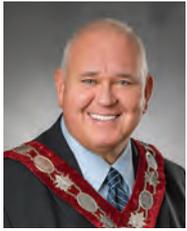




2021 TO 2022 BUDGET
AS APPROVED ON MARCH 25, 2021



Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Don Hamilton
City of Markham



Regional Councillor
Jack Heath
City of Markham



Regional Councillor
Joe Li
City of Markham



Regional Councillor
Jim Jones
City of Markham



Mayor
David Barrow
City of Richmond Hill



Acting Mayor
Joe DiPaola
City of Richmond Hill



Mayor
Maurizio Bevilacqua
City of Vaughan



Chairman & CEO
Wayne Emmerson



Regional Councillor
Carmine Perrelli
City of Richmond Hill



Regional Councillor
Mario Ferri
City of Vaughan



Regional Councillor
Gino Rosati
City of Vaughan



Regional Councillor
Linda Jackson
City of Vaughan



Mayor
Margaret Quirk
Town of Georgina



Regional Councillor
Robert Grossi
Town of Georgina



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

A Message from York Region Chairman and CEO and Members of Regional Council

York Regional Council is pleased to present The Regional Municipality of York's 2021 budget. The combined budget for 2021 is \$3.3 billion, including \$2.6 billion in operating spending and a capital plan of \$763 million.

Over the past year, the COVID-19 pandemic affected every aspect of life in York Region, including Regional government operations. Through pandemic response and planning for recovery, finding efficiencies, re-allocation of staff and service adjustments, York Region continues to provide excellent service to more than 1.2 million residents while preparing for future growth. The 2021 budget will support continued delivery of important services such as pandemic response and recovery.

With additional support from senior levels of government, the approved budget includes a tax levy increase of 1.54%, a reduction from the previously endorsed outlook of 2.96%. The entire tax levy increase will be contributed to reserves for growth-related capital projects and renewal of existing assets, supporting a 10-year capital plan of \$7.8 billion out to 2030.

Recognizing the Region's underlying strengths, Moody's Investors Service and S&P Global Ratings have maintained York Region's credit ratings of Aaa and AA+ with a positive outlook, respectively. Both agencies note York Region's strong financial management, built on a Regional Fiscal Strategy that manages debt levels while enabling the capital investments needed to invest in a prosperous future.



Acting Regional Councillor
Godwin Chan
City of Richmond Hill



Mayor
John Taylor
Town of Newmarket



Regional Councillor
Tom Vegh
Town of Newmarket

TABLE OF CONTENTS

Executive Summary	5
Planning and Budgeting at York Region	13
Budget Context	23
The Operating Budget	35
The Capital Budget	51
Accrual Budget Presentation	61
Transportation Services	69
York Region Rapid Transit Corporation	85
Environmental Services	95
Community and Health Services	121
Corporate Management and Governance	157
Court Services	171
Financial Initiatives	181
External Partners	187
YorkNet	193
York Regional Police	203
Long-Term Financial Planning	213
Appendix	225
Glossary	319

*Numbers throughout the book may not add due to rounding



BUDGET RELATED MATERIALS

York Region website

York.ca

York Region Budgets page, including:

York.ca/Budgets

- Budget Book
 - Budget Infographic
 - Capital Budget Backgrounder
 - Operating Budget Backgrounder
-

York Region 2021 Budget (Video)

[Youtube.com > York Region 2021 Budget](https://www.youtube.com/watch?v=...)

York Region Media Release

York.ca > [Newsroom](#) > [News](#) > [search bar](#) > [yorkregionalcouncilapproves2021budget](#)

York Region COVID-19 web page

York.ca/COVID19

2019 to 2023 Strategic Plan and Progress Report(s)

York.ca/StratPlan

York Region Plans, Reports and Strategies

York.ca > [About](#) > [Plans, Reports and Strategies](#)

York Region Transit website

YRT.ca

York Regional Police website

YRP.ca

York Region Rapid Transit Corporation website

Vivanext.com



EXECUTIVE SUMMARY

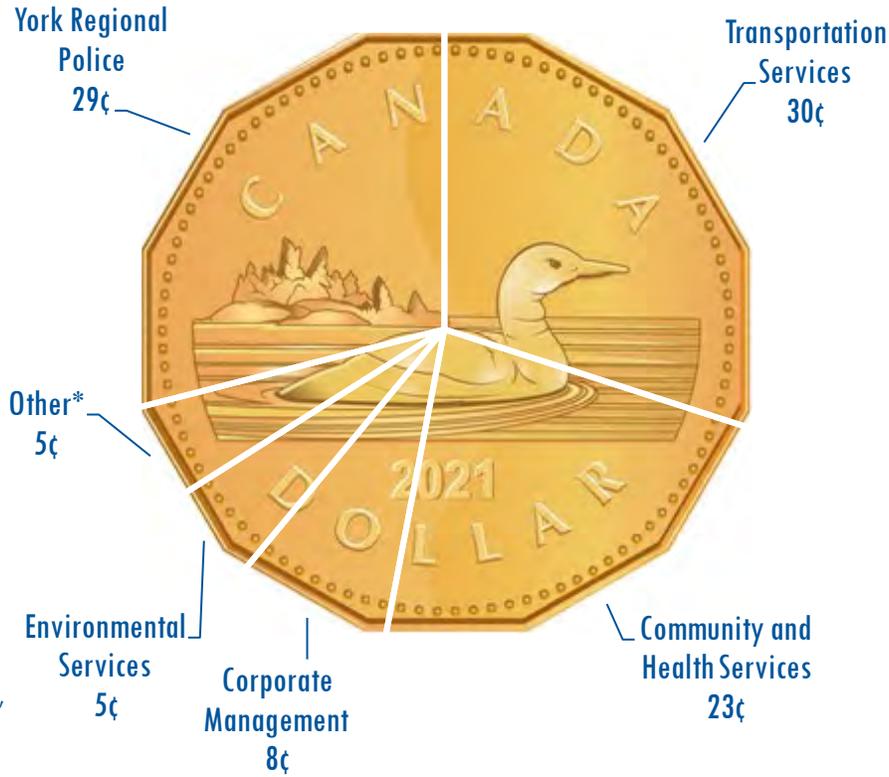
The 2021 budget includes \$2.6 billion in operating costs and a property tax levy increase of 1.54%. The Region is planning capital investments of \$763.2 million in 2021, part of a 10-year capital plan of \$7.8 billion.



YORK REGION'S 2021 BUDGET

\$3.3 billion { **\$2.6 billion** Operating costs + **\$763 million** Capital costs

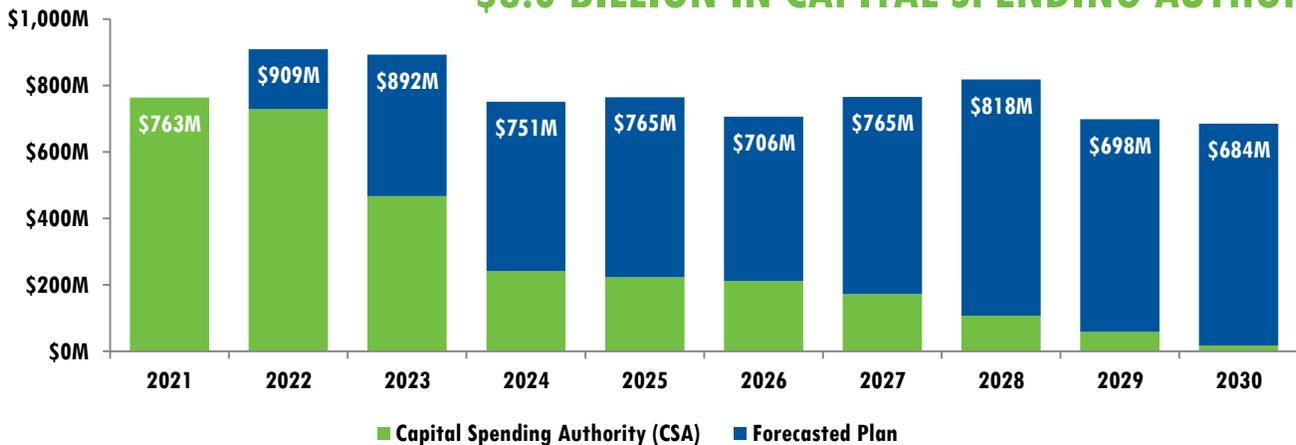
Operating Budget: How the tax dollar is spent



