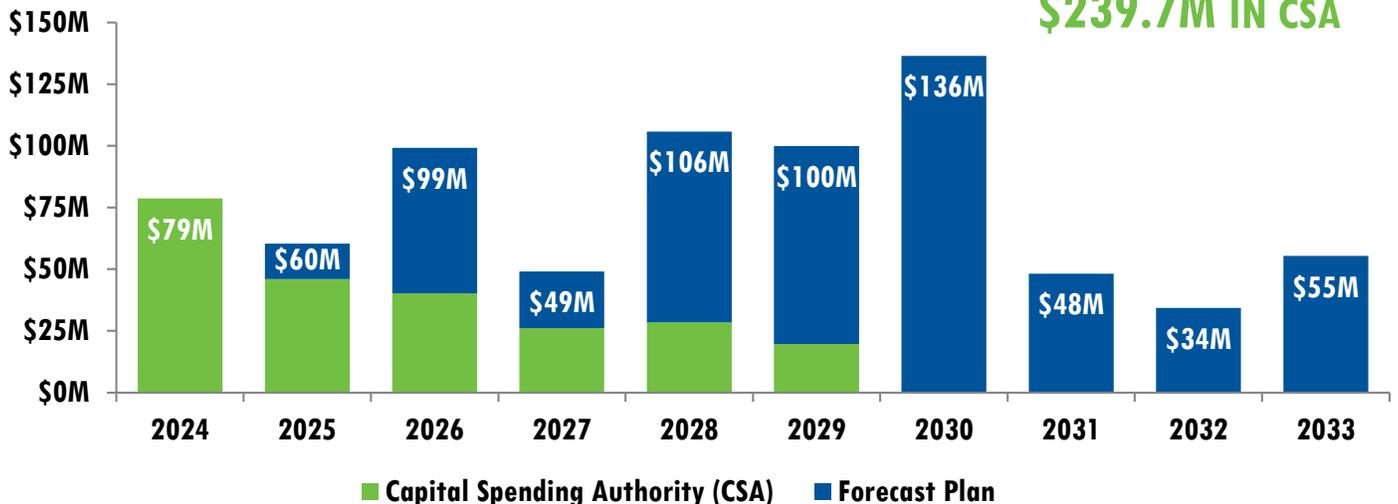
THE CORPORATE MANAGEMENT AND GOVERNANCE CAPITAL BUDGET IS...

**6.6% OF THE
REGION'S 10-YEAR PLAN**

**3.9% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

**\$767.7M OVER 10 YEARS
\$239.7M IN CSA**



SUPPORTING A PROFESSIONAL, EFFICIENT REGION

The overall direction for York Region's goals, policies and activities is set by Regional Council, which also creates bylaws and authorizes spending. Corporate Management and Governance includes the Office of the Chief Administrative Officer (CAO), Legal Services, and the Corporate Services and Finance departments, which advise and offer guidance to Council and the organization as a whole.

These areas gather and analyze information from within the Region and elsewhere to enhance decision-making and support Regional departments in such areas as budgeting, accounting, information technology, continuous improvement, strategic and legal advice, human resources and accommodation management.

With the changing priorities of senior levels of government, corporate management plays an important role in understanding and ensuring compliance with legislation and advocating for policy and regulatory improvements.

The Region works closely with the nine local municipalities to ensure alignment with York Region's *Vision* and Strategic Plan and in such areas as planning and development, data partnerships, emergency planning and response, and audit services.

2023 ACCOMPLISHMENTS

Corporate Management recorded several accomplishments during 2023:

- Regional Council approved both the 2023 to 2026 Budget and the 2023 to 2027 Strategic Plan in February 2023.
- York Region received the 2023 Goodman Award for Excellence in Strategy from the International Association for Strategy Professionals for York Region's Accountability Framework.
- The Region celebrated the fifth anniversary of Council's endorsement of the Inclusion Charter for York Region, and continued to demonstrate its commitment to inclusion by recruiting a new Indigenous Relations Advisor position.
- For the third consecutive year, York Region was named on the Forbes list of Canada's Best Employers in 2023. York Region was recognized as the second highest-ranking government employer in Canada and 36th overall among 300 organizations.
- Legal Services completed revisions to the Delegation Bylaw to reflect structural changes and promote efficient decision making. It also provided extensive strategic legal advice on various implications of Bill 23 to the Region, and facilitated time-sensitive compliance reviews of excess soil reports that helped avoid delays on several significant construction projects.
- Finance received awards from the Government Finance Officers Association for the 19th consecutive year in recognition of high-quality budget and financial reporting that makes information more accessible and easier to understand.

- Corporate Services moved ahead on a Technology Master Plan that is expected to be completed by 2023 year-end, completed facility projects for transit, roads operations, paramedics and the two Region-owned long-term care homes, and converted several internal processes from paper to digital format and automated them where feasible.

WHAT SHAPES THE CORPORATE MANAGEMENT BUDGET

The Planning and Budgeting chapter explains how York Region develops a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region’s *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Corporate Management and Governance supports *Vision’s* areas of focus and the Strategic Plan’s priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table below, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

The main area of focus that corporate management supports is Good Government. The professional guidance provided by the Office of the CAO, Legal Services, Finance, and Corporate Services supports all of the Region’s program areas. It does this by helping staff and key partners with strategic planning, emergency preparedness, budgets, audit, technology, legal advice, and human resources services like accommodation and recruitment.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Efficiently Deliver Trusted Services	Improve staff well-being and achieve greater cost-efficiency to the Region by increasing in-house staff complement through hiring more specialized lawyers, law clerks and legal assistants	Internal legal cost per hour compared to external legal cost per hour	●	Monitor staff workload and well-being as client departments' needs and expectations increases
			# of hours Worked by Legal Services Branch	●	
		Deliver fiscally sustainable services	# of competitive bids released to market	▲	Monitor and track the competitive bid release to market in line with business forecasts
		Improve customer experience by leveraging digital transformation	# of services that can be completed online (self-serve)	●	Support business transformation for the highest priority projects/initiatives Transforming online digital service delivery to better support standard processes and practices for York

Legend	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Trend data not available for reporting
	■ = Strategic Plan	■ = Departmental Plan	

In addition, Corporate Services directly delivers the core services of Development Services and Economic Development identified in the Strategic Plan.

Operating budget

The approved gross operating budget for Corporate Management is \$140.5 million, accounting for 4.5% of the Regional total. The approved tax levy budget is \$123.7 million, an increase of 4.3% from the previous year. The major drivers of the increase in 2024 are a higher contribution to the Regional fiscal strategy, which is applied to improving financial sustainability, and meeting needs of a growing population. In 2025 and 2026, Fiscal strategy contributions will continue to grow, but at a lower rate in 2026. As well, higher costs to maintain services to the base population, reflected in the “Status Quo” line, and population increases will contribute to growth in the tax levy budget.

A central goal of the corporate management budget is to enhance the organization’s ability to mitigate risk and keep services responsive and efficient. The budget reflects the skills and expertise of staff from a wide range of disciplines, such as human resources, planning, emergency management, audit, finance and risk management, legal, communications, facility management, data analytics, information management and technology. It also covers organization-wide services that are outsourced, such as facilities cleaning, security, grounds maintenance and software support.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	134,599	118,580	140,461	123,732	149,128	132,177
Status Quo	(25)	607	1,900	1,990	1,998	1,862
Revenues:						
Revenues (excl. senior government funding)	-	(936)	-	(369)	1,200	(259)
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	(936)	-	(369)	1,200	(259)
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(2,237)	(2,247)	(153)	(153)	(326)	(326)
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	(2,237)	(2,247)	(153)	(153)	(326)	(326)
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	3,647	3,647	4,449	4,449	1,827	1,827
Maintaining Service Levels for Growth	4,481	4,481	2,411	2,329	4,250	4,083
Enhancements and Transformation	-	-	199	199	-	-
Impacts of COVID-19	(5)	(400)	(139)	0	(256)	(0)
Approved Budget	140,461	123,732	149,128	132,177	157,821	139,364
Total Budget Change	5,862	5,152	8,667	8,445	8,693	7,187
	4.35%	4.34%	6.17%	6.83%	5.83%	5.44%
Restated Outlook	141,112	125,474	150,632	134,640	159,373	141,581
Increase/ (Decrease) from Outlook	(651)	(1,742)	(1,503)	(2,462)	(1,552)	(2,217)

Staffing changes

(Full-Time Equivalents)	2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	794.0		828.0		846.0	
New	23.0	2.90%	17.0	2.05%	25.00	2.96%
Conversions	11.0	1.39%	1.0	0.12%	-	-
Program Reductions	-	-	-	-	-	-
Approved Budget	828.0		846.0		871.0	
Budget Change	34.0	4.28%	18.0	2.17%	25.0	2.96%
Restated Outlook	820.0		836.0		857.0	
Increase/ (Decrease) from Outlook	8.0		10.0		14.0	

Corporate management plans to add 23 new positions and convert 11 existing positions to permanent in 2024. The sections that follow provide details. Including the remainder of the multi-year budget, the increases would be 65 new positions and 12 conversions.

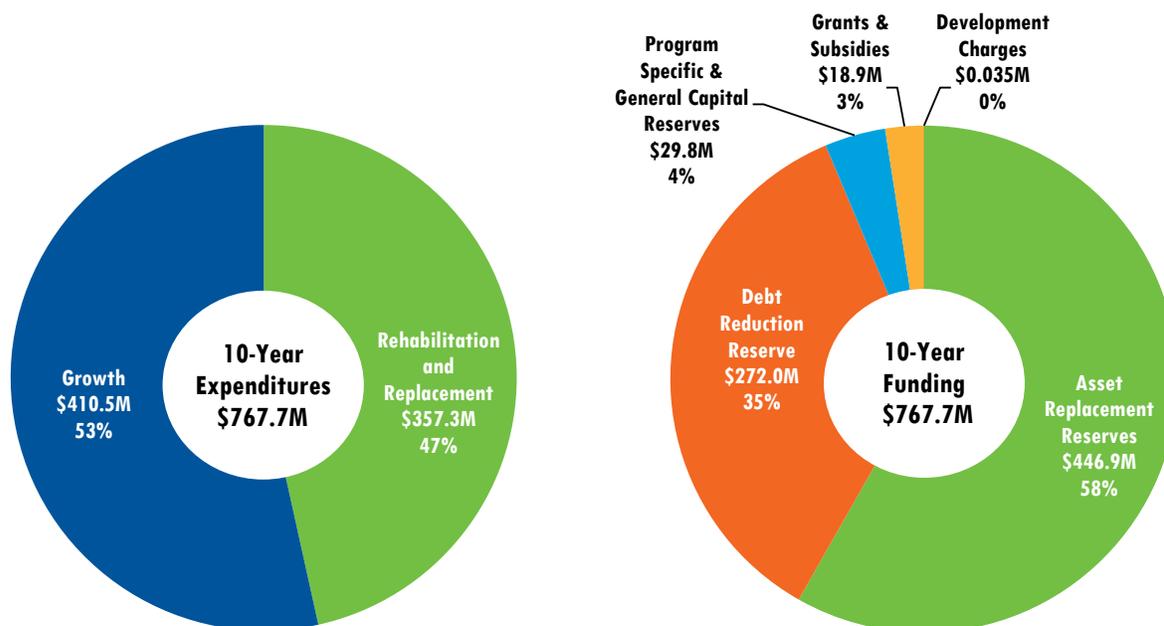
Capital budget

In 2024, the Region will invest \$79.2 million in capital assets, representing 7.9% of the Region's total for the year, to support the organization. Over the next 10 years, the investment will total \$767.7 million, or 6.6% of the Region's 10-year capital plan.

The capital budget for Corporate Management generally reflects two types of assets: buildings that house Regional services, and information technology. Information technology enables staff to do their jobs more effectively and makes information more accessible to residents.

10-year capital budget by program group

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
Information Technology Services	41,936	34,987	35,866	26,122	28,433	123,638	290,982	187,059
Property Services:								
Rehabilitation and Replacement	8,295	8,782	4,260	3,526	9,338	32,102	66,302	14,565
Business Initiatives	28,979	16,506	59,090	19,441	68,023	218,412	410,450	38,085
	37,274	25,288	63,349	22,967	77,360	250,514	476,752	52,650
Total Corporate Management and Governance	79,210	60,275	99,215	49,089	105,793	374,152	767,734	239,709



Note: Development Charges include: reserves, as well as funding for shortfalls related to recent provincial measures such as the *More Homes Built Faster Act, 2022*

Operating impacts of capital

Through its Property Services branch, Corporate Services continues to make capital investments in Regional facilities to make more efficient use of space, reduce energy consumption and keep assets in a state of good repair.

In the area of information technology, the main goals of capital investments are to streamline operations and service delivery, improve staff and service efficiency, and give residents better access to information. While these investments result in higher operating costs for licensing, system support, and maintenance, they also offer the possibility of overall cost savings by improving productivity.

Looking ahead

Corporate management demonstrates its value to Regional government and its residents by supporting a modern workforce, high-quality advice and analysis, a strong financial position, and better customer service.

In the years ahead, Corporate Management and Governance will continue to plan and lead investments aimed at ensuring York Region remains a leading-edge organization. As well as continuing to improve services for residents, these efforts also help to contain costs over the long term. Overall guidance comes from the Council-approved *Vision* and 2023 to 2027 Strategic Plan, which are discussed in more detail in the Planning and Budgeting chapter starting on page 18.

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2023 Restated		2024 Approved		2025 Outlook		2026 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Chair & Council	2.9	2.9	3.0	3.0	3.1	3.1	3.2	3.2	
Office of the CAO	23.2	22.3	23.6	22.8	24.5	23.9	25.4	25.0	
Legal Services	2.3	1.6	2.5	2.2	3.2	2.9	3.8	3.5	
Finance	25.8	22.8	26.6	23.6	27.8	24.7	29.3	26.0	
Information Technology Services	36.3	36.3	40.2	40.2	43.2	43.2	45.0	45.0	
Communications, Information and Data	20.7	20.5	20.2	20.0	21.6	21.4	23.1	23.0	
Planning and Economic Development	13.6	9.0	14.0	9.5	14.3	9.9	15.7	10.1	
Property Services	9.8	8.6	10.4	8.2	11.4	9.2	12.2	10.0	
Less: User Rate Recovery	-	(5.4)	-	(5.8)	-	(6.2)	-	(6.4)	
Total Operating Budget	134.6	118.6	140.5	123.7	149.1	132.2	157.8	139.4	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2024	CSA	10-Year	2024	CSA	10-Year	2024	CSA	10-Year
Information Technology Services	41.9	187.1	291.0	-	-	-	41.9	187.1	291.0
Property Services	8.3	14.6	66.3	29.0	38.1	410.5	37.3	52.6	476.8
Total Capital Budget	50.2	201.6	357.3	29.0	38.1	410.5	79.2	239.7	767.7

PROGRAM AREAS

The balance of this chapter provides more details on the areas that provide corporate management to the Region:

- Office of the Chief Administrative Officer
- Legal Services branch of the Legal and Court Services department
- Finance department
- Corporate Services department

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

Three branches within the Office of the CAO provide important services:

- Audit Services assesses the Region’s business activities and structures to identify and reduce risk, and looks for ways to improve operations. It reports to the Audit Committee of Council.
- People, Equity and Culture provides services in the areas of talent acquisition, employee and labour relations, compensation, disability management, recognition, benefits, employee/organizational development, workplace health and safety and wellness programming. All these areas contribute to attracting and retaining the right talent and ensure a strong workforce where employees feel valued and respected. In addition, it supports the York Region Accessibility Advisory Committee and delivers corporate initiatives aimed at creating a more inclusive, diverse, equitable and accessible workplace and culture.
- Strategies and Initiatives leads the Region's strategic planning, emergency management, community opinion polling and continuous improvement program delivery. It provides direct program and special project support, including research, analysis and coordination, as required and directed by the Chief Administrative Officer.

Budget overview

The approved total 2024 operating expense for the Office of the CAO, at \$23.6 million, represents 16.8% of the Corporate Management total for the year. The approved net tax budget, at \$22.8 million, would increase by \$0.6 million or 2.6%. This would be followed by increases of 4.8% in 2025 and 4.5% in 2026.

The Office of the CAO plans to add five new positions in 2024 to support attracting and keeping staff, continuous improvement and innovation and emergency preparedness through a partnership agreement with York Regional Police.

Change from outlook

The approved tax levy budget of \$22.8 million for 2024 represents a decrease of \$0.2 million from the outlook in the previous budget.

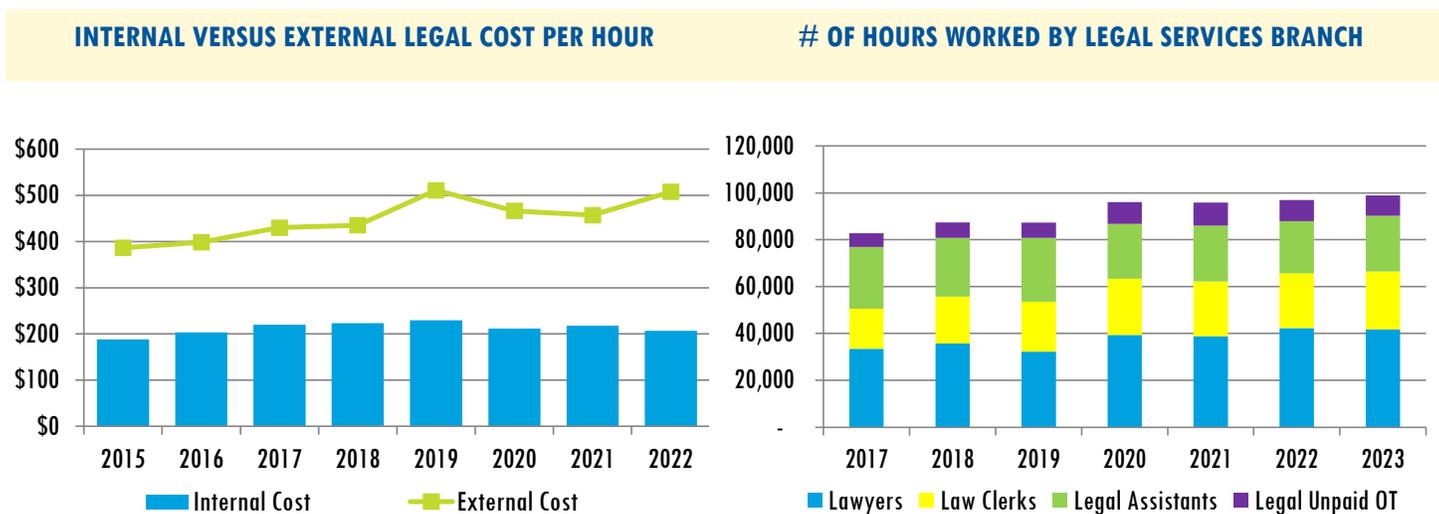
Office of the CAO

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$23.2M	\$23.6M	\$24.5M	\$25.4M
Net	\$22.3M	\$22.8M	\$23.9M	\$25.0M
Budget Change		\$0.6M	\$1.1M	\$1.1M
FTE - Total	131.0	136.0	138.0	140.0
- New		5.0	2.0	2.0
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$0.2M)	(\$0.1M)	(\$0.1M)
FTE		3.0	2.0	2.0

LEGAL SERVICES

Legal Services, a branch of the Legal and Court Services department, provides cost-effective legal expertise to Council, the Region’s business units and corporations, and the Police Services Board. The budget in this chapter also includes support for the department as a whole. The Court and Tribunal Services chapter discusses the department’s other branch.

As the Region has grown, so has the need for legal services. In addition to representing the Region at hearings and in court, staff advise on nearly every area of the law, negotiate agreements, protect the Region’s rights, and work to ensure that the Region meets its legal obligations. Excellent legal services provided by in-house resources help the Region efficiently manage risk. This is also a cost-effective approach given the relative expense of in-house versus external counsel, as shown on the graph below.



Areas of Focus and Related Priority:

Good Government - Efficiently Deliver Trusted Services

Objective(s):

Monitor staff workload and well-being as client departments’ needs and expectations increases

About the graph:

As the graph on the left illustrates, using in-house counsel instead of external law firms represents continued savings to the Region. The graph on the right shows hours worked by Regional staff, including unpaid overtime. Fluctuating levels of overtime are expected in the municipal environment but sustained and increasing levels could have impacts on staff well-being, performance and mitigation of fatigue-caused risks. Coupled with increasing and expensive use of external lawyers to supplement internal staff, this suggests that it would be more cost-effective to add internal resources.

Budget overview

Legal Services' approved 2024 total operating expense is \$2.5 million, or 1.8% of the Corporate Management total for the year. On a net basis, the approved budget is \$2.2 million, an increase of \$0.6 million from 2023.

Legal Services recovers costs from the Region's business units and corporations for the services it provides to them. As a result, its budget reflects only indirect costs such as administration and accommodation.

With considerable growth in both branches since the Legal and Court Services department was created in 2015, nine new positions are approved for 2024 to relieve the current intense workload on staff. The graphs on the previous page highlight the untenable levels of unpaid overtime current staff are working. Added resources are badly needed to help retain existing staff, reduce risks and keep up with increasing demands in a cost-effective way.

Seven of the approved nine positions are aligned with increasing need for legal advice, strategy and services in specific and complex areas. This includes infrastructure, construction and real estate as the Region responds to recent provincial measures with major impacts on these areas. New legal resources would also support emerging needs in health law and labour and employment law, provide greater input into Regional procurement processes and manage litigation risks and costs.

The remaining two positions would free up lawyer and legal support staff time to mitigate the number of additional lawyers required.

Change from outlook

The approved net operating budget represents a \$0.8 million increase from the outlook in the previous budget. Drivers include higher-than-expected inflation and provincial changes to the land-use planning regime and the Region's approach to serving growth in northern communities.

Legal Services

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$2.3M	\$2.5M	\$3.2M	\$3.8M
Net	\$1.6M	\$2.2M	\$2.9M	\$3.5M
Budget Change		\$0.6M	\$0.7M	\$0.6M
FTE - Total	76.0	85.0	90.0	97.0
- New		9.0	5.0	7.0
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		\$0.8M	\$1.4M	\$2.1M
FTE		4.0	8.0	12.0

FINANCE

The Finance department directs financial planning and reporting for York Region. It provides advice and corporate financial services to Regional Council and departments. It works to keep the Region financially strong and efficient and manages financial assets for the benefit of residents.

The department leads several corporate policies and processes. It develops the budget, manages the Region's debt, reserves and investments, administers and reports on finances, and manages procurement.

Finance continues to lead development of the corporate mandate for Environmental, Social and Governance reporting. Finance is working with departments to coordinate reporting on climate change goals, targets and budgetary requirements, in line with the new standards.

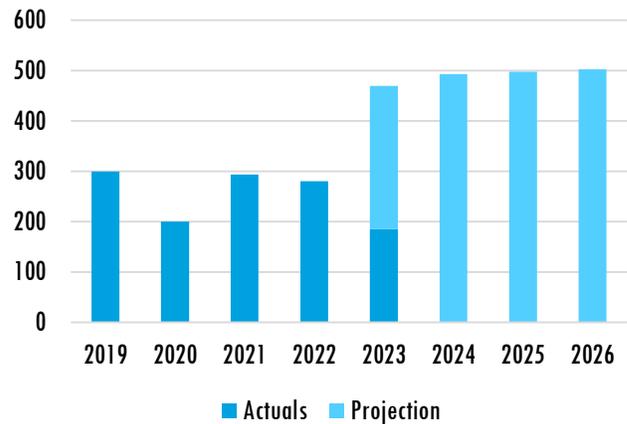
Finance Forward will make more activities and processes digital and web-based to support remote work, reduce manual effort, enable the Region to collect more data, and provide better tools for in-depth analysis.

The benefits across the organization will include:

- Less risk of errors from manual data entry and review
- Quicker access to more data, providing valuable business insights and enabling departments to better identify and manage risks
- More robust financial information and analysis to improve strategic planning and enable better decision-making
- Reduced cost and time pressures

Procurement of a new Enterprise Resource Planning system is underway. Implementation of the new system is expected to begin in 2024.

OF COMPETITIVE BIDS RELEASED TO MARKET



Areas of Focus and Related Priority: Good Government - Efficiently Deliver Trusted Services

Objective(s):

Deliver fiscally sustainable services

About the graph:

The annual release of bids to market is anticipated to maintain a steady upward trajectory based on operating and capital projects approved in each budget year.

Resources, technology and analytical tools are needed for the Procurement Office to continue to partner strategically with departments and respond efficiently to their needs, support Finance Forward and keep up with shifts in the procurement industry and global supply chain.

Achieving the highest value for money in contracting contributes to the Region's overall long-term fiscal sustainability.

Budget overview

The approved total 2024 budget for Finance is \$26.6 million, representing 18.9% of the Corporate Management and Governance total for the year. The net operating expense would be \$23.6 million, an increase of 3.3% from 2023.

The approved increase largely reflects eight additional positions to support overall growth in Regional staff, transactions, and increasingly complex analytical needs requiring additional staff within Finance to serve other departments.

Change from outlook

The approved net operating budget is \$0.3 million less than the outlook in the previous budget.

Finance

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$25.8M	\$26.6M	\$27.8M	\$29.3M
Net	\$22.8M	\$23.6M	\$24.7M	\$26.0M
Budget Change		\$0.8M	\$1.2M	\$1.3M
FTE - Total	159.0	167.0	173.0	180.0
- New		8.0	6.0	7.0
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$0.3M)	(\$0.3M)	(\$0.3M)
FTE		1.0	-	-

CORPORATE SERVICES

Corporate Services' branches carry out a wide range of key functions.

Property Services acquires and disposes of real estate, manages facilities-related building projects, plans and designs space, and oversees delivery of day-to-day operations and/or maintenance in 218 of the 281 buildings in York Region's building portfolio.

Planning and Economic Development continues to support and work with local municipal partners to plan for the Region's growing population, and promote economic development opportunities.

The role of Regional Planning has changed under the *More Homes Built Faster Act, 2022*. After full enactment in early 2024, there will no longer be a Regional Official Plan approved by Regional Council, and Council will no longer approve local municipalities' official plans or secondary plans.

Regional Planning has been retooled to reflect these changes, and it now integrates the Regional Official Plan with local operational plans. Its goals include:

- more emphasis on monitoring and forecasting growth to help Finance forecast development charges and help departments align infrastructure investment with forecast growth, within expected fiscal capacity
- timely commenting on applications for local decision-making
- more focus on data and analytics to inform Regional Council and assist local municipalities.

Cooperation and sharing of data, especially to inform investments in infrastructure, will be critical to achieving these goals.

The online YorkTrax program has put the Region at the forefront of streamlining the development approval process and making it more transparent. To increase the benefits, the Region is now working with local municipalities to automate the exchange of planning data through YorkTrax.

Data from all stakeholders will be input once and shared across multiple systems. This will make it much easier and quicker to process applications at all levels and access high-quality population forecasts and other data to inform decisions. The initiative will improve the flow of critical data to feed into real-time data analytics (for example, the Housing Supply Dashboard and Servicing Allocation Dashboard), enabling a more efficient and agile approach to managing growth.

While benefiting from the improved process, local municipalities will also be able to keep their current development tracking systems.

Another key tool in expediting growth and development is the YorkInfo partnership discussed in the box on the right, along with other examples of municipal collaboration and support.

Information Technology Services (IT Services) provides a wide range of technology services to its clients, including Regional Council and other regional departments. It acts as a steward of technology assets, is responsible for cybersecurity, and is a driving force for digital transformation. IT Services provides guidance and standards on software and hardware, and supports remote and hybrid workforce arrangements.

MUNICIPAL COLLABORATION MEANS LOWER COSTS, BETTER SERVICES

Corporate Services and the Region's nine local municipalities continuously work together for better service, greater efficiency and cost savings.

The award-winning YorkInfo Partnership is a key driver of the process, because great collaboration starts with great data. YorkInfo is the local municipalities' primary source for Regional data, with an online platform where partners can easily share, create, and use various applications, such as:

- All Pipes for a common view of municipalities' water and wastewater infrastructure
- All Construction for managing and coordinating road projects
- Next Generation 911 for better processing of emergency cellphone calls
- Planning Engagement Portal for development, which will help support the province's More Homes Built Faster initiative.

These applications enable partners to share best practices, make better use of resources, reduce response times, and provide greater clarity in service planning and forecasting.

The department and Town of Whitchurch-Stouffville are working together on a new joint fire and paramedic response station in the Ballantrae area. The collaboration between the town, which manages fire services, and the Region, which manages paramedic services, has resulted in cost savings through more efficient land use and building one larger station to house both services.

Other collaborative projects include the Greater Toronto Hamilton Area Cybersecurity Working Group, which fosters sharing news, reviewing best practices, and identifying joint initiatives.

The department also aims to improve stakeholder relations by chairing a bi-weekly communication meeting to share information, resources, and expertise.

Communications, Information & Data includes Corporate Communications, the Office of the Regional Clerk, Data, Analytics and Visualization Services and Business Services. Corporate Communications fosters effective, transparent communication and a strong public image for the Region. Working across the organization, it crafts and disseminates messages internally and externally, manages media relations, and oversees the Region’s digital presence. The Office of the Regional Clerk acts as corporate secretary to Regional Council and its committees, and heads the Region’s information management, archives, freedom of information and privacy programs. Data, Analytics and Visualization Services leads data management, analytics and visualization across the organization and with external partners, including local municipalities and York Regional Police. Business Services supports the department and its many partners in the areas of financial management, communications and business planning.

Budget overview

At \$84.8 million, the approved 2024 total operating expense for Corporate Services would represent about 60.4% of the Corporate Management and Governance total for the year.

On a net basis, the approved 2024 budget is \$77.9 million, an increase of \$3.4 million or 4.6% from the previous budget. Drivers of the increase include higher asset management contributions, inflation in software and other contracted costs, additional software solutions, and staffing.

Higher facility operating costs driven by contractual increases have been fully offset by savings and efficiencies. In addition, pandemic-related costs will be phased out in 2024.

Corporate Services plans to add 12 new positions in 2024 to support growing needs in the areas of communication, facilities, and management of its integrated digital portfolio, including information, data analytics and technology services.

The approved Corporate Services capital budget includes investment of \$767.7 million over the next 10 years, including \$79.2 million in 2024, for information technology assets and Regional facilities.

Change from outlook

The approved net operating budget of \$77.9 million is \$1.9 million lower than the outlook in the previous budget, reflecting savings and efficiencies.

Corporate Services

OPERATING BUDGET				
	2023	2024	2025	2026
Gross	\$80.4M	\$84.8M	\$90.5M	\$96.2M
Net	\$74.5M	\$77.9M	\$83.7M	\$88.1M
Budget Change		\$3.4M	\$5.8M	\$4.4M
FTE - Total	425.0	437.0	442.0	451.0
- New		12.0	5.0	9.0
Increase/ (Decrease) from Restated Outlook:				
Net (\$)		(\$1.9M)	(\$3.4M)	(\$3.9M)
FTE		-	-	-
CAPITAL BUDGET				
2024 Budget				\$79.2M
Capital Spending Authority				\$239.7M
10-Year Capital Plan				\$767.7M

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COURT AND TRIBUNAL SERVICES

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

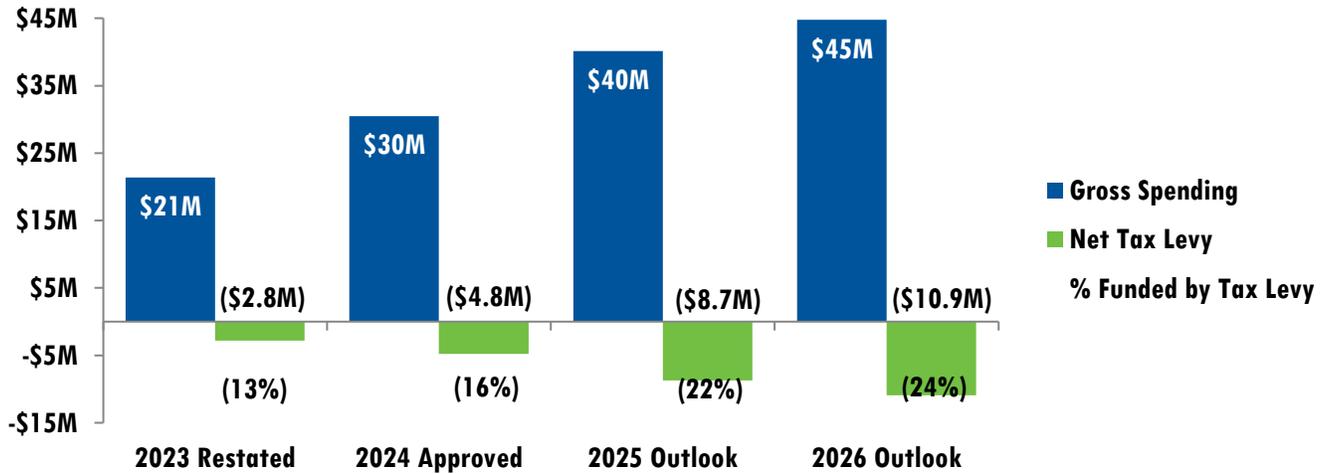


THE COURT AND TRIBUNAL SERVICES OPERATING BUDGET IS...

**1% OF TOTAL
REGIONAL EXPENDITURES**

**0¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



THE COURT AND TRIBUNAL SERVICES CAPITAL BUDGET IS...

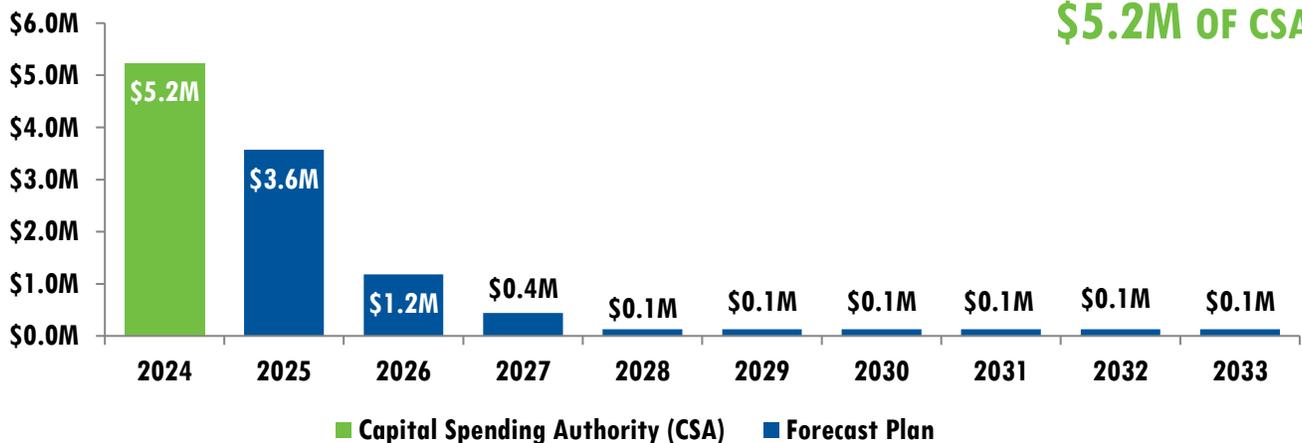
**0.1% OF THE
REGION'S 10-YEAR PLAN**

**0.1% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$11.2M OVER 10 YEARS

\$5.2M OF CSA



NEW TRIBUNAL WILL RELIEVE PRESSURE ON COURTS

In 2023, Court and Tribunal Services moved to set up a new Administrative Penalty Tribunal, following on Regional Council approval in 2022. This goes hand-in-hand with expanded use of automated enforcement for two offences: running a red light and speeding near a school. For these infractions, an administrative penalty will be issued instead of a fine.

The role of the tribunal will be to review offences if needed. These include some bylaw infractions as well as camera-based enforcement. The tribunal, which will be outside the court system, will provide an efficient alternative to adjudication for these types of low-liability offences. It is expected to be in operation in 2024. The box on page 84 of the Public Works chapter explains how penalties will be processed.

The use of administrative penalties will allow the Region to expand use of camera-based enforcement without adding pressure to a busy court system, deal with offences more efficiently, and provide more timely access to justice.

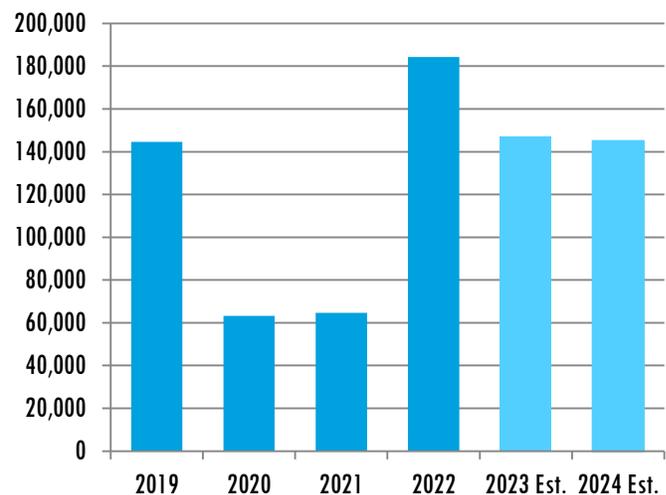
As well as covering administration costs, related revenue will help fund programs to make roads in the Region safer. The Public Works chapter discusses the impact on the road safety budget.

Court and Tribunal Services continues to operate York Region's Provincial Offences Courts. It currently offers services in two locations, Newmarket and Richmond Hill. Most charges relate to traffic, parking and bylaw offences. It enforces court-ordered fines and arranges for prosecution when a ticket is disputed.

The pandemic accelerated efforts already underway to modernize the court system in York Region. The need to work remotely and observe physical distancing led to new processes, especially web-based ones. The branch is continuing that shift, which will result in lower costs and higher-quality services.

Court Operations manages administration from end to end. In 2023, it was on track to handle over 130,000 new charges filed. Work includes scheduling trials and interpreters if needed, answering inquiries and processing payments, supporting in-court proceedings and producing transcripts as requested, and enforcing court-ordered fines through various collection tools.

Charges Resolved



Areas of Focus and Related Priority: Good Government - Effectively Deliver Trusted Services

Objective(s):

Timely and fair access to justice

About the graph: The graph displays all Part I and Part III charges that were resolved in the reporting year. A charge can be resolved by immediate payment, walking guilty plea, or going to trial; in addition, a charge can be withdrawn or a defendant who does not respond can be automatically convicted. The decrease in 2020 mainly reflects that fewer charges were filed during the pandemic. In 2022, a backlog of charges was cleared, resulting in a higher annual total. In 2023 and following years Court and Tribunal Services is expecting a return to pre-pandemic volumes. The branch is also exploring additional ways to resolve charges.

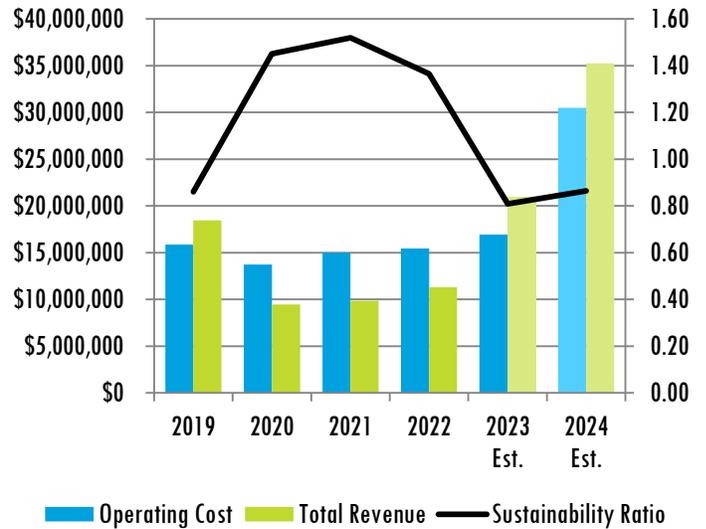
Prosecutions conducts trials, negotiates resolutions where appropriate, and handles appeals. Staff also respond to defendants’ requests for disclosure, providing electronic copies of evidence, such as police officers’ notes and videos from cameras in police cars.

2023 ACCOMPLISHMENTS

In 2023 Court and Tribunal Services’ key accomplishments included:

- Developing an Administrative Penalty Tribunal program for bylaw and camera-based enforcement that uses technology to streamline processes
- Implementing Digital Roadmap initiatives, including enhanced payment options, self-serve solutions and improved hybrid hearings, to improve access to justice
- Completing a comprehensive business process review to support the branch’s Digital Roadmap and ensure stewardship of data
- Providing staff training on inclusion, diversity, accessibility and equity and to help ensure readiness for changes to business processes and technology
- Completing the transfer from the province of Part III violations under the *Provincial Offences Act, 1990*, which are more serious in nature and can carry higher penalties, including the possibility of jail time.

Sustainability Ratio



Areas of Focus and Related Priority: Good Government - Efficiently Deliver Trusted Services

Objective(s):

Uphold the integrity of the justice system by enforcing court-ordered fines

About the graph:

The sustainability ratio compares the costs of court operations to total revenue. A ratio over 1.0 shows that costs are greater than revenue, so the goal is keeping the ratio at less than 1.0.

In 2023 the ratio is expected to fall as the branch recovers from COVID-19 impacts. The slight uptick in 2024 is due to costs to set up the new Administrative Penalty Tribunal program, as well as the related revenue. The sustainability ratio is expected to trend down in the following years as Tribunal operations solidify and the branch realizes savings from the consolidation of two courtroom locations.

WHAT SHAPES THE COURT AND TRIBUNAL SERVICES BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region’s Vision – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Court and Tribunal Services supports *Vision’s* areas of focus and the Strategic Plan’s priorities through objectives, performance measures and activities.

Operating budget

Court and Tribunal Services' total operating expense in 2024 is expected to be \$30.5 million, accounting for 1.0% of the total for the Region. Its goal is to cover its expenses from fine and penalty revenues so that no support from the tax levy is needed.