*Other includes: Financial Initiatives, External Partners, York Region Rapid Transit Corporation, YorkNet and Court Services

Capital Budget: 10-year capital plan

\$7.8 BILLION OVER 10 YEARS
\$3.0 BILLION IN CAPITAL SPENDING AUTHORITY



2021-2022 BUDGET POSITIONS THE REGION FOR RECOVERY

The 2021-2022 budget for York Region will fund strong ongoing efforts to contain the COVID-19 virus that triggered a global pandemic in 2020, while supporting mass immunizations and recovery from the economic and social impacts of the virus. It also reflects other Regional priorities that advance the Region's vision of strong, caring and safe communities.

The budget lays out total spending of \$2.6 billion for operations in 2021 and a similar outlook for 2022, the final year of the current four-year budget cycle. The tax levy will fund about half of operating spending in both years.

Spending for Community and Health Services, particularly Public Health, will remain higher in 2021 and 2022 than originally planned as a result of the COVID-19 pandemic, while transit ridership is expected to remain well under forecast, resulting in significantly lower revenues in both years.

The approved budget reflects the inclusion of \$37.8 million in additional provincial government funding that was announced after the proposed budget for 2021-22 was tabled in February 2021, of which \$16.7 million is for transit. This funding will offset expected pandemic-related pressures in 2021, enabling the Region to reduce the tax levy increase for 2021 to 1.54% from the initially proposed 2.96%. The tax levy funding will be used to build reserves for future capital projects, reducing the Region's borrowing needs.

In the tabled budget, the Region offset pressures by finding new savings, applying senior government funding and using reserves, including the new Pandemic Management Reserve established by Regional Council in December 2020. With the additional provincial support, the reserve is not expected to be needed in 2021. The Operating Budget and Financial Initiatives chapters provide further details.

With a 10-year capital plan of \$7.8 billion in 2021, up by \$642 million from the 10-year plan of a year ago, this budget continues the Region's commitment to capital infrastructure to meet the growing and evolving needs of the Region.

The operating and capital budgets support priorities that reflect *Vision 2051*, the Region's long-term vision for its future, and the *2019 to 2023 Strategic Plan*. The following are examples of alignment between budget items and the four high-level community result areas in the Strategic Plan.



ECONOMIC
VITALITY

PRIORITY:

INCREASE ECONOMIC PROSPERITY

- Leveraging the YorkTrax development tracking tool to streamline processes and achieve faster turnaround times, for about 1,000 development applications annually, while ensuring that development is aligned with the Growth Plan mandate and infrastructure investments
- Investing \$9.7 million to build an additional 114 kilometres of fibre network in 2021, including 137 Regional, 63 local and 6 York Regional Police connections, increasing connectivity in rural areas and helping to facilitate economic opportunity for businesses and citizens
- Fostering an environment that attracts businesses and grows employment by continuing to implement the Region's Economic Development Action Plan
- Investing \$3.3 billion over the next ten years into roads and transit infrastructure to support the efficient movement of people and goods
- Maintaining 4,300 lane kilometres of urban and rural roads



PRIORITY:

SUPPORT COMMUNITY HEALTH, SAFETY AND WELL-BEING

- Leading COVID-19 case and contact management, mass immunization program, as well as enforcement of pandemic-related restrictions, education and regular communication with residents
- Building two new paramedic stations and redeveloping two more over the next two years, and adding 31 paramedic staff over the same timeline to ensure the Region continues to meet response time targets
- Constructing close to 500 new affordable housing units within the Region to grow the housing network from about 6,900 units today to almost 7,400 by 2025
- Adding 57 staff over two years to York Regional Police to address population growth, workload pressures and maintain quality police administrative services
- Delivering 119 billion litres of clean and safe drinking water annually to protect public health



PRIORITY:

BUILD SUSTAINABLE COMMUNITIES AND PROTECT THE ENVIRONMENT

- Investing \$2.8 billion in water and wastewater infrastructure over the next ten years to support the continued growth of the communities and renew the existing water and wastewater network
- Maintaining the current waste diversion rate at 94%, despite softening markets for our recyclables, and working with the province, local municipalities and producers to facilitate a smooth transition to full producer responsibility
- Investing in streetscaping and green infrastructure, including planting 150,000 trees and shrubs in the next two years, to prevent and reduce the impacts of climate change, and to maintain and enhance green spaces



PRIORITY:

DELIVER TRUSTED AND EFFICIENT SERVICES

- Focusing on effective response to COVID-19, providing support to residents and businesses and leading the Region's recovery efforts through providing safe, continuous services, and reliable technological support to staff and residents, and adapting budget and programs in response to pandemic, including redeployment of staff to help with additional pressures
- Continuing to grow the Region's asset base and ensuring financial sustainability through prudent debt and reserve management, today and long into the future

The Region uses multi-year budgeting to better align spending with priorities in the four-year Strategic Plan. This approach also provides greater clarity about activities and funding in future years and improves fiscal discipline, while still allowing flexibility in case of unexpected developments.

PANDEMIC-RELATED PRESSURES ON OPERATING BUDGET WILL CONTINUE

The Regional operating budget outlines gross spending of \$2.6 billion in 2021. This would be \$52 million higher than last year's outlook for 2021, reflecting continuing pressures related to the COVID-19 pandemic.

In 2021, the share of spending funded by the tax levy will be 47.3%, compared to 48.2% in 2020. This reflects additional provincial funding announced after the initial tabling of the budget.

The gross operating budget includes an increase of \$93.0 million or 14.2% for Community and Health Services compared to outlook. Public Health, Paramedics, Seniors' Services, Social Services and Homelessness Community Programs, all of which are within Community and Health Services, face high continuing needs related to containing the virus and responding to outbreaks, especially among vulnerable populations. Public Health and other areas of the department will also be involved in delivering a mass COVID-19 immunization program to the Region's 1.2 million residents in 2021.

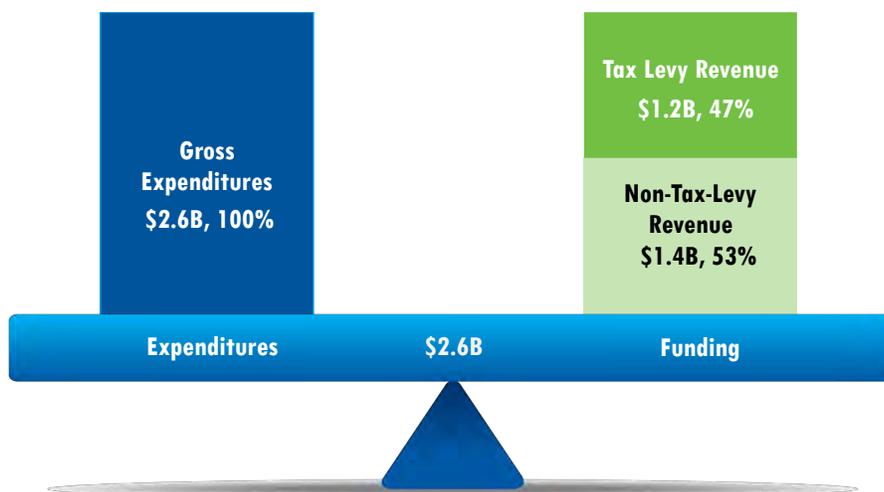
The outlook beyond 2021 is based on the assumption that widespread immunization, expected to begin early in 2021, will be largely complete and effective by 2022. The possibility of continuing immunization and response measures, as well as COVID-19 recovery efforts, in 2022 would increase the Community and Health Services operating budget by \$32.3 million, or 4.9%, from the pre-pandemic outlook. This would be a decline of \$51.3 million from the budgeted amount for 2021, as the 2021 budget includes significant additional resources for both continuing to control the virus's spread and carrying out the bulk of vaccinations.

YORK REGION SERVICES

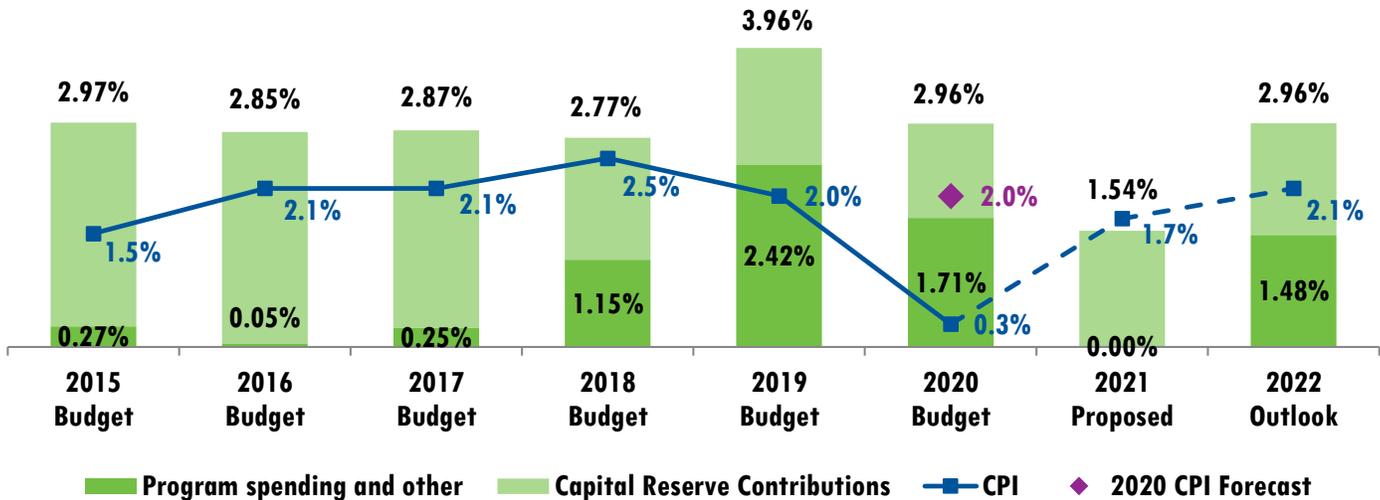
York Region provides services to residents, often working in concert with its nine local municipal partners—the towns of Aurora, Newmarket, East Gwillimbury, Georgina and Whitchurch-Stouffville, Township of King, and cities of Markham, Richmond Hill and Vaughan.

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 and community planning.

York Region's operating budget summary



Annual tax levy increases



Note: The solid CPI line reflects Toronto CMA actuals, the dotted line is a forecast from the Conference Board of Canada and the diamond reflects the forecast used for the 2020 Budget.

In approving the 2021 budget, Regional Council directed staff to investigate ways of reducing the 2022 operating outlook, which currently aligns with a tax levy increase of 2.96%.

Several factors will need to be considered in determining the tax levy for 2022. Other sources of revenue, particularly transfers from senior levels of government, are expected to fall in 2022 as most pandemic-related support programs end. The Region's own-source revenues, such as transit fares, are forecast to increase from 2021, but at below-historic rates. The Pandemic Management Reserve is expected to be available to help manage some budget pressures.

By 2022, most program areas across Regional government will have been under major budget constraint for two years as resources shifted to pandemic response and recovery. With gradual recovery, there will be a greater ability to focus on ongoing drivers of need: serving population growth, encouraging economic activity, meeting rising expectations about service quality, and dealing with the impacts of urbanization, aging and other demographic factors. The budget will also need to address a heavier regulatory burden and rising cost of living.

The Region continues to face pressures related to changes in provincial priorities. Decreases in cost-sharing and funding amounts, changes to the structure of existing grants, and the need to deliver mandated new programs are affecting Community and Health Services in particular. Although the province delayed many of these initiatives in 2020 in response to the pandemic, activity is expected to resume in 2021 and beyond.

Saving for future needs and unforeseen events is a key aspect of budgeting. The graph above shows the Region's commitment to building adequate reserves for these purposes, while finding operating efficiencies to contain cost pressures.

Commitment to cost containment was particularly important for the 2021-2022 budget. Every part of Regional government looked for savings to allow for a 2.96% tax levy increase, in line with the multi-year budget previously endorsed by Regional Council, while major new operating pressures were addressed. When additional provincial funding became available, the tax levy increase could be significantly reduced.

Revenues from sources other than the tax levy are expected to amount to \$1.36 billion in 2021 and \$1.33 billion in 2022. These sources were budgeted to provide \$1.28 billion in 2020, but actual results were \$1.26 billion. This was largely due to pandemic-related changes in various components.

The share of the budget funded by non-tax-levy revenues is forecast to be 52.7% in 2021, against a budgeted level of 51.8% for 2020. It would then drop to 51.2% in 2022, based on the current outlook for the 2022 tax levy increase, reflecting expected continuing weakness in transit fare and court revenues as a result of the pandemic, and a return to minimal growth in senior government transfers with the end of most pandemic-related funding.

CAPITAL PLAN BUILDS FOR GROWTH AND RENEWS THE ASSET BASE

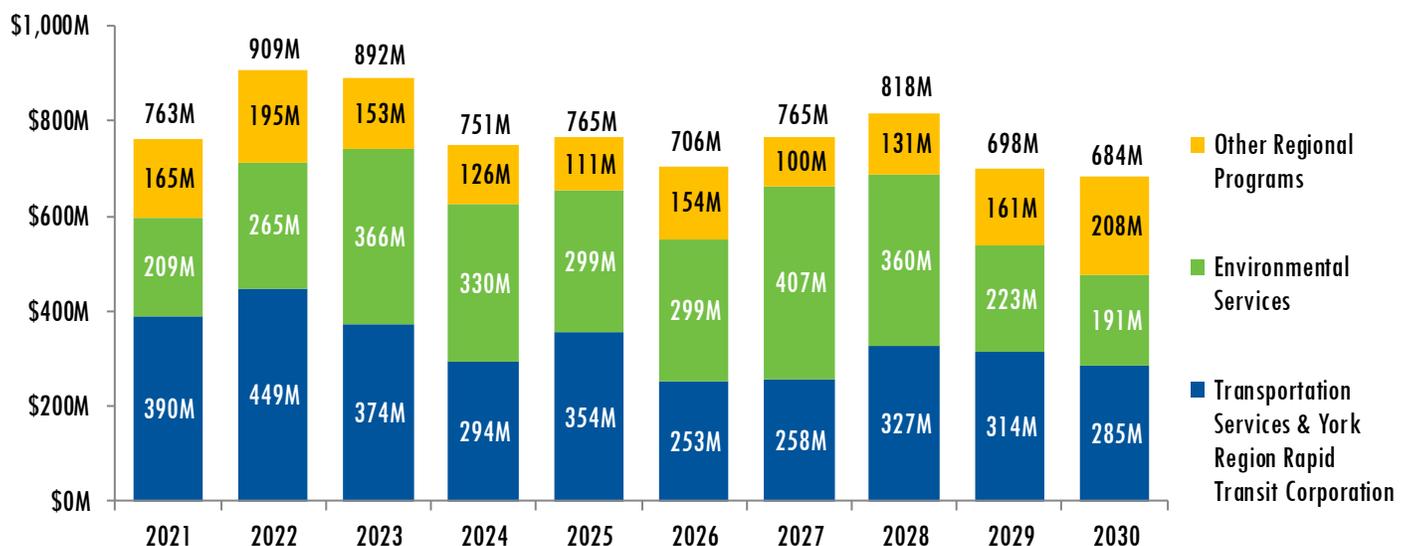
York Region’s capital plan from 2021 to 2030 totals \$7.8 billion, up by \$642 million from the 10-year plan laid out in the 2020 budget. This reflects higher planned spending on both growth-related capital and asset renewal. The majority of projects will be carried out by Transportation Services and Environmental Services.