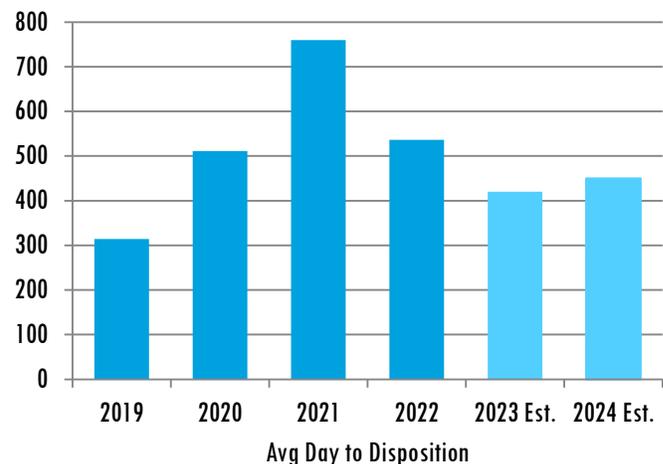
The 2023 review of business processes mentioned on page 172 identified more ways to automate processes and improve workflow. This will help ensure readiness as more new digital tools and technologies are put in place.

A trend driving greater efficiency is that since the introduction of hybrid hearings, 83% of court users now attend remotely as opposed to in person, and demand for in-person services has fallen by 76%. This led to a decision to consolidate in-person courts in one location, the new administrative building at 17150 Yonge Street in Newmarket. Consolidation will reduce the costs of operating in two locations.

The balance between costs and revenues continues to present challenges for Court and Tribunal Services. Both are driven by factors it cannot fully control:

- **Dispute Rate.** Disputing a charge by going to trial instead of paying the fine puts pressure on court resources. York Region has one of the highest dispute rates in Ontario, possibly because most offences are traffic-related and defendants are concerned about insurance costs and demerit points.
- **Court capacity.** In accordance with the *Courts of Justice Act* and *Justices of the Peace Act, 1990* the Chief Justice has jurisdiction over courtroom and judiciary scheduling. Currently, Court and Tribunal Services is not operating at full capacity due to limited availability of judicial resources and reduced trial schedule. This contributes to continuing growth in the volume of unresolved cases despite the branch's best efforts to provide timely access to justice.
- **Disclosure.** The branch continues to monitor the trend in requests for disclosure of evidence. During the pandemic, it was able to clear a backlog of 6,000 requests largely because of a move to electronic disclosure of materials, including photographs and dashcam videos. An increase in the number of matters disputed or scheduled in court would result in a rise in disclosure requests.
- **Collection of unpaid fines.** Court and Tribunal Services has worked towards more methodical, timely and consistent ways of collecting fines. Unpaid fines can be added to a property tax bill or can result in driver's licence suspension, licence plate denial, or in some cases civil court action. In 2023, the branch made payment of outstanding fines more affordable by offering access to an automated payment plan with online options. This streamlines the process, enables automatic payments on a predetermined schedule, helps the branch collect a backlog of unpaid fines and reduces workload on staff.

Average Time to Case Resolution



Areas of Focus and Related Priority: Good Government - Efficiently Deliver Trusted Services

Objective(s):

Timely and fair access to justice

About the graph:

The graph depicts the average number of days to resolve disputed Part I and Part III charges. Ongoing court closures and reduced courtroom capacity starting in 2020 resulted in fewer charges being addressed. At present, Court and Tribunal Services continues operating below full capacity due to limited availability of judicial resources. The 2023 estimate and 2024 forecast reflects this continuing limitation.

Inflationary increases, including new provincially mandated rates for translators, put additional pressure on the 2024 operating budget, as did a delay in setting up the new tribunal. The branch deferred planned hirings and found other offsets.

Court and Tribunal Services plans to add a total of 33 permanent positions by 2026. These positions, of which seven would be converted from temporary, would be funded from fines and penalties. They are needed to continue streamlining processes, staffing the new tribunal, enabling greater use of hybrid hearings, and supporting the branch’s new role related to Part III violations.

Change from outlook

The outlook for the net budget is essentially the same as in the previous budget.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	21,403	(2,802)	30,492	(4,759)	40,146	(8,730)
Status Quo	6,881	7,698	6,511	6,511	3,183	3,183
Revenues:						
Revenues (excl. senior government funding)	-	(5,977)	-	5,262	-	1,864
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	(5,977)	-	5,262	-	1,864
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	600	600	313	313	41	41
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	600	600	313	313	41	41
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	(34)	(34)	68	68	-	-
Maintaining Service Levels for Growth	601	601	516	516	368	368
Enhancements and Transformation	1,041	(4,847)	2,247	(16,640)	1,040	(7,665)
Impacts of COVID-19	-	-	-	-	-	-
Approved Budget	30,492	(4,759)	40,146	(8,730)	44,777	(10,940)
Total Budget Change	9,089	(1,958)	9,654	(3,971)	4,631	(2,210)
	42.47%	69.87%	31.66%	83.44%	11.54%	25.31%
Restated Outlook	32,388	(4,816)	39,322	(8,959)	46,060	(11,222)
Increase/ (Decrease) from Outlook	(1,896)	57	824	228	(1,283)	281

Staffing changes

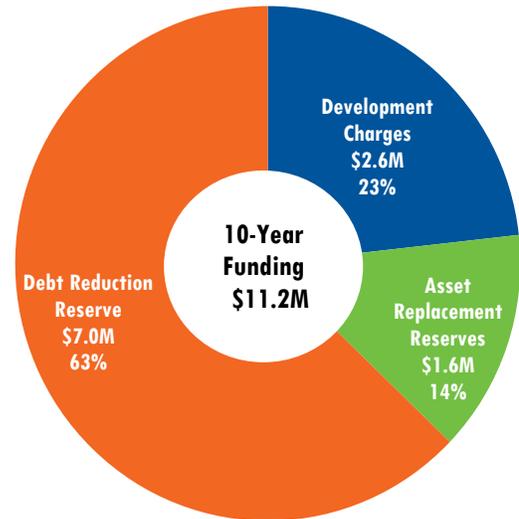
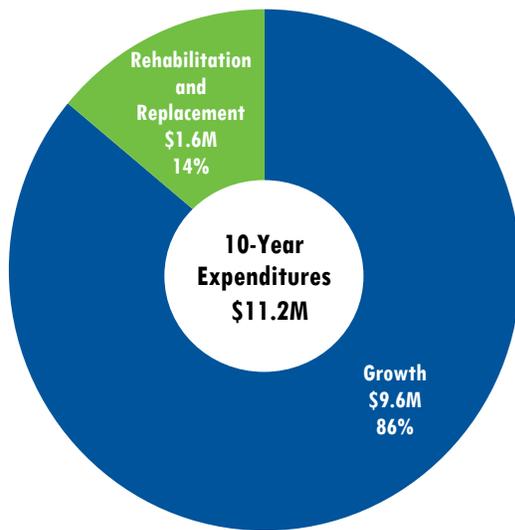
(Full-Time Equivalents)	2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	100.0		110.0		125.0	
New	5.0	5.00%	13.0	11.82%	8.00	6.40%
Conversions	5.0	5.00%	2.0	1.82%	-	-
Program Reductions	-	-	-	-	-	-
Approved Budget	110.0		125.0		133.0	
Budget Change	10.0	10.00%	15.0	13.64%	8.0	6.40%
Restated Outlook	115.0		126.0		134.0	
Increase/ (Decrease) from Outlook	(5.0)		(1.0)		(1.0)	

Capital budget

Court and Tribunal Services' capital budget, totalling an expected \$11.2 million over the next 10 years, is used mainly to improve efficiency through new technology and meet accessibility and other requirements. In 2024, the \$5.2 million capital budget includes courtroom consolidation at 17150 Yonge Street, a case management system for the new Administrative Penalty Tribunal, the business readiness and support project, and accommodation costs for the new processing centre discussed in the Public Works chapter.

10-year capital budget

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
Court and Tribunal Services:								
Total Project Expenditures	5,235	3,571	1,182	439	131	655	11,213	5,235



Note: Development Charges include: reserves, as well as funding for shortfalls related to recent provincial measures, including the *More Homes Built Faster Act, 2022*

OPERATING IMPACT OF CAPITAL

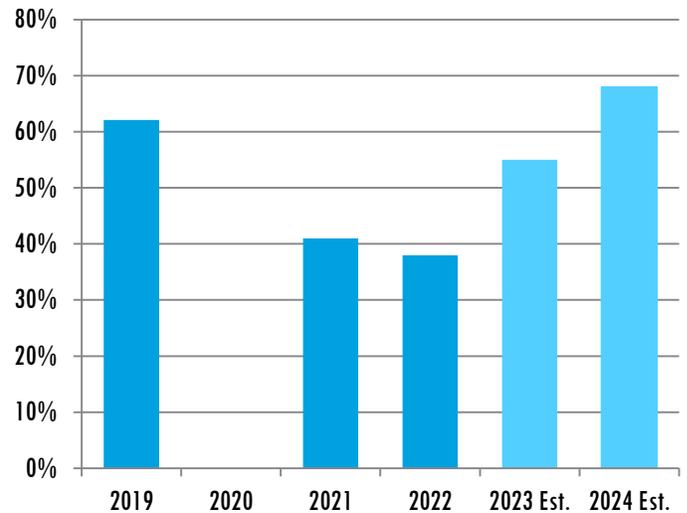
Continuing investments in technology allow Court and Tribunal Services to make the court system easier to navigate and more efficient for people who use it.

LOOKING AHEAD

In 2024, Court and Tribunal Services staff will focus on launching the new Administrative Penalty Tribunal and manage the growth related to expanded use of camera-based enforcement. The program is expected to go live in March. The branch will also:

- Ensure maximum cost savings from consolidation of in-person courtrooms in Newmarket
- Maximize the collection of fine revenue by continuing to add and enhance collection tools
- Continue to advocate to the Ministry of the Attorney General for legislative reforms that will create a more responsive and efficient court system
- Continue to act on the Digital Roadmap by exploring opportunities to partner with the province and/or municipal counterparts.

Defaulted Fines Collection Rate



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

Because most offences are traffic-related, ensuring fines are enforced helps to improve driver behaviour. The Defaulted Fines Collection Rate is the percentage of fines paid within a year of default. It is a measure of how effective collection tools are. In 2020, a default rate could not be calculated because the Ontario Chief Justice extended timelines for court activities and payments. The rate in 2023 and following years reflects expected outcomes of implementing more methodical, timely and consistent ways of collecting fines.

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FINANCIAL INITIATIVES

include strategic support for special initiatives, contributions to Regional reserves and funding to manage risk, and organization-wide expenses.

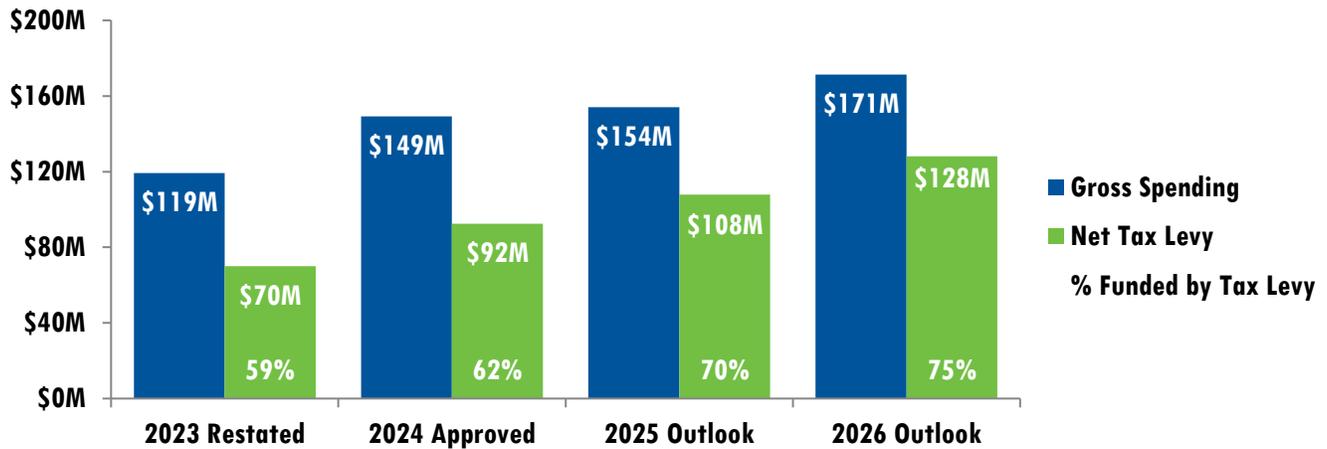


THE FINANCIAL INITIATIVES OPERATING BUDGET IS...

4.7% OF TOTAL
REGIONAL EXPENDITURES

7¢ ON THE
TAX DOLLAR

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



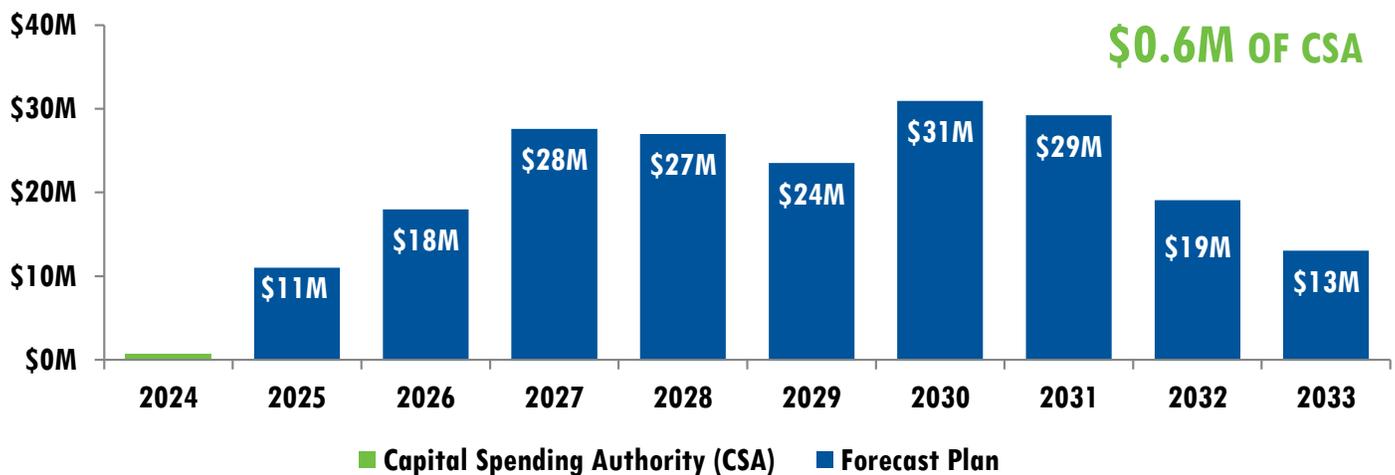
THE FINANCIAL INITIATIVES CAPITAL BUDGET IS...

1.7% OF THE
REGION'S 10-YEAR PLAN

0.01% OF
TOTAL CSA

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$200M OVER 10 YEARS



SUPPORTING FINANCIAL SUSTAINABILITY

The Financial Initiatives budget is made up of:

- Contributions to a number of reserves discussed in the Long-Term Financial Planning chapter
- Allocations for organization-wide needs such as corporate memberships and operating and capital contingencies

In 2024 as in 2023, the approved Financial Initiatives budget includes a draw from the Pandemic Management and Recovery Reserve created in December 2020.

WHAT SHAPES THE FINANCIAL INITIATIVES BUDGET



Financial Initiatives support the Good Government area of focus in the Region's *Vision*.

The largest component of the Financial Initiatives budget represents the Region's commitment to minimize tax levy funded debt by contributing to the Debt Reduction Reserve. Since the Fiscal Strategy was introduced in 2014 the Region's tax levy debt has fallen from 6.8% of the total debt in 2013 to an estimated 1.2% by the end of 2023. This is a considerable achievement since the Region is still able to fund growth infrastructure essential for unlocking housing capacity while not increasing the Region's debt burden. This is also critical to maintain the Region's strong financial position and credit rating.

Building reserves, being prepared for contingencies and supporting corporate-wide activities are important aspects of ensuring the organization remains financially sustainable, manages critical risks, and operates professionally.

Financial Initiatives budget

The approved total operating budget for Financial Initiatives is \$149.1 million for 2024, or 4.7% of the total Regional budget. This is an increase of 25.1% from the 2023 budget of \$119.3 million.

The increase includes higher contributions to the Rapid Transit Reserve, which was created in 2022. The reserve is available for the Yonge North Subway Extension and other critical infrastructure needs, as explained in more detail in the Long-Term Financial Planning chapter.

The approved total contribution the Rapid Transit/ Infrastructure reserve for 2024 is \$38.4 million, which represents the base amount of \$25.0 million in 2023 plus the approved \$13.4 increase in the levy in 2024. Contributions would continue to grow through annual increases proposed to Regional Council in future budgets. Total contributions for 2024 through and 2026 are broken out in the Rapid Transit / Infrastructure Levy line of the table on page 184.

The increase in contributions to the reserve is included in the Fiscal Strategy line of the table on the next page.

In 2024, the increase in the levy is partially offset by decreases in other components of Fiscal Strategy. These components include a corporate contingency amount to address risks to the budget. As noted in the Operating chapter, the estimate of assessment growth revenue fell from \$21.5 million to \$20.0 million between tabling and budget approval. Council approved adjustment to corporate contingency to fill the shortfall. As a result, the Fiscal Strategy allocation decreased from \$12.5 million in the tabled budget to \$11.0 million in the approved budget, as shown in the table.

The Region continues using the Debt Reduction Reserve, another component of the Fiscal Strategy line, as a fiscally prudent measure to fund the share of growth projects not funded by development charges. Without this reserve York Region would have to go back to issuing tax levy debt to provide full funding for growth infrastructure. Overall, tax levy funding is more prominent in the current 10-year capital plan because development charge collections are forecast to decline as a result of recent provincial legislative changes. In 2022 and 2023, Regional Council directed that the Debt Reduction Reserve be used to make up the difference. As explained in the Long-Term Financial Planning chapter, the Region has created two new reserves for this purpose to be used in 2024 and future years, as part of the Fiscal Strategy.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	119,276	70,058	149,148	92,484	154,168	107,795
Status Quo	498	328	498	319	515	327
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	18,366	(81)	(4,406)	(74)	(4,165)	(74)
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	18,366	(81)	(4,406)	(74)	(4,165)	(74)
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	11,008	10,976	8,928	8,415	20,821	20,145
Maintaining Service Levels for Growth	-	-	-	-	-	-
Enhancements and Transformation	-	-	-	-	-	-
Impacts of COVID-19	-	11,202	-	6,652	-	(77)
Approved Budget	149,148	92,484	154,168	107,795	171,339	128,117
Total Budget Change	29,873	22,426	5,019	15,311	17,171	20,322
	25.05%	32.01%	3.37%	16.56%	11.14%	18.85%
Restated Outlook	128,090	87,053	140,607	104,617	162,250	129,494
Increase/ (Decrease) from Outlook	21,058	5,431	13,561	3,178	9,088	(1,377)

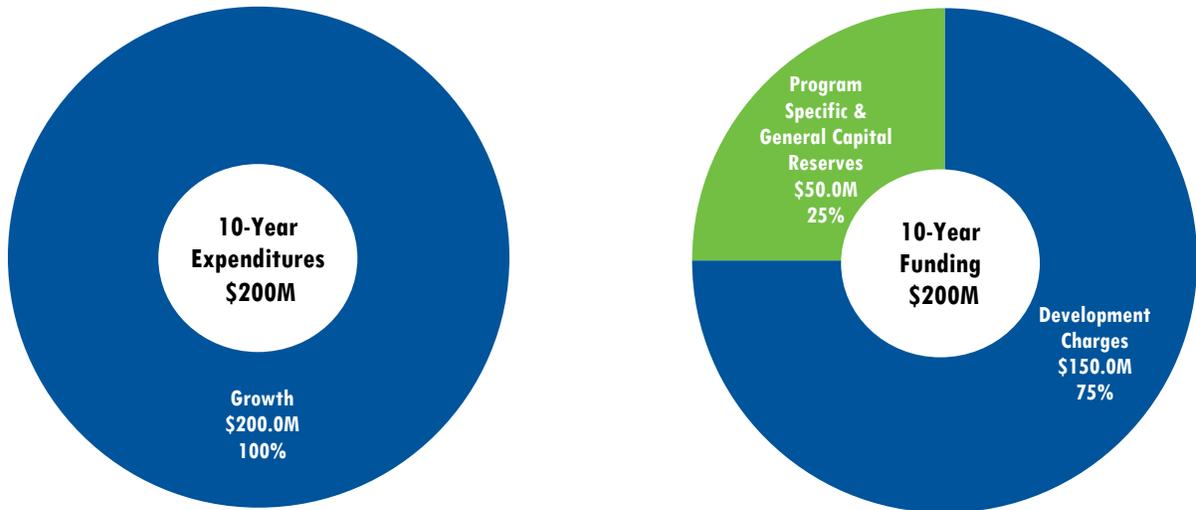
Fiscal Strategy is expected to increase by \$8.9 million in 2025 and \$20.8 million in 2026 in the total budget. These amounts are \$0.8 million lower for 2025 and \$1.6 million lower for 2026 than in the tabled budget. This reflects Council’s endorsement of adjusting corporate contingency to offset the cost of hiring additional staff for York Regional Police in those years.

The net tax levy budget for 2024 is \$92.5 million, an increase of \$22.4 million or 32.0% from 2023. As well as the \$11.0 million addition to Fiscal Strategy, the change reflects a lower draw from the Pandemic Management and Recovery Reserve. Regional Council set the fund up in late 2020 to be available for potential pandemic-related budget needs in future. The fund provided \$20.0 million as part of the Financial Initiatives budget in 2023. This is expected to decline to \$8.8 million in 2024, reflecting less need to support transit because ridership has recovered faster than expected. Page 80 provides more details. The resulting \$11.2 million change in support from the pandemic reserve is shown in the “Impacts of COVID-19” line in the table on the previous page. The same line shows expected future changes in this funding source.

The capital plan for Financial Initiatives consists of a contingency amount in 2024 and future years that could accommodate unanticipated capital costs.

10-year capital budget

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
Financial Initiatives:								
Total Project Expenditures	635	10,994	17,970	27,576	26,993	115,833	200,000	635



Note: Development Charges include: debt, reserves, as well as funding for shortfalls related to recent provincial measures, including the More Homes Built Faster Act, 2022

Operating and capital budget by initiative

OPERATING BUDGET (\$ in Millions)	2023 Restated		2024 Approved		2025 Outlook		2026 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Fiscal Strategy, excuding Rapid Transit/ Infrastructure Levy	58.5	51.5	57.9	50.9	57.0	50.0	56.6	49.6
Non-Program Items	35.8	(6.4)	52.8	3.1	44.6	5.2	47.3	11.1
Subtotal	94.3	45.1	110.7	54.0	101.6	55.2	103.9	60.7
Rapid Transit / Infrastructure Levy	25.0	25.0	38.4	38.4	52.6	52.6	67.4	67.4
Total Operating Budget	119.3	70.1	149.1	92.5	154.2	107.8	171.3	128.1

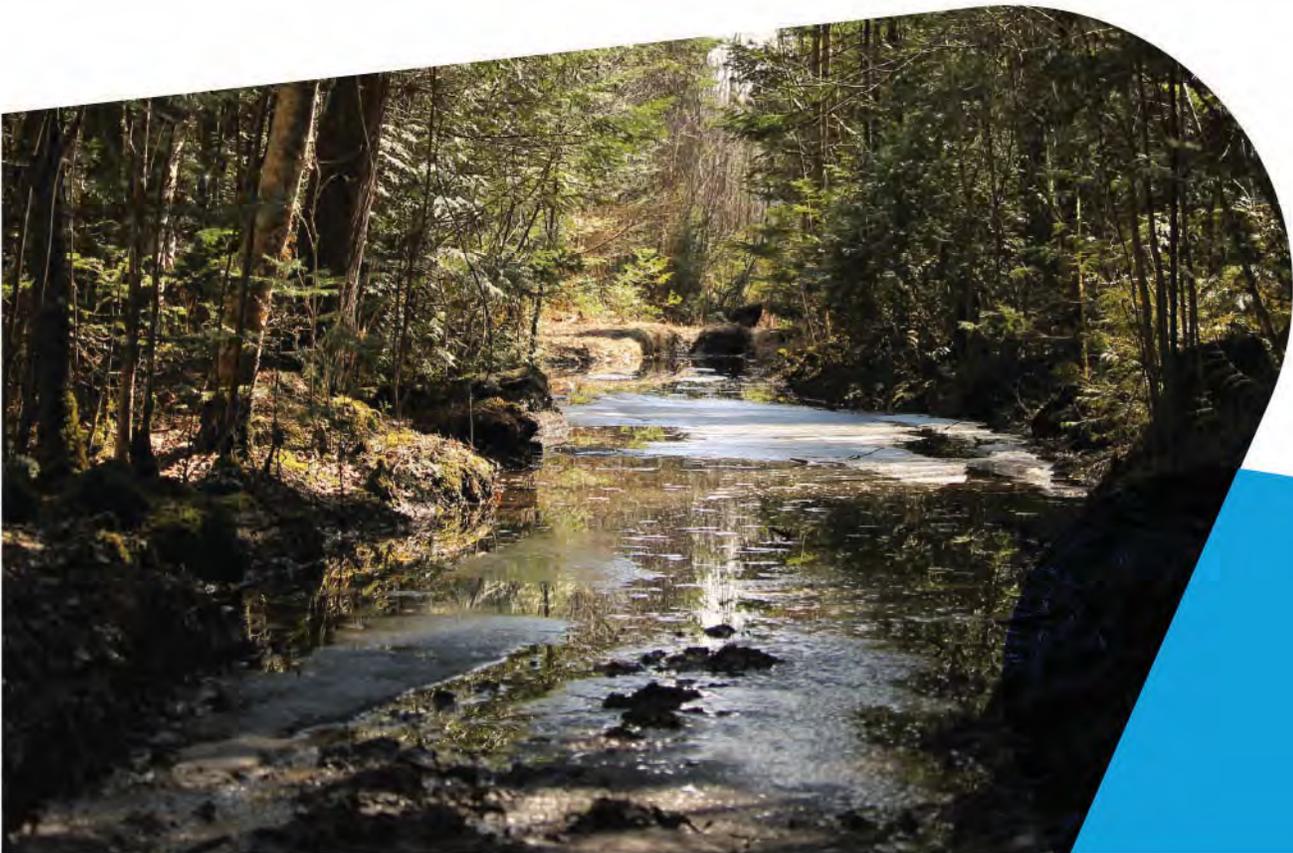
LOOKING AHEAD

Future contributions to reserves, organizational expenses and contingency planning will continue to be determined through the annual budget and debt management plan, while remaining consistent with the Region's fiscal strategy and Reserve Management Policy.



EXTERNAL PARTNERS

comprise several public-sector entities and organizations to which the Region provides funding, generally with the aim of providing direct benefits to Regional residents.

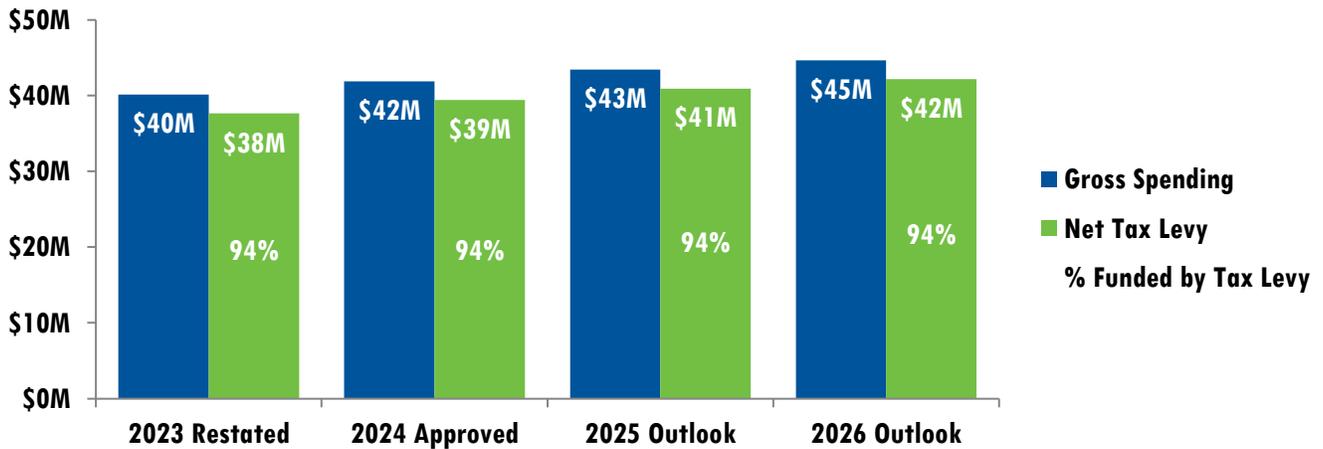


THE EXTERNAL PARTNERS OPERATING BUDGET IS...

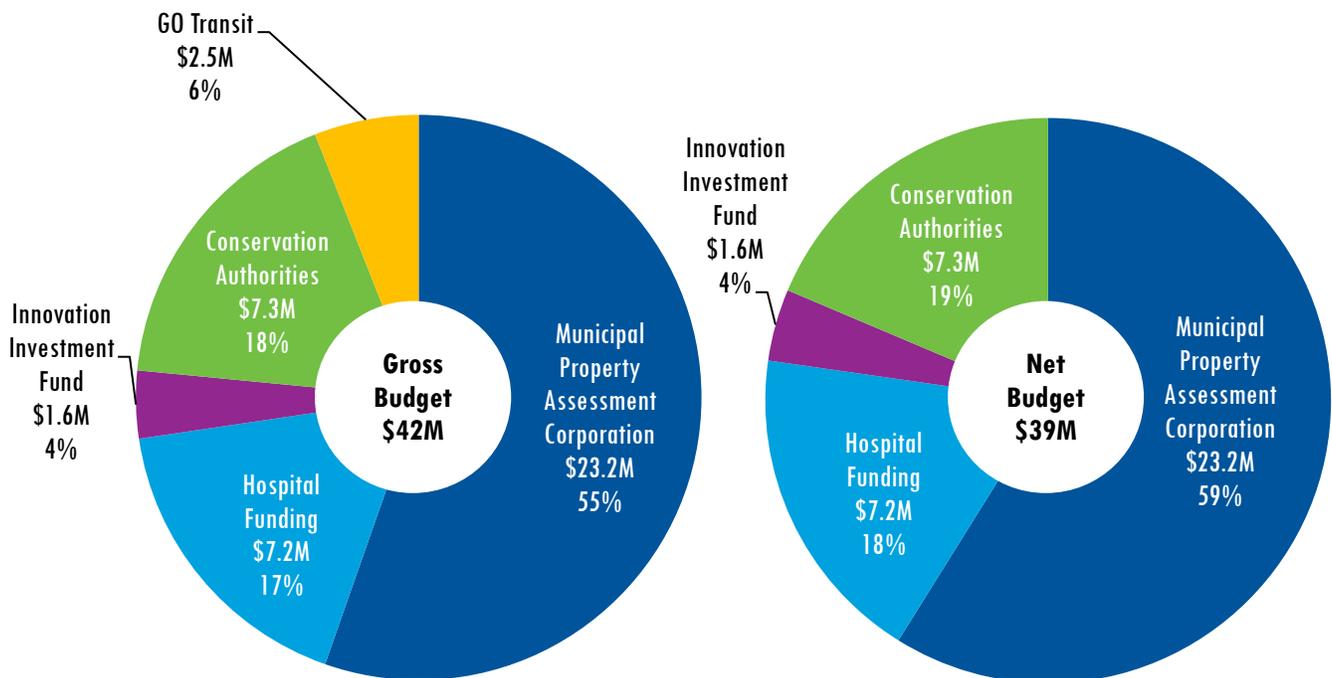
**1.3% OF TOTAL
REGIONAL EXPENDITURES**

**3¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



2024 GROSS AND NET OPERATING BUDGET BY PROGRAM



FUNDING FOR YORK REGION PARTNERSHIPS

Through the External Partners budget, York Regional Council funds initiatives and public services in the Region provided by the following outside partners:

- The Municipal Property Assessment Corporation
- Hospitals within the Region
- Recipients of funding from the Region's Innovation Investment Fund
- GO Transit
- The Toronto and Region Conservation Authority and Lake Simcoe Region Conservation Authority

WHAT SHAPES THE EXTERNAL PARTNERS BUDGET

 ECONOMIC VITALITY	 SUSTAINABLE ENVIRONMENT	Funding for external partners generally reflects a provincial mandate or a Regional Council agreement. Nonetheless, this funding supports work that aligns with the four areas of focus in the Region's <i>Vision</i> .
 HEALTHY COMMUNITIES	 GOOD GOVERNMENT	Contributions through the Innovation Investment Fund support Economic Vitality by fostering an environment that attracts businesses and helps create jobs.
		Contributions to external organizations support York Region's commitments to Sustainable Environment, Healthy Communities and Good Government.

Some roles, responsibilities and/or funding arrangements have changed as a result of recent provincial measures, including the *More Homes Built Faster Act, 2022* and changes to the *Conservation Authorities Act, 1990*, and others may change in future. The discussion below outlines the impact to date on the relationship between the Region and conservation authorities.

External Partners budget

The total approved operating budget for External Partners is \$41.9 million in 2024, or 1.3% of the Region's total. This is an increase of \$1.8 million, or 4.4%, from 2023. The tax levy budget amounts to \$39.4 million, rising by 4.7% from 2023.

The table on the next page shows that the rise in both cases largely reflects increases to the "Maintaining Service Levels for Growth" line, which estimates the impact of growth on operating expense, and to a lesser extent the "Status Quo" line, which is the additional cost of providing services to the existing population. The increase in the growth-driven expense mostly reflects higher fees for municipal assessment services.

Change from outlook

There is largely no change from the outlook presented in the previous budget.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	40,134	37,634	41,896	39,396	43,434	40,934
Status Quo	144	144	146	146	149	149
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	-	-	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	-	-	-	-	-	-
Maintaining Service Levels for Growth	1,618	1,618	1,392	1,392	1,084	1,084
Enhancements and Transformation	-	-	-	-	-	-
Impacts of COVID-19	-	-	-	-	-	-
Approved Budget	41,896	39,396	43,434	40,934	44,667	42,167
Total Budget Change	1,762	1,762	1,538	1,538	1,233	1,233
	4.39%	4.68%	3.67%	3.90%	2.84%	3.01%
Restated Outlook	41,892	39,392	43,429	40,929	44,663	42,163
Increase/ (Decrease) from Outlook	4	4	5	5	4	4

Operating budget summary by program

OPERATING BUDGET (\$ in Millions)	2023 Restated		2024 Approved		2025 Outlook		2026 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Boards:								
Municipal Property Assessment Corp.	21.7	21.7	23.2	23.2	24.5	24.5	25.5	25.5
Hospital Funding	7.1	7.1	7.2	7.2	7.3	7.3	7.4	7.4
Innovation Investment Fund	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
GO Transit	2.5	-	2.5	-	2.5	-	2.5	-
	33.0	30.5	34.6	32.1	36.0	33.5	37.0	34.5
Conservation Authorities:								
Toronto and Region Conservation Authority	4.0	4.0	4.1	4.1	4.2	4.2	4.3	4.3
Lake Simcoe Region Conservation Authority	3.1	3.1	3.2	3.2	3.3	3.3	3.3	3.3
	7.2	7.2	7.3	7.3	7.5	7.5	7.6	7.6
Total Operating Budget	40.1	37.6	41.9	39.4	43.4	40.9	44.7	42.2

Municipal Property Assessment Corporation (MPAC)

York Region and all other Ontario municipalities are members of MPAC, a non-profit corporation that carries out property assessments in Ontario. The corporation provides current value assessments that form the basis for municipal property taxes. Every municipality is legislated to provide funding for MPAC's operating costs based on the number of properties within its boundaries and their assessed values relative to all of Ontario.

The Region's 2024 budget for MPAC fees reflects an increase of \$1.5 million or 6.9% from 2023, while the outlook remains unchanged from the previous budget. On August 16, 2023, the Ontario government filed a regulation to amend the *Assessment Act, 1990* extending the postponement of a province-wide reassessment through the end of the 2021-2024 assessment cycle. Property assessments for the 2023 and 2024 property tax years will continue to be based on fully phased-in January 1, 2016 current values.

Hospital Funding

Funding for hospital capital is provided through reserve contributions towards projects approved by Regional Council. This funding has supported projects at each of the four hospitals in the Region. York Region committed a total of \$154.6 million to the Cortellucci Vaughan hospital, the most recent hospital project in the Region, and by the end of 2022 had paid about \$94.5 million. The estimated remaining amount of \$60.1 million is expected to be paid by 2031. The 2024 budget includes a contribution of \$7.2 in 2024, expected to rise to \$7.4 million by 2026. Yearly amounts reflect annual indexing based on assessment growth.

Innovation Investment Fund

This reserve fund supports major transformational initiatives, such as research projects leveraging Regional infrastructure, new post-secondary campuses, centres of excellence, and public-private research collaborations that promote business competitiveness and community benefits.

The fund includes contributions towards the Region's \$25 million commitment to the new York University campus in Markham, with \$5 million paid as of the end of 2023. The remaining \$20 million will be paid once the project is substantially completed, which is expected to be in 2024. Of the \$20 million, \$15 million would come from the General Capital Reserve and the balance from the Innovation Investment Fund, which would also reimburse the General Capital Reserve over time.

Beyond the commitment to York University, Regional Council has approved two disbursements from the Innovation Investment Fund since its creation: \$500,000 in June 2020 to support local small businesses in response to the COVID-19 pandemic, which benefited nearly 100 businesses across the Region in 2020 and 2021, and \$1.5 million over five years in November 2021 for expansion of the Hardware Catalyst Initiative at ventureLAB, which will support 34 hardware companies and create an expected 135 jobs over five years.

GO Transit

GO Transit provides rail and bus service in York Region, linking to Regional transit services. While the province fully funds the shortfall between GO Transit's operating costs and its fare revenues, capital costs are shared with the federal government and the municipalities GO serves, including York Region. GO Transit is undertaking several projects in York Region to upgrade and improve its services. The funding provided by York Region, expected to amount to \$2.5 million in 2024, has no tax levy impact because the source is development charge revenue collected on behalf of GO Transit.

Conservation Authorities

Two conservation authorities, the Toronto and Region Conservation Authority and the Lake Simcoe Region Conservation authority, operate within the boundaries of York Region. Conservation authorities carry out activities that help safeguard watershed natural resources under the *Conservation Authorities Act, 1990* and are mainly funded by upper-tier municipalities in their watersheds. Conservation authorities also have responsibilities under other legislation, including the *Clean Water Act, 2006*; *Planning Act*; and *Lake Simcoe Protection Act, 2008*.

New regulations under the *Conservation Authorities Act, 1990* define mandatory programs and services conservation authorities must provide, including managing the watershed, natural hazards, flood risks, and low-water conditions. Conservation authorities may also deliver other, non-mandatory services at the request of a municipality. As a participating municipality, York Region is required to fund all mandatory services and enter into an agreement for any non-mandatory services ahead of the January 1, 2024 deadline under the act. Regional Council authorized the Commissioner of Public Works to enter into these agreements for non-mandatory services with both conservation authorities.

Non-mandatory services provided by conservation authorities will be reviewed as part of the annual budgeting process to confirm the relevance and value of non-mandatory services to the Region. Overall funding is not expected to change significantly but may be reallocated to service areas that provide greater value.

Total approved Regional funding to both conservation authorities is shown on the next page. The contribution from the tax levy to the Toronto and Region Conservation Authority's operations for 2024 would be \$4.2 million, expected to increase slightly to \$4.4 million by 2026. For the Lake Simcoe Region Conservation Authority, the amount would be \$3.2 million, increasing to \$3.4 million over the same period. The Public Works department provides additional funding to conservation authorities, supported mainly by water and wastewater user rates.

York Region budget for Toronto and Region Conservation Authority

(\$ in 000s)	2023	2024	2025	2026
Gross Expenditures:				
Operating - General Levy	4,048	4,141	4,224	4,308
Special Capital Levy*	6,821	5,340	5,047	5,997
Total Operating and Capital	10,869	9,481	9,271	10,305
Other Expenditures - Reforestation**	60	60	60	60
Total Gross Expenditures	10,929	9,541	9,331	10,365
Funded by:				
Tax Levy	4,108	4,201	4,284	4,368
User Rate - Water and Wastewater	6,821	5,340	5,047	5,997
Total Funding	10,929	9,541	9,331	10,365

York Region budget for Lake Simcoe Region Conservation Authority

(\$ in 000s)	2023	2024	2025	2026
Gross Expenditures:				
Operating - General Levy	3,131	3,194	3,258	3,323
Special Capital Levy*	3,547	3,061	2,943	2,992
Total Operating and Capital	6,678	6,255	6,201	6,315
Other Expenditures - Reforestation**	50	50	50	50
Total Gross Expenditures	6,728	6,305	6,251	6,365
Funded by:				
Tax Levy	3,181	3,244	3,308	3,373
User Rate - Water and Wastewater	3,547	3,061	2,943	2,992
Total Funding	6,728	6,305	6,251	6,365

* Special capital levy is included in the Water and Wastewater capital budget in Public Works

** Reforestation is included in the Forestry operating budget in Public Works

INTENTIONAL BLANK



YORKNET

is the operational name of YTN Telecom Network Inc., a wholly owned Regional corporation that operates and manages the Region's fibre-optic network.

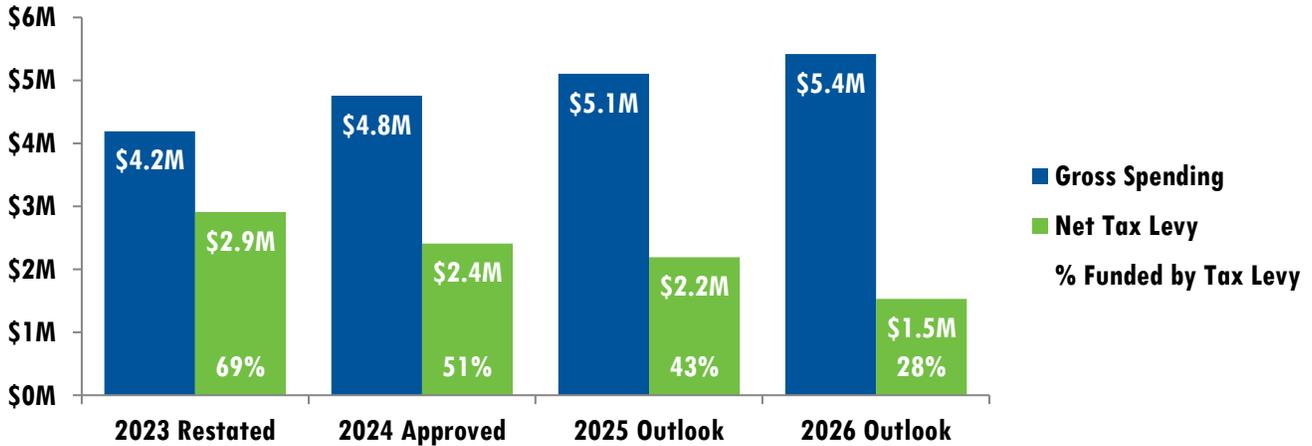


THE YORKNET OPERATING BUDGET IS...

**0.15% OF TOTAL
REGIONAL EXPENDITURES**

**0.2¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



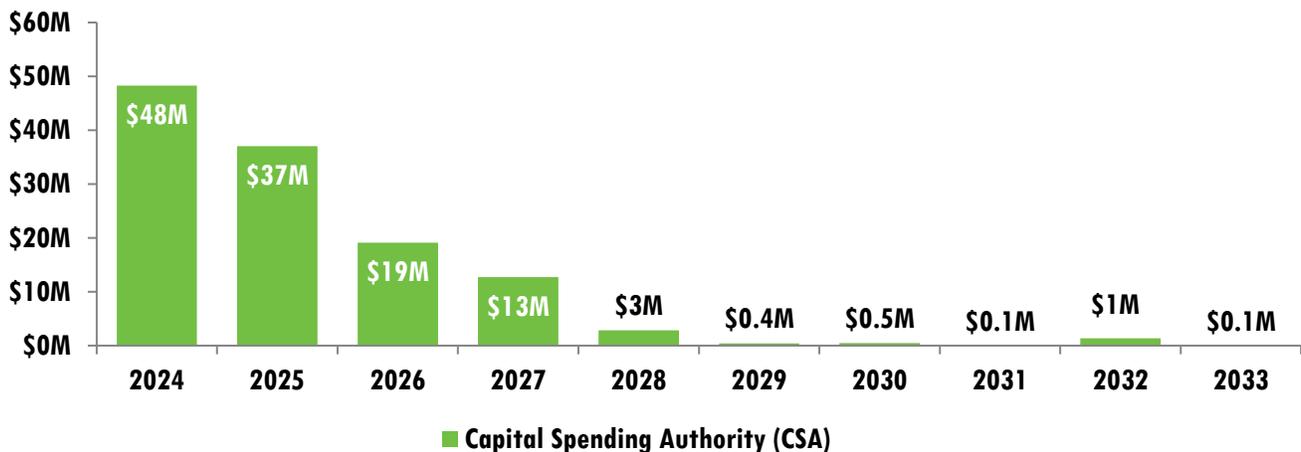
THE YORKNET CAPITAL BUDGET IS...

**1.1% OF THE
REGION'S 10-YEAR PLAN**

**2.0% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$122.3M OF CSA AND SPENDING OVER 10 YEARS



SERVING RESIDENTS BETTER THROUGH CONNECTIVITY

YorkNet, a municipal services corporation wholly owned by York Region, is responsible for planning, operating and maintaining the Region's own fibre network. Incorporated in 2017, YorkNet began operations in January 2018. YorkNet also acts as project manager for design and construction.

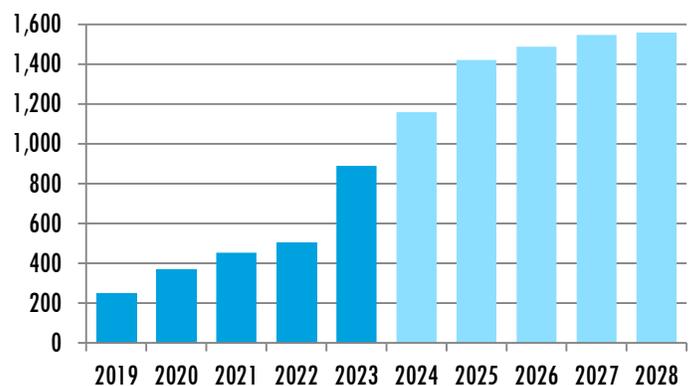
In 2018, the network consisted of about 165 kilometres of fibre along Regional roads. It measured just over 500 kilometres in length by the end of 2022, with 823 network connections. Close to 400 kilometres and a further 200 connections were on track to be added during 2023.

2023 ACCOMPLISHMENTS

In 2023, YorkNet:

- Moved ahead on plans to accelerate its capital program to meet the needs of the Region's underserved areas, as discussed in the Capital budget section.
- Announced nearly \$120 million in funding from the Governments of Canada and Ontario, York Region and private-sector partners to bring high-speed internet access to underserved areas of York Region.
- Added 200 Regional or municipal connections, including a new paramedic response station and the new Markham campus of York University.

OF KILOMETRES OF YORKNET FIBRE NETWORK



WHAT SHAPES THE YORKNET BUDGET

The Planning and Budgeting chapter explains that York Region prepares a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how YorkNet supports *Vision's* areas of focus and the Strategic Plan's priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table on the next page, along with recent trends in performance. Graphs in this chapter give more detail on performance trends and outlook.

Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Expand fibre network investment to provide greater control and reduce costs paid to outside parties

Enable business attraction and retention in a data dependent world by providing access to fibre infrastructure

About the graph:

The graph measures network growth in kilometres. A continuous network is fundamental to meeting YorkNet's mandate and returning value for the Region's investment.

Improved connectivity allows the Region and its public-sector partners to deliver online services to residents more widely, equitably, quickly and reliably, which is key to Good Government. The network enables more efficient operations in several of the Region’s service areas, including roads and traffic, water, wastewater and housing. It supports municipal and community services, such as hospitals and schools, and provides critical infrastructure for emergency services.

The network also supports Economic Vitality. Robust fibre infrastructure helps internet service providers to expand their reach, operate more efficiently, and provide better services to end users, including local businesses.

YorkNet’s investments in extending fibre to underserved areas bring more households within reach of reliable and affordable broadband access. Because more health, education, government and other services are being delivered online, this helps build Healthy Communities. YorkNet promotes construction practices that reduce environmental impact and provide for long-term capacity, which supports Sustainable Environment. Enabling people to connect virtually with services instead of having to be there in person also brings environmental benefits through reduced road travel.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance	
 ECONOMIC VITALITY	Foster Economic Prosperity	Enable business attraction and retention in a data dependent world by providing access to fibre infrastructure	# of kilometres in YorkNet fibre network	●	Enable Internet Service Providers (ISPs) to use the network to provide services particularly in underserved areas of the Region
					Network ownership to increase access to higher bandwidth at a lower cost and lower construction costs through private sector collaboration
 GOOD GOVERNMENT	Efficiently Deliver Trusted Services	Expand fibre network investment to provide greater control and reduce costs paid to outside parties	% of municipal facilities connected by year	●	Reduce long-term asset management costs through ongoing maintenance and upkeep as well as contribute to asset replacement reserves that will accommodate future needs
					Increase access to digital services, reducing road travel. Support Supervisory Control and Data Acquisition (SCADA) system architecture and transit.
 SUSTAINABLE ENVIRONMENT	Drive Environmental Stewardship	Provide service provision enhancements that are more environmentally sustainable		●	
 HEALTHY COMMUNITIES	Support Community Well-Being	Enable residents to access digital services that support community health, safety and well-being	# of homes passed	●	Support residents in a rapidly evolving digital world by facilitating access to reliable and effective broadband connectivity

Legend	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Trend data not available for reporting
	□ = Strategic plan	□ = Departmental plan	

Operating budget

The approved gross operating budget for YorkNet is \$4.8 million in 2024, which represents 0.2% of the total for the Region and an increase of 13.5% from the 2023 budget. The approved 2024 net budget is \$2.4 million, down 17.1% from 2023. YorkNet expects its net budget to decline to \$1.5 million by 2026 as customer revenues grow.

The higher operating budget in 2024 is largely driven by growth in YorkNet's capital plan as a result of new funding from the federal and provincial governments to extend the fibre network. Following the addition of two new FTE positions in 2023, no permanent staff increases are foreseen for 2024.

The Capital budget section that follows provides more details of the network expansion. Repair and maintenance costs will grow in parallel to network expansion over the budget cycle. The approved budget also reflects the full required contribution to asset management reserves.

Change from outlook

Net operating spending is largely unchanged from the 2023 budget outlook.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	4,193	2,908	4,758	2,410	5,104	2,195
Status Quo	152	152	151	151	91	91
Revenues:						
Revenues (excl. senior government funding)	-	(428)	-	(169)	-	(35)
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	(428)	-	(169)	-	(35)
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	-	-	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	-	-	-	-	-	-
Maintaining Service Levels for Growth	-	-	-	-	73	73
Enhancements and Transformation	413	(221)	195	(197)	148	(793)
Impacts of COVID-19	-	-	-	-	-	-
Approved Budget	4,758	2,410	5,104	2,195	5,416	1,531
Total Budget Change	565	(498)	347	(215)	312	(664)
	13.47%	(17.11%)	7.28%	(8.92%)	6.11%	(30.27%)
Restated Outlook	4,450	2,403	4,710	2,180	5,008	1,512
Increase/ (Decrease) from Outlook	308	7	395	16	409	19

Staffing changes

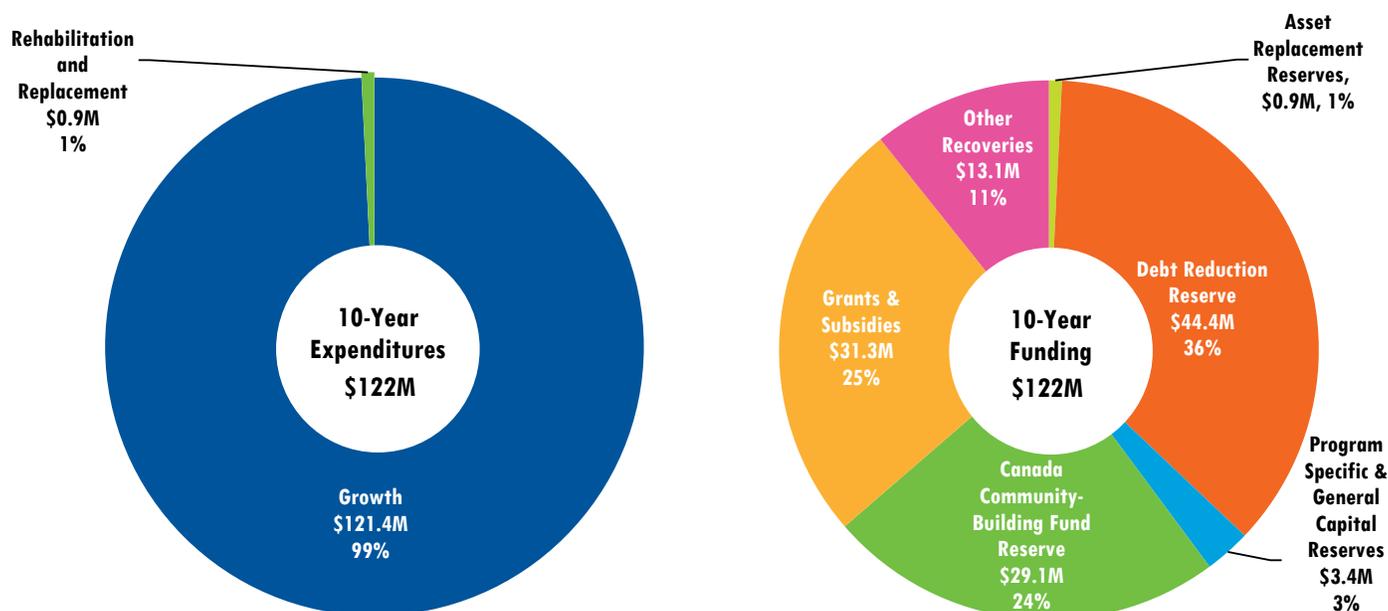
(Full-Time Equivalents)	2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	15.0		15.0		15.0	
New	-	-	-	-	-	-
Conversions	-	-	-	-	2.0	13.33%
Program Reductions	-	-	-	-	-	-
Approved Budget	15.0		15.0		17.0	
Budget Change	-	-	-	-	2.0	13.33%
Restated Outlook	15.0		15.0		17.0	
Increase/ (Decrease) from Outlook	-		-		-	

Capital budget

YorkNet's approved capital budget for 2024 is \$48.3 million, or 4.8% of the Region's total for the year. The 10-year capital plan is \$122.3 million or 1.1% of the Regional total. The majority of the capital budget includes YorkNet's main network program providing connections to Regional and other public-sector facilities and improving private-sector connectivity opportunities, and the Expansion Project, intended to improve connectivity in underserved areas. Together, these programs are expected to add 269 kilometres to the network in 2024, enabling 230 facilities and 1,750 homes to be connected.

10-year capital budget

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
YorkNet								
Total Project Expenditures	48,256	37,023	19,101	12,681	2,804	2,457	122,322	122,322



The Expansion Project will be partially funded jointly by the federal and provincial governments, through the Universal Broadband Fund as well as through provincial support. Negotiations in late 2022 resulted in a larger expansion than originally expected, with another 200 kilometres to be added to the existing network by 2030, for a total length of 750 kilometres. The expansion will provide thousands of homes and businesses access to high-speed service.

The Expansion Project accounts for \$88.9 million or 73% of YorkNet's proposed 10-year capital plan. Funding from the federal and provincial governments and other third parties is expected to total \$44.5 million over the next 10 years and the Region would be responsible for the remaining \$44.4 million over the same period.

YorkNet's original fibre network plan accounts for \$32.5 million of the 2024 10-year capital plan. The \$0.9 million balance will fund a new project to analyze YorkNet's asset management needs. The capital plan as approved by Regional Council will allow implementation of the original fibre network to be substantially completed by 2028, several years earlier than originally planned, to save ongoing costs paid to other network providers.

As well as extending the network, the capital plan includes building additional loops with information technology services and redundancies to minimize the risk of service disruptions.

YORKNET'S EXPANSION PROJECT

In an effort to bridge the digital divide and provide equitable access to high-speed internet across York Region, YorkNet has embarked on a major expansion of its dark fibre network. The Expansion Project aims to extend the Region's dark fibre existing network by 750 kilometres and bring high-speed internet service to more than 3,800 homes.

The target is to complete construction by the end of 2025, with the connection of internet services by a service provider becoming available in mid-2024.

The expansion will support the connection of high-speed internet to underserved homes and businesses, while continuing to enhance the delivery of Regional services. YorkNet's investment will help ensure minimal connectivity disruptions and connect crucial facilities such as traffic controllers and paramedic stations.

To help with this ambitious project, YorkNet secured in March 2023 over \$48.7 million in combined federal and provincial funding. Additional investments from regional and private-sector contributions bring the total to about \$120 million and will allow YorkNet to expand its network by hundreds of kilometres and reach thousands of underserved homes.

To keep residents up-to-date with the evolution of the network, YorkNet hosted several Community Information Sessions with its internet service partner throughout 2023. The sessions provided an overview of project plans and shared information about the internet services that will be available to underserved areas.

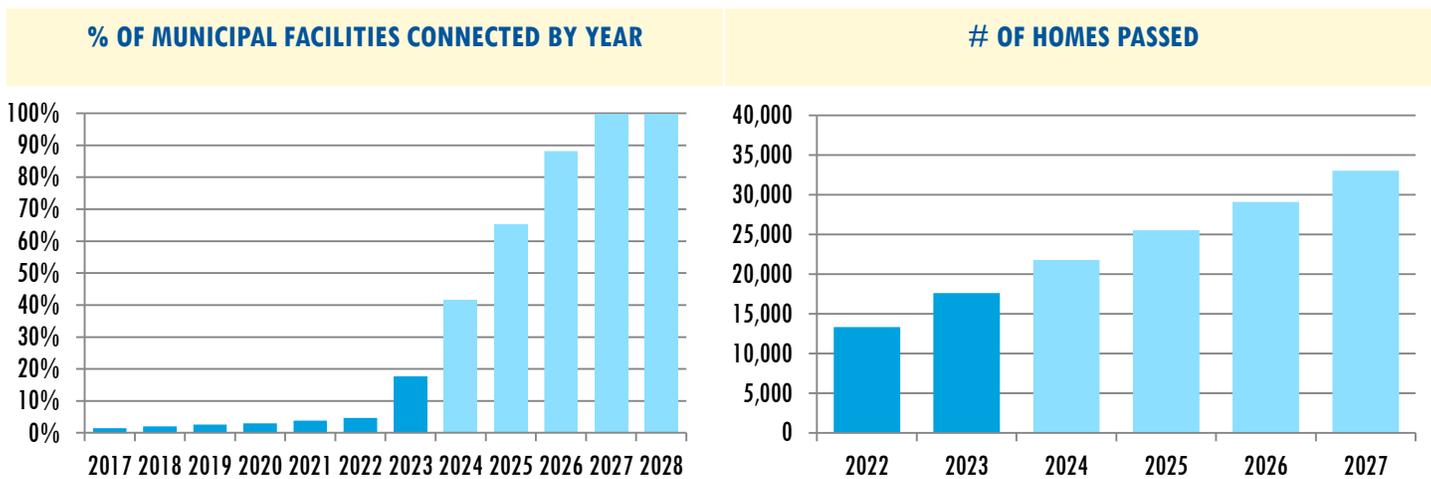
In today's digital world, broadband access is an essential service, and YorkNet's Expansion Project is a significant step toward achieving this goal. Project investments will empower YorkNet to expand its dark fiber network, connect thousands of underserved homes, and contribute to a more digitally inclusive York Region.

OPERATING IMPACT OF CAPITAL

The goals of investing in the fibre network are to make the Region’s investments in other infrastructure, such as traffic signals, transit, buildings and water systems, more productive and secure and to avoid the cost of relying on external providers.

Investments in the fibre network make it possible to collect and analyze real-time data to determine the usage and condition of transportation, water and wastewater infrastructure. This is helping the Region achieve greater efficiencies in asset management.

A YorkNet cost-benefit analysis of network ownership determined that, in addition to reducing costs, ownership provides the Region greater control over network diversity, capacity and availability. This ensures more reliable services to residents, and offers the potential of generating revenues.



Areas of Focus and Related Priority:

Sustainable Environment - Drive Environmental Stewardship

Good Government - Efficiently Deliver Trusted Services

Objective(s):

Expand fibre network investment to provide greater control and reduce costs paid to outside parties

Provide service provision enhancements that are more environmentally sustainable

About the graph:

YorkNet’s mandate is to connect Regional and Municipalities, Universities, Schools, Hospitals (MUSH) facilities and to use the network to increase access to broadband for rural residents and businesses.

Areas of Focus and Related Priority:

Healthy Communities - Support Community Well-Being

Objective(s):

Enable access to high-speed internet through a service provider so residents can access digital services that support community health, safety and well-being

About the graph:

Through the Rural Broadband initiative, YorkNet will make use of new funding opportunities to address the needs of underserved and unserved areas throughout the Region.

The graph’s title refers to the number of homes that could potentially be connected readily to YorkNet’s fibre. Actual connections will depend on internet service providers leasing capacity on the network.

LOOKING AHEAD

Though YorkNet's primary focus is to improve the delivery of Regional services, its business plan includes expanding its presence with local municipalities and public sector organizations, to reduce costs while generating revenue.

The growth and evolution of the network and development of new relationships are giving rise to opportunities to create a more cost-effective network. Such partnerships offer the potential for YorkNet to increase the return on its capital investments.

For example, YorkNet has found that private-sector service providers often have an interest in adding their own conduit to a trench that YorkNet is planning to dig for its network. Working together this way reduces the costs and disruptions of construction, while allowing each party to retain ownership of its own fibre. It can also allow portions of YorkNet's network to be built sooner than originally envisioned. YorkNet is also reaching out to potential new customers to look at how the fibre optic network could support their business goals.

Many Region residents have continued working from home, at least part of the time, following the pandemic. Similarly, some health care, education and other services continue to be delivered remotely. These trends underscore the importance of providing reliable high-speed broadband capacity across the Region. YorkNet will continue to seek opportunities to leverage funding for broadband expansion, especially for underserved residents and businesses.

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YORK REGIONAL POLICE

Mission: To ensure York Region citizens feel safe and secure through excellence in policing.

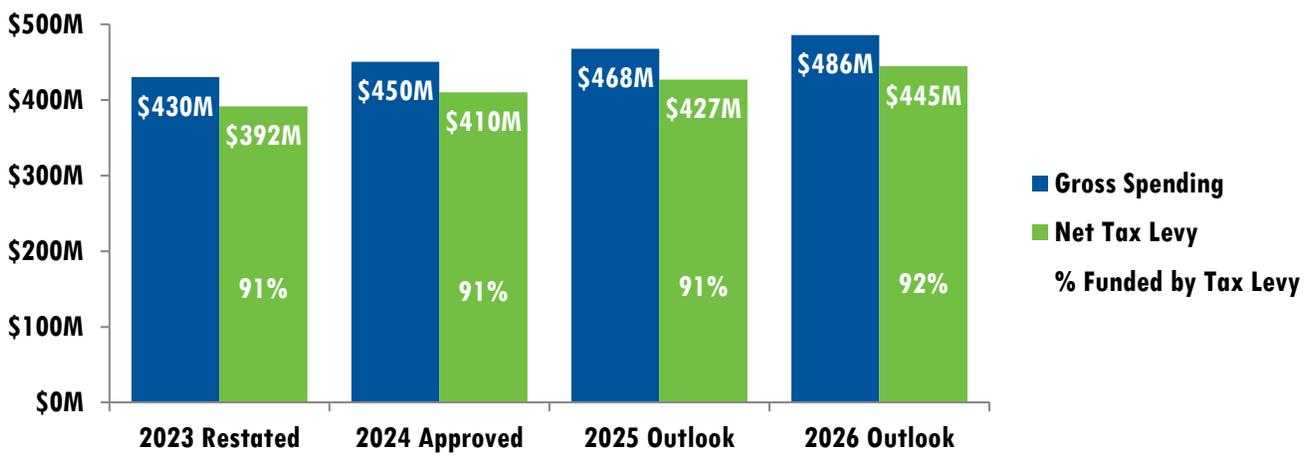


THE YORK REGIONAL POLICE OPERATING BUDGET IS...

**14% OF TOTAL
REGIONAL EXPENDITURES**

**29¢ ON THE
TAX DOLLAR**

2024 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



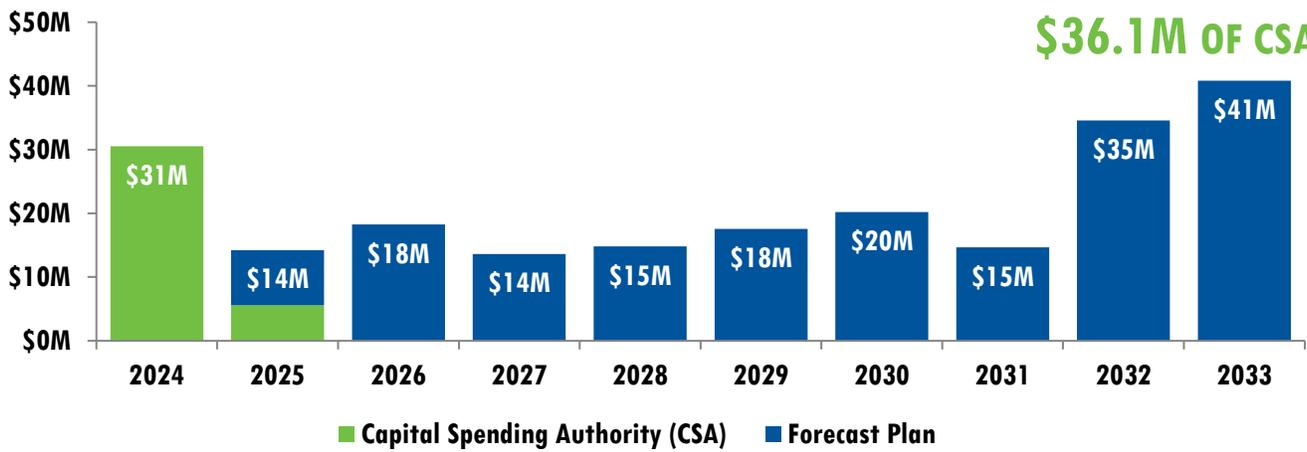
THE YORK REGIONAL POLICE CAPITAL BUDGET IS...

**1.9% OF THE
REGION'S 10-YEAR PLAN**

**0.6% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$219.2M OVER 10 YEARS
\$36.1M OF CSA



MAKING A DIFFERENCE IN THE COMMUNITY

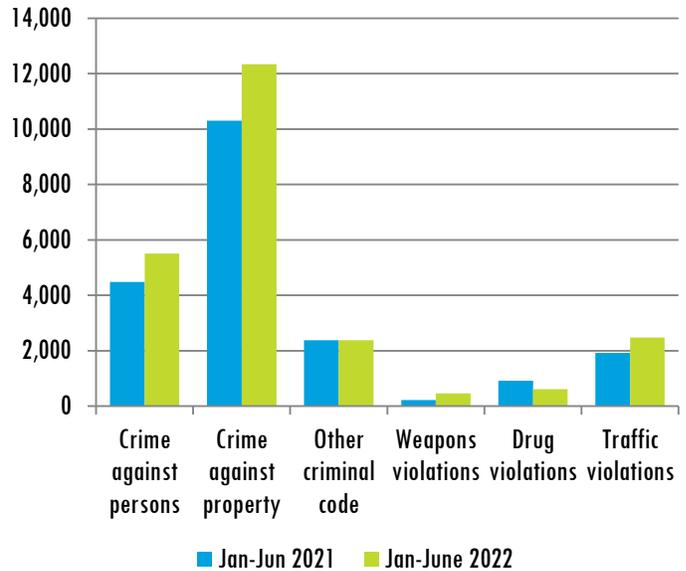
The goal of York Regional Police is to provide superior quality service to the citizens it serves, while constantly responding to new demands and challenges. The service is governed by the *Comprehensive Ontario Police Services Act, 2019*. A seven-member civilian Police Services Board provides oversight as prescribed by provincial legislation, including reviewing and approving the police budget before it is presented to Regional Council for final approval.

Operational services provided through the five district headquarters and two substations include patrol, criminal investigation, and community-oriented response units that provide crime prevention and frontline response.

Additional services are provided at police headquarters in Aurora:

- The support branch is responsible for field support, road safety, marine, real-time operations centre and 9-1-1 communications centre, as well as information, community and court-related services.
- The investigations branch is responsible for organized crime enforcement, financial and major crimes, intelligence, and special investigations.
- The executive branch comprises the Office of the Chief and several functions that support service-wide goals and standards, including the Professionalism, Leadership and Inclusion Office.
- The administrative branch provides financial, infrastructure, corporate development, business intelligence and people, wellness and talent services.

CRIME STATISTICS IN YORK REGION



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Community–Collaborative Partnerships to develop new and existing relationships to ensure programs and services meet community needs

About the Graph:

Consultation on the new YRP business plan showed the top overall policing priorities in York Region include property crime, auto theft, fraud, traffic safety and violent crime. Top traffic safety concerns are aggressive driving, speeding, distracted driving, impaired driving and pedestrian safety.

The graph above shows that while some crime types have changed marginally, crimes against persons and property have increased.

2023 ACCOMPLISHMENTS

Investigations into serious and violent crimes have become a focus for York Regional Police in recent years. Investigation of these crimes, often linked to gangs or other criminal organizations, usually involves collaboration with other police services:

- Project Majestic resulted in the recovery and return to Canada of 64 stolen vehicles that had been transported to the Republic of Malta. York Regional Police partnered with the Canada Border Service Agency, Malta Port Authority and Customs and Equité Association to locate the stolen vehicles, valued at \$3.5 million. Project Majestic began in 2021 when investigators identified a criminal syndicate responsible for stealing high-end vehicles that were ultimately loaded into shipping containers to be delivered to buyers in Africa and the United Arab Emirates. So far, 18 people have been charged with more than 170 offences, including conspiracy, trafficking of property obtained by crime, and theft of a motor vehicle.
- Project Money Penny led to the arrest of 42 people now facing 400 criminal charges. The year-long, multi-jurisdictional investigation into gun trafficking also resulted in the seizure of hundreds of weapons, some of which were disguised as Christmas gifts in an attempt to be smuggled across the border. Illegal narcotics, cash, and ammunition were also recovered.

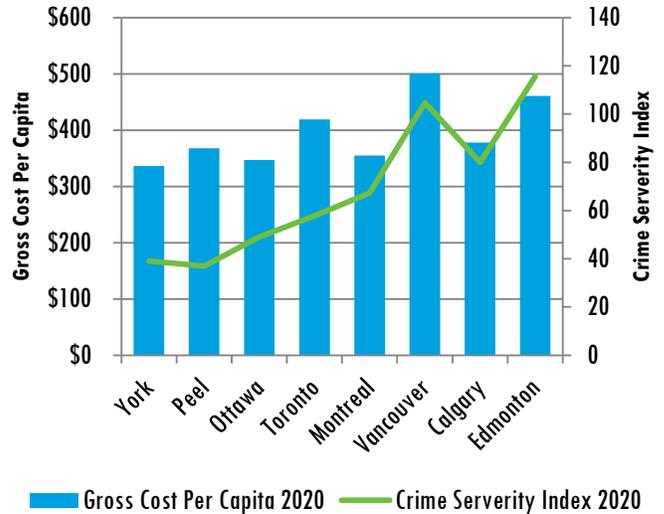
Police services across the GTA are also working together through Project E.R.A.S.E. (Eliminate Racing Activity on Streets Everywhere) to stop street racing and stunt driving and dismantle the organized groups behind the activity.

These activities, which came to the forefront during the pandemic when normal traffic declined, continue to be a serious problem. In August 2023, York Regional Police arrested a 22-year-old man who had regularly posted videos on social media of himself engaged in street racing activities. As well as laying dangerous driving and stunt driving charges, police impounded his car and seized several items, including fake licence plates.

Other accomplishments in 2023 included:

- Expanding the Connected Officers program, which improves police efficiency and community presence through a smartphone loaded with a custom app that reduces manual processes and instantly provides officers with a wide array of relevant information and data while they are on patrol

NATIONAL POLICING COMPARATORS



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community

About the Graph:

On a national level, York Regional Police has been able to maintain a low gross cost per capita and crime severity index. The Crime Severity Index is a measure of police-reported crime that reflects the relative seriousness of individual offences and tracks changes in crime severity.

- Launching new look and layout for police cruisers, the first update in 10 years, to improve visibility and safety and provide greater comfort for officers, whose vehicles can serve as their office for 12 hours a day
- For the sixth straight year in a row, being named one of Canada's Top 100 Employers for Young People.

WHAT SHAPES THE POLICE BUDGET

The Planning and Budgeting chapter explains that York Region prepares a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how York Regional Police supports *Vision's* areas of focus and the Strategic Plan's priorities through objectives, performance measures and activities. In the case of the police service, the objectives and measures come from its business plan. As a new 2023-2025 business plan is implemented, objectives and measures will be updated.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Support Community Well-Being	Our Community – Community Engagement – to maintain public trust and confidence through ongoing positive interaction and outreach with our community	Outcomes of the 2022 community satisfaction survey results	▲	Focus on youth, seniors, victims, diverse groups and vulnerable residents by increasing visibility in our communities through engagement, education of law enforcement and crime prevention programs using multiple platforms. Objectives include educating our community about upcoming changes to <i>Police Services Act (PSA), 1990</i> and updating our Youth Engagement Strategy.
		Our Community – Operational Service Delivery - to enhance and modernize operations that ensure the safety and security of our community	Survey results from CDU, cost/benefit analysis from upcoming Project Nova initiatives	●	Project Nova is an internal initiative developed to focus on front-line modernization solutions. A service satisfaction survey of the new Call Diversion Unit (CDU) was undertaken in 2021 and found that 95 percent of respondents were satisfied with their interactions.
		Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community	Crime statistics in York Region	●	Enhance crime prevention programs in partnership with our community, collaboration and sharing of information, improve response to mental health needs through partnerships.
	Survey results from residents and businesses	●			

Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Trend data not available for reporting
 ▲ = Strategic Plan ■ = Departmental Plan

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 HEALTHY COMMUNITIES	Support Community Well-Being	Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community	National policing comparators		Enhance crime prevention programs in partnership with our community, collaboration and sharing of information, improve response to mental health needs through partnerships.
		Our Community – Equity and Inclusion - to strengthen positive practices that reduce barriers and foster belonging between police and community	Performance measure not identified yet		Creation of an Inclusion Strategy: Inclusive Policing 2020-2022 to create a desired state of an inclusive workplace and ensuring a safe community for all residents.
		Our People – Professional Development – to encourage personal and professional growth to maximize the potential of all members	Performance measure not identified yet		Implementation of a new Talent Management System to enable the organization to identify and select the right talent, manage the onboarding process, tailor individual career growth and training, and match identified KPI's to members performance to support career development. This project will be implemented by 2022.
		Our People – Member Support – to cultivate an environment of professionalism, respect and well-being as part of the 2020 to 2025 Wellness Strategy	Performance measure not identified yet Note: some performance measures maybe confidential		In collaboration with the York Regional Police Association (YRPA), a new Wellness Centre is available to our members and is located in the new YRPA facility.
		Our People – Technology and Innovation - to promote a culture that supports innovation to achieve strategic and operational objectives	Performance measure not identified yet		Transforming policing by leveraging technology to police smarter. Solutions to be implemented include completion of Connected Officer project, Next Generation (NG) 911, a member wellness dashboard and a connected community portal.
		Our People – Continuous Improvement – to identify opportunities to improve services and processes	Performance measure not identified yet		This goal includes the utilization and deployment of resources such as the newly opened Marine Facility in Georgina and the new #1 District, efficiently balancing workload and evaluating and developing infrastructure plans.

Legend	 = Trending in the desired direction	 = Not trending in the desired direction	 = Trend data not available for reporting
	 = Strategic Plan	 = Departmental Plan	

YORK REGIONAL POLICE BUSINESS PLAN

Our People:

- Safety & Well-being - Modernize key business processes and practices to enhance the effectiveness and safety of members
- Inclusion & Belonging - Collaborate with members to ensure that organizational processes and procedures are equitable and inclusive
- Innovation & continuous Improvement - Explore new approaches to align resources, including people and facilities
- Recruitment & Retention - Strengthen members' knowledge, skills and abilities to support personal and professional growth

Our Community:

- Safety & Well-being - Expand regional law enforcement and crime prevention strategies to address emerging and ongoing crime trends
- Inclusion & Belonging - Enrich engagement with youth, seniors, victims, vulnerable residents and members of Indigenous communities
- Innovation & continuous Improvement - Enhance customer service and satisfaction by modernizing tools that facilitate access to resources and services
- Recruitment & Retention - Promote programs and events to attract and mentor potential candidates

For the complete plan, go to <https://businessplan.yrp.ca>.

Progress is regularly reported using performance measures. These are listed in the table on the previous page, along with recent trends in performance. Graphs in this chapter give more detail on performance trends and outlook.

The goals and objectives of the York Regional Police business plan reflect priorities identified through broad internal and external engagement and outreach. The aim is to provide better, more efficient service to the community.

Operating budget

The police service's budget was approved by its board at a meeting on October 25, 2023. The approved gross operating budget of \$450.4 million for 2024 represents 14% of the Region's total for the year. The approved tax levy budget is \$410.1 million, an increase of 4.6% from the previous year.

Year-over-year operating budget changes

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	430,360	391,886	450,421	410,057	467,881	426,941
Status Quo	17,793	16,055	13,603	13,027	15,488	15,150
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	-	-	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	85	734	1,487	1,487	275	275
Maintaining Service Levels for Growth	2,400	2,400	2,370	2,370	2,426	2,426
Enhancements and Transformation	-	-	-	-	-	-
Impacts of COVID-19	(218)	(1,019)	-	-	-	-
Approved Budget	450,421	410,057	467,881	426,941	486,069	444,791
Total Budget Change	20,061	18,171	17,460	16,884	18,188	17,850
	4.66%	4.64%	3.88%	4.12%	3.89%	4.18%
Restated Outlook	448,818	410,408	463,417	424,826	478,808	440,161
Increase/ (Decrease) from Outlook	1,603	(352)	4,464	2,114	7,261	4,630

Staffing changes

(Full-Time Equivalents)	2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	2,445.0		2,491.0		2,537.0	
New	46.0	1.88%	46.0	1.85%	46.0	1.81%
Conversions	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-
Approved Budget	2,491.0		2,537.0		2,583.0	
Budget Change	46.0	1.88%	46.0	1.85%	46.0	1.81%
Restated Outlook	2,481.0		2,490.0		2,516.0	
Increase/ (Decrease) from Outlook	10.0		47.0		67.0	

Higher spending reflects growth in staffing and related costs, higher asset management contributions and inflation. The growth in staffing is driven by the needs of a larger population and the provincially mandated Community Safety and Well-being Plan. Another staffing-related pressure is specialized resources needed for complex investigations, which are becoming more frequent. As well, the police service is investing in modernizing processes and building stronger relationships with the public and piloting the use of special community constables for non-urgent tasks to allow front-line officers to focus on the most serious incidents and activities.

Budget planning assumes York Regional Police will continue to receive various provincial grants and transfers. Other expected non-tax revenue sources include paid duties, responding to alarms, handling requests for background checks and providing motor vehicle accident reports for insurance purposes. Together, non-tax revenue sources account for just under 10% of total funding.

The police service plans to add 46 new positions in 2024 to address the staff-related pressures outlined above. In finalizing the tabled budget, Regional Council approved additional funding so that York Regional Police could hire the same number of new staff in 2025 and 2026 as they plan to in 2024.

Change from outlook

Compared to the restated outlook, the approved net budget for 2024 is \$0.4 million lower. The outlooks for 2025 and 2026 are \$2.1 million and \$4.6 million higher, respectively, reflecting the staffing increases mentioned above.

DIVERSION FROM CRIMINAL SYSTEM CAN LEAD TO BETTER OUTCOMES

Adult Pre-Charge Diversion is a new process that aims to alleviate pressure on the overburdened court system, create efficiencies for police, help victims of crime get restitution faster, and make offenders more accountable for their actions without facing criminal charges.

The new process is being developed by a project team made up of members from the police service's Projects and Continuous Improvement Unit and the Courts and Tribunal Services branch of the Regional Solicitor's Office.

The program would be available in situations involving first-time offenders and those who commit less serious offences. Officers might, at their discretion, divert an offender to an alternative justice program administered by an external agency instead of laying a criminal charge.

While no charges would be laid after an arrest, the arrested party would not be released unconditionally. Instead, they would be allowed the opportunity to be personally accountable and take immediate responsibility for their actions. For example, someone who stole items from a store would be required to reimburse the store owner.

This process immediately benefits the overburdened and backlogged courts, which need to focus on more severe offences.

It also saves police time and effort. At present, roughly 90% of matters involving minor offences are ultimately withdrawn, as courts are inundated with cases. And because it avoids a lengthy court process, victims of crime may receive more immediate restitution.

The program could also provide offenders with better outcomes than having to go through the criminal justice system. Research shows that pre-charge diversion leads to lower recidivism rates because offenders are more likely to be connected with additional support services to address unmet needs, such as mental illness, homelessness or addiction.

Capital budget

The approved police services capital budget for 2024 is \$30.5 million, while its 10-year capital plan amounts to \$219.2 million.

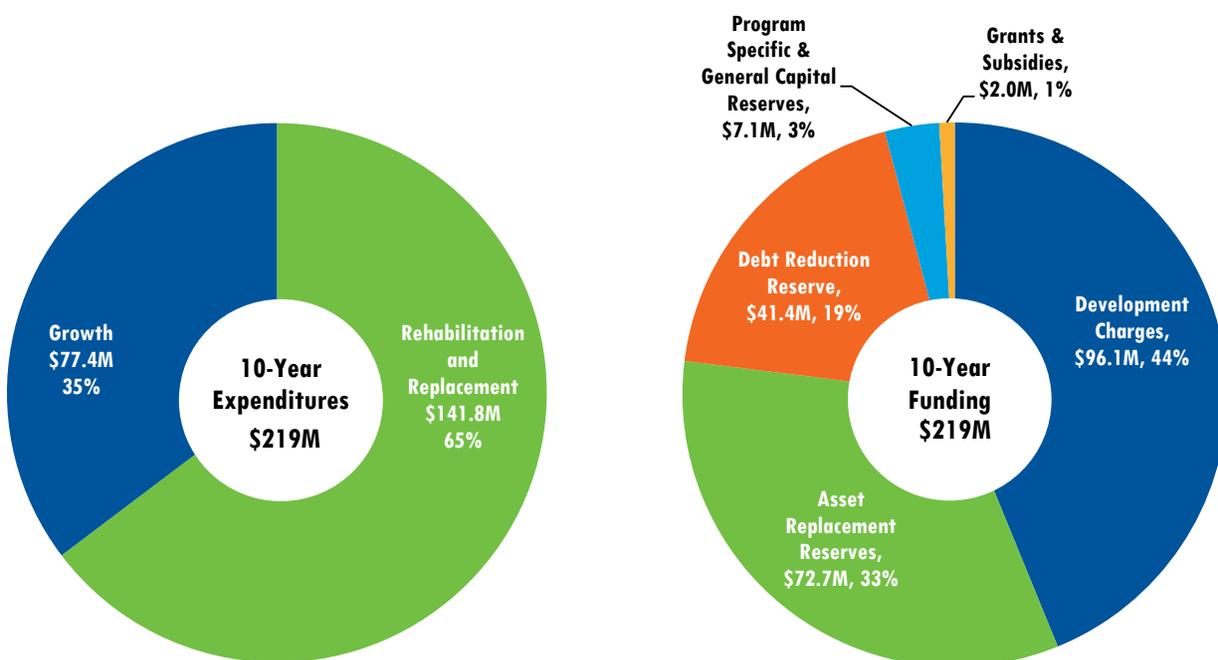
The largest category in 10-year capital plan is spending on fleet, including patrol vehicles, boats and helicopters, accounting for \$73.6 million or 34% of the total. Facilities account for a further \$68.5 million or 31%, while information technology spending is expected to amount to \$47.1 million or 21%. The remaining \$30.1 million or roughly 14% would go to specialized and communication equipment.