Expected capital spending to meet the needs of growth out to 2030 is \$4.6 billion. Roads projects account for just under \$1.5 billion of this, and wastewater projects are expected to total about \$1.4 billion. The remaining growth projects largely reflect planned investments in water systems and new Regional facilities.

The Region’s first Corporate Asset Management Plan, released in 2018, estimated that 93% of the Region’s assets were in fair or better condition, but noted that many were reaching the middle stages of their useful lives and would soon need renewal. This need underpins planned spending of \$3.2 billion over the next 10 years for asset renewal.

Capital Spending Authority is the authority from Council to commit funding to capital projects which, for large projects, may span several years. This budget requests \$3.0 billion in Capital Spending Authority, and includes \$763.2 million in proposed spending for 2021.

Capital investment remains strong



FINANCIAL PLANNING EMPHASIZES FAIRNESS AND PRUDENCE

Long-term financial sustainability for the Region depends on meeting capital spending needs in a way that is fair to current and future residents and does not rely unduly on debt. 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 (often referred to as “intergenerational equity”).

To cover capital costs without issuing tax levy or user rate debt, the Region builds up reserves in advance of need. Development charge debt is used prudently to bridge the timing difference between when a growth-related asset is built and when it is paid for by development charges.

The graph above shows total debt and its components, including the continuing decline in debt supported by user rates or the tax levy. To keep development charge debt at an appropriate level, the fiscal strategy uses the capital plan to ensure projects are built at a pace that closely matches population growth.

Since 2019, the Region has held more in reserves than it owes in debt, making it a net investor. Most of the Region’s reserves are tax levy funded while the outstanding debt will be repaid from future development charges. This is expected to continue in 2021 and 2022, with reserves projected at \$3.3 billion by 2022 year end, while the forecast for debt at that point is \$2.6 billion.

Outstanding debt to remain below 2017 peak



The Region’s strong fiscal position is reflected in its credit ratings. In 2020, both Moody’s Investors Service and S&P Global Ratings reaffirmed their credit ratings for York Region. The Moody’s rating is Aaa/Stable, the highest possible. While S&P’s is slightly lower at AA+, in 2019 it upgraded the outlook for the Region from stable to positive and maintained that outlook in 2020.



PLANNING AND BUDGETING AT YORK REGION

are guided by Council's vision of strong, caring and safe communities.



VISION 2051: THE PATH TO A SUCCESSFUL FUTURE

Council's vision of strong, caring and safe communities is reflected in the eight goal areas of *Vision 2051*:

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

Vision 2051 complements the Regional Official Plan, which outlines the policies that guide economic, environmental and community planning decisions.



WORKING TOWARDS THE VISION: THE STRATEGIC PLAN

The Strategic Plan is a four-year plan that identifies the critical steps needed over each term of Council to work towards achieving *Vision 2051*, the long-range vision for the Region. Each Strategic Plan is developed in parallel with a new four-year budget that supports the plan.

Regional Council endorsed the *2019 to 2023 Strategic Plan*, along with the proposed four-year budget, in early 2019.

The Strategic Plan maps the desired outcomes of *Vision 2051* onto four Community Result Areas, as the graphic above shows. For each term of Council, the Region identifies its priorities within each Community Result Area, as shown on the next page.

The Region tracks and reports regularly on its performance against the plan. Performance measures are designed to answer three questions:

- How much did we do?
- How well did we do it?
- Are the people we serve better off?

2019 to 2023 Strategic Plan - Community result areas, priorities and objectives



The Region's senior management team carries out regular reviews to support progress on the Strategic Plan. These reviews monitor and report on the progress of performance measures and key activities in the Strategic Plan and devise plans to ensure those falling behind or requiring resolution receive attention.

Progress on the Strategic Plan is reported to Council each year. The [2019 to 2023 Strategic Plan Year 2 \(2020\) Progress Report](#) presented to Regional Council in May 2021 reported 23 of 31, or 74%, of the performance measures were trending in the desired direction.

The COVID-19 pandemic is expected to have significant impacts on progress on some performance measures. Results have been reported to Regional Council and made publicly available in May 2021 at York.ca/StratPlan. The following two pages list performance measures in each of the Community Result Areas.

2019 TO 2023 STRATEGIC PLAN YEAR 2 (2020) PROGRESS REPORT

SUMMARY: 23 of 31 = 74% of Performance Measures Trending in the Desired Direction

Result Area	Performance Measure	Historical Data			YEAR 1 2019	YEAR 2 2020	Baseline Trend
		2016	2017	2018			
Economic Vitality	Increase % of business engagements resulting in business retention, expansion and attraction	44%	45%	37%	53%	61%	
	Maintain # of transit ridership per capita	20.7	20.8	20	19.8	9.5	
	Increase # of kilometres of bus rapidways	8.70	12.30	12.30	27.30	33.70	
	Increase # of people and employment within 500 metres of transit	Data not available for reporting		241,000	257,000	265,000	
	Maintain % of on-time performance on all transit routes	94.58%	94.14%	91.45%	91.48%	94.74%	
	Increase # of road lane kilometres	4,174.51	4,229.70	4,265.12	4,293.00	4,318.00	
Healthy Communities	Maintain % of residents that rate York Region as a safe place to live	96%	96%	94%	95%	96%	
	Maintain police emergency (Priority 1) response time in minutes	7:12	7:06	7:00	6:50	6:44	
	Maintain % of municipal drinking water samples meeting Ontario Drinking Water Standards	99.96%	99.93%	99.89%	100.00%	99.98%	
	Increase % of regional roads with sidewalks and/or dedicated bike lanes in urban areas	Data not available for reporting		88%	84%	85%	
	Increase % of 17-year-old students in compliance with Immunization of School Pupils Act	59.15%	86.43%	91.83%	92.00%	Data not available for reporting	
	Increase % of food service premises with a certified food handler at all times	47%	52%	68%	77%	Data not available for reporting	
	Increase % of York Region clients receiving help to improve their housing stability	Data not available for reporting					
	Maintain paramedic response time for emergency response services to meet Council approved targets	80%	78%	76%	76%	76%	
	Increase # of advocacy activities related to long-term care beds	Data not available for reporting		3	13	10	
	Decrease # of days to determine York Region residents' eligibility for social assistance	9	9	8	8	3	
	Decrease # of children with an immediate need waiting for subsidized childcare	1,957	1,258	1,575	2,152	1,855	
	Increase % of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness	Data not available for reporting			83%	81%	

*NOTE: 2018 as baseline year and considered trending in the right direction compared to inflation, 2020 data may be subject to change based on finalized FIR data.

LEGEND	= Trending in the desired direction	= Not trending in the desired direction	= Collecting data
	**Performance measures negatively impacted due to the COVID-19 pandemic.		

For more information visit york.ca/stratplan



Result Area	Performance Measure	Historical Data			YEAR 1 2019	YEAR 2 2020	Baseline Trend	
		2016	2017	2018				
Sustainable Environment	Maintain % of wastewater receiving treatment	99.99%	99.97%	99.99%	100.00%	99.97%	●	
	Maintain % of residential solid waste diverted from landfill	91%	93%	94%	94%	93%	●	
	Decrease # of megalitres of treated water consumed per 100,000 population	10,718	9,605	9,855	10,004	10,368	●	
	Decrease # of per capita greenhouse gas emissions across Regional operations in tonnes	69.70	64.80	65.20	65.40	55.50	●	
	Increase % of growth occurring within the built-up areas	44.5%	46.9%	59.3%	75.0%	59.0%	●	
	Increase % of development applications meeting timeline commitments	Data not available for reporting			100%	100%	●	
	Maintain # of trees and shrubs planted annually through the Regional Greening Strategy Program	93,188	85,464	101,122	102,332	60,539	●**	
Good Government	Maintain / Improve comparative \$ of operating cost per unit of service*	0.86	0.91	1.00	1.01	0.95	●	
	Increase % of public-facing transactions that can be completed online or with a mobile device	Data not available for reporting			60%	73%	75%	●
	Increase % of reserve-to-debt ratio	79%	86%	99%	111%	117%	●	
	Maintain % of regional assets with a condition assessment rating of fair or better condition	Data not available for reporting	91%	90%	87%	86%	●	
	Maintain % of York Region residents that are satisfied with Regional government	86%	78%	75%	81%	87%	●	
	Increase # of open data sets	163	177	214	228	228	●	

THE BUDGET IS ALIGNED WITH THE FOUR-YEAR STRATEGIC PLAN

The Regional budget allocates resources to allow the organization to achieve the priorities and objectives outlined in the Strategic Plan.



Budget planning supports and strengthens this alignment. In developing their budgets, departments and other Regional entities identify the main Community Result Areas that their services support and assess their existing and planned activities in light of Strategic Plan priorities. Regional entities outside the departmental structure, such as York Regional Police, also have their own business plans to guide how they allocate resources.

The Strategic Plan captures the Region's 15 core services:

- Children's Services
- Court Services
- Economic Development
- Forestry
- Long-Term Care
- Paramedic Services
- Planning
- Police Services
- Regional Roads
- Social Assistance
- Transit
- Waste Management

Anchoring the Strategic Plan to core services ensures the Region continues to meet its legislative obligations while remaining flexible and responsive to residents' changing needs. There are numerous examples of how budget initiatives support specific and measurable goals in the Strategic Plan.

The budget continues to invest in the priority of **increasing economic prosperity**. The Innovation Investment Reserve Fund is available for major transformational initiatives that promote business competitiveness in the Region and in 2020 provided support for small businesses affected by COVID-19. As well, support for the YorkNet fibre optic network is allowing third-party providers to improve broadband capacity, especially in underserved areas, facilitating economic activity.

Several budget initiatives help to advance the priority of **supporting community health, safety and well-being**. In the current budget for Community and Health Services, resources for Public Health and Paramedic Services support ongoing response to the COVID-19 pandemic and are helping to stop the spread of the virus. Funding for Environmental Services and York Regional Police supports other goals under this priority.

Funding across the organization supports the priority of **building sustainable communities and protecting the environment**. In Environmental Services, the updated Water and Wastewater Master Plan is incorporating the integrated management approach called One Water. This approach is intended to reduce pressures on the environment by recognizing that not all uses of water require treatment to drinking water standards. It leverages the value of other sources, including rainwater, run-off and treated wastewater, and matches each source to its best use. Within Transportation Services, York Region Transit recently purchased its first six electric buses and plans to add six more in its current capital plan. Investments in light-emitting diode (LED) lighting are reducing energy use in Regional facilities.

Through the budget, the Region is also working towards the priority of **delivering trusted and efficient services**. The Regional Fiscal Strategy, a Finance department responsibility, continues to improve the ratio of reserves to debt by setting reserve contributions through the budget. Among these are reserves for asset management, which help ensure assets are in a state of good repair and maintain the percentage of Regional assets with a condition assessment rating of fair or better. The budget for Corporate Services supports adding to the Region's publicly available open data sets.

While these examples are not exhaustive, they underscore the close links throughout the budget between Strategic Plan performance measures and the allocation of resources through the budget.

Budget reviews with senior management provide a check on the alignment between budget proposals and the Strategic Plan. These reviews also look at whether the proposed ways of achieving outcomes are as cost-effective as possible. Annual reporting on performance monitors progress towards desired outcomes.

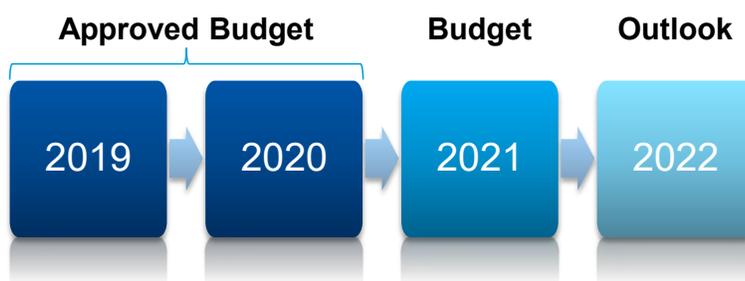
The connections between the Strategic Plan objectives and performance measures and the allocation of resources are further strengthened by multi-year budgeting, which allows a longer-term view of how to direct financial resources towards the priorities over this term of Council.

MULTI-YEAR BUDGETING IMPROVES PLANNING, REDUCES UNCERTAINTY

Multi-year budgeting aligned with the term of council was first adopted in 2015. The Region's multi-year budget provides, at the start of each council term, a proposed budget for the upcoming year for Council to review, and an outlook for the remaining three years. In each of the following three years, an updated budget is presented with the outlook reduced by one year.

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

- Planning more effective programs and projects by looking at underlying demand and external factors beyond one year
- Improving fiscal discipline by showing the longer-term spending impacts of choices



- Reducing uncertainty about future tax levies
- Providing a longer-term outlook to outside organizations that rely on the Region for a share of their funding, which enables them to plan and deliver their programs more efficiently