New items in the plan include an aircraft hangar for the police helicopter owing to the closure of Buttonville Municipal Airport, new closed-circuit television equipment (a provincial grant would potentially cover 50% of the costs), and a new substation to be located in the Vaughan Metropolitan Centre.

The capital budget also reflects the impact of much higher-than-expected estimates for new and replacement vehicles and specialty vehicles.

10-year capital budget

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
York Regional Police:								
Total Project Expenditures	30,517	14,236	18,253	13,611	14,829	127,797	219,243	36,081



Note: Development Charges include: debt, reserves, as well as funding for shortfalls related to recent provincial measures, including the *More Homes Built Faster Act, 2022*

Offsetting the increases, the police service has moved ongoing expenses for subscription-based information technology projects from the capital to the operating budget. This reflects a shift from the traditional model of purchasing information technology hardware, software, and/or equipment purchases. Ongoing subscription costs will be recorded as operating expenses once projects are fully implemented.

The 10-year capital plan is backed up by a 100-year outlook. This ensures that assets are purchased, constructed, and maintained in a responsible way, to meet future demand and give taxpayers the best value for money. Asset management is guided by a State of Infrastructure Report. This identifies initiatives to renovate facilities and modernize software to minimize lifecycle costs.

In the plan, 65% of spending will go to rehabilitation and replacement. This proportion is high compared to most other service areas because of the relatively short service life of police vehicles and other specialized equipment.

OPERATING IMPACT OF CAPITAL

As the population grows, York Regional Police must maintain frontline positions. It must ensure members have the assets they need (e.g. vehicles, facilities) to do their jobs. The way these investments are made can result in more efficient operations, which helps to manage operating costs as the size of the asset base grows. For example, hybrid vehicles are reducing fuel costs compared to fully gas-powered vehicles.

The service also makes capital investments in new communications tools and other frontline equipment to improve service quality and ensure greater safety for officers and the public.

Some investments help to manage the costs of other parts of York Regional government. An example is a new digital evidence management system that simplifies the work of the court system.

LOOKING AHEAD

York Regional Police operates under the guidance of a corporate business plan published every three years. The current plan, covering the years 2023 to 2025 inclusive, is available at <https://businessplan.yrp.ca>.

The plan addresses objectives and core business functions of the police service, and outlines how it will provide effective services. It connects overarching York Regional Police goals with community needs. A key goal is to ensure that residents continue to receive quality policing services in an equitable, fair and inclusive way.

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YONGE NORTH SUBWAY EXTENSION

represents achievement of the Region's top rapid transit priority.



THE YONGE NORTH SUBWAY EXTENSION CAPITAL BUDGET IS...

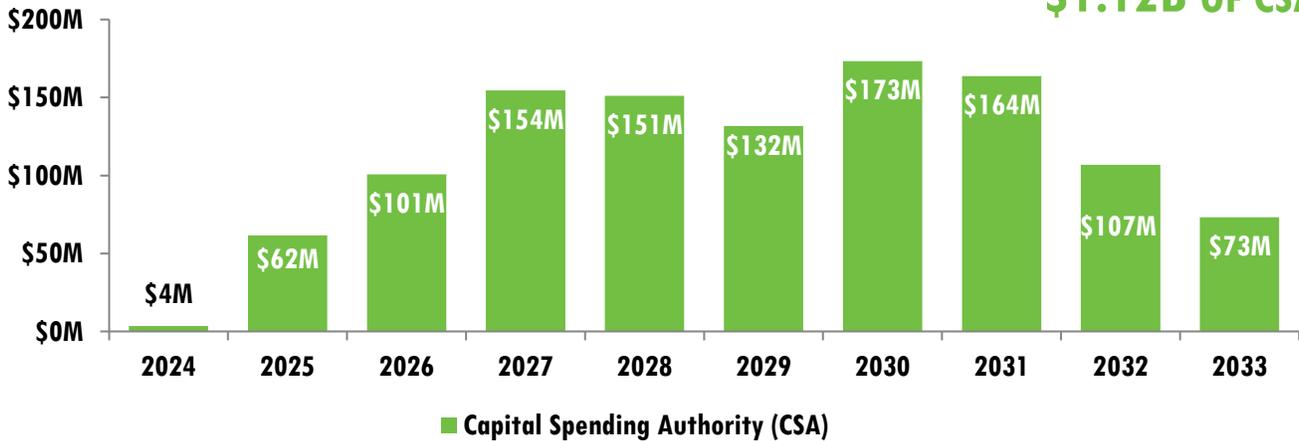
**9.7% OF THE
REGION'S 10-YEAR PLAN**

**18.4% OF
TOTAL CSA**

10-Year Capital Plan and Capital Spending Authority (CSA)

\$1.12B OVER 10 YEARS

\$1.12B OF CSA



PROVINCE MOVING AHEAD ON KEY SUBWAY PROJECT

The Yonge North Subway Extension initiative will extend the Toronto Transit Commission’s Line 1 service northward roughly 8 kilometres from Finch Station in the City of Toronto to High Tech Road north of Highway 407 in Richmond Hill. Stations will be built at Steeles, Clark, Royal Orchard, Bridge (at Highway 407), and High Tech Road.

The subway extension will be tunneled underground for about 6 kilometres between Finch Station and Bridge Station and will then run at grade from Bridge through High Tech Station, ending at a train storage and light maintenance facility just north of High Tech Road.

Bridge Station will be a major multi-modal transit hub connecting the subway with Yonge Street and Highway 7 bus rapid transit corridors, York Region Transit local bus routes, GO buses, the Langstaff GO Train Station and the future Highway 407 Transitway. York Region Transit will connect to other stations on the line via on-street stops or bus terminals.

This large, complex cross-jurisdictional project will continue transforming rapid transit in the Greater Toronto Area by integrating with other major investments. These build upon the existing Spadina Subway Extension and bus rapid transit investments on Highway 7 and Yonge Street, and are complemented by ongoing improvements to GO rail services.

This chapter briefly outlines the project's governance and current status, as well as its expected capital budget impacts on York Region starting in 2024.

In 2020, York Region entered into the Ontario-York Region Transit Partnership Preliminary Agreement with the province of Ontario, which formalized work towards delivering the subway project. This work includes negotiating additional agreements as needed with the province, City of Toronto and Toronto Transit Commission.

The province has sole responsibility for the planning, design and construction of the project through its transit agency, Metrolinx. In March 2021, the initiative reached an important milestone when Metrolinx released an initial business case that projected a budget of \$5.6 billion for total capital construction and confirmed the economic value of the extension.

The province has committed to a 40% share of the total capital construction cost. In May 2021, the federal government announced it would fund 40% of the extension as part of its \$10.7 billion commitment towards Ontario's subway construction plans. In June 2023 the province confirmed to the Region that its contribution would be capped at \$1.12 billion, subject to certain conditions including an ongoing contribution to the operation and maintenance of the subway extension.

Progress on the project continues, with the following milestones reached:

- In February 2023, work began on early upgrades to Finch Station to prepare for construction of the extension, and in mid-year Metrolinx launched the tendering process for tunneling of the line.
- In May 2022, the updated Environmental Project Report Addendum was approved by the Ministry of the Environment and Climate Change and included a final description of the project, an assessment of environmental impacts, mitigation and monitoring measures and other components.

Yonge North Subway Extension budget

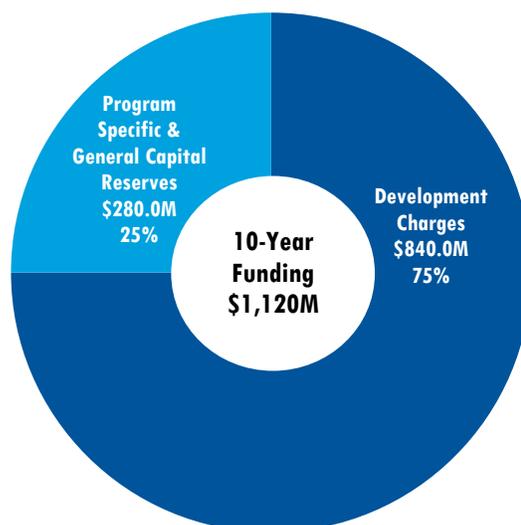
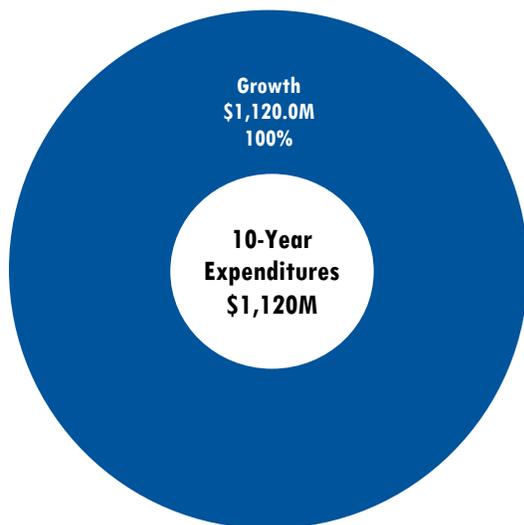
Through the *Supporting People and Businesses Act, 2021*, the province amended the *Development Charges Act* to treat the Yonge North Subway Extension as a discrete service with a forward-looking planned level of service and extend the planning horizon from 10 to 20 years. These changes came into effect on January 1, 2022 and informed the inclusion of the project in the Region's 2022 Development Charges Bylaw, which was passed by Regional Council on May 26 and came into effect on June 17, 2022.

The capital budget presented in this chapter reflects that 75% of the Region's \$1.12 billion share of the project is to be recovered through development charges. The remainder will be funded through the 1% incremental tax contribution from the Rapid Transit / Infrastructure Levy authorized by Regional Council in 2022.

The Financial Initiatives chapter provides details on the Rapid Transit / Infrastructure Levy. The York Region Rapid Transit chapter discusses its role in coordinating with Metrolinx and other partners, including local municipalities, on the Yonge North Subway Extension.

10-year capital budget

(in \$000s)	2024	2025	2026	2027	2028	2029-2033	10-Year Total	Capital Spending Authority
Yonge North Subway Extension								
Total Project Expenditures	3,557	61,566	100,631	154,424	151,159	648,663	1,120,000	1,120,000



Note: Development Charges include: debt, reserves, as well as funding for shortfalls related to recent provincial measures, including the *More Homes Built Faster Act, 2022*

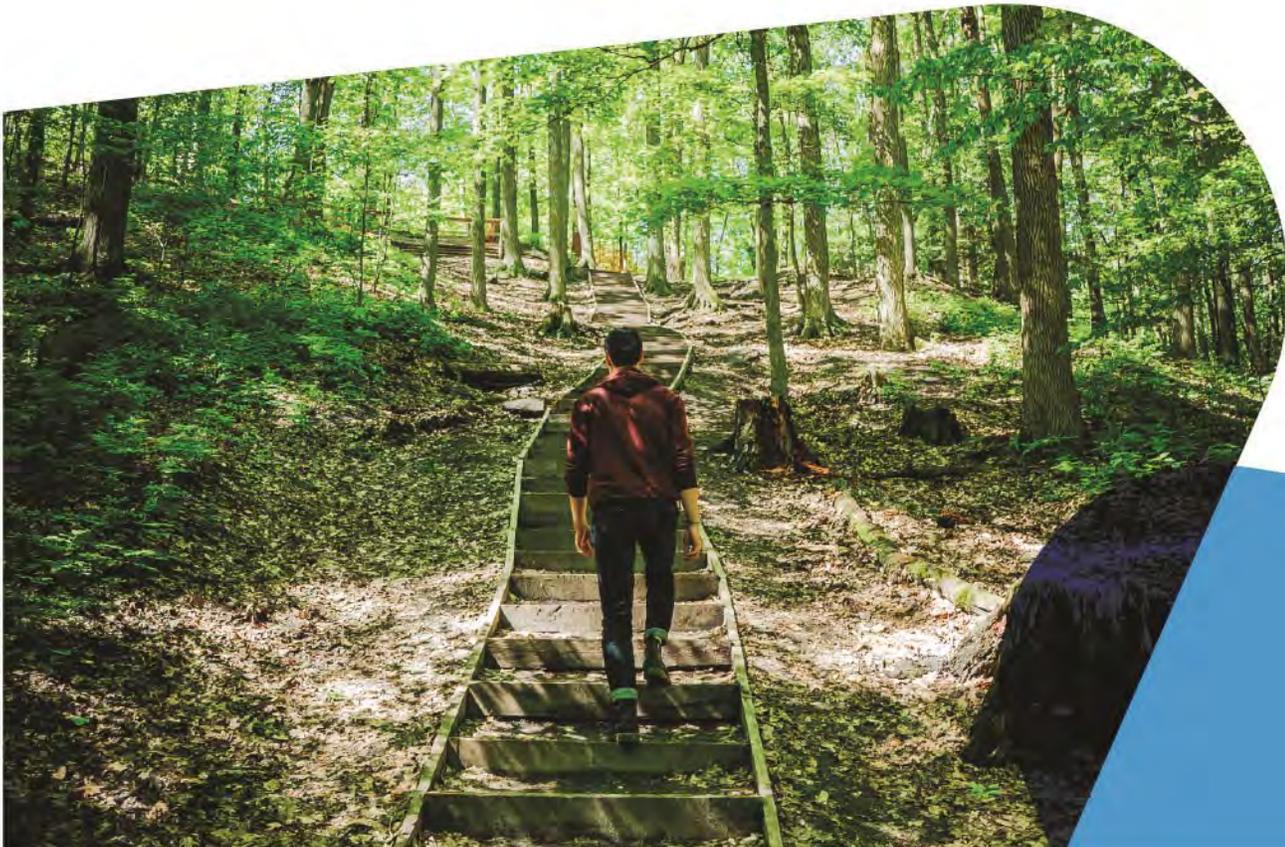
Looking ahead

Even though Metrolinx has ultimate responsibility for project budget and the Region's contribution is capped, the Region will need to manage non-recoverable costs for project management, related infrastructure and ongoing operational costs linked to the subway extension project. As work on the Yonge North Subway Extension advances over this decade, the Region will see its operating costs go up as it mitigates impacts of construction on its bus operations, particularly in the Yonge Street corridor. Once the project is complete, tax levy support for operating costs will be needed from the Region's annual operating budget .



LONG-TERM FINANCIAL PLANNING

is the process by which York Region ensures it remains financially sustainable so it can continue delivering needed services to residents.



GETTING THE BALANCE RIGHT OVER THE LONG TERM

This multi-year budget, covering 2024 to 2026, reflects the need to balance several factors: a larger 10-year capital plan; ongoing inflationary pressures, especially in construction where labour shortages and material prices are driving costs higher; funding needs related to the Yonge North Subway Extension; provincial pressure to increase growth and urban density; and lower development charge collections as a result of recent provincial measures, including the *More Homes Built Faster Act, 2022*.

This chapter first discusses impacts of these changes and the Region's work to update its asset management plan. It then outlines the role of the Regional fiscal strategy in finding the right balance among budget priorities, updates the outlook for reserves, and outlines long-range operating plans and related risks. The balance of the chapter sets out the proposed debt program and discusses the Region's credit ratings, which remain the highest available.

MEETING UNFUNDED NEEDS RELATED TO PROVINCIAL LEGISLATION

Recent provincial changes have reduced municipalities' development charge collections. While more guidance from the province is needed to estimate the full impact of these changes, the forecast on which this budget is based estimates that these changes will reduce development charge collections by \$70 million a year on average over the next 10 years.

Recognizing the fiscal impacts of the *More Homes Built Faster Act, 2022*, the province has indicated it will keep municipalities financially whole. As yet, however, it has not committed funding for upper-tier municipalities, including York Region.

In the interim, the Region has created two new reserves to address reduced development charges: the Tax Levy Development Reserve for tax levy-related service areas and the Rate Supported Development Reserve for user rate-related service areas. In December 2023, Regional Council amended the surplus management policy to allow any annual operating surpluses to be directed first to funding the Tax Levy Development Reserve. The 2024 Budget assumes that shortfalls in tax levy-related service areas will be funded from this source. However, as surpluses are neither budgeted nor guaranteed, there is a risk that this source might be insufficient. In that case, Council has approved a plan to use funds from the Debt Reduction Reserve to make up any difference. Council also directed that Water and Wastewater Rate Stabilization Reserves be used for shortfalls in user rate-related service areas.

UPDATING ASSET MANAGEMENT PLANS

An updated Corporate Asset Management Plan will be presented to Regional Council in May 2024. The updated plan will set out estimated funding needs to keep assets in a state of good repair and deliver defined levels of service out to 2032.

Spending estimates are based on information as of the end of 2022, including a replacement value of \$25.3 billion for Regional assets covered by the plan. Almost 90% of these assets deliver Public Works services.

Comparison of needs to available funding is based on the operating budget and 10-year capital plan in the 2023 budget.

After Council approves the asset management plan, they will get annual updates on progress and changing conditions. The asset management plan is reviewed continuously to ensure it reflects changes to the asset base and the capital plan.

HOW THE REGION FUNDS THE BUDGET

The focus in much of the discussion in the budget book is on spending on day-to-day operations and making contributions to reserves. How the Region funds the budget is equally important:

Development charges help fund Regional investments in water and wastewater, roads and other infrastructure to serve growth. The Region updated its Development Charges bylaw in 2022. As noted earlier, recent changes to the *Development Charges Act* made through the *More Homes Built Faster Act, 2022*, and other measures will reduce expected development charge collections. The Budget Context chapter provides more details on these legislative changes.

Developer contributions/financing will be needed starting in 2025 to keep the Region financially sustainable, given higher costs of infrastructure needed to meet forecast growth needs in northern communities. They would also help support the local municipalities with new provincial housing targets. By providing financial support, developers can move ahead on their projects more quickly and with more certainty that servicing will be in place.

Grants and subsidies from federal and provincial governments are also known as transfer payments or contributions. Ongoing operating funding, mainly from the province, helps the Region provide Public Health and other human services. The provincial and federal governments also help to fund capital assets, including community housing and public infrastructure. As noted in the Capital Budget chapter, additional senior government funding commitments are required to move forward with several future bus rapid transit and affordable housing projects.

User charges and fees help to recover costs of providing certain key services. The major York Region services supported by users are water and wastewater and transit. The Public Works chapter discusses recent trends and outlooks for these revenue sources. Fines for traffic-related and other offences are intended to offset costs of administering the *Provincial Offences Act* on behalf of the provincial government. The Court and Tribunal Services chapter provides more detail.

The property tax levy is the largest single source of funding for the operating budget. Property taxes are based on tax rates and the assessed value of existing homes and businesses. The assessment base, which is the total value of all property in the Region, was \$369 billion for the 2023 taxation year (excluding exempt properties and properties that make payments in lieu of taxes). The base changes fairly slowly over time, providing a relatively stable long-term funding source.

The Operating Budget chapter provides an outlook for revenues to the end of the current budget cycle.

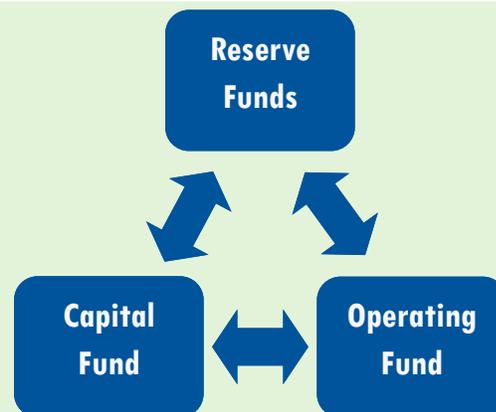
BUDGETING BY FUNDS EMPHASIZES ACCOUNTABILITY

York Region plans its spending based on the concept of “funds,” a framework that focuses on responsibility for spending. A fund groups together money for specific activities or purposes. York Region uses three types of funds:

The **operating fund** underpins the operating budget. All operating revenues go into it and all operating spending is paid from it. The main sources of revenue for the operating fund are the tax levy, water and wastewater user rates, contributions from reserves, fees and charges, and senior government funding for operating purposes.

The **capital fund** is used for capital expenditures. Its main funding sources are debentures (a form of debt), contributions from development charge and other reserves, and senior government grants and subsidies for capital.

The Region also has **reserve funds** for future operating and capital purposes. These are discussed in more detail starting on page 225.



Operating and Capital Budgets by Fund Use and Source

(\$ in 000s)	2024 Approved		2025 Outlook		2026 Outlook	
	Operating	Capital	Operating	Capital	Operating	Capital
Usage of Funds:						
Public Works	1,262,785	748,768	1,314,383	1,106,020	1,330,983	1,111,727
York Region Rapid Transit Corporation	36,587	8,864	36,005	13,610	36,591	15,360
Community and Health Services	1,036,850	81,932	1,041,446	59,893	1,050,715	95,359
Corporate Management and Governance	140,461	79,210	149,128	60,275	157,821	99,215
Court and Tribunal Services	30,492	5,235	40,146	3,571	44,777	1,182
Financial Initiatives	149,148	635	154,168	10,994	171,339	17,970
External Partners	41,896	-	43,434	-	44,667	-
YorkNet	4,758	48,256	5,104	37,023	5,416	19,101
York Regional Police	450,421	30,517	467,881	14,236	486,069	18,253
Yonge North Subway Extension	-	3,557	-	61,566	-	100,631
Total	3,153,398	1,006,974	3,251,695	1,367,188	3,328,379	1,478,797
Source of Funds:						
General Tax Levy	1,375,676	-	1,430,403	-	1,486,006	-
User Rates	487,873	-	511,572	-	534,633	-
Fees and Charges	101,365	-	101,556	-	94,934	-
Reserves	65,305	478,760	50,171	576,867	51,609	683,720
Development Charge Reserve Draws	303,750	327,387	305,391	521,981	302,599	596,072
Grants and Subsidies	732,252	66,869	732,679	83,150	728,715	21,308
Debenture Proceeds	-	-	-	71,344	-	79,557
Other Revenues / Recoveries*	48,734	64,157	67,340	43,303	62,470	44,232
Rapid Transit / Infrastructure Levy	38,441	-	52,582	-	67,412	-
Total	3,153,398	1,006,974	3,251,695	1,367,188	3,328,379	1,478,797

*Other Revenues / Recoveries includes: fine revenue and third party funding

A FISCAL STRATEGY FOR LONG-TERM SUSTAINABILITY

Elements of the Regional Fiscal Strategy

The Regional fiscal strategy is designed to reduce fiscal risks and build long-term financial sustainability while ensuring fairness to taxpayers and ratepayers over time. It consists of three related elements, as shown in the diagram on the right.

Balancing these elements leads to financial sustainability, which is how the Region continues to provide needed services while minimizing exposure to undue fiscal risks or burdens.

Financial sustainability generally favours accumulating reserves over the use of debt. It does recognize that debt can be used to close gaps, as when money is needed for a capital project before its corresponding funding is available. This is typically the case with growth capital.



Use of debt, however, must be carefully managed. The level of debt is a major factor in how much interest expense the Region pays. Keeping interest expense at less than 5% of operating revenue each year is an important marker of financial sustainability. It helps maintain the Region’s high credit ratings, which allow it to borrow at favourable rates and makes debt issues more attractive to a wider range of investors.

Beyond the need to limit interest expense, the Region’s ability to issue debt is constrained by provincial legislation and regulation. Without reserves it would be impossible to pay for all the new assets needed to support growth, keep the Region’s large and growing asset portfolio in a state of good repair and replace assets when needed.

In acting on the fiscal strategy, decision-makers also apply the principle of fairness over time, also known as intergenerational equity. It works on the idea that the taxpayers of today should not be unduly burdened with paying for projects that will benefit future residents, and vice versa.

Financial sustainability and fairness over time affect how the fiscal strategy works in practice to achieve the right balance:

- Regional Council has a long-standing commitment to use debt only to bridge the difference between when a growth-related asset is built and when development charges can fund it. To keep debt at an appropriate level, growth-related capital projects need to be built at a pace that is appropriate to the rate of population growth. The fiscal strategy deals with this by managing size and timing of the capital plan.
- The 2023 budget outlined a small portion of debt to be repaid from the tax levy, the first such debt issued since 2014. It allowed the Region to take advantage of borrowing from the federal government at a favourable rate to help accelerate the Region’s transition from conventional to electric buses.

- The Region uses reserves funded from the tax levy, user rates and other sources to pay for the portion of growth-related assets not covered by development charges. Some \$7.6 billion or about 65% of spending in the 10-year capital plan will go to growth-related projects. About \$5.5 billion or 72% of this growth-related spending will be supported by development charges as well as developer contributions and/or developer financing. The balance must be funded from the tax levy and other sources. The level of growth-related costs covered by the tax levy is rising. This multi-year budget reflects that challenge with a special Rapid Transit / Infrastructure Levy on property taxes. The levy is contributed to a reserve for critical infrastructure needs not funded from other sources. Reliance on the tax levy for growth-related projects is expected to increase as a result of the *More Homes Built Faster Act, 2022*.
- The Region also uses reserves funded by the tax levy and water and wastewater user rates to pay for asset management. To ensure fairness, a time horizon of 100 years is used, and annual contributions are designed to spread costs per capita as evenly as possible across that timespan after taking inflation into account.

The following sections discuss how the capital plan, reserves and debt management work together.

Managing the capital plan

The 10-year capital plan in this budget includes \$4.0 billion for asset management and \$7.6 billion in growth-related projects.

Asset management spending relies largely on asset replacement reserves funded by the tax levy and user rates. The current estimated replacement value of the Region's asset portfolio is \$25.3 billion. The size of the portfolio and resulting costs to care for assets increase as new assets are added and projects are completed. In the 10-year capital plan outlined in this budget, asset management spending will average about \$400 million a year. This figure reflects the rising cost of renewing assets due to higher interest rates, inflation, and post-pandemic labour shortages.

On the growth side of the 10-year capital plan, York Region expects to fund 72% of the cost of new assets from development charge debt and reserves, and developer contributions with the rest coming from tax-levy and user-rate reserves, cost recoveries from local municipalities, and federal and provincial grants.

The province forecast a population of just over two million people and almost one million jobs in the Region by 2051 as part of its growth planning, and subsequently announced a goal of building 1.5 million new homes across Ontario by 2031. It set new housing targets for eight of the nine local municipalities comprising York Region, suggesting a faster pace of growth than originally planned. The Budget Context chapter provides more details on housing targets.

The Region maintains a long-term development charge collections forecast, which is updated annually to reflect housing market trends, anticipated long-term demographic shifts and other factors. The current forecast is premised on a robust level of growth in line with achieving at least 60% of new provincial housing targets overall from 2022 to 2031. The forecast also reflects financial impacts of recent provincial measures, including the *More Homes Built Faster Act, 2022* based on information available to date.

Because of the financial risks incurred if the actual population falls below the provincial forecast, Regional Council has endorsed the principle of more tightly aligning the pacing of new capital projects with actual growth. In support of this principle, infrastructure master plans and the 10-year capital plan are reviewed regularly to ensure alignment with targets. Master plans allow for some flexibility to respond to changing conditions, while recognizing that there are limits on the ability to accommodate unexpected changes such as the new, higher housing targets. Staff monitor and report back annually on progress. If necessary, the capital plan's size, prioritization, timing and funding sources can be adjusted in future budgets.

Reserve management

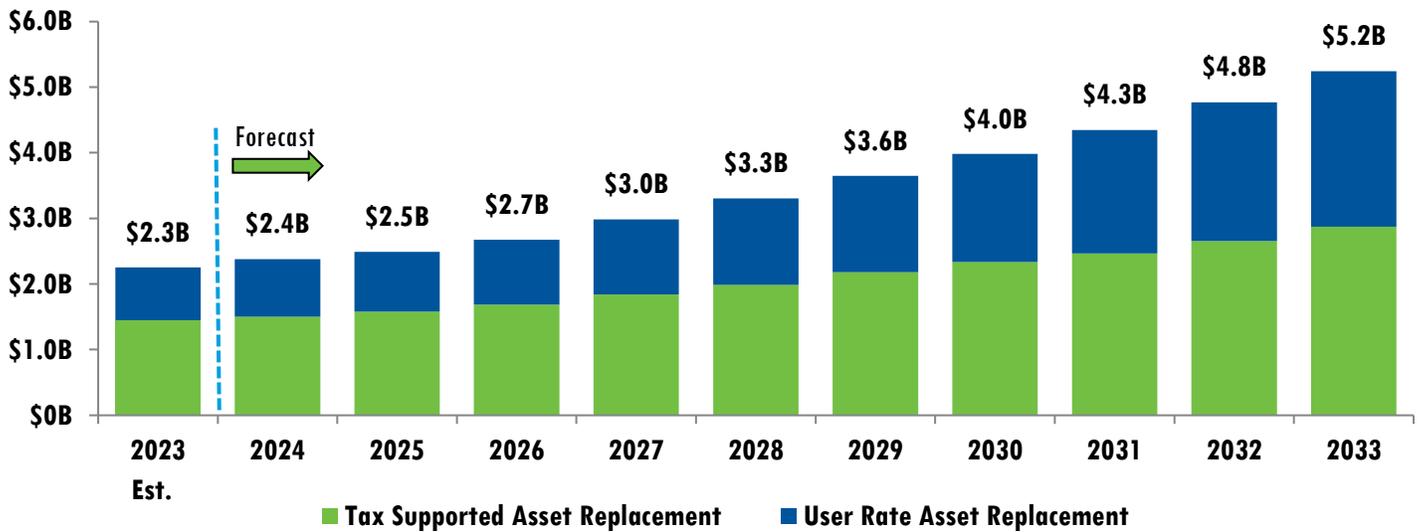
Capital-focused reserves fund most capital spending, while operating reserves can help prevent large fluctuations in the tax levy in the event of unforeseen changes to revenues and/or spending. Because the Region's reserves include significant liquidity in the form of cash and cash equivalents, they also promote investor confidence and help preserve its credit ratings.

As 2023 closes, the Region is expected to have accumulated roughly \$4.6 billion in total reserves. By the end of 2024, reserves are expected to increase by \$343.5 million, and will continue their growth for 2025 and 2026 to \$5.0 billion and \$5.1 billion, respectively.

2023 to 2026 Reserve Schedule

(\$ in 000s)	2023 Estimate	2024 Approved		2025 Outlook		2026 Outlook	
	Ending	Change	Ending	Change	Ending	Change	Ending
Development Charges	603,418	95,566	698,984	(144,716)	554,268	(94,057)	460,211
Asset Replacement Reserves:							
Tax Levy Funded Assets	1,447,683	54,146	1,501,829	76,298	1,578,126	107,551	1,685,677
User Rate Funded Assets	803,293	73,521	876,814	32,414	909,227	77,467	986,695
	2,250,975	127,667	2,378,642	108,711	2,487,354	185,018	2,672,372
Capital Reserves:							
Program Specific & Gen. Capital Reserves	448,716	66,976	515,692	51,589	567,281	(16,417)	550,864
Debt Reduction	395,646	36,546	432,191	57,200	489,391	(3,740)	485,651
Roads Capital Acceleration	61,495	16,112	77,607	(8,698)	68,909	4,205	73,114
	905,857	119,633	1,025,490	100,091	1,125,581	(15,952)	1,109,630
Corporate Reserves:							
Canada Community-Building Fund	97,394	(2,260)	95,134	(6,056)	89,078	(53,454)	35,624
Fiscal Stabilization	56,072	2,840	58,912	2,861	61,773	2,997	64,769
Fuel Cost Stabilization	20,847	928	21,774	925	22,700	965	23,665
Tax Stabilization	60,272	1,364	61,636	2,221	63,858	2,314	66,172
Waste Management Stabilization	32,191	810	33,001	(7,434)	25,566	(10,999)	14,568
Water Rate Stabilization	26,187	3,058	29,245	4,724	33,968	6,611	40,580
Wastewater Rate Stabilization	84,777	4,250	89,026	4,203	93,229	5,469	98,698
Pandemic Management and Recovery	95,653	(16,773)	78,879	(4,811)	74,068	(1,642)	72,426
Working Capital	50,000	-	50,000	-	50,000	-	50,000
Other Reserves	82,987	(4,212)	78,775	6,298	85,073	8,544	93,616
	606,378	(9,997)	596,382	2,931	599,313	(39,195)	560,118
Human Resources Reserves	250,047	10,630	260,677	10,645	271,322	11,105	282,427
Total	4,616,676	343,500	4,960,175	77,662	5,037,838	46,920	5,084,758

Tax-levy and user-rate asset replacement reserves projected to grow



Funds held in the capital-related Development Charge, Asset Replacement and Capital Reserves together account for more than three-quarters of the current total:

- Development charges are required by law to be held in separate reserves. Funds in the reserves are allocated to specific growth-related projects or to servicing debt from previously completed projects. Because development charge collections are hard to predict (owing to fluctuation in construction activities, economic cycles, legislative changes, and changes in development charge rates) reserves may be drawn down to bridge the gap if collections fall short. The Region maintains a minimum cash balance at between 75 and 100% of the next year's required principal and interest payments for growth-related debt.
 - At the end of 2023, development charge reserves are expected to total \$603.4 million and to increase by a net \$95.6 million in 2024.
- Asset replacement reserves provide funding for future asset rehabilitation and replacement needs. These reserves are expected to total \$2.3 billion at 2023 year-end. Of that amount, \$1.4 billion is for tax-levy-funded spending on assets like roads, buses and paramedic response stations, while \$803.3 million is for user-rate-funded spending on water and wastewater assets. Together, these reserves are expected to increase by \$127.7 million in 2024.
 - Reserve balances are expected to grow to \$5.2 billion by 2033 as a result of continuing contributions. The projection for contributions is based on current asset conditions and replacement needs, related assumptions, and fiscal capacity. Reserve balances will be drawn down in future according to asset management plans and available capacity. The Capital chapter provides more detailed discussion of asset management needs.
 - For user-rate-funded assets, the projection aligns with the Council-approved 2021 user rate study, which achieves full cost recovery and fairness over time for water and wastewater users.
 - Despite projected growth in reserves for tax-levy-funded assets, balances will remain below the level needed to ensure fairness to future taxpayers.

- The tax levy and user rate revenues will likely be increasingly needed to help pay for growth projects, which would put pressure on using these revenue sources for asset replacement.
- Program Specific and General Capital Reserves are mainly earmarked for future growth-related needs, including roads, transit, social housing and waste management projects. They also help fund non-profit housing capital repairs and maintenance. Together, these reserves are expected to total \$448.7 million at 2023 year-end and increase by \$67.0 million in 2024. They are projected to reach a total of \$607.8 million by 2033. Greater support from the tax levy and user rate revenues is likely to be needed as a result of the impacts of recent provincial measures, including the *More Homes Built Faster Act, 2022* that have increased growth-related infrastructure needs while reducing development charges that are a major source of funding.
 - The Rapid Transit Reserve, which is intended for transit and other priority infrastructure projects and is funded by the 1% special tax levy, makes up \$37.7 million of the increase in Program Specific and General Capital Reserves in 2023.
- The Debt Reduction Reserve was established to reduce or eliminate the need to issue tax-levy-funded debt and avoid such debt in future. Since its establishment through the 2014 Fiscal Strategy, it has funded approximately \$400.0 million in capital investments that would have otherwise been funded by debt. This reserve is expected to total \$395.6 million at 2023 year-end and increase by a net \$36.5 million in 2024. Over the next 10 years, it is expected to help avoid a further \$403.1 million in debt while increasing by a net \$430.8 million to reach \$826.5 million by 2033.
- The Roads Capital Acceleration Reserve was created to pay for priority growth-related roads projects. It is forecast to total \$61.5 million at 2023 year-end and to grow by a net \$16.1 million in 2024. The reserve is fully allocated and the majority of priority projects are in the planning and design phase or under construction. As the projects move ahead, the reserve will be gradually drawn down before principal repayments from development charge reserves begin in 2028.
- The General Capital Reserve is expected to be drawn down by \$15 million in 2024 as part of the Region's commitment to York University discussed in the Financial Initiatives chapter. Annual \$1 million contributions to the General Capital reserve starting in 2025 will replenish this amount over the next 15 years.

Corporate reserves, which support better financial management and manage operational risks, are expected to total \$606.4 million by the end of 2023.

- The Canada Community-Building Fund Reserve (formerly called the Federal Gas Tax Reserve) reflects ongoing funding from the federal government for municipal infrastructure. The balance is expected to total \$97.4 million at 2023 year-end and to decrease to \$89.1 million by 2033. This has been fully allocated to specific approved projects and forecast cash flow needs.
- The Fiscal Stabilization, Fuel Cost Stabilization, Tax Stabilization, Waste Management Stabilization, Water Rate Stabilization and Wastewater Rate Stabilization reserves are designed to manage risks arising from short-term unforeseeable changes in costs, revenues, or both, and together are expected to have a balance of \$280.3 million by 2023 year-end. They are forecast to reach a total of \$485.1 million in 2033.

- The Pandemic Management and Recovery Reserve Fund, created in late 2020 to help manage pandemic-related pressures, is expected to have a 2023 year-end balance of \$95.7 million. In 2024, the approved draw on this fund would be lower than anticipated, in part due to a better-than-expected post-COVID recovery of public transit use.
 - In finalizing the 2023 budget, Regional Council approved the Supporting Critical Social Infrastructure Initiative. Annual investments of \$12.8 million will be funded partially through draws from the Pandemic Management and Recovery Reserve, including \$4.0 million in 2024. Alternative funding sources for remaining draws planned for 2025 and 2026 are expected to be explored in future budgets pending the review of sustainable options.
- A Working Capital Reserve helps offset short-term borrowing costs that arise during the year from timing differences between tax revenue receipts and spending needs. The assumption for this reserve is a consistent year-end balance of \$50.0 million.
- Other Reserves were expected to total \$83.0 million by the end of 2023, and will drop to \$78.8 million in 2024. The outlook is for these reserves to reach \$122.3 million by 2033.

Human Resources Reserves address such future liabilities as long-term disability and worker's compensation:

- These reserves are expected to total \$250.0 million by 2023 year-end, then climb to a net \$260.7 million in 2024 and reach a total of \$377.1 million in 2033.

The amounts and discussion above do not include the Region's Sinking Fund Reserve, which is a segregated fund that can only be used to repay existing debt. The balance in the sinking fund is expected to be \$1.3 billion at December 31, 2023.

Debt management

The Region's borrowing limits are set by the provincial government. The province's annual repayment limit restricts the annual cost of debt servicing to 25% of a municipality's own source revenue. "Debt servicing" is defined as debt repayments and interest expense, which includes contributions to the Sinking Fund Reserve, as well as required payments under other financial obligations, such as mortgages on community housing.

Recognizing York Region's unique borrowing needs related to growth, the province provided a regulation specific to the Region that allows it to borrow a higher amount based on development charge collections. This growth cost supplement is equal to 80% of the average of the last three years of development charge collections. The provincial government renewed the growth cost supplement in 2021 for a 10-year period. Under an amendment to the Capital Financing and Debt Policy, Regional Council directed that use of the supplement be limited to borrowing related to the development charge-funded portion of the Region's share of the Yonge North Subway Extension.

To qualify for the supplement, the Region must meet two conditions:

- Maintain at least an AA- (or equivalent) credit rating
- As part of preparing the annual budget, Council must adopt or affirm a plan for management of long-term debt and financial obligations

The Region plans to remain within its borrowing limit and meet the conditions to access the supplement. In 2024, the annual repayment limit is \$834.2 million while the Region's repayments of debt and other financial obligations are expected to be \$316.6 million.

The Region has made progress in improving its overall fiscal situation. Before the fiscal strategy was introduced in 2014, the Region's peak outstanding debt was forecast to reach more than \$5.0 billion by 2020. As a result of measures taken since 2014, the total outstanding debt, net of the sinking fund, peaked at \$2.9 billion in 2017.