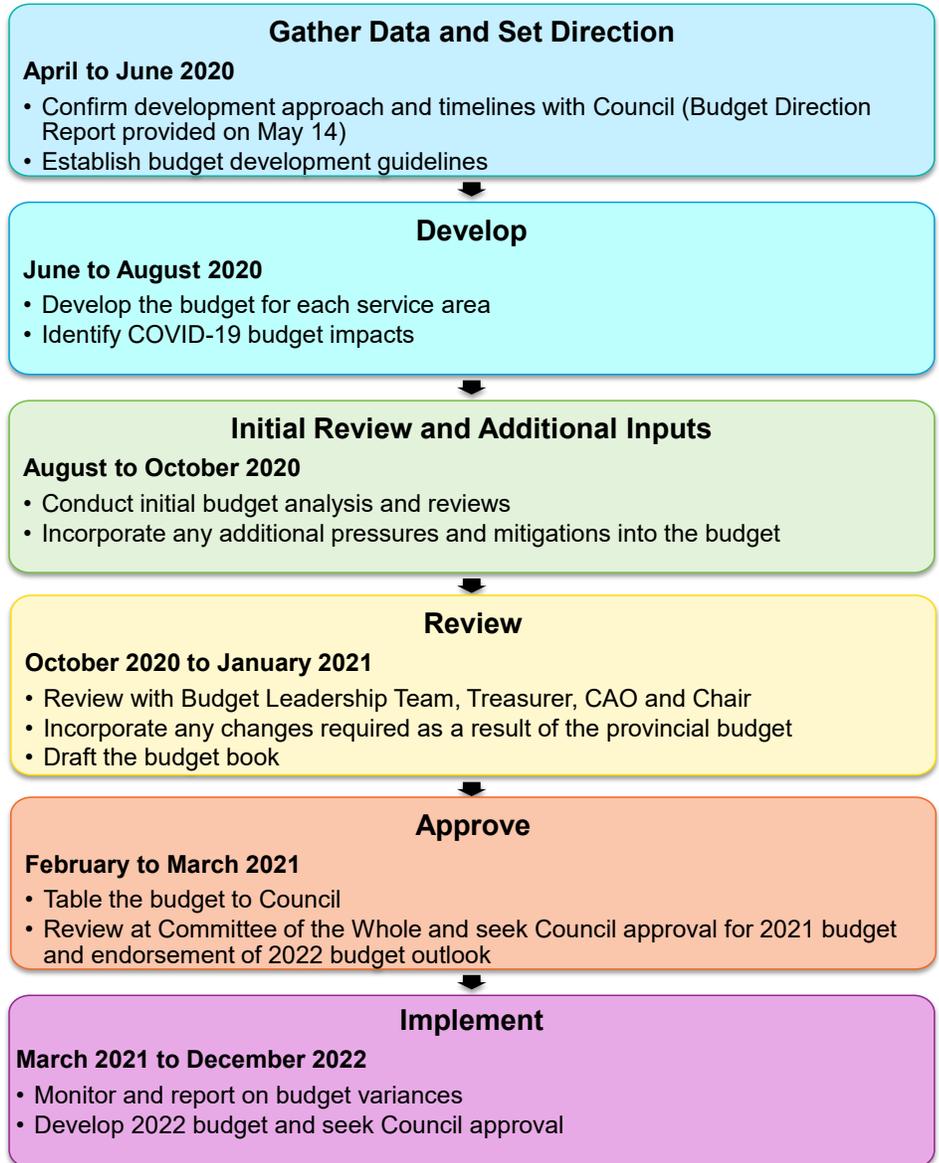
While multi-year budgeting provides a valuable planning framework, it also allows flexibility for Regional Council to make changes each year as needs and conditions change.

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.

Developing the budget involves determining which activities are most critical to meeting the Region’s priorities. The chapters on the operating and capital budgets provide examples of how this works in practice.

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 approved tax levy, but typically move budget amounts between capital projects, adjust authority to spend or respond to provincial funding announcements. The approved budget, including any amendments, is available at York.ca.

2021-2022 budget process at York Region



The graphic above outlines the budget process and timeline for the current budget year. The Region deliberately delayed tabling this budget from the normal November date to February. This provided time to get better information on critical budget inputs, including the provincial budget that was released in November. It also eased the workload on Regional staff who had to deal with many competing priorities during the pandemic response. Finally, it allowed for more up-to-date information on a possible COVID-19 immunization program, as discussed in the Budget Context chapter.

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

YORK REGION IS RESPONSIVE AND ACCOUNTABLE TO ITS RESIDENTS

The organizational chart on page 22 outlines the structure under which York Region provides its services.

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

- Community opinion polling asks residents about their top priorities and how well the Region is performing.
- Demographic and economic data from Statistics Canada feeds into forecasting and planning.
- Environmental Services engages with the public and gets feedback on water conservation, waste reduction and forestry programs. Community and Health Services is developing a departmental approach to community engagement to unify its outreach and consultation efforts. Transportation Services is taking new approaches to getting community and road user input on major capital projects.
- 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.
- Program areas follow requirements and guidelines for provincially mandated programs, often involving specific engagement protocols.

The organizational chart 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 requires otherwise, Council and Committee meetings, including budget discussions, are open to the public

YORK REGION: A LONG-TIME PARTICIPANT IN NATIONAL BENCHMARKING

The release of the 2019 Municipal Benchmarking Network Canada (MBNC) Performance Report in early 2021 represents the fourteenth year of York Region's participation in this important benchmarking program.

The report reflects the joint efforts of 15 member municipalities in five provinces across Canada, including five regional governments in Ontario. It includes 170 public measures in 36 service areas. Measures fall under four categories: community impact, service level, efficiency and customer service.

In 2019, York Region reported 120 measures in 26 service areas as dictated by its regional service responsibilities. The 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 the national benchmarking measures, and 11 of them are included in the *2019 to 2023 Strategic Plan*.

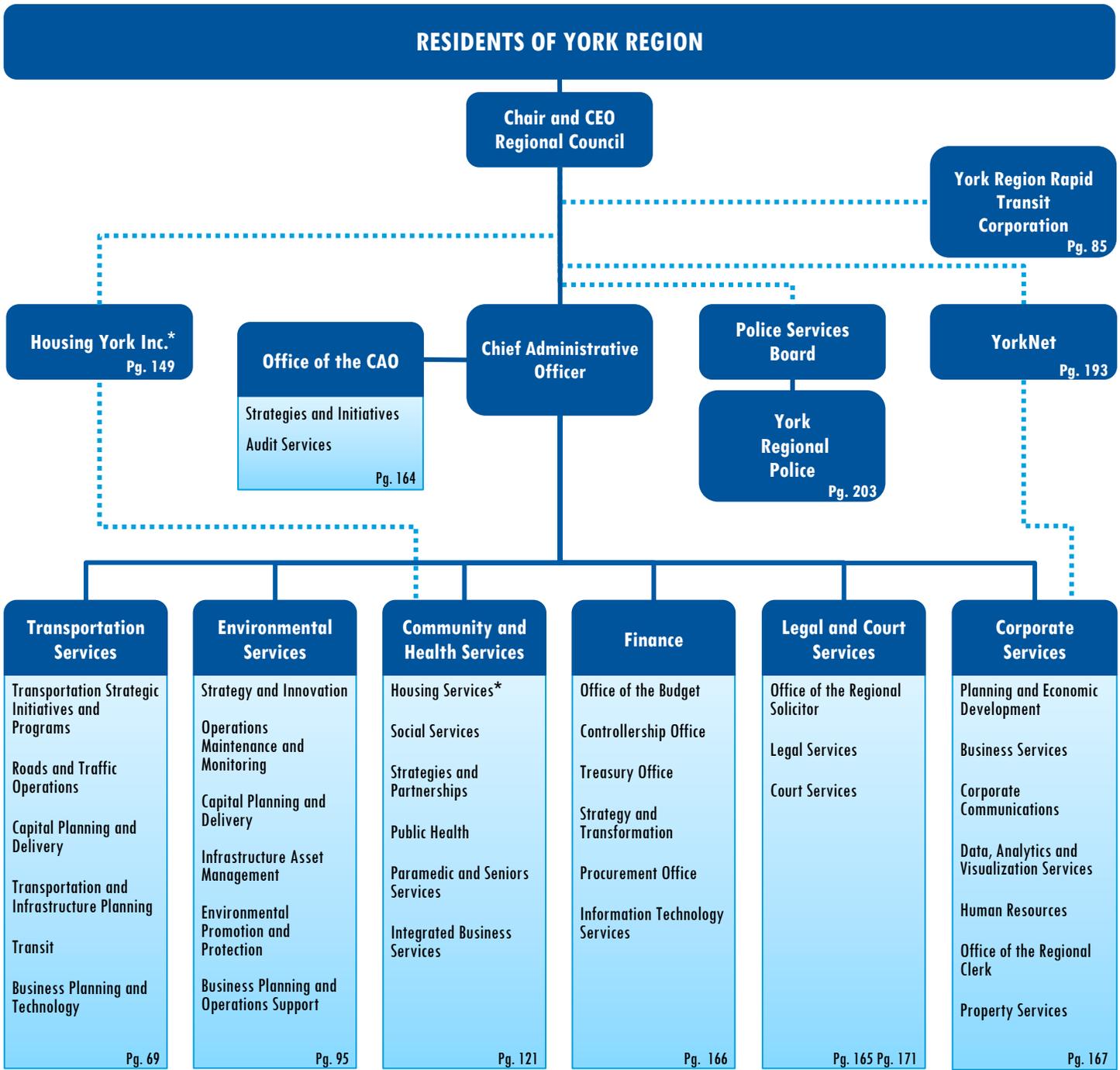
Members use the network to collaborate on creative solutions, often starting with a question like "How can we get a better outcome?", "How did you tackle this?" or "How did you achieve your success?" Measures are used in budget business cases, departmental work plans and strategies, and Council reports and presentations.