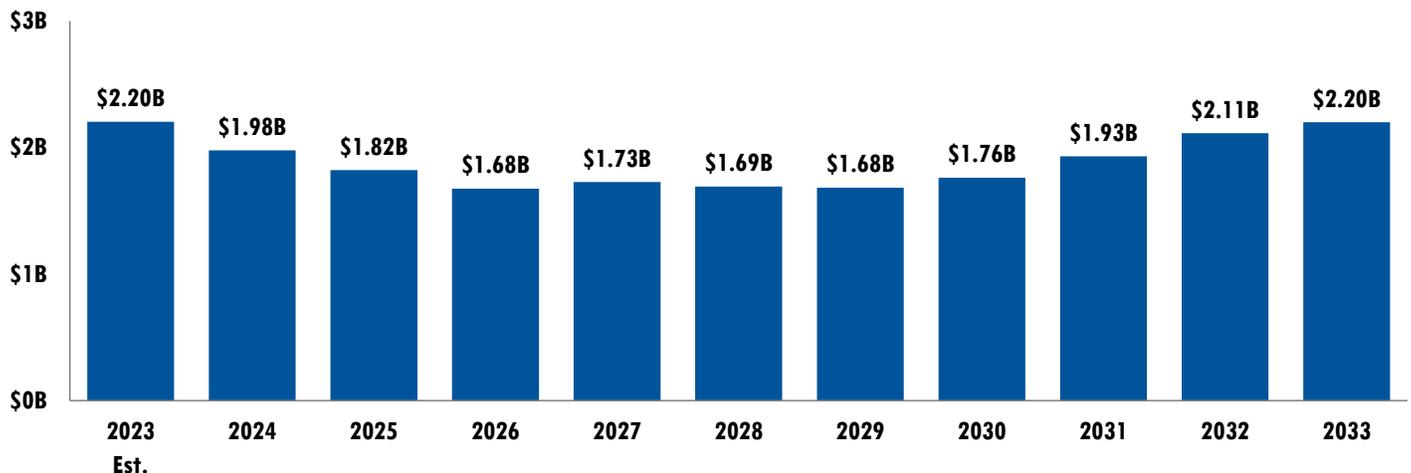
The debt management plan in this budget shows the Region needing to issue about \$2.1 billion in new debt over the next 10 years, including debt needed to fund the Region's share of the Yonge North Subway Extension and other growth-related infrastructure. This is likely to result in a new debt peak of roughly \$2.2 billion in 2033, lower than the previous peak of \$2.9 billion in 2017.

New debt will help fund the Region's \$1.12 billion share of the Yonge North Subway Extension and other growth-related investments. In addition, this budget assumes that the second and third phases of water and wastewater servicing to facilitate growth in northern communities would be funded by developer contributions and/or financing. Without those additional resources, the Region would need to issue significant new debt, resulting in long-range debt forecasts exceeding the previous debt peak.

DEBT PRINCIPAL AND INTEREST REPAYMENTS

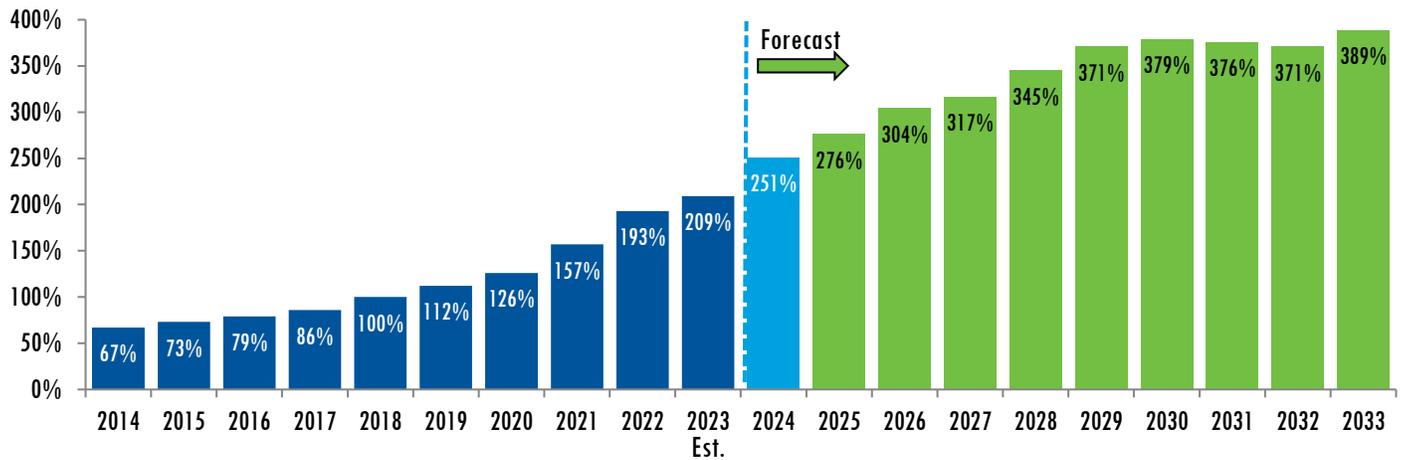
(\$ in 000s)	2023 Estimate	2024
Development Charges:		
Principal	187,894	196,605
Interest	93,422	98,539
	281,315	295,145
Water and Wastewater User Rate:		
Principal	5,854	5,860
Interest	4,812	4,785
	10,667	10,645
Tax Levy:		
Principal	2,350	1,774
Interest	1,826	1,815
	4,176	3,589
Housing York Inc. Rental Fees:		
Principal	1,018	785
Interest	863	843
	1,881	1,628
Provincial Funding:		
Principal	329	334
Interest	92	87
	421	421
York Region Total		
Principal	197,445	205,359
Interest	101,015	106,069
Total	298,460	311,428

Outlook for debt, net of sinking fund



Under current assumptions the Region expects to continue to be a net investor, holding more in reserves than it owes in debt. It achieved that status at 2019 year-end as a result of avoiding debt and building reserves, and has maintained it since, as shown in the graph below. The ratio is expected to stay above 100%, and slowly increase each year. A high level of reserves relative to debt is a marker of financial sustainability because it shows that the Region has access to financial resources greater than its obligations. In addition, reserves are often in the form of cash or cash equivalents, and this liquidity is cited by rating agencies as contributing to investor confidence.

Ratio of reserves to debt is expected to stay above 100%



Nonetheless, the projected balance in tax-levy-supported asset replacement reserves remains below the level needed to ensure fairness to future taxpayers. Contributions to these reserves are discussed on page 226.

The debt forecast would see the Region repay \$2.2 billion of its existing and new debt over the next 10 years. The table on the previous page shows principal repayments as well as interest payments for 2023 and 2024. Net debt at the end of 2033 is expected to be around \$2.2 billion. (In this context, “net debt” is defined as gross outstanding debt less the sinking fund.)

LONG-RANGE FINANCIAL OPERATING PLANS

The four-year budget for York Region tabled early in 2023 coincided with the start of a new four-year term of Regional Council. This budget covers the remaining three years of the council term. The Operating Budget chapter sets out the long-term operating plan for the three years, which reflects planned spending and expected revenues from the sources outlined above. The following expected trends and factors underlie the three-year budget and longer-range decisions.

Assumptions

Yonge North Subway Extension and other infrastructure pressures. Like the 2022 budget, the approved 2023 budget and approved budget for 2024 both include a special levy of 1% from property tax to help cover the Region’s share of the subway project costs and other major infrastructure projects. The levy, which would be contributed to the Rapid Transit Reserve, would be proposed in the 2025 and 2026 budgets as well.

Inflation. The budget uses estimates of inflation based on the consensus of economic forecasters, research specific to the Region, and existing and expected contracts. As noted earlier, inflation in 2022 reached levels not seen since the 1980s, and has remained elevated in 2023. Later years in the plan assume inflation more in line with the recent past.

Demographic changes. The Budget Context chapter discusses population and employment forecasts and outlines demographic trends, particularly growth in the seniors' population, affecting the Region's financial plans.

Pandemic recovery. Senior government support, which will end after 2023, was an important source of funding that helped the Region cover extraordinary costs related to the pandemic. Most short-term impacts have declined and in some cases, such as extraordinary cleaning costs, have already been removed from budgets. The Region continues to monitor long-term impacts of the pandemic to assess whether a "new normal" baseline is being established in some areas that would affect the tax levy budget.

Water and wastewater revenues. The outlook reflects the consumption forecast and water rate increases set out in the Water and Wastewater Financial Sustainability Plan approved by Regional Council in 2021. Actual consumption may vary from plan and rates may be subject to Council review over the outlook years.

Unfunded liabilities. The Accrual Budget chapter discusses how the Region budgets for employee benefit obligations.

Asset management costs and operating impacts of capital. Planned spending reflects the need to contribute to asset management reserves, based on a 100-year outlook. Expected operating costs of putting major new assets into service over the next four years reflect the nature of the assets. As noted earlier in this chapter, updated asset management plans may be needed as a result of the larger capital plan in this budget.

Fiscal strategy. Regional Council will continue to be guided by the Regional fiscal strategy discussed above. The strategy's goal is to ensure the Region maintains its strong fiscal position while meeting residents' needs.

Risks

As part of the budget process, all other parts of the organization review risks specific to their budgets and outline their mitigation measures and plans. The Budget Context chapter discusses key external factors that present both risks and opportunities to the Region as a whole. In many cases, such as cyberthreats, the Region has developed ways of reducing the risk and limiting damage.

Risks over which the Region has little or no control include:

Population growth. Projections of development charge collections and Regional debt in this budget are premised on York's local municipalities with housing targets achieving at least 60% of these targets overall from 2022 to 2031, with higher-than-average growth in the near term. The near-term forecast reflects the local municipalities' intention to achieve the level of growth required to receive funding from the provincial Building Faster Fund. The Budget Context chapter discusses resulting rates of housing growth relative to historic rates. Industry experts have expressed that there is risk that growth may be stalled by high interest rates, labour shortages and tighter construction sector credit in the near term. Actual population growth has been lower than forecast in recent years, resulting in development charge collections that were lower than the level assumed in the development charge background study for the period. A continuing gap between projections and actual growth would have major impacts on the Region, especially given the need to put new infrastructure in place well before population trends are clear.

Senior government direction. The provincial government has made several major changes to legislation that will affect the Region, as discussed above and in the Budget Context and Public Works chapters. These will add to the Region's costs and reduce revenues unless the provincial government meets its commitment to keep municipalities whole with respect to financial impacts of the changes. Additionally, before the pandemic the province announced potential changes in programs it funds, and these might now go forward. As this budget was finalized the full financial impacts of provincial measures were unknown.

Conclusion

The Region faces the need to pay for new growth-related infrastructure, manage the lifecycle costs of new and existing assets, renew aging assets and provide quality services to a growing and changing population. Specifically:

- Recent provincial decisions are almost certain to add to the Region's costs and reduce its revenues
- Higher reserve contributions are needed in future to ensure asset management costs can be met
- The Region will need to borrow to fund growth-related capital projects, including its portion of Yonge North Subway Extension costs, which will increase interest expense. This pressure would be further compounded if the Region had to issue significant new debt for water and wastewater servicing in the northern communities.

These factors all put pressure on the tax levy and, in the case of water and wastewater services, on user rates. The Region has shown and continues to show its ability to adjust capital plans and priorities to address such pressures:

- The current 10-year capital plan excludes many important Regional Council priorities, including some affordable housing projects and an expanded bus rapid transit network, because they can go forward only with the support of senior governments that has not been confirmed. The Rapid Transit Reserve is being built up so that it could be used to fund projects at a level that would ensure readiness if and when the needed support became available.
- Increased reserve contributions are expected to be required in the future to address reduced development charge collections as a result of the *More Homes Built Faster Act, 2022* and other provincial measures.
- In recent years, Regional budgets could not accommodate asset management reserve contributions high enough to achieve the principles of the Regional fiscal strategy. After a small decline in 2023 to address other operating pressures, contributions to tax levy asset management reserves will increase in each of the remaining years of the multi-year budget.

The Region continues to look for ways of operating more cost-effectively day to day, including investing in technology to better enable virtual interactions and online service delivery. For example, providing hybrid and virtual hearing options allowed two Regional courts to be consolidated. The Operating Budget chapter provides additional examples.

REGION RECEIVES HIGHEST POSSIBLE CREDIT RATINGS

In 2021, S&P Global Ratings upgraded its rating of the Region's debt from AA+ to AAA with a stable outlook, reaffirming that rating in 2022 and 2023. Moody's Investors Service has rated York Region as Aaa since 2000 and reaffirmed this credit rating with stable outlook in 2023. Both ratings are the highest possible offered by each agency.

It should be noted that if new debt were needed to finance water and wastewater investments for northern communities or other unforeseen growth-related needs, the Region would need to monitor its fiscal situation carefully to ensure credit ratings can be sustained over the long term.

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OPERATING BUDGET APPENDIX

The following table summarizes the incremental staff complement for the 2024-2026 budget. More information can be found in the departmental budget chapters.

Incremental Staff Complement Summary (Base Year 2023)

Full-Time Equivalents	2023	2024	2025	2026	Total FTEs
	Total	Approved	Outlook	Outlook	
Public Works	1,047.4	47.1	39.0	23.0	1,156.5
Community and Health Services	2,176.3	69.6	45.7	40.0	2,331.6
Corporate Management and Governance	794.0	34.0	18.0	25.0	871.0
Court and Tribunal Services	100.0	10.0	15.0	8.0	133.0
York Region Rapid Transit Corporation	32.0	-	-	-	32.0
YorkNet	15.0	-	-	2.0	17.0
York Regional Police	2,445.0	46.0	46.0	46.0	2,583.0
Total York Region	6,609.7	206.7	163.7	144.0	7,124.1

Net Operating Impact of Capital

(in \$000s)	2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net
Net Debenture Financing of Capital Projects						
Public Works	9,299	(2,086)	1,528	265	(6,145)	(995)
York Region Rapid Transit Corporation	(770)	-	60	-	315	-
Community and Health Services	4	204	(90)	100	(4)	-
	8,534	(1,882)	1,498	364	(5,835)	(995)
Operating Impact of New Capital						
Public Works	(641)	(641)	438	438	1,063	1,063
Community and Health Services	286	286	1,671	1,565	256	256
	(355)	(355)	2,109	2,003	1,319	1,319
Total Net Operating Impact of Capital	8,179	(2,237)	3,607	2,367	(4,516)	324

The figures reflected in the table below are prepared on the modified accrual basis of accounting used for the budget. The intent of this table is to show the operating results compared to the budget. For the full accrual budget, which incorporates both operating and capital budgets, see the Accrual Budget Presentation chapter.

Operating financial summary

(in \$000s)	2021	2022	2023	2024	2025	2026
	Actual	Restated	Approved	Outlook	Outlook	Outlook
Operating Expenditures:						
Salaries and Benefits	897,869	929,212	1,005,434	1,014,622	1,046,187	1,086,334
Program Specific Costs	565,220	685,467	894,727	913,852	931,214	937,426
Professional/Contracted Services	143,451	144,209	146,361	149,940	159,572	154,380
General Expenses	68,850	83,051	109,266	119,527	122,881	128,895
Financial Charges and Insurance	10,774	20,539	31,473	49,031	42,619	39,741
Occupancy Costs	62,476	62,929	76,686	73,963	75,930	77,755
Contribution to Reserves	726,536	697,093	562,422	602,827	647,080	682,839
Internal Charges/Recoveries	0	0	(70)	51	103	107
Minor Capital and Work In Progress	4,357	4,230	5,345	4,080	4,456	7,318
Debt Principal and Interest	313,258	298,489	303,498	311,428	311,391	305,446
Direct Charges & Intradepartmental Costs	(70,121)	(64,367)	(79,614)	(85,922)	(89,739)	(91,863)
Total Expenditures	2,722,669	2,860,852	3,055,528	3,153,398	3,251,695	3,328,379
Revenues:						
Grants and Subsidies	(580,490)	(614,965)	(768,908)	(732,252)	(732,679)	(728,715)
User Fees	(412,499)	(442,935)	(446,829)	(487,873)	(511,572)	(534,633)
Fees and Charges	(86,409)	(102,355)	(80,961)	(101,365)	(101,556)	(94,934)
Development Charges	(278,159)	(286,689)	(292,826)	(303,750)	(305,391)	(302,599)
Contribution from Reserves	(110,313)	(110,357)	(80,549)	(65,305)	(50,171)	(51,609)
Third Party Recoveries	(19,609)	(20,641)	(18,668)	(19,495)	(18,854)	(7,143)
Court Fine Revenues	(9,239)	(10,921)	(22,998)	(29,239)	(48,486)	(55,327)
Total Revenues	(1,496,719)	(1,588,862)	(1,711,738)	(1,739,281)	(1,768,710)	(1,774,961)
Net Tax Levy Requirements	1,225,949	1,271,990	1,343,790	1,414,117	1,482,985	1,553,418

Transit Services
2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
TS86107 : Intelligent TRN System Expansion	15,330	1,100	600	770	770	770	820	820	750	770	850	830	7,750	11,250	35,430	2,910
TS86116 : Automated Fare Collection System Expansion	5,476	500	480	300	250	250	300	250	250	250	250	250	2,830	2,700	11,506	480
TT81582 : Transit Vehicle Garage - North	42,456	-	-	-	-	-	-	1,500	1,500	5,000	25,500	14,500	48,000	-	90,456	-
TT81583 : Transit Garage Southeast	164	-	-	22,460	-	-	2,500	4,000	-	-	-	-	28,960	90,000	119,124	22,460
TT81584 : 8300 Keele Garage Expansion	54	900	1,200	13,880	16,480	15,780	-	-	-	-	-	-	47,340	-	48,294	47,340
TT81585 : 55 Orlando Garage Expansion	31,461	32,405	-	-	-	-	-	-	-	-	-	-	-	-	63,866	-
TT81586 : Transit Garage West	-	-	-	-	-	-	-	27,000	-	-	-	-	27,000	6,500	33,500	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	27,523	718	968	968	968	909	909	816	816	816	816	816	8,802	8,160	45,203	2,904
TT82153 : Electric Bus Infrastructure Expansion	433	2,000	9,972	52,076	39,099	240	240	240	3,600	6,960	7,200	6,480	126,107	60,246	188,786	101,387
TT82155 : Major Mackenzie Drive West Terminal	17,782	900	-	-	-	-	-	-	-	-	-	-	-	-	18,682	-
TT82770 : Support Vehicles	2,475	100	250	50	50	50	50	50	50	50	50	50	700	500	3,775	250
TT84399 : Mobility Plus Bus Expansion	2,202	-	-	2,800	1,050	550	550	550	550	550	550	550	7,700	5,500	15,402	4,950
TT84599 : Conventional Bus Expansion	27,817	-	3,815	10,315	8,200	9,100	11,900	16,500	34,540	71,450	48,700	21,980	236,500	137,420	401,737	43,330
TT84799 : Viva Bus Expansion	8,915	-	-	-	-	-	6,750	17,550	9,150	5,490	3,660	-	42,600	23,790	75,305	6,750
Total Growth	182,087	38,623	17,285	81,159	89,327	27,649	24,019	69,276	51,206	91,336	87,576	45,456	584,289	346,066	1,151,065	232,761
Funding Sources:																
Program Specific & General Capital Reserves	4,264	7,772	1,316	3,378	23,938	5,076	4,423	12,569	10,693	19,294	18,716	10,838	110,241	86,998	209,275	36,829
Asset Replacement Reserves	303	-	-	-	-	-	-	-	-	-	-	-	-	-	303	-
Debt Reduction Reserve	9,265	-	-	-	-	-	-	-	-	-	-	-	-	-	9,265	-
Development Charge Reserves	33,725	30,851	5,997	23,848	51,539	22,573	19,596	34,567	40,513	72,042	66,183	34,618	371,476	250,565	686,617	118,177
Grants & Subsidies	1,524	-	9,972	52,076	13,850	-	-	-	-	-	-	-	75,898	-	77,422	75,898
Other Recoveries	362	-	-	-	-	-	-	-	-	-	-	-	-	-	362	-
Planned Debenture Proceeds	4,176	-	-	1,857	-	-	-	22,140	-	-	2,677	-	26,674	8,503	39,353	1,857
Canada Community-Building Fund Reserve	128,467	-	-	-	-	-	-	-	-	-	-	-	-	-	128,467	-
Total Growth	182,087	38,623	17,285	81,159	89,327	27,649	24,019	69,276	51,206	91,336	87,576	45,456	584,289	346,066	1,151,065	232,761
Program Group: Rehabilitation and Replacement																
Gross Expenditures:																

Transit Services

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TS86114 : Intelligent TRN System Replacement	4,469	1,500	4,100	710	590	620	3,620	3,720	4,650	4,670	2,020	2,070	26,770	-	32,739	5,400
TS86115 : Automated Fare Collection System Replacement	13,821	100	400	150	100	2,050	3,600	3,200	8,100	6,100	200	200	24,100	-	38,021	400
TS86117 : Transportation Services Office Expansion	3,825	300	250	400	400	400	400	400	400	400	400	400	3,850	-	7,975	250
TT181589 : YRT Garage Rehabilitation and Replacement	6,388	2,229	1,431	5,594	3,316	2,161	1,399	3,195	24,190	5,137	1,300	729	48,452	-	57,069	7,025
TT182190 : Bus Terminals, Loops & Stops - Replacement	19,161	1,610	1,271	1,723	1,328	1,514	1,175	1,816	1,703	1,477	1,364	1,138	14,509	-	35,280	4,322
TT84499 : Mobility Plus Bus Replacement	2,766	-	-	4,800	2,200	550	-	-	2,100	-	5,500	2,750	17,900	-	20,666	7,550
TT84699 : Conventional Bus Replacement	106,187	23,550	31,557	73,633	96,150	33,240	28,340	15,740	-	-	77,600	50,910	407,170	-	536,907	262,920
TT84899 : Viva Bus Replacement	21,232	16,300	1,076	34,784	49,410	-	-	6,750	-	18,300	-	-	110,320	-	147,852	85,270
TT86102 : 60 Foot Bus Refresh	9,957	-	-	1,000	2,800	-	5,000	-	-	-	2,900	-	11,700	-	21,657	8,800
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	57,693	5,845	8,000	7,663	9,300	5,725	12,695	2,600	1,650	20,650	29,529	7,992	105,804	-	169,342	47,633
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	7,625	-	-	-	-	-	-	-	-	5,500	6,750	-	12,250	-	19,875	-
Total Rehabilitation and Replacement	253,125	51,434	48,085	130,457	165,594	46,260	56,229	37,421	42,793	62,234	127,563	66,189	782,825	-	1,087,384	429,570
Funding Sources:																
Program Specific & General Capital Reserves	51,494	-	-	-	-	-	-	-	-	-	-	-	-	-	51,494	-
Asset Replacement Reserves	198,096	11,884	12,139	22,107	20,197	13,083	28,089	15,231	42,793	62,234	50,163	15,479	281,515	-	491,495	78,697
Grants & Subsidies	3,213	-	-	-	-	-	-	-	-	-	-	-	-	-	3,213	-
Other Recoveries	153	-	3,613	233	137	137	-	-	-	-	-	-	4,120	-	4,273	3,983
Planned Debenture Proceeds	170	-	-	69,487	62,831	-	-	-	-	-	-	-	132,318	-	132,488	132,318
Canada Community-Building Fund Reserve	-	39,550	32,333	38,630	82,429	33,040	28,140	22,190	-	-	77,400	50,710	364,872	-	404,422	214,572
Total Rehabilitation and Replacement	253,125	51,434	48,085	130,457	165,594	46,260	56,229	37,421	42,793	62,234	127,563	66,189	782,825	-	1,087,384	429,570
Total Expenditures	435,213	90,057	65,370	211,616	254,921	73,909	80,248	106,697	93,999	153,570	215,139	111,645	1,367,114	346,066	2,238,450	662,331
Funding Sources:																
Program Specific & General Capital Reserves	55,758	7,772	1,316	3,378	23,938	5,076	4,423	12,569	10,693	19,294	18,716	10,838	110,241	86,998	260,769	36,829
Asset Replacement Reserves	198,399	11,884	12,139	22,107	20,197	13,083	28,089	15,231	42,793	62,234	50,163	15,479	281,515	-	491,798	78,697
Debt Reduction Reserve	9,265	-	-	-	-	-	-	-	-	-	-	-	-	-	9,265	-
Development Charge Reserves	33,725	30,851	5,997	23,848	51,539	22,573	19,596	34,567	40,513	72,042	66,183	34,618	371,476	250,565	686,617	118,177
Grants & Subsidies	4,737	-	9,972	52,076	13,850	-	-	-	-	-	-	-	75,898	-	80,635	75,898
Other Recoveries	515	-	3,613	233	137	137	-	-	-	-	-	-	4,120	-	4,635	3,983
Planned Debenture Proceeds	4,346	-	-	71,344	62,831	-	-	22,140	-	-	2,677	-	158,992	8,503	171,841	134,175

Transit Services
2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
			32,333	38,630	82,429	33,040	28,140	22,190	-	-	77,400	50,710	364,872	-	532,889	214,572
Canada Community-Building Fund Reserve	128,467	39,550														
Total Funding	435,213	90,057	65,370	211,616	254,921	73,909	80,248	106,697	93,999	153,570	215,139	111,645	1,367,114	346,066	2,238,450	662,331

Transit Services
2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
Program Group: Growth										
TS86107 : Intelligent TRN System Expansion	7,750	1,397	-	-	6,353	-	-	-	-	-
TS86116 : Automated Fare Collection System Expansion	2,830	509	-	-	2,321	-	-	-	-	-
TT81582 : Transit Vehicle Garage - North	48,000	8,640	-	-	-	-	-	-	39,360	-
TT81583 : Transit Garage Southeast	28,960	5,213	-	-	-	-	-	-	23,747	-
TT81584 : 8300 Keele Garage Expansion	47,340	8,520	-	-	-	-	-	-	38,820	-
TT81586 : Transit Garage West	27,000	4,860	-	-	-	-	-	-	22,140	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	8,802	1,585	-	-	7,217	-	-	-	-	-
TT82153 : Electric Bus Infrastructure Expansion	126,107	29,624	-	-	20,585	-	75,898	-	-	-
TT82770 : Support Vehicles	700	126	-	-	574	-	-	-	-	-
TT84399 : Mobility Plus Bus Expansion	7,700	1,386	-	-	6,314	-	-	-	-	-
TT84599 : Conventional Bus Expansion	236,500	40,713	-	-	193,930	-	-	-	1,857	-
TT84799 : Viva Bus Expansion	42,600	7,668	-	-	34,932	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	99,250	-	-	-	(99,250)	-
Total Growth	584,289	110,241	-	-	371,476	-	75,898	-	26,674	-
Program Group: Rehabilitation and Replacement										
TS86114 : Intelligent TRN System Replacement	26,770	-	22,650	-	-	-	-	4,120	-	-
TS86115 : Automated Fare Collection System Replacement	24,100	-	24,100	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	3,850	-	3,850	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	48,452	-	48,452	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	14,509	-	14,509	-	-	-	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	17,900	-	17,900	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	407,170	-	1,600	-	-	-	-	-	93,511	312,059
TT84899 : Viva Bus Replacement	110,320	-	18,700	-	-	-	-	-	38,807	52,813
TT86102 : 60 Foot Bus Refresh	11,700	-	11,700	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	105,804	-	105,804	-	-	-	-	-	-	-
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	12,250	-	12,250	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	782,825	-	281,515	-	-	-	-	4,120	132,318	364,872

Transit Services
2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community- Building Fund Reserve
Total Funding	1,367,114	110,241	281,515	-	371,476	-	75,898	4,120	158,992	364,872

Transit Services

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
TS86107 : Intelligent TRN System Expansion	2,910	525	-	-	2,385	-	-	-	-	-
TS86116 : Automated Fare Collection System Expansion	480	86	-	-	394	-	-	-	-	-
TT81583 : Transit Garage Southeast	22,460	4,043	-	-	-	-	-	-	18,417	-
TT81584 : 8300 Keele Garage Expansion	47,340	8,520	-	-	-	-	-	-	38,820	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	2,904	522	-	-	2,382	-	-	-	-	-
TT82153 : Electric Bus Infrastructure Expansion	101,387	15,039	-	-	10,450	-	75,898	-	-	-
TT82770 : Support Vehicles	250	45	-	-	205	-	-	-	-	-
TT84399 : Mobility Plus Bus Expansion	4,950	891	-	-	4,059	-	-	-	-	-
TT84599 : Conventional Bus Expansion	43,330	5,943	-	-	35,530	-	-	-	1,857	-
TT84799 : Viva Bus Expansion	6,750	1,215	-	-	5,535	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	57,237	-	-	-	(57,237)	-
Total Growth	232,761	36,829	-	-	118,177	-	75,898	-	1,857	-

Program Group: Rehabilitation and Replacement

TS86114 : Intelligent TRN System Replacement	5,400	-	1,417	-	-	-	-	3,983	-	-
TS86115 : Automated Fare Collection System Replacement	400	-	400	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	250	-	250	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	7,025	-	7,025	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	4,322	-	4,322	-	-	-	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	7,550	-	7,550	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	262,920	-	1,000	-	-	-	-	-	93,511	168,409
TT84899 : Viva Bus Replacement	85,270	-	300	-	-	-	-	-	38,807	46,163
TT86102 : 60 Foot Bus Refresh	8,800	-	8,800	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	47,633	-	47,633	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	429,570	-	78,697	-	-	-	-	3,983	132,318	214,572
Total Funding	662,331	36,829	78,697	-	118,177	-	75,898	3,983	134,175	214,572

Roads

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	2023	31/22															
Program Group: Growth																	
Gross Expenditures:																	
TR39910 : Miscellaneous Design & Survey for Future Projects	20,678	747	747	747	747	747	747	747	747	747	747	747	747	7,470	7,470	36,365	1,494
TR39920 : Property Acquisition for Future Capital Projects	5,887	1,473	498	498	498	498	498	498	498	498	498	498	498	4,980	4,980	17,320	498
TR39950 : Intersection Improvement Program	52,979	3,986	3,992	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,292	4,763	4,763	43,262	47,630	147,857	7,984
TR39970 : Miscellaneous Payments to Developers	54,394	5,245	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000	139,639	4,000
TR39990 : Traffic Control Signal Electronic Improvements	35,669	657	657	657	657	657	657	657	657	657	657	657	657	6,570	6,570	49,466	1,314
TR80106 : Various Maintenance Facility Upgrades	503	1,281	110	493	411	219	411	274	684	219	274	274	411	3,506	5,617	10,907	603
TR80116 : Teston Road - Pine Valley Drive to Weston Road	9,980	19,460	11,631	6,860	-	-	-	-	-	-	-	-	-	18,491	-	47,931	18,491
TR80118 : Southwest Roads Operations Centre	9,027	4,415	-	-	-	-	-	-	-	-	-	-	-	-	-	13,442	-
TR80121 : Development Transportation Demand Management	1,584	446	379	379	379	379	1,200	1,200	1,200	1,200	1,200	1,200	1,200	8,716	12,000	22,746	379
TR80221 : LED Streetlight Conversion	312	50	602	5,497	5,810	-	-	-	-	-	-	-	-	11,909	-	12,271	11,909
TR80430 : Regional Streetscaping	16,753	333	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	12,980	12,980	43,046	1,298
TR81010 : King Road and Weston Road	8,748	2,727	-	5	-	-	-	-	-	-	-	-	-	5	-	11,480	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	76,881	104	11	-	-	-	-	-	-	-	-	-	-	11	-	76,996	11
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	53	-	-	-	-	-	-	-	-	-	-	-	331	331	38,152	38,536	-
TR81362 : Dufferin Street and Rutherford Road	6,950	4,600	226	-	-	-	-	-	-	-	-	-	-	226	-	11,776	226
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	19,090	1,139	563	6,065	15,464	14,607	800	38	-	-	-	-	-	37,537	-	57,766	37,499
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	-	278	278	329	364	-	1,341	1,616	5,968	838	49	5	5	10,788	10	11,076	971
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	1,715	-	-	-	-	-	1,679	7,169	-	-	-	-	-	8,848	-	10,563	8,848
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	19,139	75	57	64	11	21	-	-	-	-	-	-	-	153	-	19,367	153
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	246	270	-	-	-	-	-	-	-	-	-	-	-	-	-	516	-
TR81958 : Jane Street - Teston Road to Kirby Road	-	45	-	-	-	-	-	-	-	-	-	471	575	1,046	30,769	31,860	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	32,173	170	24	24	-	-	-	-	-	-	-	-	-	48	-	32,391	48
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	30,788	5,142	18,626	18,739	19,856	17,611	-	6,570	-	-	-	-	-	81,402	-	117,332	74,832
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	1,605	330	925	5,949	3,820	2,972	12,759	13,073	-	-	-	-	-	39,498	-	41,433	10,694
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	2,499	1,243	438	438	3,559	6,778	3,234	18	-	-	-	-	-	14,465	62,212	80,419	14,465

Roads

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	5	5	1,478	1,478	1,643	5,234	13,041	13,041	329	-	36,254	-	36,254	5,146
TR81990 : Keele Street - Highway 407 to Highway 7	-	-	-	-	-	-	-	-	219	219	286	307	1,031	11,847	12,878	-
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	-	-	-	-	-	14,180	-	-	-	-	-	-	14,180	-	14,180	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	38,878	-	5	5	5	5	5	5	-	-	-	-	30	-	38,908	30
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	3,112	1,405	5,951	6,523	12,285	12,775	-	-	-	-	-	-	37,534	-	42,051	37,534
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	1,193	730	395	1,095	1,784	-	-	-	-	-	-	-	3,274	27,773	32,970	3,274
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	6,030	554	1,265	6,065	22,057	20,642	296	38	-	-	-	-	50,363	-	56,947	50,325
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	1,571	914	4,027	2,729	2,597	2,490	17,990	17,937	18,573	-	-	-	66,343	-	68,828	66,343
TR83480 : Transportation Master Plan Update	2,244	500	550	219	219	219	219	219	219	219	219	219	2,521	2,190	7,455	769
TR83490 : Smart Commute Initiative	4,652	227	223	223	223	223	223	223	223	223	223	223	2,230	2,230	9,339	892
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	170	-	-	-	-	-	-	-	-	-	-	500	500	1,033	1,703	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,005	120	-	-	-	-	-	-	-	-	-	2,250	2,250	20,896	24,271	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	269	40	-	-	-	-	-	-	-	-	-	2,250	2,250	38,443	41,002	-
TR83920 : Traffic Safety Program Improvements	2,978	907	1,095	1,643	2,190	2,190	2,190	2,190	2,190	2,190	2,190	2,190	20,258	21,900	46,043	1,095
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	797	156	876	795	3,378	7,485	10,676	10,808	297	88	16	-	34,419	-	35,372	34,018
TR83998 : Highway 27 - Nashville Road to King Road	-	-	-	-	-	-	-	986	986	3,176	3,176	4,938	13,262	70,770	84,032	-
TR84006 : Weston Road - North and South of Rutherford Road	635	714	71	49	668	662	-	-	-	-	-	-	1,450	18,216	21,015	1,450
TR84010 : Weston Road - Teston Road to Kirby Road	-	-	-	-	-	-	-	-	-	-	-	331	331	30,845	31,176	-
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	876	1,095	1,971	27,923	29,894	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	1,430	337	1,526	17,903	16,145	197	16	16	16	-	-	-	35,819	-	37,586	35,819
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	-	-	-	-	-	-	-	-	-	493	515	657	1,665	32,981	34,646	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	142	66	219	493	1,356	1,478	7,425	12,439	9,340	313	263	16	33,342	-	33,550	32,750
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	-	-	-	-	-	110	448	-	-	-	-	-	558	19,040	19,598	-
TR84120 : Keele Street - Highway 7 to Rutherford Road	448	-	-	-	-	-	-	-	219	548	504	1,095	2,366	89,320	92,134	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	663	-	-	-	-	-	223	223	1,655	1,764	9,983	1,220	15,068	36,540	52,271	9,983
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	32,721	491	-	-	-	-	-	-	-	-	-	-	-	-	33,212	-
TR84200 : Doane Road - Highway 404 to Yonge Street	4,555	-	-	-	-	-	-	-	-	110	110	4,318	4,538	84,094	93,187	-

Roads

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033					
TR84860 : Bathurst Street and Davis Drive	6,540	-	27	5	5	5	-	-	-	-	-	-	42	-	6,582	42
TR84940 : Pedestrian Cycling Program	9,748	4,380	4,380	4,380	4,380	2,730	2,730	5,404	2,730	2,730	540	-	34,384	10,960	59,030	17,520
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	20,217	57	55	-	-	-	-	-	-	-	-	-	112	-	20,584	112
TR85570 : Rutherford Road - Jane Street to Westburne Drive	39,174	17,902	5,915	59	125	39	-	-	-	-	-	-	24,040	-	79,505	24,040
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	10,697	12,830	12,476	614	-	-	-	-	-	-	-	-	25,920	-	50,463	25,920
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	404	-	-	-	-	-	110	84	84	1,246	1,301	-	2,825	51,984	55,213	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	1,349	967	2,728	5,187	5,360	-	-	-	-	-	-	-	14,242	-	19,586	14,242
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	96,539	123	-	-	-	-	-	-	-	-	-	-	123	-	97,312	123
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	27,167	512	737	137	-	-	-	-	-	-	-	-	1,386	-	40,053	1,386
TR85710 : Yonge Street - Davis Drive to Green Lane	17,566	17,982	14,564	23,209	20,761	488	66	263	51	-	-	-	77,384	-	106,674	77,384
TR85790 : East Roads Operations Centre (Phase 1)	30,315	32,084	21,486	64	32	-	-	-	-	-	-	-	53,666	-	90,565	53,666
TR85810 : Arterial Corridor Transportation Studies	2,903	268	268	268	268	268	268	268	268	268	268	-	2,680	2,680	8,773	268
TR85830 : Retrofit Noise Mitigation	158	5	5	5	5	5	5	5	5	5	5	-	50	50	260	5
TR86880 : Pedestrian Cycling Partnership Program	5,905	548	548	548	548	548	548	548	548	548	548	-	5,480	5,480	17,511	548
TR86910 : Dufferin Street and King Vaughan Road	323	323	1,319	577	22	-	-	33	5,997	285	15	-	8,571	-	8,909	2,241
TR86920 : Keele Street and King Vaughan Road	500	334	354	827	624	-	-	55	4,765	309	16	-	7,284	-	7,799	2,139
TR86930 : Jane Street and King Vaughan Road	530	351	1,495	2,687	55	-	-	55	6,384	369	22	-	11,418	-	11,963	4,588
TR86950 : Major Mackenzie Drive - Jane Street to Keele Street	2,848	3,258	-	-	-	-	-	-	-	-	-	-	3,258	-	16,834	3,258
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	767	219	110	-	-	-	-	-	-	-	-	-	329	-	1,113	219
TR88179 : North Roads Operations Centre	395	3,592	9,056	1,566	-	-	-	-	-	-	-	-	14,214	-	14,828	14,214
TR88180 : Intersection Construction Program	1,128	-	-	-	-	-	-	-	7,281	5,727	5,727	-	18,735	104,680	124,643	-
TR88181 : West Roads Operations Centre	35,677	9,134	7,506	-	-	-	-	-	-	-	374	-	17,014	46,738	100,874	16,640
TR88182 : Central Roads Operations Centre	4,074	5,240	6,559	-	-	-	-	-	-	-	-	-	11,799	-	16,263	11,799
TR88183 : Central West Roads Operations Centre	-	-	-	-	-	-	-	-	-	-	-	-	3,833	35,917	39,750	-
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	-	-	-	-	-	9,553	-	-	-	-	-	-	9,553	-	9,553	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	-	-	1,643	2,190	1,643	6,023	6,023	6,023	-	-	-	-	23,545	-	23,545	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	1,075	821	5,385	7,473	193	-	-	-	-	-	-	-	13,872	-	15,203	13,872

Roads

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		2024 Budget Ten-Year Gross Expenditures by Program Group										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority	
	to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033					
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	515	196	110	1,205	1,752	5,960	8,370	18,068	13,256	2,105	-	-	-	50,826	-	51,537	35,465
TR88196 : Weston Road - Highway 407 to North of Highway 7	552	474	443	-	-	-	-	-	-	-	-	3,734	-	4,177	12,392	17,595	443
TR88202 : Electric Fleet Infrastructure	67	536	1,643	1,643	1,643	329	329	329	110	110	-	-	-	6,136	-	6,739	1,643
TR88205 : East Roads Operations Centre (Phase 2)	-	-	-	-	986	2,190	4,873	7,172	2,486	-	-	-	-	17,707	-	17,707	-
TR88209 : North Vaughan Widening to 4 Lanes	-	-	-	-	-	-	-	-	-	-	415	415	-	830	62,170	63,000	-
TR88210 : Woodbine Ave at 19th Ave	-	-	-	-	-	438	329	2,564	2,398	4,358	238	46	-	10,371	33	10,404	-
TR88212 : Ravenshoe Road at Kennedy Road	-	-	-	-	-	-	223	264	55	390	1,421	1,430	-	3,783	-	3,783	-
TR88215 : Keele Street at 17th Sideroad	-	-	-	-	-	-	223	306	111	612	2,803	2,812	-	6,867	-	6,867	-
TR88219 : Ravenshoe at McCowan Road	-	-	-	-	-	-	223	274	67	394	1,355	1,363	-	3,676	-	3,676	-
TR88220 : YNSE Technical Oversight	-	-	548	-	-	-	-	-	-	-	-	-	-	548	-	548	548
TR96770 : Keele Street - Steeles Avenue to Highway 407	29,399	12,000	1,128	88	367	-	-	-	-	-	-	-	-	1,583	-	42,982	1,583
TR96791 : York Durham Line Intersection at Bloomington	-	11	383	385	-	3,601	3,609	-	-	-	-	-	-	7,978	-	7,989	1,014
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	3,015	1,000	1,192	3,361	1,294	38	-	-	-	-	-	-	-	5,885	43,185	53,085	5,885
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	47,189	-	44	-	-	-	-	-	-	-	-	-	-	44	-	47,233	44
TR98320 : Leslie Street - Green Lane to Colonel Waying Boulevard	245	22	110	894	493	438	1,830	1,917	460	4,007	4,134	-	-	14,283	-	14,550	1,004
TR98960 : Kennedy Road - Highway 407 to Highway 7	937	624	1,697	11,594	12,058	16,764	16,983	153	36	-	-	-	-	59,285	-	60,846	59,285
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	389	-	-	-	-	-	-	110	84	84	787	787	-	1,852	33,812	36,053	-
TR99210 : Bayview Avenue - Bloomington Road to Wellington Street	147	-	-	-	-	-	-	-	-	644	644	1,772	-	3,060	54,379	57,586	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	21,498	4,620	926	3,957	5,900	6,073	-	-	-	-	-	-	-	16,856	-	42,974	16,856
TR99540 : Langstaff Road - Keele Street to Dufferin Street	1,420	441	940	1,933	3,586	-	-	-	-	-	-	-	-	6,459	35,737	44,057	6,459
TR99780 : McCowan Road - 14th Avenue to Highway 7	815	497	729	1,686	2,043	2,055	7,597	15,782	15,619	22	16	-	-	45,549	-	46,861	45,549
TR99816 : Teston Road - Keele Street to Dufferin Street	2,289	944	334	548	3,833	4,436	4,654	2,847	29,510	29,620	29,622	280	-	105,684	66	108,983	15,198
TR99821 : Highway 27 at King Vaughan Road	-	-	-	-	-	-	560	822	624	1,051	5,054	2,585	-	10,696	106	10,802	-
TR99890 : Intelligent Transportation System	13,031	1,557	2,211	2,211	1,657	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	17,580	16,430	48,598	4,422
TR99900 : Fleet New Additions	8,260	1,625	876	548	548	438	438	438	438	438	438	660	-	5,260	4,380	19,525	876
TS36110 : Technology Data	8,960	2,096	1,081	1,914	1,914	1,914	1,914	1,914	1,914	1,914	1,914	1,924	-	18,317	18,779	48,152	2,995
Total Growth	965,875	171,161	186,595	222,364	213,421	198,551	147,727	156,121	147,871	111,638	94,618	68,194	68,194	1,547,100	1,344,389	4,028,525	958,640

Roads

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals										Capital Spending Authority				
	2023 Forecast 31/22	2024	2025	2026	2027	2028	2029	2030	2031	2032		2033	Ten-Year Total	Balance to Complete	Total Project Cost
Funding Sources:															
Program Specific & General Capital Reserves	121,085	24,342	31,639	43,847	47,701	54,706	54,458	52,735	17,796	8,945	6,147	7,072	129,404	599,877	241,954
Asset Replacement Reserves	33	-	-	-	-	-	-	-	-	-	-	-	-	33	-
Debt Reduction Reserve	13,601	-	-	-	-	-	-	-	-	-	-	-	-	13,601	-
Development Charge Reserves	382,615	2,532	125,356	142,578	126,615	117,429	85,897	92,399	122,897	60,506	59,022	56,339	927,833	2,302,019	566,662
Developer Financing	-	337	1,373	16,113	14,530	177	14	14	16	-	-	-	32,237	32,574	32,237
Grants & Subsidies	4,280	-	-	-	-	-	-	-	-	-	-	-	-	4,280	-
Other Recoveries	77,903	15,503	28,227	19,826	24,575	26,239	7,358	10,973	6,649	2,826	6,985	787	50,945	278,796	117,787
Planned Debenture Proceeds	361,670	128,447	-	-	-	-	-	-	513	39,361	22,464	3,996	236,207	792,657	-
Canada Community-Building Fund Reserve	4,689	-	-	-	-	-	-	-	-	-	-	-	-	4,689	-
Total Growth	965,875	171,161	186,595	222,364	213,421	198,551	147,727	156,121	147,871	111,638	94,618	68,194	1,344,389	4,028,525	958,640

Program Group: Rehabilitation and Replacement

Gross Expenditures:	2023 Forecast 31/22	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR39930 : Structures Rehabilitation Program	49,456	24,000	22,550	22,815	22,599	22,535	22,535	22,535	22,535	22,535	22,535	225,709	-	299,165	45,365
TR39960 : Road Asset Renewal and Replacement	250,074	19,600	47,264	45,551	47,146	46,581	67,002	72,331	78,607	62,505	60,351	587,770	-	857,444	92,815
TR39980 : Crack Sealing and Grind and Patch	65,251	5,560	3,478	3,571	3,665	3,759	3,853	3,995	4,276	4,465	4,653	39,851	-	110,662	7,049
TR80101 : King Road - Yonge Street to Bond Crescent	1,633	7,000	8,908	5,151	-	-	-	-	-	-	-	14,059	-	22,692	14,059
TR80220 : LED Replacement Traffic Signals	2,909	329	-	-	329	329	329	329	329	329	-	1,974	-	5,212	-
TR80791 : Woodbine Avenue Culvert Repair Denison Street	422	-	-	2,190	-	-	-	-	-	-	-	2,190	-	2,612	-
TR80792 : Yonge Street Culvert Repair Eagle Street	5,122	3	-	-	-	-	-	-	-	-	-	-	-	5,125	-
TR80793 : Yonge Street Embankment Repair Silverline Airport	1,603	2,411	-	-	-	-	-	-	-	-	-	-	-	4,014	-
TR83910 : Roads Asset Management	9,554	1,500	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,807	17,080	-	28,134	3,394
TR84950 : Drainage System Program	5,547	1,686	1,095	1,130	1,151	1,171	1,190	1,214	1,238	1,264	1,314	12,056	-	19,289	2,225
TR88176 : Emergency Projects	2,405	329	219	1,533	876	876	876	876	876	876	876	8,760	-	11,494	1,752
TR88188 : Asset Renewal and Replacement	93,893	36,400	-	-	-	-	-	-	-	-	-	-	-	130,293	-
TR88189 : Asset Renewal and Replacement - Intersection Projects	1,237	1,032	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	12,269	1,000
TR88195 : Asset Renewal Replacement Guide Rails	2,016	1,298	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	13,314	2,000
TR88200 : Drainage System Asset Renewal	696	1,600	2,240	2,295	2,390	2,474	2,560	2,649	2,746	2,850	3,050	26,204	-	28,500	4,535
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	342	1,131	12,244	11,856	10,171	-	-	-	-	-	-	34,271	-	35,744	34,271

Roads 2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR88204 : Culvert Channel at Jane Street and Highway 7	-	-	-	9,636	-	-	-	-	-	-	-	-	9,636	-	9,636	9,636
TR88217 : Environmental Remediation Rapidways	-	2,653	6,570	-	-	-	-	-	-	-	-	-	6,570	-	9,223	6,570
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	4,186	1,349	219	896	356	356	548	9,703	10,146	396	717	1,498	24,835	86	30,456	1,115
TR99801 : Rapidways Asset Management	741	100	274	274	274	274	301	301	301	301	329	329	2,958	-	3,799	274
TR99870 : Various Railway Crossing Improvements	5,362	406	1,915	1,532	541	550	558	567	577	586	596	606	8,028	6,531	20,327	3,447
TR99910 : Fleet Replacement	31,723	7,044	5,347	8,213	3,016	6,511	3,011	3,194	2,827	3,659	5,913	6,258	47,949	-	86,716	13,560
TS36210 : Technology Data Rehabilitation	219	466	453	453	453	453	566	453	453	452	566	452	4,754	-	5,439	906
Total Rehabilitation and Replacement	534,391	115,897	116,473	118,603	98,525	89,566	107,026	109,945	122,192	119,828	106,767	105,729	1,094,654	6,617	1,751,559	243,973
Funding Sources:																
Program Specific & General Capital Reserves	249,543	-	191	153	65	66	67	68	69	70	72	73	894	784	251,221	344
Asset Replacement Reserves	211,466	84,321	73,228	85,780	70,668	65,759	77,421	73,738	82,238	86,819	77,622	76,252	769,525	8	1,065,320	164,870
Debt Reduction Reserve	28,460	-	-	-	-	-	-	-	-	-	-	-	-	-	28,460	-
Development Charge Reserves	12,235	480	28,167	31,552	26,675	22,783	28,661	33,027	10,141	916	1,675	24,700	208,297	5,825	226,837	61,887
Grants & Subsidies	3,182	-	-	-	-	-	-	-	-	-	-	-	-	-	3,182	-
Other Recoveries	9,322	2,653	14,887	1,118	1,117	125	139	139	139	139	150	150	18,103	-	30,078	16,872
Planned Debenture Proceeds	10,735	28,443	-	-	-	833	738	2,973	29,605	31,884	27,248	4,554	97,835	-	137,013	-
Canada Community-Building Fund Reserve	9,447	-	-	-	-	-	-	-	-	-	-	-	-	-	9,447	-
Total Rehabilitation and Replacement	534,391	115,897	116,473	118,603	98,525	89,566	107,026	109,945	122,192	119,828	106,767	105,729	1,094,654	6,617	1,751,559	243,973
Total Expenditures	1,500,266	287,058	303,068	340,967	311,946	288,117	254,753	266,066	270,063	231,466	201,385	173,923	2,641,754	1,351,006	5,780,084	1,202,613
Funding Sources:																
Program Specific & General Capital Reserves	370,628	24,342	31,830	44,000	47,766	54,772	54,525	52,803	17,865	9,015	6,219	7,145	325,940	130,188	851,098	242,298
Asset Replacement Reserves	211,499	84,321	73,228	85,780	70,668	65,759	77,421	73,738	82,238	86,819	77,622	76,252	769,525	8	1,065,353	164,870
Debt Reduction Reserve	42,062	-	-	-	-	-	-	-	-	-	-	-	-	-	42,062	-
Development Charge Reserves	384,850	3,012	153,523	174,130	153,290	140,212	114,558	125,426	133,038	61,422	60,697	81,039	1,197,335	933,658	2,528,856	628,549
Developer Financing	-	337	1,373	16,113	14,530	177	14	14	16	-	-	-	32,237	-	32,574	32,237
Grants & Subsidies	7,462	-	-	-	-	-	-	-	-	-	-	-	-	-	7,462	-
Other Recoveries	87,225	18,156	43,114	20,944	25,692	26,364	7,497	11,112	6,788	2,965	7,135	937	152,548	50,945	308,874	134,659
Planned Debenture Proceeds	372,404	156,890	-	-	-	833	738	2,973	30,118	71,245	49,712	8,550	164,169	236,207	929,670	-
Canada Community-Building Fund Reserve	14,135	-	-	-	-	-	-	-	-	-	-	-	-	-	14,135	-
Total Funding	1,500,266	287,058	303,068	340,967	311,946	288,117	254,753	266,066	270,063	231,466	201,385	173,923	2,641,754	1,351,006	5,780,084	1,202,613

Roads

2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
Program Group: Growth										
TR39910 : Miscellaneous Design & Survey for Future Projects	7,470	750	-	-	-	-	-	-	6,720	-
TR39920 : Property Acquisition for Future Capital Projects	4,980	500	-	-	-	-	-	-	4,480	-
TR39950 : Intersection Improvement Program	43,262	5,192	-	-	-	-	-	-	38,070	-
TR39970 : Miscellaneous Payments to Developers	40,000	4,800	-	-	-	-	-	-	35,200	-
TR39990 : Traffic Control Signal Electronic Improvements	6,570	790	-	-	-	-	-	-	5,780	-
TR80106 : Various Maintenance Facility Upgrades	3,506	178	-	-	520	-	-	-	2,808	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	18,491	1,461	-	-	-	-	3,881	-	13,149	-
TR80121 : Development Transportation Demand Management	8,716	872	-	-	-	-	-	-	7,844	-
TR80221 : LED Streetlight Conversion	11,909	8,693	-	-	163	-	-	-	3,053	-
TR80430 : Regional Streetscaping	12,980	2,600	-	-	-	-	-	-	10,380	-
TR81010 : King Road and Weston Road	5	1	-	-	4	-	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	11	1	-	-	10	-	-	-	-	-
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	331	33	-	-	-	-	-	-	298	-
TR81362 : Dufferin Street and Rutherford Road	226	-	-	-	-	-	-	226	-	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	37,537	3,636	-	-	228	-	-	1,184	32,489	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	10,788	1,046	-	-	48	-	-	340	9,354	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	8,848	-	-	-	-	-	-	2,566	6,282	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	153	15	-	-	138	-	-	-	-	-
TR81958 : Jane Street - Teston Road to Kirby Road	1,046	105	-	-	-	-	-	-	941	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	48	4	-	-	44	-	-	-	-	-
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	81,402	18,675	-	-	-	-	-	61,087	1,640	-
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	39,498	31,938	-	-	-	-	-	7,560	-	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	14,465	1,447	-	-	16	-	-	-	13,002	-
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	36,254	3,492	-	-	8	-	-	1,340	31,414	-
TR81990 : Keele Street - Highway 407 to Highway 7	1,031	104	-	-	394	-	-	-	533	-

Roads

2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	14,180	11,302	-	-	-	-	-	-	2,878	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	30	-	-	-	30	-	-	-	-	-
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	37,534	37,534	-	-	-	-	-	-	-	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	3,274	328	-	-	-	-	-	-	2,946	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	50,363	4,323	-	-	34	-	-	7,144	38,862	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	66,343	49,627	-	-	-	-	-	-	16,716	-
TR83480 : Transportation Master Plan Update	2,521	248	-	-	2,273	-	-	-	-	-
TR83490 : Smart Commute Initiative	2,230	220	-	-	2,010	-	-	-	-	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	500	45	-	-	-	-	-	-	455	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	2,250	225	-	-	-	-	-	-	2,025	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	2,250	225	-	-	-	-	-	-	2,025	-
TR83920 : Traffic Safety Program Improvements	20,258	2,432	-	-	-	-	-	-	17,826	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	34,419	24,103	-	-	93	-	-	2,287	7,936	-
TR83998 : Highway 27 - Nashville Road to King Road	13,262	1,328	-	-	-	-	-	-	11,934	-
TR84006 : Weston Road - North and South of Rutherford Road	1,450	145	-	-	108	-	-	-	1,197	-
TR84010 : Weston Road - Teston Road to Kirby Road	331	33	-	-	-	-	-	-	298	-
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	1,971	198	-	-	-	-	-	-	1,773	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	35,819	-	-	-	-	32,237	-	3,582	-	-
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	1,665	167	-	-	-	-	-	-	1,498	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	33,342	30,498	-	-	448	-	-	2,396	-	-
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	558	56	-	-	99	-	-	-	403	-
TR84120 : Keele Street - Highway 7 to Rutherford Road	2,366	237	-	-	197	-	-	-	1,932	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	15,068	-	-	-	80	-	-	9,690	5,298	-
TR84200 : Doane Road - Highway 404 to Yonge Street	4,538	459	-	-	198	-	-	-	3,881	-
TR84860 : Bathurst Street and Davis Drive	42	6	-	-	36	-	-	-	-	-
TR84940 : Pedestrian Cycling Program	34,384	3,438	-	-	-	-	-	-	30,946	-

Roads 2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
TR85660 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	112	12	-	-	100	-	-	-	-	-
TR85770 : Rutherford Road - Jane Street to Westburne Drive	24,040	2,265	-	-	200	-	-	1,407	20,168	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	25,920	2,482	-	-	-	-	-	1,100	22,338	-
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	2,825	282	-	-	251	-	-	-	2,292	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	14,242	1,425	-	-	-	-	-	-	12,817	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	123	12	-	-	111	-	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	1,386	139	-	-	123	-	-	-	1,124	-
TR85710 : Yonge Street - Davis Drive to Green Lane	77,384	6,216	-	-	342	-	-	15,229	55,597	-
TR85790 : East Roads Operations Centre (Phase 1)	53,666	2,683	-	-	91	-	-	-	50,892	-
TR85810 : Arterial Corridor Transportation Studies	2,680	270	-	-	2,410	-	-	-	-	-
TR85830 : Retrofit Noise Mitigation	50	10	-	-	40	-	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	5,480	550	-	-	-	-	-	-	4,930	-
TR86910 : Dufferin Street and King Vaughan Road	8,571	1,029	-	-	61	-	-	-	7,481	-
TR86920 : Keele Street and King Vaughan Road	7,284	874	-	-	62	-	-	-	6,348	-
TR86930 : Jane Street and King Vaughan Road	11,418	1,370	-	-	115	-	-	-	9,933	-
TR86950 : Major Mackenzie Drive - Jane Street to Keele Street	3,258	1,441	-	-	-	-	-	1,817	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	329	33	-	-	296	-	-	-	-	-
TR88179 : North Roads Operations Centre	14,214	711	-	-	-	-	-	-	13,503	-
TR88180 : Intersection Construction Program	18,735	2,124	-	-	-	-	-	-	16,611	-
TR88181 : West Roads Operations Centre	17,014	851	-	-	-	-	-	-	16,163	-
TR88182 : Central Roads Operations Centre	11,799	590	-	-	-	-	-	-	11,209	-
TR88183 : Central West Roads Operations Centre	3,833	192	-	-	-	-	-	-	3,641	-
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	9,553	955	-	-	-	-	-	-	8,598	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	23,545	2,353	-	-	-	-	-	-	21,192	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	13,872	1,285	-	-	174	-	-	1,022	11,391	-
TR88193 : Eglon Mills East of Yonge Street Railway Crossing Grade Separation	50,826	4,583	-	-	99	-	-	5,005	41,139	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	4,177	417	-	-	-	-	-	-	3,760	-

Roads

2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
TR88202 : Electric Fleet Infrastructure	6,136	-	-	-	220	-	-	-	5,916	-
TR88205 : East Roads Operations Centre (Phase 2)	17,707	886	-	-	-	-	-	-	16,821	-
TR88209 : North Vaughan Widening to 4 Lanes	830	84	-	-	-	-	-	-	746	-
TR88210 : Woodbine Ave at 19th Ave	10,371	1,246	-	-	249	-	-	-	8,876	-
TR88212 : Ravenshoe Road at Kennedy Road	3,783	456	-	-	476	-	-	-	2,851	-
TR88215 : Keele Street at 17th Sideroad	6,867	823	-	-	294	-	-	-	5,750	-
TR88219 : Ravenshoe at McCowan Road	3,676	442	-	-	496	-	-	-	2,738	-
TR88220 : YNSE Technical Oversight	548	-	-	-	-	-	-	548	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	1,583	159	-	-	79	-	-	-	1,345	-
TR96791 : York Durham Line Intersection at Bloomington	7,978	957	-	-	-	-	-	-	7,021	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	5,885	5,851	-	-	34	-	-	-	-	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	44	4	-	-	40	-	-	-	-	-
TR98320 : Leslie Street - Green Lane to Colonel Weyling Boulevard	14,283	1,363	-	-	99	-	-	650	12,171	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	59,285	5,810	-	-	170	-	-	1,187	52,118	-
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	1,852	185	-	-	251	-	-	-	1,416	-
TR99210 : Bayview Avenue - Bloomington Road to Wellington Street	3,060	305	-	-	-	-	-	-	2,755	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	16,856	1,686	-	-	-	-	-	-	15,170	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	6,459	6,459	-	-	-	-	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Highway 7	45,549	4,425	-	-	34	-	-	1,312	39,778	-
TR99816 : Teston Road - Keele Street to Dufferin Street	105,684	-	-	-	-	-	-	1,885	103,799	-
TR99821 : Highway 27 at King Vaughan Road	10,696	1,284	-	-	300	-	-	-	9,112	-
TR99890 : Intelligent Transportation System	17,580	1,756	-	-	-	-	-	-	15,824	-
TR99900 : Fleet New Additions	5,260	-	-	-	-	-	-	-	5,260	-
TS36110 : Technology Data	18,317	2,201	-	-	-	-	-	-	16,116	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	974,642	-	-	-	(974,642)	-
Total Growth	1,547,100	325,046	-	-	989,038	32,237	-	134,445	66,334	-

Program Group: Rehabilitation and Replacement

Roads

2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
TR39930 : Structures Rehabilitation Program	225,709	-	164,771	-	-	-	-	-	60,938	-
TR39960 : Road Asset Renewal and Replacement	587,770	-	429,072	-	-	-	-	-	158,698	-
TR39980 : Crack Sealing and Grind and Patch	39,851	-	3,987	-	-	-	-	-	35,864	-
TR80101 : King Road - Yonge Street to Bond Crescent	14,059	-	5,008	-	-	-	-	7,199	1,852	-
TR80220 : LED Replacement Traffic Signals	1,974	-	1,974	-	-	-	-	-	-	-
TR80791 : Woodbine Avenue Culvert Repair Dension Street	2,190	-	1,686	-	-	-	-	-	504	-
TR83910 : Roads Asset Management	17,080	-	12,470	-	-	-	-	-	4,610	-
TR84950 : Drainage System Program	12,056	-	12,056	-	-	-	-	-	-	-
TR88176 : Emergency Projects	8,760	-	8,760	-	-	-	-	-	-	-
TR88189 : Asset Renewal and Replacement - Intersection Projects	10,000	-	7,300	-	-	-	-	-	2,700	-
TR88195 : Asset Renewal Replacement Guide Rails	10,000	-	10,000	-	-	-	-	-	-	-
TR88200 : Drainage System Asset Renewal	26,204	-	26,204	-	-	-	-	-	-	-
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	34,271	-	22,844	-	-	-	-	2,978	8,449	-
TR88204 : Culvert Channel at Jane Street and Highway 7	9,636	-	7,034	-	-	-	-	-	2,602	-
TR88217 : Environmental Remediation Rapidways	6,570	-	-	-	-	-	-	6,570	-	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	24,835	-	2,486	-	197	-	-	-	22,152	-
TR99801 : Rapidways Asset Management	2,958	-	1,170	-	432	-	-	1,356	-	-
TR99870 : Various Railway Crossing Improvements	8,028	894	-	-	4,031	-	-	-	3,103	-
TR99910 : Fleet Replacement	47,949	-	47,949	-	-	-	-	-	-	-
TS36210 : Technology Data Rehabilitation	4,754	-	4,754	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	203,637	-	-	-	(203,637)	-
Total Rehabilitation and Replacement	1,094,654	894	769,525	-	208,297	-	-	18,103	97,835	-
Total Funding	2,641,754	325,940	769,525	-	1,197,335	32,237	-	152,548	164,169	-

Roads

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
TR39910 : Miscellaneous Design & Survey for Future Projects	1,494	150	-	-	-	-	-	-	1,344	-
TR39920 : Property Acquisition for Future Capital Projects	498	50	-	-	-	-	-	-	448	-
TR39950 : Intersection Improvement Program	7,984	958	-	-	-	-	-	-	7,026	-
TR39970 : Miscellaneous Payments to Developers	4,000	480	-	-	-	-	-	-	3,520	-
TR39990 : Traffic Control Signal Electronic Improvements	1,314	158	-	-	-	-	-	-	1,156	-
TR80106 : Various Maintenance Facility Upgrades	603	31	-	-	104	-	-	-	468	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	18,491	1,461	-	-	-	-	3,881	-	13,149	-
TR80121 : Development Transportation Demand Management	379	38	-	-	-	-	-	-	341	-
TR80221 : LED Streetlight Conversion	11,909	8,693	-	-	163	-	-	-	3,053	-
TR80430 : Regional Streetscaping	1,298	260	-	-	-	-	-	-	1,038	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	11	1	-	-	10	-	-	-	-	-
TR81362 : Dufferin Street and Rutherford Road	226	-	-	-	-	-	-	226	-	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	37,499	3,632	-	-	194	-	-	1,184	32,489	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	971	97	-	-	-	-	-	-	874	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	8,848	-	-	-	-	-	-	2,566	6,282	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	153	15	-	-	138	-	-	-	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	48	4	-	-	44	-	-	-	-	-
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	74,832	18,675	-	-	-	-	-	56,157	-	-
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	10,694	7,292	-	-	-	-	-	3,402	-	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	14,465	1,447	-	-	16	-	-	-	13,002	-
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	5,146	516	-	-	8	-	-	-	4,622	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	30	-	-	-	30	-	-	-	-	-
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	37,534	37,534	-	-	-	-	-	-	-	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	3,274	328	-	-	-	-	-	-	2,946	-

Roads

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	50,325	4,319	-	-	-	-	-	7,144	38,862	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	66,343	49,627	-	-	-	-	-	-	16,716	-
TR83480 : Transportation Master Plan Update	769	72	-	-	697	-	-	-	-	-
TR83490 : Smart Commute Initiative	892	88	-	-	804	-	-	-	-	-
TR83920 : Traffic Safety Program Improvements	1,095	131	-	-	-	-	-	-	964	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Eglin Mills Road	34,018	24,062	-	-	-	-	-	2,287	7,669	-
TR84006 : Weston Road - North and South of Rutherford Road	1,450	145	-	-	108	-	-	-	1,197	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	35,819	-	-	-	-	32,237	-	3,582	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Eglin Mills Road	32,750	30,157	-	-	197	-	-	2,396	-	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	9,983	-	-	-	-	-	-	6,335	3,648	-
TR84860 : Bathurst Street and Davis Drive	42	6	-	-	36	-	-	-	-	-
TR84940 : Pedestrian Cycling Program	17,520	1,752	-	-	-	-	-	-	15,768	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	112	12	-	-	100	-	-	-	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	24,040	2,265	-	-	200	-	-	1,407	20,168	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	25,920	2,482	-	-	-	-	-	1,100	22,338	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	14,242	1,425	-	-	-	-	-	-	12,817	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	123	12	-	-	111	-	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	1,386	139	-	-	123	-	-	-	1,124	-
TR85710 : Yonge Street - Davis Drive to Green Lane	77,384	6,216	-	-	342	-	-	15,229	55,597	-
TR85790 : East Roads Operations Centre (Phase 1)	53,666	2,683	-	-	91	-	-	-	50,892	-
TR85810 : Arterial Corridor Transportation Studies	268	27	-	-	241	-	-	-	-	-
TR85830 : Retrofit Noise Mitigation	5	1	-	-	4	-	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	548	55	-	-	-	-	-	-	493	-
TR86910 : Dufferin Street and King Vaughan Road	2,241	269	-	-	19	-	-	-	1,953	-
TR86920 : Keele Street and King Vaughan Road	2,139	256	-	-	-	-	-	-	1,883	-
TR86930 : Jane Street and King Vaughan Road	4,588	550	-	-	48	-	-	-	3,990	-
TR86950 : Major Mackenzie Drive - Jane Street to Keele Street	3,258	1,441	-	-	-	-	-	1,817	-	-

Roads

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	219	22	-	-	197	-	-	-	-	-
TR88179 : North Roads Operations Centre	14,214	711	-	-	-	-	-	-	13,503	-
TR88181 : West Roads Operations Centre	16,640	832	-	-	-	-	-	-	15,808	-
TR88182 : Central Roads Operations Centre	11,799	590	-	-	-	-	-	-	11,209	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	13,872	1,285	-	-	174	-	-	1,022	11,391	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	35,465	3,046	-	-	99	-	-	5,005	27,315	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	443	44	-	-	-	-	-	-	399	-
TR88202 : Electric Fleet Infrastructure	1,643	-	-	-	-	-	-	-	1,643	-
TR88220 : YNSE Technical Oversight	548	-	-	-	-	-	-	548	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	1,583	159	-	-	79	-	-	-	1,345	-
TR96791 : York Durham Line Intersection at Bloomington	1,014	116	-	-	-	-	-	-	898	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	5,885	5,851	-	-	34	-	-	-	-	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	44	4	-	-	40	-	-	-	-	-
TR98320 : Leslie Street - Green Lane to Colonel Weyling Boulevard	1,004	100	-	-	99	-	-	-	805	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	59,285	5,810	-	-	170	-	-	1,187	52,118	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	16,856	1,686	-	-	-	-	-	-	15,170	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	6,459	6,459	-	-	-	-	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Highway 7	45,549	4,425	-	-	34	-	-	1,312	39,778	-
TR99816 : Teston Road - Keele Street to Dufferin Street	15,198	-	-	-	-	-	-	-	15,198	-
TR99890 : Intelligent Transportation System	4,422	442	-	-	-	-	-	-	3,980	-
TR99900 : Fleet New Additions	876	-	-	-	-	-	-	-	876	-
TS36110 : Technology Data	2,995	360	-	-	-	-	-	-	2,635	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	561,908	-	-	-	(561,908)	-
Total Growth	958,640	241,954	-	-	566,662	32,237	-	117,787	-	-

Program Group: Rehabilitation and Replacement

TR39930 : Structures Rehabilitation Program	45,365	-	33,117	-	-	-	-	-	12,248	-
TR39960 : Road Asset Renewal and Replacement	92,815	-	67,755	-	-	-	-	-	25,060	-

Roads

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
TR39980 : Crack Sealing and Grind and Patch	7,049	-	705	-	-	-	-	-	6,344	-
TR80101 : King Road - Yonge Street to Bond Crescent	14,059	-	5,008	-	-	-	7,199	-	1,852	-
TR83910 : Roads Asset Management	3,394	-	2,478	-	-	-	-	-	916	-
TR84950 : Drainage System Program	2,225	-	2,225	-	-	-	-	-	-	-
TR88176 : Emergency Projects	1,752	-	1,752	-	-	-	-	-	-	-
TR88189 : Asset Renewal and Replacement - Intersection Projects	1,000	-	730	-	-	-	-	-	270	-
TR88195 : Asset Renewal Replacement Guide Rails	2,000	-	2,000	-	-	-	-	-	-	-
TR88200 : Drainage System Asset Renewal	4,535	-	4,535	-	-	-	-	-	-	-
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	34,271	-	22,844	-	-	-	2,978	-	8,449	-
TR88204 : Culvert Channel at Jane Street and Highway 7	9,636	-	7,034	-	-	-	-	-	2,602	-
TR88217 : Environmental Remediation Rapidways	6,570	-	-	-	-	-	-	6,570	-	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	1,115	-	112	-	197	-	-	-	806	-
TR99801 : Rapidways Asset Management	274	-	109	-	40	-	-	125	-	-
TR99870 : Various Railway Crossing Improvements	3,447	344	-	-	-	-	-	-	3,103	-
TR99910 : Fleet Replacement	13,560	-	13,560	-	-	-	-	-	-	-
TS36210 : Technology Data Rehabilitation	906	-	906	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	61,650	-	-	-	(61,650)	-
Total Rehabilitation and Replacement	243,973	344	164,870	-	61,887	-	-	16,872	-	-
Total Funding	1,202,613	242,298	164,870	-	628,549	32,237	-	134,659	-	-

Water

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
70190 : Holland Landing Storage Expansion	-	-	-	-	161	280	363	402	732	1,446	5,013	1,946	10,343	-	10,343	-
72390 : Water for Tomorrow Program	24,735	1,035	1,008	1,058	1,229	1,028	1,000	1,000	925	1,125	925	950	10,248	9,600	45,618	3,295
72450 : Aurora Elevated Tank	14,181	486	1,201	6,228	4,516	35	20	-	-	-	-	-	12,000	-	26,667	12,000
72560 : Bloomington Road Bayview Avenue A.C Watermain	-	-	-	-	660	1,540	3,600	8,270	34,065	34,065	19,000	-	101,200	-	101,200	-
73300 : Water Master Plan Update	4,283	200	160	260	270	180	180	205	308	256	180	180	2,179	2,258	8,920	160
73580 : Toronto Water Supply - Cost Shared Works	252,753	2,295	400	400	400	700	2,000	4,000	4,350	4,100	3,000	1,750	21,100	29,000	305,148	21,100
73790 : Peel Water Supply - Cost Shared Works	530,438	362	1,815	3,565	4,815	3,015	3,494	15	-	-	-	-	16,719	-	547,519	16,719
75390 : West Vaughan Water Servicing	781	-	50	150	450	150	-	-	-	253	823	2,939	4,815	20,250	25,846	800
75440 : Eagle to Kirby Pumping Station Watermain	1	-	-	450	831	4,010	4,451	2,206	-	-	-	-	11,948	-	11,949	-
75530 : Northeast Vaughan Water Servicing	16,168	9,818	53,816	19,480	660	17,520	13,320	75	75	-	-	-	104,946	-	130,932	104,946
75600 : Green Lane Leslie Street Watermain	461	62	600	3,845	2,115	63	175	558	1,543	2,549	2,082	8,998	22,528	13,452	36,503	6,569
75680 : North Markham Water Servicing	-	-	1,095	3,135	-	-	-	2,187	5,722	9,391	24,860	22,350	68,740	83,740	152,480	4,230
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	475	36	265	2,815	-	-	-	-	-	-	-	-	3,080	-	3,591	3,080
75710 : York Peel Feedermain Upgrade	21	278	2,138	2,870	8	8	-	-	-	-	-	-	5,024	-	5,323	5,024
75740 : East Gwillimbury Water Servicing	-	-	-	-	-	-	-	255	839	2,658	7,310	9,123	20,185	4,884	25,069	-
75800 : Water & Wastewater Vehicle Purchases	1,254	250	250	150	150	-	-	-	-	-	-	-	550	-	2,054	550
75860 : Vaughan Storage Expansion	3	-	-	-	-	-	-	-	-	-	496	1,214	1,710	34,799	36,512	-
78310 : Nobleton Water Wastewater Servicing	693	389	500	357	-	-	-	-	-	-	2,863	2,373	6,093	-	7,175	857
78360 : Orchard Heights Reservoir Inlet Upgrade	254	97	102	1,332	903	-	-	-	10	78	284	919	3,628	263	4,242	2,337
78380 : Newmarket West Water Servicing	-	-	-	1,072	2,687	5,779	7,509	5,877	11,495	14,351	7,380	-	56,150	-	56,150	-
79670 : Water System Capacity Assessment	4,534	723	1,425	1,365	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	12,110	11,650	29,017	3,955
Total Growth	851,037	16,031	64,825	48,532	21,020	35,473	37,277	26,215	61,229	71,437	75,381	53,907	495,296	209,896	1,572,260	185,622
Funding Sources:																
Asset Replacement Reserves	2,183	250	250	150	206	98	127	141	256	506	1,755	681	4,170	-	6,603	550
Developer Financing	19,607	1,958	16,021	48,025	17,565	23,810	21,179	6,460	2,398	2,546	2,270	4,045	144,319	73,433	239,317	124,636
Other Recoveries	572	7,263	48,554	357	-	-	-	-	-	-	-	-	48,911	-	56,746	48,911
	516	-	-	-	-	-	-	-	-	-	-	-	-	-	516	-

Water

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals										Capital Spending Authority				
	2023 Forecast 31/22	2024	2025	2026	2027	2028	2029	2030	2031	2032		2033	Ten-Year Total	Balance to Complete	Total Project Cost
Planned Debenture Proceeds	828,158	-	-	3,249	11,565	15,971	19,614	58,575	68,385	71,356	49,181	297,896	136,463	1,269,077	11,525
Total Growth	851,037	64,825	48,532	21,020	35,473	37,277	26,215	61,229	71,437	75,381	53,907	495,296	209,896	1,572,260	185,622

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
70470 : Rehab and Replacement Discrete Condition Assessment	12,899	424	2,199	3,266	1,665	1,604	1,711	1,650	1,764	1,704	1,793	1,859	19,215	-	32,538	10,445
70550 : Facility Security Upgrade	2,684	200	150	150	150	-	-	-	-	-	-	-	450	-	3,334	450
70590 : SCADA Master Plan Implementation	50	729	1,944	2,136	2,100	1,344	1,080	492	-	-	-	-	9,096	-	9,875	1,944
72150 : Water Conservation Authority Joint Initiatives	69,014	7,775	6,301	5,992	6,742	7,209	6,808	6,639	6,728	6,853	7,050	7,190	67,512	-	144,300	6,301
75540 : Water Hydraulic Analyses	3,395	205	360	360	360	210	210	210	210	210	210	210	2,550	-	6,150	1,080
75790 : Environmental Services General Facility Upgrades	4,535	2,200	4,200	1,800	250	-	-	-	-	-	-	-	6,250	-	12,985	6,250
78510 : Surface Water Treatment	14,198	4,586	7,377	21,194	16,686	2,053	262	250	250	250	250	250	48,822	-	67,606	47,572
78511 : Ground Water Treatment	28,487	6,183	10,063	15,314	19,089	21,077	16,780	33,446	21,544	1,800	950	867	140,930	-	175,600	133,763
78513 : Storage at Grade	35	139	2,814	2,112	2,110	2,100	200	-	1,700	-	-	-	11,036	-	11,210	9,336
78514 : Storage Elevated Tank	30,003	6,213	5,246	5,595	7,020	2,440	2,400	2,600	2,300	3,600	4,800	3,300	39,301	-	75,517	22,701
78515 : Rehab Pumping	30,934	1,924	1,156	741	660	4,820	4,120	14,310	14,960	6,010	2,250	850	49,877	-	82,735	43,877
78516 : Storage Reservoir	20,173	7,230	12,659	11,658	3,153	26	10	250	250	2,500	3,250	3,250	37,006	-	64,409	27,506
78519 : Transmission Main	79,667	24,396	5,331	10,308	18,531	13,772	20,320	16,470	5,650	3,700	3,500	3,100	100,682	-	204,746	79,432
78555 : SCADA Communication Network Rehabilitation	10,590	725	241	4	3	-	-	-	-	-	-	-	248	-	11,563	248
78565 : Tech Integration Rehabilitation	3,978	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	14,728	2,000
78575 : Tech Development Implementation Rehabilitation	9,303	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	20,053	2,000
78585 : Asset Management Plan Review and Update	17,233	995	1,060	1,066	1,078	1,091	1,003	1,016	1,029	1,042	956	1,169	10,510	-	28,738	1,060
Total Rehabilitation and Replacement	337,176	65,424	63,101	83,696	81,597	59,746	56,904	79,333	58,385	29,669	27,009	24,045	563,485	-	966,085	395,965

Funding Sources:

Asset Replacement Reserves	305,567	64,429	62,141	81,536	78,497	55,506	53,644	76,193	57,245	29,669	27,009	24,045	545,485	-	915,481	379,105
Development Charge Reserves	35	995	-	-	-	-	-	-	-	-	-	-	-	-	1,030	-
Grants & Subsidies	7,612	-	960	2,160	3,100	4,240	3,260	3,140	1,140	-	-	-	18,000	-	25,612	16,860
Other Recoveries	1,585	-	-	-	-	-	-	-	-	-	-	-	-	-	1,585	-
Planned Debenture Proceeds	22,378	-	-	-	-	-	-	-	-	-	-	-	-	-	22,378	-
Total Rehabilitation and Replacement	337,176	65,424	63,101	83,696	81,597	59,746	56,904	79,333	58,385	29,669	27,009	24,045	563,485	-	966,085	395,965
Total Expenditures	1,188,213	81,455	127,926	132,228	102,617	95,219	94,181	105,548	119,614	101,106	102,390	77,952	1,058,781	209,896	2,538,345	581,587

Water

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Funding Sources:																
Asset Replacement Reserves	307,751	64,679	62,391	81,686	78,703	55,604	53,771	76,334	57,501	30,175	28,764	24,726	549,655	-	922,085	379,655
Development Charge Reserves	19,642	2,953	16,021	48,025	17,565	23,810	21,179	6,460	2,398	2,546	2,270	4,045	144,319	73,433	240,347	124,636
Developer Financing	572	7,263	48,554	357	-	-	-	-	-	-	-	-	48,911	-	56,746	48,911
Grants & Subsidies	7,612	-	960	2,160	3,100	4,240	3,260	3,140	1,140	-	-	-	18,000	-	25,612	16,860
Other Recoveries	2,101	-	-	-	-	-	-	-	-	-	-	-	-	-	2,101	-
Planned Debuture Proceeds	850,535	6,560	-	-	3,249	11,565	15,971	19,614	58,575	68,385	71,356	49,181	297,896	136,463	1,291,455	11,525
Total Funding	1,188,213	81,455	127,926	132,228	102,617	95,219	94,181	105,548	119,614	101,106	102,390	77,952	1,058,781	209,896	2,538,345	581,587

Water

2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
Program Group: Growth										
70190 : Holland Landing Storage Expansion	10,343	-	3,620	-	-	-	-	-	6,723	-
72390 : Water for Tomorrow Program	10,248	-	-	-	3,595	-	-	-	6,653	-
72450 : Aurora Elevated Tank	12,000	-	-	-	-	-	-	-	12,000	-
72560 : Bloomington Road Bayview Avenue AC Watermain	101,200	-	-	-	-	-	-	-	101,200	-
73300 : Water Master Plan Update	2,179	-	-	-	2,179	-	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	21,100	-	-	-	-	-	-	-	21,100	-
73790 : Peel Water Supply - Cost Shared Works	16,719	-	-	-	-	-	-	-	16,719	-
75390 : West Vaughan Water Servicing	4,815	-	-	-	-	-	-	-	4,815	-
75440 : Eagle to Kirby Pumping Station Watermain	11,948	-	-	-	-	-	-	-	11,948	-
75530 : Northeast Vaughan Water Servicing	104,946	-	-	-	-	48,054	-	-	56,892	-
75600 : Green Lane Leslie Street Watermain	22,528	-	-	-	-	-	-	-	22,528	-
75680 : North Markham Water Servicing	68,740	-	-	-	-	-	-	-	68,740	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	3,080	-	-	-	3,080	-	-	-	-	-
75710 : York Peel Feedermain Upgrade	5,024	-	-	-	-	-	-	-	5,024	-
75740 : East Gwillimbury Water Servicing	20,185	-	-	-	-	-	-	-	20,185	-
75800 : Water & Wastewater Vehicle Purchases	550	-	550	-	-	-	-	-	-	-
75860 : Vaughan Storage Expansion	1,710	-	-	-	-	-	-	-	1,710	-
78310 : Nobleton Water Wastewater Servicing	6,093	-	-	-	-	857	-	-	5,236	-
78360 : Orchard Heights Reservoir Inlet Upgrade	3,628	-	-	-	-	-	-	-	3,628	-
78380 : Newmarket West Water Servicing	56,150	-	-	-	-	-	-	-	56,150	-
79670 : Water System Capacity Assessment	12,110	-	-	-	3,955	-	-	-	8,155	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	131,510	-	-	-	(131,510)	-
Total Growth	495,296	-	4,170	-	144,319	48,911	-	-	297,896	-
Program Group: Rehabilitation and Replacement										
70470 : Rehab and Replacement Discrete Condition Assessment	19,215	-	19,215	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	450	-	450	-	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	9,096	-	9,096	-	-	-	-	-	-	-

Water

2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
72150 : Water Conservation Authority Joint Initiatives	67,512	-	67,512	-	-	-	-	-	-	-
75540 : Water Hydraulic Analyses	2,550	-	2,550	-	-	-	-	-	-	-
75790 : Environmental Services General Facility Upgrades	6,250	-	6,250	-	-	-	-	-	-	-
78510 : Surface Water Treatment	48,822	-	48,822	-	-	-	-	-	-	-
78511 : Ground Water Treatment	140,930	-	122,930	-	-	-	18,000	-	-	-
78513 : Storage at Grade	11,036	-	11,036	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	39,301	-	39,301	-	-	-	-	-	-	-
78515 : Rehab Pumping	49,877	-	49,877	-	-	-	-	-	-	-
78516 : Storage Reservoir	37,006	-	37,006	-	-	-	-	-	-	-
78519 : Transmission Main	100,682	-	100,682	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	248	-	248	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	10,000	-	10,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	10,000	-	10,000	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	10,510	-	10,510	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	563,485	-	545,485	-	-	-	18,000	-	-	-
Total Funding	1,058,781	-	549,655	-	144,319	48,911	18,000	-	297,896	-