The 2019 MBNC Performance Report can be found at mbncanada.ca

and are streamed on the Regional website at York.ca. The website provides a wide variety of additional public material in the form of plans and reports.

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.

York Region organizational structure



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



BUDGET CONTEXT

refers to external factors that have an impact on budgeting.



MOVING AHEAD WITH PRUDENCE AND FLEXIBILITY

The Region's budget reflects ongoing economic, demographic and other changes. In addition, senior government policy decisions have major impacts on programs and funding. Together, these factors create the context in which the budget is developed and help to determine how budgetary balance is achieved.

This chapter provides an overview of the budgetary context by outlining significant developments and their implications for 2021 and beyond.

COVID-19 reduced 2020 revenues and raised costs, with impacts likely to continue

The COVID-19 pandemic that emerged early in 2020 had a major impact on budgeting for 2021 and 2022.

The pandemic and efforts to stem its spread increased costs in many areas, especially Public Health, while reducing revenues from several sources. The Operating Budget chapter that follows discusses the impacts in detail.

While the number of cases declined over the summer of 2020, a second wave developed in the fall as expected, as the provincial government allowed schools to reopen and eased other restrictions. The second wave was stronger and more evenly distributed among age groups.

As the budget was being finalized, considerable uncertainty remained as to the ultimate duration of the pandemic and its full economic and fiscal impacts. Health Canada approved the first two vaccines for use in Canada in December. Distribution of vaccine and immunization of high-priority groups, including health-care workers and long-term care residents, began in York Region shortly after the approvals.

The province's COVID-19 Vaccine Distribution Task Force was planning widespread rollout across the province as more doses were made available. The federal government's target for completing mass immunizations was the end of 2021.

For the purposes of preparing departmental budgets, the following assumptions and forecasts were used:

- A higher-than-historic need for resources in Public Health, Paramedic Services and Seniors' Services (which includes long-term care homes) will continue into 2021.
- Public Health will be involved in Ontario's mass immunization efforts.
- The Ontario Works caseload will be elevated in 2021 as the economy continues a slow recovery (more details on the economic situation on page 26).
- Working from home at least some of the time and a shift towards virtual meetings and online service delivery is likely to continue beyond the end of the pandemic.
- Road traffic will return to pre-pandemic levels by 2021, while ridership on York Region Transit (YRT) is forecast to be 40% of pre-pandemic levels in 2021, rising to 50% in 2022.
- Senior government funding for pandemic-related costs will be available in 2021 and 2022 to help offset pressures, including extraordinary Public Health costs.

COLLABORATION WAS KEY IN YORK REGION'S COVID-19 RESPONSE

The COVID-19 pandemic made 2020 a year unlike any previously experienced in York Region. On March 23, the first State of Emergency in the Region's almost 50-year history was declared. Staff from across the organization worked together to ensure residents and Regional employees were kept safe and well-informed and to support communities through an unprecedented time.

The Office of the Chief Administrative Officer (CAO), which is responsible for emergency management, activated and supported the Regional Emergency Operations Centre and provided support to public health and organizational recovery planning efforts.

More than 800 staff were redeployed, most to the Public Health emergency team, to help in the pandemic response. The box on page 132 details Public Health's work to respond to and contain the virus.

Data, Analytics and Visualization Services teamed with Public Health to understand COVID-19 trends in the Region. This helped identify areas of higher incidence, get self-isolation information to where it was most needed, monitor changes in case rates over time, develop targeted testing strategies and pinpoint locations of high-risk congregate living settings, such as long-term care homes and transitional shelters.

Legal Services extensively advised the Region on numerous pandemic-related provincial orders, regulations and legislative changes, including the Emergency Declaration, essential services classifications and enforcement. After passage of an updated procedures bylaw, the Regional Clerk's Office, Corporate Services, Legal Services and the procurement and IT branches of Finance put new technology in place that allowed Council to deliberate and make decisions openly and transparently in a virtual forum. The same teamwork provided the tools, including software, supporting policies, training and on-going assistance needed by Regional staff whose roles allowed work from home.

Where Regional staff needed to be physically present to provide essential services and other critical business functions, Property Services worked with partners from across the organization to ensure buildings were safe and maintained. They also implemented a variety of safe space measures, including enhanced cleaning, seating restrictions and installation of signage, floor decals and plexiglass.

At the height of the pandemic response, a Communication Response Team consisting of almost 60 communication staff worked up to 15 hours a day, seven days a week to respond to media requests and make information available on the Region's dedicated COVID-19 web page, york.ca/COVID19, which had nearly 4.5 million views during 2020.

Human Resources worked with Public Health to recruit specialized new positions, while supporting other critical corporate recruitment. In total more than 850 positions were hired in 2020. The Finance department constantly monitored pandemic-related impacts to the Region's fiscal plan and reported regularly to Regional Council.

From the onset, the Region also focused on recovery from the pandemic's economic impacts. In April, Regional Council approved the creation of the York Region Business Recovery Support Partnership through which the Economic Development branch, local municipalities and other partners are maximizing the impact of provincial programs, surveying businesses, targeting webinars to general and sector-specific needs, and enhancing supply chain resiliency.

The Region responded to the challenges of the pandemic with collaboration and flexibility to ensure resources were available to key areas of the organization as changing conditions required. The box on page 25 provides details. Through the second wave and immunization efforts and as recovery develops, the Region will focus on delivering all services as cost-effectively as possible.

Region's economy slowed by pandemic, with most sectors forecast to rebound in 2021

Pandemic-related workplace closures and travel restrictions triggered a major global recession in early 2020. With the emergence of a second wave in fall 2020, forecasters remained uncertain how long full economic recovery would take, despite the approval of COVID-19 vaccines.

Virtually all industries in York Region were affected by the downturn, contributing to an estimated contraction of 5.6% in economic activity in 2020, compared to a forecast 3% decline for the Toronto Census Metropolitan Area as a whole, according to an outlook prepared for the Region by the Conference Board of Canada.

The greater impact in York Region was mainly because of its larger share of jobs in manufacturing, where remote work was not feasible during the lockdown and, even after restrictions eased, demand was generally weak. Other sectors that experienced significant job losses included retail, food services, accommodation, entertainment and recreation. The agricultural sector faced challenges because of the shift in meal consumption away from restaurants, which affected supply chains, and the need to screen seasonal workers.

The residential construction sector and resale housing market, however, remained active through the year. York Region's January-to-September housing starts rose from 3,502 units in 2019 to 5,974 units in 2020, and resales of existing homes regained strength after dipping during the early lockdown. Housing sales were one factor sustaining the finance, insurance, legal and real estate sectors. Those sectors also benefited from the ability to work from home.

Recovery in the economy as a whole began in 2020 and is expected to continue in 2021. There is great uncertainty, however, as to economic performance both during and after the pandemic. The fall 2020 Ontario budget noted that the highest and lowest private sector forecasts for real growth in Gross Domestic Product (GDP) for 2020 differed by 2.4 percentage points against a historic variation of less than 1 percentage point.

The province's projection was for Ontario's real GDP to decline by 6.5% in 2020 and rise by 4.9% in 2021. GDP was then projected to rise by 3.5% in 2022. The provincial budget noted that these projections were slightly below the average of private-sector forecasts at the time its budget planning was finalized.