Water

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
72390 : Water for Tomorrow Program	3,295	-	-	-	3,295	-	-	-	-	-
72450 : Aurora Elevated Tank	12,000	-	-	-	-	-	-	-	12,000	-
73300 : Water Master Plan Update	160	-	-	-	160	-	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	21,100	-	-	-	-	-	-	-	21,100	-
73790 : Peel Water Supply - Cost Shared Works	16,719	-	-	-	-	-	-	-	16,719	-
75390 : West Vaughan Water Servicing	800	-	-	-	-	-	-	-	800	-
75530 : Northeast Vaughan Water Servicing	104,946	-	-	-	-	48,054	-	-	56,892	-
75600 : Green Lane Leslie Street Watermain	6,569	-	-	-	-	-	-	-	6,569	-
75680 : North Markham Water Servicing	4,230	-	-	-	-	-	-	-	4,230	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	3,080	-	-	-	3,080	-	-	-	-	-
75710 : York Peel Feedermain Upgrade	5,024	-	-	-	-	-	-	-	5,024	-
75800 : Water & Wastewater Vehicle Purchases	550	-	550	-	-	-	-	-	-	-
78310 : Nobleton Water Wastewater Servicing	857	-	-	-	-	857	-	-	-	-
78360 : Orchard Heights Reservoir Inlet Upgrade	2,337	-	-	-	-	-	-	-	2,337	-
79670 : Water System Capacity Assessment	3,955	-	-	-	3,955	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	114,146	-	-	-	(114,146)	-
Total Growth	185,622	-	550	-	124,636	48,911	-	-	11,525	-
Program Group: Rehabilitation and Replacement										
70470 : Rehab and Replacement Discrete Condition Assessment	10,445	-	10,445	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	450	-	450	-	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	1,944	-	1,944	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	6,301	-	6,301	-	-	-	-	-	-	-
75540 : Water Hydraulic Analyses	1,080	-	1,080	-	-	-	-	-	-	-
75790 : Environmental Services General Facility Upgrades	6,250	-	6,250	-	-	-	-	-	-	-
78510 : Surface Water Treatment	47,572	-	47,572	-	-	-	-	-	-	-
78511 : Ground Water Treatment	133,763	-	116,903	-	-	-	16,860	-	-	-
78513 : Storage at Grade	9,336	-	9,336	-	-	-	-	-	-	-

Water

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
78514 : Storage Elevated Tank	22,701	-	22,701	-	-	-	-	-	-	-
78515 : Rehab Pumping	43,877	-	43,877	-	-	-	-	-	-	-
78516 : Storage Reservoir	27,506	-	27,506	-	-	-	-	-	-	-
78519 : Transmission Main	79,432	-	79,432	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	248	-	248	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	2,000	-	2,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	2,000	-	2,000	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	1,060	-	1,060	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	395,965	-	379,105	-	-	-	16,860	-	-	-
Total Funding	581,587	-	379,655	-	124,636	48,911	16,860	-	11,525	-

Wastewater

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
70080 : York Durham Sewage System Interim Servicing	44,794	10,158	1,177	700	50	-	-	-	-	-	-	-	1,927	-	56,879	1,927
70200 : King City Wastewater Servicing	-	-	-	185	548	2,990	900	-	-	-	-	-	4,623	43,257	47,880	-
70220 : YDSS Conveyance Optimization	-	-	-	110	596	3,042	900	-	-	-	-	-	4,648	-	4,648	-
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	-	-	-	2,000	5,000	6,720	3,911	3,440	-	-	-	-	21,071	-	21,071	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	120,123	75	10	1,786	-	-	-	-	-	-	-	-	1,796	-	121,994	1,796
71230 : Holland Landing Lagoon Decommissioning	15	-	-	-	-	-	-	-	100	1,000	-	-	1,100	-	1,115	-
72010 : Keswick Wastewater Servicing	-	8,200	800	1,000	-	-	-	-	-	-	-	-	1,800	-	10,000	1,800
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	-	-	-	7,188	7,233	15,433	11,878	65,362	105,855	132,915	-	-	345,864	858,916	1,204,780	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	19,323	3,481	135	-	-	-	-	-	-	-	-	-	135	-	22,939	135
73440 : North YDSS Expansion Program Management	-	-	1,500	1,500	1,500	1,500	1,300	1,300	1,300	1,300	1,300	1,300	14,000	5,000	19,000	14,000
73450 : North YDSS Expansion Phase 1	-	-	14,952	84,860	158,350	167,000	56,350	19,500	-	-	-	-	501,012	-	501,012	501,012
73460 : North YDSS Expansion Phase 2	-	-	-	1,370	7,946	12,004	70,552	130,838	189,310	134,090	31,350	-	577,460	-	577,460	-
73470 : North YDSS Expansion Phase 3	-	-	-	-	-	-	-	-	860	5,016	9,734	-	15,610	639,510	655,120	-
73640 : Inflow & Infiltration Reduction	44,931	3,601	3,717	3,838	3,861	3,450	3,450	3,450	3,450	3,450	3,450	3,450	35,566	34,500	118,598	11,416
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	648,309	1,798	350	-	-	-	-	-	-	-	-	-	350	-	650,457	350
75290 : North Markham Trunk Sewer	-	-	452	640	-	-	-	677	978	3,295	14,559	14,559	35,160	8,046	43,206	1,092
75300 : West Vaughan Sewage Servicing	35,148	32,396	75,430	99,118	91,686	80,265	39,100	2,125	-	-	-	-	387,724	63,897	519,165	387,724
75310 : Northeast Vaughan Wastewater Servicing	7,693	1,889	16,500	49,000	35,000	40,700	16,000	11,936	83	-	-	-	169,219	25,000	203,801	169,219
75320 : Primary Trunk Sewer	248	2,493	1,087	1,020	2,952	14,370	72,150	78,600	52,700	-	-	-	222,879	5,000	230,620	12,129
75640 : Wastewater System Capacity Studies	6,883	1,457	2,346	2,373	2,368	2,285	2,285	2,285	2,285	2,285	2,285	2,285	23,082	22,850	54,272	7,087
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	21,673	460	10	10	-	-	-	-	-	-	-	-	20	-	22,153	20
75770 : Leslie St Sewage Pumping Station Expansion	-	-	-	-	-	-	-	-	261	309	1,649	3,819	6,038	5,875	11,913	-
75780 : Duffin Creek Lab Expansion	3,798	1,416	178	-	-	-	-	-	-	-	-	-	178	-	5,392	178
76310 : Nobleton Water Wastewater Servicing	1,931	1,277	1,421	1,514	3,950	1,826	-	-	2,492	1,854	6,717	-	19,774	-	22,982	8,711
79100 : York Durham Sewage System Wastewater Master Plan Update	4,274	120	160	260	270	180	180	205	308	256	180	180	2,179	2,258	8,831	160

Wastewater

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals										Capital Spending Authority				
	2023 Forecast 31/22	2024	2025	2026	2027	2028	2029	2030	2031	2032		2033	Ten-Year Total	Balance to Complete	Total Project Cost
79570 : Sutton Wastewater Servicing	1,218	290	1,953	2,659	5,627	3,072	-	-	8,212	11,817	11,817	45,157	19,932	66,597	13,311
79740 : Peel System Cost Shared Works	61,171	1,553	1,565	1,695	1,695	1,080	765	15	-	-	-	6,830	-	69,554	6,830
79760 : York Durham Sewage System Foremain Twinning	120,207	111	20	220	-	-	-	-	-	-	-	240	-	120,558	240
Total Growth	1,141,737	70,775	123,763	255,673	320,851	344,867	274,924	272,794	222,011	180,315	186,776	2,445,442	1,734,041	5,391,995	1,139,137

Funding Sources:

Asset Replacement Reserves	2,725	-	-	688	1,720	3,440	3,440	3,440	-	-	-	12,728	-	15,453	-
Development Charge Reserves	137,783	9,791	103,440	200,243	278,102	72,340	112,300	38,531	3,758	3,630	4,930	820,980	286,522	1,255,076	790,913
Developer Financing	111,739	1,901	19,874	54,073	39,378	17,706	75,597	130,838	189,310	135,050	9,734	708,849	639,510	1,461,999	114,756
Grants & Subsidies	113,121	-	-	-	-	-	-	-	-	-	-	-	-	113,121	-
Other Recoveries	129,705	2,229	449	669	1,651	5,312	16,014	18,949	13,119	13,398	22,407	119,710	181,793	433,437	2,783
Planned Debiture Proceeds	646,664	56,854	-	-	-	246,069	67,573	81,036	57,281	69,857	116,989	783,175	626,216	2,112,909	230,685
Total Growth	1,141,737	70,775	123,763	255,673	320,851	344,867	274,924	272,794	222,011	180,315	186,776	2,445,442	1,734,041	5,391,995	1,139,137

Program Group: Rehabilitation and Replacement

Gross Expenditures:

70470 : Rehab and Replacement Discrete Condition Assessment	10,510	2,524	7,527	2,641	1,720	700	700	700	700	700	700	16,788	-	29,822	13,288
70590 : SCADA Master Plan Implementation	66	486	1,296	1,424	1,400	896	720	328	-	-	-	6,064	-	6,616	1,296
72590 : Mt-Albert WPCP Corrosion Rehab.	5,776	589	178	140	-	-	-	-	-	-	-	318	-	6,683	318
75380 : Wastewater Model Calibration	2,264	227	617	607	622	547	547	547	547	547	547	5,675	-	8,166	1,846
75820 : Duffin Creek Incinerators	29,051	18,745	26,283	37,706	26,690	28,971	36,315	31,351	25,493	11,000	15,000	253,809	-	301,605	238,809
75840 : Existing Southeast Collector Rehabilitation	17,091	91	9	-	-	-	-	-	-	-	-	9	-	17,191	9
76340 : Duffin Creek Water Pollution Control Plant Upgrade	23,893	15,877	20,111	30,405	23,321	4,220	3,181	-	-	-	-	81,238	-	121,008	81,238
78410 : Sutton Water Resource Recovery Facility Upgrades	8,008	30	20	-	-	-	-	-	-	-	-	20	-	8,058	20
78440 : Oak Ridges Area Air Management Facility	5,734	7,061	5,940	23	17	-	-	-	-	-	-	5,980	-	18,775	5,980
78515 : Rehab Pumping	71,771	6,192	11,002	19,964	10,732	2,386	1,321	2,050	2,000	250	750	51,705	-	129,668	45,955
78533 : Wastewater Treatment	22,071	2,556	4,066	4,048	5,038	1,897	2,655	2,200	-	-	4,000	23,904	-	48,531	19,904
78536 : York Durham Sewage System Rehabilitation Program	161,156	49,861	30,643	34,811	15,334	7,855	8,475	29,800	43,750	48,975	60,929	342,826	-	553,843	97,118
78537 : Trunk Foremain	2,845	3,823	2,265	11,717	19,772	11,745	725	335	100	100	350	47,459	-	54,127	46,259
78538 : Air Management	3,910	9	200	808	12	8	100	-	-	-	100	1,228	-	5,147	1,028
78555 : SCADA Communication Network Rehabilitation	11,272	725	241	3	4	-	-	-	-	-	-	248	-	12,245	248
78565 : Tech Integration Rehabilitation	3,672	450	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	14,122	2,000

Wastewater
2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
78575 : Tech Development Implementation Rehabilitation	8,594	450	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	19,044	2,000
78584 : Duffin Creek Water Pollution Control Plant Assets	2,452	90	100	300	-	-	200	300	-	-	-	200	1,100	-	3,642	400
78585 : Asset Management Plan Review and Update	12,265	500	1,060	1,066	1,078	1,091	1,003	1,016	1,029	1,042	946	1,169	10,500	-	23,265	1,060
79470 : Wastewater Conservation Authority Joint Initiative	29,532	2,593	2,101	1,998	2,247	2,402	2,270	2,213	2,243	2,285	2,350	2,397	22,506	-	54,631	2,101
79850 : York Durham Sewage System Duffin Creek Minor Capital	39,951	1,746	2,679	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,679	-	62,376	2,679
Total Rehabilitation and Replacement	471,885	114,625	118,337	151,661	111,987	66,718	62,212	74,840	79,862	68,899	85,672	91,867	912,055	-	1,498,565	563,555
Funding Sources:																
Asset Replacement Reserves	409,906	105,139	105,845	133,485	98,985	58,088	51,943	66,689	73,235	66,039	81,772	87,967	824,048	-	1,339,093	479,448
Grants & Subsidies	20,093	385	430	469	-	-	-	-	-	-	-	-	899	-	21,377	899
Other Recoveries	9,750	9,101	12,062	17,707	13,002	8,630	10,269	8,151	6,627	2,860	3,900	3,900	87,108	-	105,959	83,208
Planned Debuture Proceeds	32,135	-	-	-	-	-	-	-	-	-	-	-	-	-	32,135	-
Total Rehabilitation and Replacement	471,885	114,625	118,337	151,661	111,987	66,718	62,212	74,840	79,862	68,899	85,672	91,867	912,055	-	1,498,565	563,555
Total Expenditures	1,613,622	185,400	242,100	407,334	432,838	411,585	337,136	347,634	343,330	290,910	265,987	278,643	3,357,497	1,734,041	6,890,560	1,702,692
Funding Sources:																
Asset Replacement Reserves	412,632	105,139	105,845	134,173	100,705	61,528	55,383	70,129	73,235	66,039	81,772	87,967	836,776	-	1,354,546	479,448
Development Charge Reserves	137,783	9,791	103,440	200,243	278,102	72,340	112,300	38,531	3,758	3,706	3,630	4,930	820,980	286,522	1,255,076	790,913
Developer Financing	111,739	1,901	19,874	54,073	39,378	17,706	75,597	130,838	189,310	135,050	37,289	9,734	708,849	639,510	1,461,999	114,756
Grants & Subsidies	133,214	385	430	469	-	-	-	-	-	-	-	-	899	-	134,498	899
Other Recoveries	139,455	11,330	12,511	18,376	14,653	13,942	26,283	27,100	19,746	16,258	26,307	31,642	206,818	181,793	539,396	85,991
Planned Debuture Proceeds	678,799	56,854	-	-	-	246,069	67,573	81,036	57,281	69,857	116,989	144,370	783,175	626,216	2,145,044	230,685
Total Funding	1,613,622	185,400	242,100	407,334	432,838	411,585	337,136	347,634	343,330	290,910	265,987	278,643	3,357,497	1,734,041	6,890,560	1,702,692

Wastewater
2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
Program Group: Growth										
70080 : York Durham Sewage System Interim Servicing	1,927	-	-	-	-	-	-	-	1,927	-
70200 : King City Wastewater Servicing	4,623	-	-	-	-	-	-	-	4,623	-
70220 : YDSS Conveyance Optimization	4,648	-	-	-	-	-	-	-	4,648	-
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	21,071	-	12,728	-	-	-	-	2,537	5,806	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	1,796	-	-	-	1,796	-	-	-	-	-
71230 : Holland Landing Lagoon Decommissioning	1,100	-	-	-	-	1,023	-	77	-	-
72010 : Keswick Wastewater Servicing	1,800	-	-	-	-	-	-	-	1,800	-
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	345,864	-	-	-	-	-	-	72,163	273,701	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	135	-	-	-	-	-	-	27	108	-
73440 : North YDSS Expansion Program Management	14,000	-	-	-	-	-	-	-	14,000	-
73450 : North YDSS Expansion Phase 1	501,012	-	-	-	-	-	-	-	501,012	-
73460 : North YDSS Expansion Phase 2	577,460	-	-	-	-	577,460	-	-	-	-
73470 : North YDSS Expansion Phase 3	15,610	-	-	-	-	15,610	-	-	-	-
73640 : Inflow & Infiltration Reduction	35,566	-	-	-	35,566	-	-	-	-	-
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	350	-	-	-	-	-	-	140	210	-
75290 : North Markham Trunk Sewer	35,160	-	-	-	-	-	-	-	35,160	-
75300 : West Vaughan Sewage Servicing	387,724	-	-	-	-	-	-	-	387,724	-
75310 : Northeast Vaughan Wastewater Servicing	169,219	-	-	-	-	98,980	-	-	70,239	-
75320 : Primary Trunk Sewer	222,879	-	-	-	-	-	-	44,576	178,303	-
75640 : Wastewater System Capacity Studies	23,082	-	-	-	6,897	-	-	190	15,995	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	20	-	-	-	-	-	-	-	20	-
75770 : Leslie St Sewage Pumping Station Expansion	6,038	-	-	-	-	-	-	-	6,038	-
75780 : Duffin Creek Lab Expansion	178	-	-	-	-	-	-	-	178	-
78310 : Nobleton Water Wastewater Servicing	19,774	-	-	-	-	2,465	-	-	17,309	-
79100 : York Durham Sewage System Wastewater Master Plan Update	2,179	-	-	-	2,179	-	-	-	-	-
79570 : Sutton Wastewater Servicing	45,157	-	-	-	-	13,311	-	-	31,846	-
79740 : Peel System Cost Shared Works	6,830	-	-	-	-	-	-	-	6,830	-

Wastewater 2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
79760 : York Durham Sewage System Forcemain Twinning	240	-	-	-	-	-	-	-	240	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	774,542	-	-	-	(774,542)	-
Total Growth	2,445,442	-	12,728	-	820,980	708,849	-	119,710	783,175	-

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	16,788	-	16,788	-	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	6,064	-	6,064	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	318	-	318	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	5,675	-	5,675	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	253,809	-	187,822	-	-	-	-	65,987	-	-
75840 : Existing Southeast Collector Rehabilitation	9	-	9	-	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	81,238	-	60,117	-	-	-	-	21,121	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	20	-	20	-	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	5,980	-	5,980	-	-	-	-	-	-	-
78515 : Rehab Pumping	51,705	-	51,705	-	-	-	-	-	-	-
78533 : Wastewater Treatment	23,904	-	23,005	-	-	-	899	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	342,826	-	342,826	-	-	-	-	-	-	-
78537 : Trunk Forcemain	47,459	-	47,459	-	-	-	-	-	-	-
78538 : Air Management	1,228	-	1,228	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	248	-	248	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	10,000	-	10,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	10,000	-	10,000	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	1,100	-	1,100	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	10,500	-	10,500	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	22,506	-	22,506	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	20,679	-	20,679	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	912,055	-	824,048	-	-	-	899	87,108	-	-
Total Funding	3,357,497	-	836,776	-	820,980	708,849	899	206,818	783,175	-

Wastewater

2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
70080 : York Durham Sewage System Interim Servicing	1,927	-	-	-	-	-	-	-	1,927	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	1,796	-	-	-	1,796	-	-	-	-	-
72010 : Keswick Wastewater Servicing	1,800	-	-	-	-	-	-	-	1,800	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	135	-	-	-	-	-	-	27	108	-
73440 : North YDSS Expansion Program Management	14,000	-	-	-	-	-	-	-	14,000	-
73450 : North YDSS Expansion Phase 1	501,012	-	-	-	-	-	-	-	501,012	-
73640 : Inflow & Infiltration Reduction	11,416	-	-	-	11,416	-	-	-	-	-
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	350	-	-	-	-	-	-	140	210	-
75290 : North Markham Trunk Sewer	1,092	-	-	-	-	-	-	-	1,092	-
75300 : West Vaughan Sewage Servicing	387,724	-	-	-	-	-	-	-	387,724	-
75310 : Northeast Vaughan Wastewater Servicing	169,219	-	-	-	-	98,980	-	-	70,239	-
75320 : Primary Trunk Sewer	12,129	-	-	-	-	-	-	2,426	9,703	-
75640 : Wastewater System Capacity Studies	7,087	-	-	-	6,897	-	-	190	-	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	20	-	-	-	-	-	-	-	20	-
75780 : Duffin Creek Lab Expansion	178	-	-	-	-	-	-	-	178	-
78310 : Nobleton Water Wastewater Servicing	8,711	-	-	-	-	2,465	-	-	6,246	-
79100 : York Durham Sewage System Wastewater Master Plan Update	160	-	-	-	160	-	-	-	-	-
79570 : Sutton Wastewater Servicing	13,311	-	-	-	-	13,311	-	-	-	-
79740 : Peel System Cost Shared Works	6,830	-	-	-	-	-	-	-	6,830	-
79760 : York Durham Sewage System Forcemain Twinning	240	-	-	-	-	-	-	-	240	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	770,644	-	-	-	(770,644)	-
Total Growth	1,139,137	-	-	-	790,913	114,756	-	2,783	230,685	-
Program Group: Rehabilitation and Replacement										
70470 : Rehab and Replacement Discrete Condition Assessment	13,288	-	13,288	-	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	1,296	-	1,296	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	318	-	318	-	-	-	-	-	-	-

Wastewater
2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
75380 : Wastewater Model Calibration	1,846	-	1,846	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	238,809	-	176,722	-	-	-	-	62,087	-	-
75840 : Existing Southeast Collector Rehabilitation	9	-	9	-	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	81,238	-	60,117	-	-	-	-	21,121	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	20	-	20	-	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	5,980	-	5,980	-	-	-	-	-	-	-
78515 : Rehab Pumping	45,955	-	45,955	-	-	-	-	-	-	-
78533 : Wastewater Treatment	19,904	-	19,005	-	-	-	899	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	97,118	-	97,118	-	-	-	-	-	-	-
78537 : Trunk Forcemain	46,259	-	46,259	-	-	-	-	-	-	-
78538 : Air Management	1,028	-	1,028	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	248	-	248	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	2,000	-	2,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	2,000	-	2,000	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	400	-	400	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	1,060	-	1,060	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,101	-	2,101	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,679	-	2,679	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	563,555	-	479,448	-	-	-	899	83,208	-	-
Total Funding	1,702,692	-	479,448	-	790,913	114,756	899	85,991	230,685	-

Waste Management

2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
71335 : Source Separated Organics Facility	1,299	462	-	-	-	-	-	-	-	42,695	53,996	-	96,691	-	98,452	-
79885 : New Waste Management Initiatives	2,704	25	102	102	102	102	102	102	102	102	102	102	1,020	1,020	4,769	306
Total Growth	4,003	487	102	42,797	54,098	102	97,711	1,020	103,221	306						
Funding Sources:																
Program Specific & General Capital Reserves	3,682	462	-	-	-	-	-	-	-	30,740	38,877	-	69,617	-	73,761	-
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-
Development Charge Reserves	-	25	102	102	102	102	102	102	102	102	102	102	1,020	1,020	2,065	306
Other Recoveries	186	-	-	-	-	-	-	-	-	-	-	-	-	-	186	-
Planned Debiture Proceeds	-	-	-	-	-	-	-	-	-	11,955	15,119	-	27,074	-	27,074	-
Total Growth	4,003	487	102	42,797	54,098	102	97,711	1,020	103,221	306						

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
70195 : Solid Waste Master Plan	1,971	-	256	256	-	-	-	256	256	-	-	-	1,024	-	2,995	512
71355 : Asset Upgrade/Replacement – Waste Management Centre	10,400	729	2,195	1,682	420	51	51	51	51	51	328	430	5,310	-	16,439	4,297
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	1,342	142	622	2,449	331	373	440	407	411	2,571	799	147	8,550	-	10,034	3,349
78585 : Asset Management Plan Review and Update	692	10	10	10	205	16	15	16	51	215	16	15	569	-	1,271	225
Total Rehabilitation and Replacement	14,405	881	3,083	4,397	956	440	506	730	769	2,837	1,143	592	15,453	-	30,739	8,383
Funding Sources:																
Program Specific & General Capital Reserves	14,193	881	3,083	4,397	956	440	506	730	769	2,837	1,143	592	15,453	-	30,527	8,383
Other Recoveries	211	-	-	-	-	-	-	-	-	-	-	-	-	-	211	-
Total Rehabilitation and Replacement	14,404	881	3,083	4,397	956	440	506	730	769	2,837	1,143	592	15,453	-	30,738	8,383
Total Expenditures	18,408	1,368	3,185	4,499	1,058	542	608	832	871	45,634	55,241	694	113,164	1,020	133,960	8,689
Funding Sources:																
Program Specific & General Capital Reserves	17,875	1,343	3,083	4,397	956	440	506	730	769	33,577	40,020	592	85,070	-	104,288	8,383
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-
Development Charge Reserves	-	25	102	102	102	102	102	102	102	102	102	102	1,020	1,020	2,065	306
Other Recoveries	398	-	-	-	-	-	-	-	-	-	-	-	-	-	398	-

Waste Management
2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Planned Debuture Proceeds	-	-	-	-	-	-	-	-	-	11,955	15,119	-	27,074	-	27,074	-
Total Funding	18,408	1,368	3,185	4,499	1,058	542	608	832	871	45,634	55,241	694	113,164	1,020	133,960	8,689

**Waste Management
2024 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
Program Group: Growth										
71335 : Source Separated Organics Facility	96,691	69,617	-	-	-	-	-	-	27,074	-
79885 : New Waste Management Initiatives	1,020	-	-	-	1,020	-	-	-	-	-
Total Growth	97,711	69,617	-	-	1,020	-	-	-	27,074	-
Program Group: Rehabilitation and Replacement										
70195 : Solid Waste Master Plan	1,024	1,024	-	-	-	-	-	-	-	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	5,310	5,310	-	-	-	-	-	-	-	-
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	8,550	8,550	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	569	569	-	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	15,453	15,453	-	-	-	-	-	-	-	-
Total Funding	113,164	85,070	-	-	1,020	-	-	-	27,074	-

Waste Management
2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
79885 : New Waste Management Initiatives	306	-	-	-	306	-	-	-	-	-
Total Growth	306	-	-	-	306	-	-	-	-	-
Program Group: Rehabilitation and Replacement										
70195 : Solid Waste Master Plan	512	512	-	-	-	-	-	-	-	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	4,297	4,297	-	-	-	-	-	-	-	-
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	3,349	3,349	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	225	225	-	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	8,383	8,383	-	-	-	-	-	-	-	-
Total Funding	8,689	8,383	-	-	306	-	-	-	-	-

Forestry
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals										Capital Spending Authority				
	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032		2033	Ten-Year Total	Balance to Complete	Total Project Cost
Gross Expenditures:															
72600 : Tree Planting on Region Rights of Way	15,122	2,449	2,351	2,106	1,565	1,623	1,625	1,726	1,833	1,835	1,875	18,772	21,045	57,388	5,838
72610 : York Greening Initiative	9,570	2,945	600	600	333	-	-	-	-	-	-	2,400	-	14,915	2,400
72620 : Regional Forest Property Upgrade	3,850	817	337	487	193	289	720	541	543	545	547	4,938	6,630	16,235	736
72650 : Urban Forest Studies	731	223	585	228	50	41	13	188	195	250	250	1,934	2,920	5,808	821
72690 : Trail Linkage	-	-	-	-	80	-	-	-	-	-	-	80	-	80	-
72700 : Holiday Tract Bridge	-	-	30	80	500	-	-	-	-	-	-	610	-	610	610
72720 : Queensville Tract Reforest and Upgrades	372	866	1,060	2,423	1,550	878	573	45	-	-	-	6,529	-	7,767	6,529
72730 : Low Impact Development Pilot	-	75	20	-	-	-	-	-	-	-	-	40	-	115	40
78585 : Asset Management Plan Review and Update	1,089	88	172	100	400	80	80	75	390	75	75	1,527	-	2,704	172
99900 : Fleet New Addition	40	141	66	66	-	66	-	-	66	-	400	664	198	1,043	66
Total Expenditures	30,775	7,604	5,739	5,273	3,670	2,644	2,658	2,476	3,027	2,705	3,147	37,494	30,793	106,666	17,212
Funding Sources:															
Program Specific & General Capital Reserves	17,722	4,054	2,053	1,217	1,110	575	431	913	804	795	1,197	9,770	9,748	41,294	3,857
Asset Replacement Reserves	-	-	172	130	480	660	80	80	390	75	75	2,217	-	2,217	782
Development Charge Reserves	8,180	1,688	1,472	1,536	1,175	1,521	1,623	1,726	1,833	1,835	1,875	16,221	21,045	47,134	3,287
Grants & Subsidies	4,256	1,862	2,042	3,272	2,508	914	510	40	-	-	-	9,286	-	15,404	9,286
Other Recoveries	617	-	-	-	-	-	-	-	-	-	-	-	-	617	-
Total Funding	30,775	7,604	5,739	5,273	3,670	2,644	2,658	2,476	3,027	2,705	3,147	37,494	30,793	106,666	17,212

Forestry
2024 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
72600 : Tree Planting on Region Rights of Way	18,772	-	-	-	16,221	-	2,551	-	-	-
72610 : York Greening Initiative	2,400	1,440	-	-	-	-	960	-	-	-
72620 : Regional Forest Property Upgrade	4,938	4,938	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	1,934	1,934	-	-	-	-	-	-	-	-
72690 : Trail Linkage	80	-	80	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	610	-	610	-	-	-	-	-	-	-
72720 : Queensville Tract Reforest and Upgrades	6,529	754	-	-	-	-	5,775	-	-	-
72730 : Low Impact Development Pilot	40	40	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	1,527	-	1,527	-	-	-	-	-	-	-
99900 : Fleet New Addition	664	664	-	-	-	-	-	-	-	-
Total Funding	37,494	9,770	2,217	-	16,221	-	9,286	-	-	-

Forestry
2024 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves		Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
72600 : Tree Planting on Region Rights of Way	5,838	-	-	-	-	3,287	-	2,551	-	-	-
72610 : York Greening Initiative	2,400	1,440	-	-	-	-	-	960	-	-	-
72620 : Regional Forest Property Upgrade	736	736	-	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	821	821	-	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	610	-	610	-	-	-	-	-	-	-	-
72720 : Queensville Tract Reforest and Upgrades	6,529	754	-	-	-	-	-	5,775	-	-	-
72730 : Low Impact Development Pilot	40	40	-	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	172	-	172	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	66	66	-	-	-	-	-	-	-	-	-
Total Funding	17,212	3,857	782	-	3,287	-	9,286	-	-	-	-

Climate Change & Energy Conservation 2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
14702 : Climate And Energy Initiatives	5,286	716	1,118	1,807	1,648	1,742	2,051	1,040	3,763	1,824	1,411	1,508	17,912	12,388	36,302	4,573
70520 : Energy Management Efficiency	357	81	262	1,414	1,426	1,517	1,169	1,129	1,196	1,237	1,249	1,263	11,862	-	12,300	3,102
Total Expenditures	5,643	797	1,380	3,221	3,074	3,259	3,220	2,169	4,959	3,061	2,660	2,771	29,774	12,388	48,602	7,675
Funding Sources:																
Asset Replacement Reserves	5,613	797	1,380	3,221	3,074	3,259	3,220	2,169	4,959	3,061	2,660	2,771	29,774	12,388	48,572	7,675
Other Recoveries	30	-	-	-	-	-	-	-	-	-	-	-	-	-	30	-
Total Funding	5,643	797	1,380	3,221	3,074	3,259	3,220	2,169	4,959	3,061	2,660	2,771	29,774	12,388	48,602	7,675

Climate Change & Energy Conservation 2024 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
14702 : Climate And Energy Initiatives	17,912	-	17,912	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	11,862	-	11,862	-	-	-	-	-	-	-
Total Funding	29,774	-	29,774	-	-	-	-	-	-	-

**Climate Change & Energy Conservation
2024 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
14702 : Climate And Energy Initiatives	4,573	-	4,573	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	3,102	-	3,102	-	-	-	-	-	-	-
Total Funding	7,675	-	7,675	-	-	-	-	-	-	-

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York Region Rapid Transit Corporation
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
90007 : YNSE Program Management Costs	-	2,418	2,893	2,938	2,982	3,009	6,392	6,443	10,417	3,140	2,297	-	40,511	13,000	55,929	40,511
90990 : Priority BRT PE	-	1,423	3,293	10,621	12,327	6,471	1,955	-	-	-	-	-	34,667	-	36,090	34,667
90992 : Bus Rapid Transit Facilities and Terminals	33,380	-	833	-	-	-	-	-	-	-	-	-	833	-	34,213	833
90999 : Rapid Transit Initiatives	269	186	1,845	51	51	-	-	-	-	-	-	-	1,947	-	2,401	1,947
Total Expenditures	33,649	4,027	8,864	13,610	15,360	9,480	8,347	6,443	10,417	3,140	2,297	-	77,958	13,000	128,634	77,958
Funding Sources:																
Program Specific & General Capital Reserves	33	2,700	3,510	4,859	5,210	4,174	6,744	6,443	10,417	3,140	2,297	-	46,794	13,000	62,527	46,794
Development Charge Reserves	7,395	131	3,274	8,751	10,150	5,306	1,603	-	-	-	-	-	29,084	-	36,611	29,084
Grants & Subsidies	-	28	1,745	-	-	-	-	-	-	-	-	-	1,745	-	1,773	1,745
Other Recoveries	20,247	-	335	-	-	-	-	-	-	-	-	-	335	-	20,582	335
Planned Debuture Proceeds	-	1,167	-	-	-	-	-	-	-	-	-	-	-	-	1,167	-
Canada Community-Building Fund Reserve	5,973	-	-	-	-	-	-	-	-	-	-	-	-	-	5,973	-
Total Funding	33,649	4,027	8,864	13,610	15,360	9,480	8,347	6,443	10,417	3,140	2,297	-	77,958	13,000	128,634	77,958

York Region Rapid Transit Corporation
2024 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
90007 : YNSE Program Management Costs	40,511	40,511	-	-	-	-	-	-	-	-
90990 : Priority BRT PE	34,667	6,241	-	-	-	-	-	-	28,426	-
90992 : Bus Rapid Transit Facilities and Terminals	833	-	-	-	453	-	45	335	-	-
90999 : Rapid Transit Initiatives	1,947	42	-	-	205	-	1,700	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	28,426	-	-	-	(28,426)	-
Total Funding	77,958	46,794	-	-	29,084	-	1,745	335	-	-

**York Region Rapid Transit Corporation
2024 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
90007 : YNSE Program Management Costs	40,511	40,511	-	-	-	-	-	-	-	-
90990 : Priority BRT PE	34,667	6,241	-	-	-	-	-	-	28,426	-
90992 : Bus Rapid Transit Facilities and Terminals	833	-	-	-	453	-	45	335	-	-
90999 : Rapid Transit Initiatives	1,947	42	-	-	205	-	1,700	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	28,426	-	-	-	(28,426)	-
Total Funding	77,958	46,794	-	-	29,084	-	1,745	335	-	-

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Public Health
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H52012 : Vaccine Depot Expansion	101	25	332	1,635	552	-	-	-	-	-	-	-	2,519	-	2,645	2,519
Total Expenditures	101	25	332	1,635	552	-	2,519	-	2,645	2,519						
Funding Sources:																
Program Specific & General Capital Reserves	101	25	332	1,635	552	-	-	-	-	-	-	-	2,519	-	2,645	2,519
Total Funding	101	25	332	1,635	552	-	2,519	-	2,645	2,519						

**Public Health
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
H52012 : Vaccine Depot Expansion	2,519	2,519	-	-	-	-	-	-	-	-
Total Funding	2,519	2,519	-	-	-	-	-	-	-	-

Public Health
2024 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program													
		General Reserves	Specific & Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve				
H52012 : Vaccine Depot Expansion	2,519		2,519												
Total Funding	2,519		2,519												

Paramedic Services
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals										2023 Forecast	2033	2032	2031	2030	2029	2028	2027	2026	2025	2024	2023	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013																
Gross Expenditures:																										
H54301 : Vehicles - New	4,453	444	3,273	1,649	1,374	1,205	1,667	1,374	1,924	2,199	550	-	-	-	-	-	-	-	-	-	15,215	-	20,112	4,922		
H54510 : Paramedic Response Station 32 - Maple	551	1,800	5,167	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,167	-	7,518	5,167		
H54520 : Vehicles - Replacement	40,002	2,461	7,077	4,767	4,478	3,438	4,979	4,622	5,549	4,925	6,649	6,618	-	-	-	-	-	-	-	-	53,101	-	95,564	11,844		
H54521 : EMS Electric Vehicle Pilot	-	-	1,724	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,724	-	1,724	1,724		
H54600 : Medical Equipment Replacement	8,750	900	4,286	6,121	1,942	1,237	1,174	513	1,509	912	1,332	7,863	-	-	-	-	-	-	-	-	26,887	-	36,537	10,407		
H54601 : Paramedic Response Station 27 - Markham N/W	4,963	640	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
H54638 : Land Acquisition - Growth	10,041	1,065	6,491	-	-	-	-	5,296	-	-	-	-	-	-	-	-	-	-	-	-	11,787	-	22,893	6,491		
H54670 : Paramedic Response Station 20 - Ballantrae	-	-	6,032	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,032	-	6,032	6,032		
H54681 : Paramedic Response Station 33 - Jane & Teston	468	50	4,793	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,793	-	6,312	5,793		
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	-	-	-	-	-	-	-	-	2,990	-	-	-	-	-	-	-	-	-	-	-	2,990	-	2,990	-		
H54686 : Paramedic Response Station 14 - Keswick South	-	-	5,402	1,801	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,203	-	7,203	7,203		
H54696 : Paramedic Response Station - Current Rehab/Refresh	611	60	2,247	1,617	217	217	217	217	217	217	217	217	217	217	217	217	217	217	217	217	5,604	-	6,275	3,865		
H54697 : Paramedic Response Station - Future Repl & Expand Rebuilds	-	-	-	-	-	-	-	-	-	3,919	-	-	-	-	-	-	-	-	-	-	3,919	-	3,919	-		
H54698 : Paramedic Response Station - Future Growth Rebuilds	-	-	-	-	-	-	-	-	-	-	1,960	1,960	-	-	-	-	-	-	-	-	3,919	13,766	17,685	-		
H54699 : Paramedic Response Station 18 - Aurora	-	-	500	3,250	3,250	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,000	-	7,000	7,000		
Total Expenditures	69,839	7,418	46,992	20,205	11,261	6,097	8,038	12,022	12,189	12,173	10,707	16,658	156,343	13,766	247,366	70,448										
Funding Sources:																										
Program Specific & General Capital Reserves	14,870	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Asset Replacement Reserves	30,547	3,420	13,860	14,130	8,262	4,892	6,370	5,352	7,275	6,055	8,198	14,698	89,093	-	123,060	29,615										
Debt Reduction Reserve	3,936	759	7,080	-	-	-	-	1,536	-	1,960	284	284	11,144	1,996	17,835	7,080										
Development Charge Reserves	15,411	-	25,076	6,075	2,999	1,205	1,667	1,374	1,924	4,158	550	-	45,029	10,644	71,084	32,776										
Grants & Subsidies	4,082	103	142	-	-	-	-	-	-	-	-	-	142	-	4,327	142										
Other Recoveries	241	-	834	-	-	-	-	-	-	-	-	-	834	-	1,075	834										
Planned Debenture Proceeds	751	3,136	-	-	-	-	-	3,760	2,990	-	1,675	1,675	10,101	1,126	15,115	-										
Total Funding	69,839	7,418	46,992	20,205	11,261	6,097	8,038	12,022	12,189	12,173	10,707	16,658	156,343	13,766	247,366	70,448										

**Paramedic Services
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
H54301 : Vehicles - New	15,215	-	-	-	-	-	142	-	15,073	-
H54510 : Paramedic Response Station 32 - Maple	5,167	-	-	1,292	-	-	-	-	3,875	-
H54520 : Vehicles - Replacement	53,101	-	53,101	-	-	-	-	-	-	-
H54521 : EMS Electric Vehicle Pilot	1,724	-	-	890	-	-	-	834	-	-
H54600 : Medical Equipment Replacement	26,887	-	26,887	-	-	-	-	-	-	-
H54638 : Land Acquisition - Growth	11,787	-	-	3,418	-	-	-	-	8,369	-
H54670 : Paramedic Response Station 20 - Ballantrae	6,032	-	-	3,016	-	-	-	-	3,016	-
H54681 : Paramedic Response Station 33 - Jane & Teston	5,793	-	-	-	-	-	-	-	5,793	-
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	2,990	-	-	-	-	-	-	-	2,990	-
H54686 : Paramedic Response Station 14 - Keswick South	7,203	-	-	-	-	-	-	-	7,203	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	5,604	-	5,604	-	-	-	-	-	-	-
H54697 : Paramedic Response Station - Future Repl & Expand Rebuilds	3,919	-	-	1,960	-	-	-	-	1,960	-
H54698 : Paramedic Response Station - Future Growth Rebuilds	3,919	-	-	568	-	-	-	-	3,351	-
H54699 : Paramedic Response Station 18 Aurora	7,000	-	3,500	-	-	-	-	-	3,500	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	45,029	-	-	-	(45,029)	-
Total Funding	156,343	-	89,093	11,144	45,029	-	142	834	10,101	-

Paramedic Services
2024 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
H54301 : Vehicles - New	4,922	-	-	-	-	-	142	-	4,780	-
H54510 : Paramedic Response Station 32 - Maple	5,167	-	-	1,292	-	-	-	-	3,875	-
H54520 : Vehicles - Replacement	11,844	-	11,844	-	-	-	-	-	-	-
H54521 : EMS Electric Vehicle Pilot	1,724	-	-	890	-	-	-	834	-	-
H54600 : Medical Equipment Replacement	10,407	-	10,407	-	-	-	-	-	-	-
H54638 : Land Acquisition - Growth	6,491	-	-	1,883	-	-	-	-	4,609	-
H54670 : Paramedic Response Station 20 - Ballantrae	6,032	-	-	3,016	-	-	-	-	3,016	-
H54681 : Paramedic Response Station 33 - Jane & Teston	5,793	-	-	-	-	-	-	-	5,793	-
H54686 : Paramedic Response Station 14 - Keswick South	7,203	-	-	-	-	-	-	-	7,203	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	3,865	-	3,865	-	-	-	-	-	-	-
H54699 : Paramedic Response Station 18 Aurora	7,000	-	3,500	-	-	-	-	-	3,500	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	32,776	-	-	-	(32,776)	-
Total Funding	70,448	-	29,615	7,080	32,776	-	142	834	-	-

**Long-Term Care/Seniors' Services
2024 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H52006 : Unionville Seniors Hub	-	-	2,501	-	-	-	-	-	-	-	-	-	2,501	-	2,501	2,501
H55245 : Resident Beds and Lifts	2,650	227	1,496	217	217	211	286	217	217	731	371	217	4,177	-	7,054	1,713
H55286 : Scheduling Software	905	-	223	-	-	-	-	-	-	-	-	-	223	-	1,128	223
H59405 : Long-Term Care Act Regulations Compliance	3,052	903	1,242	200	412	2,324	412	200	412	200	412	200	6,015	-	9,971	1,442
H59415 : Long-Term Care & Adult Day Centres - Modernization	2,264	135	3,240	159	159	-	446	159	398	372	584	372	5,890	-	8,288	3,399
H59445 : Nurse Call System	126	642	766	-	-	-	-	-	-	637	212	-	1,616	-	2,383	766
H59446 : Long Term Care Nursing Station	-	-	220	2,044	-	-	-	-	-	-	-	-	2,264	-	2,264	2,264
H59455 : Technology Upgrade	131	265	1,016	200	-	-	876	398	-	1,062	226	-	3,778	-	4,174	1,216
Total Expenditures	9,127	2,172	10,704	2,820	788	2,535	2,020	974	1,027	3,001	1,806	788	26,464	-	37,763	13,523
Funding Sources:																
Program Specific & General Capital Reserves	4,020	-	-	-	-	-	-	-	-	-	-	-	-	-	4,020	-
Asset Replacement Reserves	1,556	1,269	8,359	2,820	788	2,535	2,020	974	1,027	3,001	1,806	788	24,119	0	26,944	11,178
Debt Reduction Reserve	2,693	-	-	-	-	-	-	-	-	-	-	-	-	-	2,693	-
Development Charge Reserves	-	-	48	-	-	-	-	-	-	-	-	-	48	-	48	48
Grants & Subsidies	859	903	2,297	-	-	-	-	-	-	-	-	-	2,297	-	4,060	2,297
Total Funding	9,127	2,172	10,704	2,820	788	2,535	2,020	974	1,027	3,001	1,806	788	26,464	-	37,763	13,523

**Long-Term Care/Seniors' Services
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
H52006 : Unionville Seniors Hub	2,501	-	786	-	48	-	1,667	-	-	-
H55245 : Resident Beds and Lifts	4,177	-	4,177	-	-	-	-	-	-	-
H55286 : Scheduling Software	223	-	223	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	6,015	-	5,385	-	-	-	630	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	5,890	-	5,890	-	-	-	-	-	-	-
H59445 : Nurse Call System	1,616	-	1,616	-	-	-	-	-	-	-
H59446 : Long Term Care Nursing Station	2,264	-	2,264	-	-	-	-	-	-	-
H59455 : Technology Upgrade	3,778	-	3,778	-	-	-	-	-	-	-
Total Funding	26,464	-	24,119	-	48	-	2,297	-	-	-

**Long-Term Care/Seniors' Services
2024 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
H52006 : Unionville Seniors Hub	2,501	-	786	-	48	-	1,667	-	-	-
H55245 : Resident Beds and Lifts	1,713	-	1,713	-	-	-	-	-	-	-
H55286 : Scheduling Software	223	-	223	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	1,442	-	812	-	-	-	630	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	3,399	-	3,399	-	-	-	-	-	-	-
H59445 : Nurse Call System	766	-	766	-	-	-	-	-	-	-
H59446 : Long Term Care Nursing Station	2,264	-	2,264	-	-	-	-	-	-	-
H59455 : Technology Upgrade	1,216	-	1,216	-	-	-	-	-	-	-
Total Funding	13,523	-	11,178	-	48	-	2,297	-	-	-

Housing Services 2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals										Capital Spending Authority				
	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032		2033	Ten-Year Total	Balance to Complete	Total Project Cost
Gross Expenditures:															
H67510 : Pre-Development Costs	2,625	200	200	200	200	200	200	200	200	200	200	2,000	-	4,825	200
H67875 : Regeneration Expansion program	-	-	-	1,857	3,436	3,436	371	1,313	1,313	1,313	1,313	14,352	-	14,352	-
H67876 : Unionville	72,862	423	-	-	-	-	-	-	-	-	-	423	-	86,303	423
H67877 : Housing Regeneration Expansion-New Build	-	2,200	2,000	6,350	3,700	7,750	3,825	3,625	500	-	-	29,950	-	31,950	2,200
H67916 : Woodbridge Redevelopment	42,023	50	-	-	-	-	-	-	-	-	-	50	-	42,853	50
H67919 : Stouffville	20,735	10,816	500	-	-	-	-	-	-	-	-	11,316	-	48,051	11,316
H67924 : Men's Emergency Housing Replacement	1,038	2,000	9,703	9,850	-	-	-	-	-	-	-	21,553	-	23,591	21,553
H67926 : Modular Housing Sutton	3,955	1,020	-	-	-	-	-	-	-	-	-	-	-	4,975	-
H67930 : 62 Bayview Parkway	106	2,000	14,580	31,500	31,500	31,500	374	-	-	-	-	111,454	-	112,560	111,454
H67932 : 14th Avenue Box Grove	-	1,750	5,000	27,000	27,000	500	-	-	-	-	-	65,750	-	67,500	65,750
H67933 : Armitage	-	215	1,000	3,000	3,000	3,000	5,000	5,000	1,388	500	-	22,603	-	22,818	715
H67934 : Nobleview Pine	-	130	500	1,000	3,000	3,000	4,069	-	-	-	-	14,569	-	14,699	500
Total Expenditures	143,344	37,113	23,904	82,757	71,836	49,386	13,839	10,138	3,401	2,013	1,513	294,020	-	474,477	214,161
Funding Sources:															
Program Specific & General Capital Reserves	71,879	3,385	1,635	67,495	53,577	24,368	6,859	4,225	1,080	700	200	178,962	-	254,226	141,332
Asset Replacement Reserves	1,038	1,107	2,926	15,262	8,134	8,134	6,980	5,913	2,321	1,313	1,313	62,439	-	64,584	20,210
Debt Reduction Reserve	-	8,600	-	-	10,125	16,884	-	-	-	-	-	27,009	-	35,609	27,009
Development Charge Reserves	14,524	(3,670)	-	-	-	-	-	-	-	-	-	-	-	10,854	-
Grants & Subsidies	39,702	28,434	19,343	6,267	-	-	-	-	-	-	-	25,610	-	93,746	25,610
Other Recoveries	4,025	-	-	-	-	-	-	-	-	-	-	-	-	4,025	-
Planned Debuture Proceeds	12,176	(743)	-	-	-	-	-	-	-	-	-	-	-	11,433	-
Total Funding	143,344	37,113	23,904	82,757	71,836	49,386	13,839	10,138	3,401	2,013	1,513	294,020	-	474,477	214,161

*Note: Total Project Cost does not include amounts captured in the Priority Projects Pending Senior Government Funding Appendix.

Housing Services 2024 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
H67510 : Pre-Development Costs	2,000	2,000	-	-	-	-	-	-	-	-
H67875 : Regeneration Expansion program	14,352	-	14,352	-	-	-	-	-	-	-
H67876 : Unionville	423	423	-	-	-	-	-	-	-	-
H67877 : Housing Regeneration Expansion-New Build	29,950	29,950	-	-	-	-	-	-	-	-
H67916 : Woodbridge Redevelopment	50	50	-	-	-	-	-	-	-	-
H67919 : Stouffville	11,316	(1,694)	-	-	-	-	13,010	-	-	-
H67924 : Men's Emergency Housing Replacement	21,553	2,501	19,052	-	-	-	-	-	-	-
H67930 : 62 Bayview Parkway	111,454	86,695	-	16,884	-	-	7,875	-	-	-
H67932 : 14th Avenue Box Grove	65,750	50,900	-	10,125	-	-	4,725	-	-	-
H67933 : Armitage	22,603	2,537	20,066	-	-	-	-	-	-	-
H67934 : Nobleview Pine	14,569	5,600	8,969	-	-	-	-	-	-	-
Total Funding	294,020	178,962	62,439	27,009	-	-	25,610	-	-	-

Housing Services 2024 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total		Program Specific & General Capital Reserves		Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
	200	423	200	423								
H67510 : Pre-Development Costs	200		200		-	-	-	-	-	-	-	-
H67876 : Unionville	423		423		-	-	-	-	-	-	-	-
H67877 : Housing Regeneration Expansion-New Build	2,200		2,200		-	-	-	-	-	-	-	-
H67916 : Woodbridge Redevelopment	50		50		-	-	-	-	-	-	-	-
H67919 : Stouffville	11,316		(1,694)		-	-	-	-	13,010	-	-	-
H67924 : Men's Emergency Housing Replacement	21,553		2,501		19,052	-	-	-	-	-	-	-
H67930 : 62 Bayview Parkway	111,454		86,695		-	16,884	-	-	7,875	-	-	-
H67932 : 14th Avenue Box Grove	65,750		50,900		-	10,125	-	-	4,725	-	-	-
H67933 : Armitage	715		57		658	-	-	-	-	-	-	-
H67934 : Nobleview Pine	500		-		500	-	-	-	-	-	-	-
Total Funding	214,161		141,332		20,210	27,009			25,610			

Information Technology Services
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
16755 : Corporate Platforms & Systems	38,658	6,097	19,921	13,755	10,859	3,394	2,364	1,910	2,103	2,313	2,353	3,101	62,073	-	106,828	52,203
16859 : Cyber Security	12,000	5,799	2,521	6,325	1,418	1,095	12,504	1,695	3,045	4,325	417	5,305	38,650	-	56,449	25,558
16895 : End User Devices	61,390	8,586	13,317	10,777	10,740	14,600	11,108	10,528	14,711	10,839	11,254	15,738	123,612	-	193,588	71,070
16896 : Network & Data Centre	44,341	5,537	6,177	4,130	12,849	7,033	2,457	5,582	4,867	7,104	4,432	12,016	66,647	-	116,525	38,228
Total Expenditures	156,389	26,019	41,936	34,987	35,866	26,122	28,433	19,715	24,726	24,581	18,456	36,160	290,982	-	473,390	187,059
Funding Sources:																
Program Specific & General Capital Reserves	56,124	5,013	4,461	4,763	3,837	3,344	2,314	1,660	2,053	2,063	2,303	3,051	29,849	-	90,986	20,379
Asset Replacement Reserves	100,263	21,006	37,475	30,224	32,029	22,778	26,119	18,055	22,673	22,518	16,153	33,109	261,133	-	382,402	166,680
Other Recoveries	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Total Funding	156,389	26,019	41,936	34,987	35,866	26,122	28,433	19,715	24,726	24,581	18,456	36,160	290,982	-	473,390	187,059

**Information Technology Services
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
16755 : Corporate Platforms & Systems	62,073	29,849	32,224	-	-	-	-	-	-	-
16859 : Cyber Security	38,650	-	38,650	-	-	-	-	-	-	-
16895 : End User Devices	123,612	-	123,612	-	-	-	-	-	-	-
16896 : Network & Data Centre	66,647	-	66,647	-	-	-	-	-	-	-
Total Funding	290,982	29,849	261,133	-	-	-	-	-	-	-

**Information Technology Services
2024 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
16755 : Corporate Platforms & Systems	52,203	20,379	31,824	-	-	-	-	-	-	-
16859 : Cyber Security	25,558	-	25,558	-	-	-	-	-	-	-
16895 : End User Devices	71,070	-	71,070	-	-	-	-	-	-	-
16896 : Network & Data Centre	38,228	-	38,228	-	-	-	-	-	-	-
Total Funding	187,059	20,379	166,680	-	-	-	-	-	-	-

Property Services 2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority		
	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032					2033	
Program Group: Rehabilitation and Replacement																
Gross Expenditures:																
14703 : Corporate Facilities Asset Renewal	57,118	8,372	8,295	8,782	4,260	3,526	9,338	6,637	7,008	10,406	2,479	5,572	66,302	-	131,792	14,565
Total Rehabilitation and Replacement	57,118	8,372	8,295	8,782	4,260	3,526	9,338	6,637	7,008	10,406	2,479	5,572	66,302	-	131,792	14,565
Funding Sources:																
Program Specific & General Capital Reserves	1,218	-	-	-	-	-	-	-	-	-	-	-	-	-	1,218	-
Asset Replacement Reserves	54,027	8,372	8,295	8,782	4,260	3,526	9,338	6,637	7,008	10,406	2,479	5,572	66,302	-	128,701	14,565
Grants & Subsidies	492	-	-	-	-	-	-	-	-	-	-	-	-	-	492	-
Other Recoveries	586	-	-	-	-	-	-	-	-	-	-	-	-	-	586	-
Planned Debenture Proceeds	794	-	-	-	-	-	-	-	-	-	-	-	-	-	794	-
Total Rehabilitation and Replacement	57,118	8,372	8,295	8,782	4,260	3,526	9,338	6,637	7,008	10,406	2,479	5,572	66,302	-	131,792	14,565

Program Group: Business Initiatives

Gross Expenditures:																	
14733 : Development of New Facilities	24,245	2,825	-	-	45,671	7,882	58,720	64,157	95,150	-	-	-	-	-	271,581	-	298,651
14740 : Legislative Compliance	2,941	204	100	50	50	50	50	50	50	50	50	50	50	50	550	-	3,695
14755 : Security & Life Safety	4,225	461	395	325	250	250	250	250	250	250	325	325	2,870	-	7,556	-	395
14775 : Property Services Branch General Capital	6,727	661	500	500	500	500	500	500	500	500	500	500	5,000	-	12,388	-	500
14780 : Admin Centre At 17150 Yonge Street	213,313	503	500	-	-	-	-	-	-	-	-	-	500	-	214,316	-	500
14810 : Technology Initiatives	3,503	150	150	650	650	650	650	650	650	650	650	650	6,000	-	9,653	-	150
14831 : Vehicles Purchases	160	60	100	-	-	-	-	-	-	-	-	-	100	-	320	-	100
14835 : Audio-Visual Equipment & Events	3,175	323	142	150	150	150	150	150	150	150	150	150	1,492	-	4,990	-	142
14855 : Renovations of Existing Facilities	34,333	8,272	8,861	4,720	4,386	3,960	1,693	1,693	1,693	5,209	5,188	5,328	42,733	-	85,338	-	17,967
14856 : Furniture Management	558	177	177	177	177	177	177	177	177	177	177	177	1,770	-	2,505	-	177
14861 : Transportation Business Initiatives	6,277	102	-	-	-	-	-	-	-	-	-	-	-	-	6,379	-	-
14901 : Project Management	28,391	4,319	5,388	5,496	5,606	5,718	5,832	5,949	6,068	6,189	6,313	6,439	58,996	-	91,706	-	5,388
90991 : Bus Rapidways Stations Funded	-	(6,456)	12,666	4,438	1,650	104	-	-	-	-	-	-	18,858	-	12,402	-	12,666
Total Business Initiatives	327,849	11,601	28,979	16,506	59,090	19,441	68,023	73,578	104,687	13,175	13,353	13,619	410,450	-	749,899	-	38,085
Funding Sources:																	
Program Specific & General Capital Reserves	24,179	2,810	-	-	-	-	-	-	-	-	-	-	-	-	26,989	-	-
Asset Replacement Reserves	67,997	14,627	15,813	12,068	11,769	11,455	9,302	9,421	9,537	13,175	13,353	13,619	119,511	-	202,134	-	24,919

Property Services
2024 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Debt Reduction Reserve	216,529	468	465	-	45,671	7,882	58,720	64,157	95,150	-	-	-	272,045	-	489,042	465
Development Charge Reserves	5,071	35	35	-	-	-	-	-	-	-	-	-	35	-	5,142	35
Grants & Subsidies	617	(6,441)	12,666	4,438	1,650	104	-	-	-	-	-	-	18,858	-	13,035	12,666
Other Recoveries	6,287	102	-	-	-	-	-	-	-	-	-	-	-	-	6,389	-
Planned Debenture Proceeds	7,169	-	-	-	-	-	-	-	-	-	-	-	-	-	7,169	-
Total Business Initiatives	327,849	11,601	28,979	16,506	59,090	19,441	68,023	73,578	104,687	13,175	13,353	13,619	410,450	-	749,899	38,085
Total Expenditures	384,966	19,973	37,274	25,288	63,349	22,967	77,360	80,215	111,695	23,581	15,832	19,191	476,752	-	881,691	52,650
Funding Sources:																
Program Specific & General Capital Reserves	25,398	2,810	-	-	-	-	-	-	-	-	-	-	-	-	28,208	-
Asset Replacement Reserves	122,024	22,999	24,108	20,850	16,028	14,981	18,640	16,058	16,545	23,581	15,832	19,191	185,813	-	330,836	39,484
Debt Reduction Reserve	216,529	468	465	-	45,671	7,882	58,720	64,157	95,150	-	-	-	272,045	-	489,042	465
Development Charge Reserves	5,071	35	35	-	-	-	-	-	-	-	-	-	35	-	5,142	35
Grants & Subsidies	1,109	(6,441)	12,666	4,438	1,650	104	-	-	-	-	-	-	18,858	-	13,526	12,666
Other Recoveries	6,874	102	-	-	-	-	-	-	-	-	-	-	-	-	6,976	-
Planned Debenture Proceeds	7,963	-	-	-	-	-	-	-	-	-	-	-	-	-	7,963	-
Total Funding	384,966	19,973	37,274	25,288	63,349	22,967	77,360	80,215	111,695	23,581	15,832	19,191	476,752	-	881,691	52,650

Property Services
2024 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
Program Group: Rehabilitation and Replacement										
14703 : Corporate Facilities Asset Renewal	66,302	-	66,302	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	66,302	-	66,302	-	-	-	-	-	-	-
Program Group: Business Initiatives										
14733 : Development of New Facilities	271,581	-	-	271,581	-	-	-	-	-	-
14740 : Legislative Compliance	550	-	550	-	-	-	-	-	-	-
14755 : Security & Life Safety	2,870	-	2,870	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	5,000	-	5,000	-	-	-	-	-	-	-
14780 : Admin Centre At 17150 Yonge Street	500	-	-	465	35	-	-	-	-	-
14810 : Technology Initiatives	6,000	-	6,000	-	-	-	-	-	-	-
14831 : Vehicles Purchases	100	-	100	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,492	-	1,492	-	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	42,733	-	42,733	-	-	-	-	-	-	-
14856 : Furniture Management	1,770	-	1,770	-	-	-	-	-	-	-
14901 : Project Management	58,996	-	58,996	-	-	-	-	-	-	-
90991 : Bus Rapidways Stations Funded	18,858	-	-	-	-	-	18,858	-	-	-
Total Business Initiatives	410,450	-	119,511	272,045	35	-	18,858	-	-	-
Total Funding	476,752	-	185,813	272,045	35	-	18,858	-	-	-

Property Services
2024 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Rehabilitation and Replacement										
14703 : Corporate Facilities Asset Renewal	14,565	-	14,565	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	14,565	-	14,565	-	-	-	-	-	-	-
Program Group: Business Initiatives										
14740 : Legislative Compliance	100	-	100	-	-	-	-	-	-	-
14755 : Security & Life Safety	395	-	395	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	500	-	500	-	-	-	-	-	-	-
14780 : Admin Centre At 17150 Yonge Street	500	-	-	465	35	-	-	-	-	-
14810 : Technology Initiatives	150	-	150	-	-	-	-	-	-	-
14831 : Vehicles Purchases	100	-	100	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	142	-	142	-	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	17,967	-	17,967	-	-	-	-	-	-	-
14856 : Furniture Management	177	-	177	-	-	-	-	-	-	-
14901 : Project Management	5,388	-	5,388	-	-	-	-	-	-	-
90991 : Bus Rapidways Stations Funded	12,666	-	-	-	-	-	12,666	-	-	-
Total Business Initiatives	38,085	-	24,919	465	35	-	12,666	-	-	-
Total Funding	52,650	-	39,484	465	35	-	12,666	-	-	-

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Court And Tribunal Services
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
A1601 : Courtroom Renovations	658	127	238	238	165	139	131	131	131	131	131	131	1,566	-	2,351	238
A1603 : POA Digital Roadmap	-	553	4,997	3,333	1,017	300	-	-	-	-	-	-	9,647	-	10,200	4,997
Total Expenditures	658	680	5,235	3,571	1,182	439	131	131	131	131	131	131	11,213	-	12,551	5,235
Funding Sources:																
Asset Replacement Reserves	658	127	238	238	165	139	131	131	131	131	131	131	1,566	-	2,351	238
Debt Reduction Reserve	-	404	3,648	2,433	742	219	-	-	-	-	-	-	7,042	-	7,446	3,648
Development Charge Reserves	-	149	1,349	900	275	81	-	-	-	-	-	-	2,605	-	2,754	1,349
Total Funding	658	680	5,235	3,571	1,182	439	131	131	131	131	131	131	11,213	-	12,552	5,235

**Court And Tribunal Services
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves		Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
A1601 : Courtroom Renovations	1,566	-	1,566	-	-	-	-	-	-	-	-
A1603 : POA Digital Roadmap	9,647	-	-	7,042	2,605	-	-	-	-	-	-
Total Funding	11,213	-	1,566	7,042	2,605	-	-	-	-	-	-

Court And Tribunal Services
2024 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
A1601 : Courtroom Renovations	238	-	238	-	-	-	-	-	-	-
A1603 : POA Digital Roadmap	4,997	-	-	3,648	1,349	-	-	-	-	-
Total Funding	5,235	-	238	3,648	1,349	-	-	-	-	-

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Financial Initiatives
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
16910 : Corporate Contingency	-	-	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	13,057	200,000	-	200,000	635
Total Expenditures	-	-	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	13,057	200,000	-	200,000	635
Funding Sources:																
Program Specific & General Capital Reserves	-	-	159	2,748	4,492	6,894	6,748	5,880	7,736	7,306	4,772	3,264	50,000	-	50,000	159
Development Charge Reserves	-	-	476	8,245	-	-	-	-	-	-	-	-	8,722	-	8,722	476
Planned Debuture Proceeds	-	-	-	-	13,477	20,682	20,245	17,640	23,208	21,918	14,316	9,793	141,278	-	141,278	-
Total Funding	-	-	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	13,057	200,000	-	200,000	635

**Financial Initiatives
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
16910 : Corporate Contingency	200,000	50,000	-	-	8,722	-	-	-	141,278	-
Total Funding	200,000	50,000	-	-	8,722	-	-	-	141,278	-

Financial Initiatives
2024 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves										Canada Community-Building Fund Reserve
		General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds			
16910 : Corporate Contingency	635	159	-	-	476	-	-	-	-	-	-	-
Total Funding	635	159	-	-	476	-	-	-	-	-	-	-

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YorkNet

2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
11131 : YorkNet Asset Management	-	-	-	-	-	-	-	-	-	-	947	-	947	-	947	947
11133 : Fibre Network	35,031	8,693	8,918	6,778	6,238	6,250	2,804	427	461	111	411	100	32,498	-	76,222	32,498
11134 : Rural Broadband Project	5,733	27,775	39,338	30,245	12,863	6,431	-	-	-	-	-	-	88,877	-	122,385	88,877
Total Expenditures	40,764	36,468	48,256	37,023	19,101	12,681	2,804	427	461	111	1,358	100	122,322	-	199,554	122,322
Funding Sources:																
Program Specific & General Capital Reserves	13,750	524	820	836	609	556	567	-	-	-	-	-	3,388	-	17,662	3,388
Asset Replacement Reserves	-	-	-	-	-	-	-	-	-	-	947	-	947	-	947	947
Debt Reduction Reserve	2,412	11,870	18,516	12,227	9,113	4,556	-	-	-	-	-	-	44,412	-	58,694	44,412
Grants & Subsidies	-	14,030	17,072	14,268	-	-	-	-	-	-	-	-	31,340	-	45,370	31,340
Other Recoveries	4,499	1,875	3,750	3,750	3,750	1,875	-	-	-	-	-	-	13,125	-	19,499	13,125
Canada Community-Building Fund Reserve	20,103	8,169	8,098	5,942	5,629	5,694	2,237	427	461	111	411	100	29,110	-	57,382	29,110
Total Funding	40,764	36,468	48,256	37,023	19,101	12,681	2,804	427	461	111	1,358	100	122,322	-	199,554	122,322

YorkNet
2024 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
11131 : YorkNet Asset Management	947	-	947	-	-	-	-	-	-	-
11133 : Fibre Network	32,498	3,388	-	-	-	-	-	-	-	29,110
11134 : Rural Broadband Project	88,877	-	-	44,412	-	-	31,340	13,125	-	-
Total Funding	122,322	3,388	947	44,412	-	-	31,340	13,125	-	29,110

YorkNet
2024 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
11131 : YorkNet Asset Management	947	-	947	-	-	-	-	-	-	-
11133 : Fibre Network	32,498	3,388	-	-	-	-	-	-	-	29,110
11134 : Rural Broadband Project	88,877	-	-	44,412	-	-	31,340	13,125	-	-
Total Funding	122,322	3,388	947	44,412	-	-	31,340	13,125	-	29,110

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York Regional Police
2024 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
P29061 : Next Generation 911	-	2,048	-	-	-	-	-	-	-	-	-	1,358	1,358	-	3,406	-
P29063 : Helicopter Hangar	-	-	6,000	-	-	-	-	-	-	-	-	-	6,000	-	6,000	6,000
P29064 : Vaughan SubStation	-	-	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500	1,500
Total Expenditures	49,393	22,574	30,517	14,236	18,253	13,611	14,829	17,573	20,189	14,664	34,561	40,810	219,243	-	291,210	36,081
Funding Sources:																
Program Specific & General Capital Reserves	1,018	1,650	3,110	-	-	-	803	219	2,950	-	-	-	7,082	-	9,750	3,110
Asset Replacement Reserves	8,218	8,337	8,423	7,689	6,405	6,532	7,082	7,143	6,978	7,583	7,262	7,559	72,656	-	89,211	12,485
Debt Reduction Reserve	16,615	4,510	4,879	2,396	6,246	2,593	2,305	4,839	4,193	2,515	4,349	7,096	41,411	-	62,536	4,879
Development Charge Reserves	5,855	360	13,905	3,951	5,402	4,286	4,439	5,172	5,868	4,366	20,410	20,645	88,444	-	94,659	15,407
Grants & Subsidies	1,273	-	200	200	200	200	200	200	200	200	200	200	2,000	-	3,273	200
Other Recoveries	79	79	-	-	-	-	-	-	-	-	-	-	-	-	158	-
Planned Debenture Proceeds	16,335	7,638	-	-	-	-	-	-	-	-	2,340	5,310	7,650	-	31,623	-
Total Funding	49,393	22,574	30,517	14,236	18,253	13,611	14,829	17,573	20,189	14,664	34,561	40,810	219,243	-	291,210	36,081

York Regional Police 2024 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
P29010 : Vehicles - Replacement & Additional	65,904	4,322	43,789	-	-	-	-	-	17,793	-
P29011 : Business Intelligence	1,960	-	-	1,432	528	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	1,458	-	1,064	-	394	-	-	-	-	-
P29015 : Specialized Equipment - Telephone	700	-	-	511	189	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	13,209	-	-	-	-	-	-	-	13,209	-
P29018 : Specialized Equipment - Road Safety	816	-	-	596	220	-	-	-	-	-
P29022 : Information Technology Hardware & Software	15,425	1,650	13,775	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	4,660	-	-	3,405	-	-	-	-	1,255	-
P29024 : Digital Evidence and Camera Systems	7,200	-	-	5,256	1,944	-	-	-	-	-
P29028 : Portable and Mobile Radio Replacements	4,704	-	-	3,434	-	-	-	-	1,270	-
P29030 : IT Infrastructure and Applications	4,490	-	970	3,520	-	-	-	-	-	-
P29032 : Data Governance Retention Management	1,000	-	-	730	-	-	-	-	270	-
P29033 : Renovations to Existing Facilities	14,501	-	11,601	-	2,900	-	-	-	-	-
P29034 : Connected Officer	5,964	-	-	4,355	1,609	-	-	-	-	-
P29035 : Closed Circuit	4,716	-	-	1,443	1,273	-	2,000	-	-	-
P29036 : Computer Aided Dispatch - Records Management System	4,200	-	-	3,065	-	-	-	-	1,135	-
P29037 : Marine Patrol Boat	1,520	1,110	-	-	410	-	-	-	-	-
P29042 : Radio System	1,205	-	-	880	325	-	-	-	-	-
P29044 : People Systems	1,210	-	-	883	327	-	-	-	-	-
P29047 : Specialized Equipment - Forensic Equipment	1,996	-	1,457	-	539	-	-	-	-	-
P29048 : YRP Websites	900	-	-	656	244	-	-	-	-	-
P29050 : Air Operations	6,147	-	-	4,487	1,660	-	-	-	-	-
P29052 : District / Major Renovations	36,000	-	-	3,600	-	-	-	-	32,400	-
P29055 : 240 Prospect Renovation	500	-	-	50	-	-	-	-	450	-
P29056 : 145 Harry Walker Parkway	1,500	-	-	150	-	-	-	-	1,350	-
P29059 : Consolidated Leased Premises	8,500	-	-	850	-	-	-	-	7,650	-
P29061 : Next Generation 911	1,358	-	-	1,358	-	-	-	-	-	-
P29063 : Helicopter Hangar	6,000	-	-	600	-	-	-	-	5,400	-
P29064 : Vaughan SubStation	1,500	-	-	150	-	-	-	-	1,350	-

**York Regional Police
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	75,882	-	-	-	(75,882)	-
Total Funding	219,243	7,082	72,656	41,411	88,444	-	2,000	-	7,650	-

**York Regional Police
2024 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
P29010 : Vehicles - Replacement & Additional	13,273	1,460	8,230	-	-	-	-	-	3,583	-
P29011 : Business Intelligence	780	-	-	571	209	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	509	-	372	-	137	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	1,282	-	-	-	-	-	-	-	1,282	-
P29022 : Information Technology Hardware & Software	3,195	1,650	1,545	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	2,020	-	-	1,475	-	-	-	-	545	-
P29030 : IT Infrastructure and Applications	969	-	485	484	-	-	-	-	-	-
P29033 : Renovations to Existing Facilities	1,830	-	1,464	-	366	-	-	-	-	-
P29034 : Connected Officer	390	-	-	285	105	-	-	-	-	-
P29035 : Closed Circuit	400	-	-	92	108	-	200	-	-	-
P29044 : People Systems	800	-	-	584	216	-	-	-	-	-
P29047 : Specialized Equipment - Forensic Equipment	533	-	389	-	144	-	-	-	-	-
P29048 : YRP Websites	600	-	-	438	162	-	-	-	-	-
P29055 : 240 Prospect Renovation	500	-	-	50	-	-	-	-	450	-
P29056 : 145 Harry Walker Parkway	1,500	-	-	150	-	-	-	-	1,350	-
P29063 : Helicopter Hangar	6,000	-	-	600	-	-	-	-	5,400	-
P29064 : Vaughan SubStation	1,500	-	-	150	-	-	-	-	1,350	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	13,960	-	-	-	(13,960)	-
Total Funding	36,081	3,110	12,485	4,879	15,407	-	200	-	-	-

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**Yonge North Subway Extension
2024 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/22	2023 Forecast	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
13100 : Yonge North Subway Extension	-	-	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	73,119	1,120,000	-	1,120,000	1,120,000
Total Expenditures	-	-	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	73,119	1,120,000	-	1,120,000	1,120,000
Funding Sources:																
Program Specific & General Capital Reserves	-	-	889	15,392	25,158	38,606	37,790	32,929	43,322	40,913	26,723	18,280	280,000	-	280,000	280,000
Development Charge Reserves	-	-	2,668	46,175	75,473	115,818	15,472	10,131	-	-	-	16,747	282,483	-	282,483	282,483
Planned Debuture Proceeds	-	-	-	-	-	-	97,898	88,655	129,965	122,739	80,168	38,093	557,517	-	557,517	557,517
Total Funding	-	-	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	73,119	1,120,000	-	1,120,000	1,120,000

**Yonge North Subway Extension
2024 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Canada Community- Building Fund Reserve
13100 : Yonge North Subway Extension	1,120,000	280,000	-	-	-	-	-	-	840,000	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	282,483	-	-	-	(282,483)	-
Total Funding	1,120,000	280,000	-	-	282,483	-	-	-	557,517	-

**Yonge North Subway Extension
2024 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific & General Capital Reserves	Asset Replacement Reserves	Debt Reduction Reserve	Development Charge Reserves	Developer Financing	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Canada Community-Building Fund Reserve
13100 : Yonge North Subway Extension	1,120,000	280,000	-	-	-	-	-	-	840,000	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	282,483	-	-	-	(282,483)	-
Total Funding	1,120,000	280,000	-	-	282,483	-	-	-	557,517	-

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PRIORITY PROJECTS PENDING SENIOR GOVERNMENT FUNDING COMMITMENTS

As the Capital Budget chapter notes, the need to fund the Region’s share of the Yonge North Subway Extension while remaining fiscally sustainable meant that some community housing projects and an expanded bus rapid transit network could not be included in the capital plan presented in the budget book. They can go forward only with the support of senior governments, and to date funding has not been committed. The table below outlines these projects. The capital plan includes spending to advance these projects to a state of readiness however.

Priority Projects Pending Senior Government Funding Commitments

(\$ in 000s)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	10-Year Total
Community and Health Services											
Housing Regeneration Expansion-New Build	-	11,550	24,025	37,017	41,167	58,025	19,583	18,583	500	-	210,450
Nobleview Pine Affordable Housing Development	-	-	22,000	22,000	20,400	-	-	-	-	-	64,400
Armitage Garden Affordable Housing Development	-	-	-	-	10,000	8,000	8,000	1,980	1,000	-	28,980
Subtotal	-	11,550	46,025	59,017	71,567	66,025	27,583	20,563	1,500	-	303,830
York Region Rapid Transit Corporation											
Priority Bus Rapid Transit Construction	-	7,000	7,000	255,267	255,267	255,267	255,267	255,266	248,794	251,128	1,790,256
Subtotal	-	7,000	7,000	255,267	255,267	255,267	255,267	255,266	248,794	251,128	1,790,256
Total Priority Projects Pending Senior Government Funding Commitments	-	18,550	53,025	314,284	326,834	321,292	282,850	275,829	250,294	251,128	2,094,086

Note: The Housing Regeneration Expansion-New Build line includes project sites in Aurora, Stouffville (Phase 2), Markham (Phase 2) and East Gwillimbury.

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GLOSSARY

Accrual	The accrual basis of accounting recognizes revenue in the period in which the transactions or events occurred that gave rise to the revenues, and expenses when the goods or services are acquired, whether or not payment has been made or invoices received.
Amortization	A non-cash expense that represents the fraction of the historical cost of the Region's tangible capital assets that is used up during the reporting period. In the view of the Public Sector Accounting Board, amortization expense reflects the cost of using the asset for the year.
Annual Repayment Limit	The limit set by provincial regulation on a municipality's debt charges, calculated annually by the province as the municipality's "debt and financial obligation limit." The limit is 25% of a municipality's own source revenues, as defined in the regulation and excluding development charge collections. In 2011, the province amended the regulation to allow York Region to increase its limit by adding a growth-related "cost supplement" amounting to 80% of the average of the last three fiscal years of estimated development charge collections.
Audit	An external audit is the highest level of assurance service that an independent Chartered Professional Accountant (CPA), Licensed Public Accountant, performs and is intended to provide a user comfort on financial statements' accuracy.
Assessment Value	Value of property as determined by the Municipal Property Assessment Corporation. It is provided (or "returned") to municipalities in December as the basis for property taxation in the following year.
Assessment Growth, Assessment Growth Revenue	The increase in assessment value during the year as the result of new properties and improvements to existing properties. In preparing a budget, the current year's associated revenue is forecast as part of expected revenues for the following budget year, when the tax on the new or improved property will be levied.
Asset Retirement Obligations	A non-cash accrual expense that represents a legal obligation associated with the retirement of a capital asset.
Balanced Budget	As required for Ontario municipalities under the Municipal Act, municipal budgets must be balanced, i.e., the estimated revenues must be equal to estimated spending.
Bond	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. See also debenture.
Budget	A policy and a financial plan that puts resources in place to implement goals and priorities of the organization, ensuring reliable public service delivery.

Capital Asset	A non-financial asset that is expected to last longer than one year and is designed, built, acquired, developed, or renewed, to deliver Regional services. Examples include roads, buildings, vehicles, land, water mains, paramedic stations, and community housing.
Capital Budget	The budget for the planning, design, construction/acquisition and renewal of the Region's capital assets.
Capital Expenditure	Planned or actual spending on the planning, design, construction/acquisition and renewal of the Region's capital assets.
Capital Reserves	Reserves for future capital spending. Examples include capital asset replacement reserves and development charge reserves.
Capital Spending Authority	Capital Spending Authority (CSA) is the authority from Council to commit funding to a capital project. The authority may span several years for multi-year projects.
Compensation and Inflation	Incremental costs resulting from cost of living adjustments.
Contractual Commitments and Rate Adjustments	Incremental costs resulting from cost or rate increases specified in multi-year contracts or other agreements with service providers.
Contributions to Capital Reserves	Funds contributed to reserves in the operating budget which are used to fund projects in the capital budget.
Contributions to Non-Capital Reserves	Contributions to reserves other than capital reserves.
Conversion	Temporary employee that is converted to permanent. Please see Full-Time Equivalent (FTE) for more details.
Council	The governing body of 21 elected officials plus the Regional Chair that sets policies, direction and priorities for York Region, including the approval of strategies, Regional plans, budgets, and by-laws.
Debenture	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. A debenture is typically issued against the general ability of the borrower to repay, as opposed to being secured by specific assets.
Debt	Money owed by the Region. For Ontario municipalities, debt normally consists of debentures and notes and cash loans from financial institutions, and may also include loans from the municipality's own reserves.
Debt and Financial Obligation Limit	See Annual Repayment Limit.
Department	A unit of York Region that delivers a unique group of services. Departments may be further subdivided into branches and programs.

Development Charges	Fees levied on new residential and non-residential development to help recover costs for growth-related infrastructure. Development charges are set by the Regional Council through a Development Charge Bylaw, which is updated at least every 10 years.
Direct Charges, Allocations and Recoveries	The incremental impact of direct charges and allocations within the departments and the recovery of staffing costs associated with the construction and planning of projects.
Efficiencies and Program Reduction	Includes organizational savings in time and money as a result of operating more cost-effectively, and program adjustments to reflect revenue and spending projections.
Employee	An individual who is hired to perform a task or service, in return for compensation. The individual receives a T-4 slip from York Region. See also full-time equivalent.
Enhancing Service Levels	Increasing the level and quality of services currently provided per capita.
Fees and Charges	Amounts paid by individuals or organizations to the Region for the use of Regional services or facilities; examples include transit fares and charges for long-term care home residency.
Fiscal Year	The year as defined for budgeting and accounting purposes, which in the case of York Region coincides with the calendar year.
Full Time Equivalent (FTE)	A way of standardizing hours worked by employees, calculated by dividing the hours worked in a week by normal full-time hours for the position and multiplied by the proportion of the year worked.
Fund, Fund Balance	See Reserve Fund.
Grant	A financial contribution from another level of government to support a particular function, service or program. A grant can be conditional (restricted to certain uses or requiring certain conditions to be met) or unconditional. See also Subsidy.
Infrastructure	A system of capital assets that deliver such public services as: transportation, water, wastewater, law enforcement, emergency services, and community housing.
Local Municipality	A municipality located within York Region.
Maintaining Existing Service Levels	Committing to keep the existing service level as the population grows, which generally involves higher costs. See also Status Quo.
Municipal Act	A consolidated provincial statute governing the extent of powers and duties, internal organization and structure of municipalities in Ontario.
Net Tax Levy	The portion of the operating budget that must be paid by the tax levy after all other funding sources, including grants and user fees, are taken into account.

Net Debenture Financing of Capital Projects	Debt servicing costs, consisting of principal and interest, netted against contributions from development charge reserve draws.
Operating Budget	Outlines spending to deliver services today and save for future needs.
Operating Impact of Capital	Operating costs of new capital assets as they come into service, including salaries, debt service, maintenance and contract costs, and contribution to reserves.
Policy	A course of action or inaction, a framework, approved by the Regional Council, setting policy goals and providing instruments to address particular problems in the best of public interest.
Principal	The funds provided by borrowing.
Program	A specific service and service level mandated by legislation or Regional Council.
Property Assessment	See Assessment Value.
Reserve	Money designated by Council for a particular purpose that is not held separately from the Region's general financial assets. Interest earned on reserves is reported as operating fund earnings.
Reserve Fund, Reserve Fund Balance	Money designated for a particular purpose that is held separately from the Region's other financial assets. Interest earned on reserves is held within the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council. The reserve fund balance is the amount of money in a reserve fund at a given date.
Status Quo	Cost of continuing the existing levels of service from one budget year to the next, before taking population growth into account. See also Maintaining Existing Service Levels and Enhancing Service Levels.
Subsidy	An amount received from the federal or provincial government to partially or wholly offset the cost of some services delivered by the Region or under contract to the Region. See also Grant.
Supplementary Taxes	Property taxes collected on increased assessment value during the year, before becoming "assessment growth revenue" in the following year. The amount assumed is net of tax write-offs.
Surplus	Total underspending compared to budget. The surplus management policy determines how any surplus is to be allocated to reserves.
Tax Levy	York Region's portion of funds that are collected through property taxes on taxable and payment-in-lieu assessment of the residential, farm, commercial, industrial and other categories of property.