The Conference Board forecast a quick recovery for York Region in 2021, with a gain of 6.0% in real GDP growth. It noted that the return to full activity in such industries as tourism, food services, retail and entertainment would likely depend on the development of an effective vaccine, and forecast that manufacturing output was not expected to recover fully until 2022. It forecast real GDP growth of 5.1% for the Region in 2022.

The Conference Board outlook for the Region's 2020 unemployment rate was 8.1%, a significant jump from 5.6% in 2019. With economic rebound expected, the jobless rate was forecast to fall, averaging 5.7% over the course of 2021.

The dramatic contraction and rebound related to COVID-19 overlies a trend in slower growth that was evident before the pandemic. The Region's 2019 Growth and Development review, released in June 2020, noted that growth in real GDP fell from 2.1% in 2018 to 1.6% in 2019 for Canada as a whole, and declined from 2.2% to 1.6% for Ontario over the same period.

York Region's economy performed relatively well against that backdrop, with real GDP expanding by an estimated 1.9% against the 1.6% recorded by Ontario and Canada as a whole. The Region gained roughly 13,800 jobs in 2019 to reach a total of 654,650.

New provincial population and job forecast assigns significant growth to York Region

Under the *Places to Grow Act, 2005*, the provincial government can develop growth plans for specific parts of Ontario. York Region lies within the Greater Golden Horseshoe growth area, which is centred on Toronto and encompasses more than 10,000 square kilometres of southern Ontario.

A *Place to Grow*, the provincial growth plan for the Greater Golden Horseshoe, sets out forecasts of population and employment for upper-tier municipalities, including York Region, and single-tier municipalities, including the City of Toronto, which must be taken into consideration in planning infrastructure.

In 2020, the province updated the forecasts. As a result, York Region is now forecast to grow to just over two million residents and slightly under one million jobs by 2051. The previous forecast, which went to 2041, projected those figures at 1.79 million and 900,000 respectively. York Region is forecast to continue to accommodate the highest share of growth within the Greater Golden Horseshoe.

A major concern for the Region in determining how to respond to the new forecast is that recent growth has been below projections. According to federal population figures from censuses and interim adjustments, the Region added roughly 15,000 people a year from mid-2011 to 2019. This was 60% of the level projected by the growth plan for the Greater Golden Horseshoe.

If population growth remains below forecast, there is a risk of investing in infrastructure too far ahead of need. Infrastructure is often planned and built in advance of growth, using debt for financing that will be repaid by collecting charges on new development. If development happens more slowly than expected, however, the fiscal impacts include higher-than-planned levels of debt and ongoing interest expense.

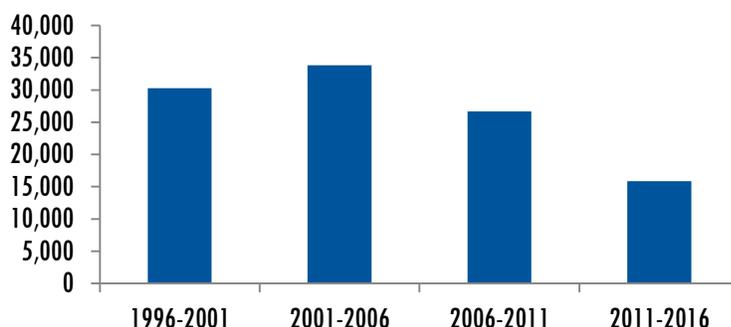
The Region's financial models are built on the assumption that development activities and population growth will pick up in the short and medium term as the Region recovers from the impacts of COVID-19. This would be supported by growth in major infrastructure systems, including public transit.

A shift towards higher population growth rates would be consistent with longer-term patterns. York Region has experienced overall population growth since it was created in 1971, but the pattern has alternated between periods of higher and lower growth.

The make-up of the population is changing

While the Region continues to be made up of rural and urban areas, growth patterns have contributed to more urbanization in recent years. This trend has been reinforced by regional, provincial and federal investments in transit and by policies favouring more intensive development in areas that are already built up.

**YORK REGION'S AVERAGE ANNUAL POPULATION GROWTH
(STATISTICS CANADA)**



As evidence of greater intensification, multi-residential buildings make up an increasing share of the housing stock. While single detached homes still predominate, multi-residential developments such as apartment buildings were the fastest-growing housing type recorded in the 2016 census, increasing by almost one-third between 2011 and 2015. Between 2016 and 2019, the stock of multi-residential growth units grew by a further 12.3%. That was two and a half times the 4.7% growth in single detached homes.

The Region's population remains well-educated and relatively prosperous. At 70%, the share of residents with post-secondary education is among the highest in Canada. The 2016 federal census found median household income to be \$95,776, an increase of 16.9% since 2006. This is the second highest level in the Greater Toronto and Hamilton Area, after Halton Region.

Nonetheless, incomes have not gone up as fast as prices. Over the same period, the Consumer Price Index rose by just over 20%, and Regional housing costs more than doubled. The steep rise in housing costs makes affordability a concern, given the Region's income distribution: while roughly one-quarter of households have income over \$150,000, almost as many are below \$50,000, and one in seven young people (up to age 17) lives in a low-income household.

Age distribution is also changing. Residents 65 and over were the fastest-growing age group between 2011 and 2016, increasing by 34%, and this trend will accelerate with the aging of the large "baby boom" cohort. At the other end of the age spectrum, the number of pre-schoolers fell by about 3% over the same period. Despite those trends, the average age of a York Region resident, at 39.9 years, is still below the Canadian average.

The 2016 census recorded the arrival of almost 53,000 new residents from outside Canada between 2011 and 2016, more than half of them with a university degree. More than 230 distinct ethnic origins were reported for the Region's population, and just over half its residents were born outside Canada. The trend towards ethnic diversity is expected to continue.

The growing and changing population shapes service needs

Human service needs are generally becoming more complex. Seniors, especially those over 75, are more likely to need multiple supports to continue living at home. While the share of children in the population is not growing, a higher share of children are being identified as having special needs. Despite a generally high level of education, newcomers to the Region often need language and other training and help finding jobs. Homelessness and precarious housing are emerging concerns.

Building and maintaining infrastructure is more costly and complicated in urban settings, especially with the need to minimize disruptions to traffic. Heavier traffic means more wear and tear on roads, more sophisticated signal and marking systems, and more pedestrians and cyclists sharing roads.

A strong transit system is key to avoiding traffic congestion in more densely populated communities. This is why extending the Line 1 subway northward along Yonge Street to the Richmond Hill / Langstaff Urban Growth Centre at Highway 7 is Regional Council's top transit priority. With provincial support announced in May 2019, the subway extension would integrate with existing and ongoing investments in rapid transit in the Region, including the Viva bus rapid transit network, expansion of the GO Transit commuter train system, and the extension of the western arm of Line 1 to Vaughan Metropolitan Centre, which opened in 2017.

The Region continues to work with the provincial government and Metrolinx, its transit agency, to advance the project, and advocates for the federal government to support this key initiative. The November 2020 provincial budget reiterated the government's commitment to the Yonge Subway Extension, but did not provide additional information on funding or providing the Region with new revenue tools to help pay for its share.

Delays related to regulatory approval processes can constrain growth and increase costs

Senior governments' regulatory requirements and approvals processes for major infrastructure projects are adding uncertainties and costs, and risk constraining growth in some areas.

Because costs of major construction are rising more quickly than inflation, regulatory delays mean that actual costs of a major project are often higher than originally planned. Uncertainty related to approvals also makes it difficult to schedule projects efficiently. For example, delays in regulatory approval for the Upper York Water Reclamation Centre, which is needed to serve growth in the Region's northern communities, have required the Region to put funds into building interim projects that will not be needed once the reclamation centre is in place.

A more wired world offers opportunities and risks

With wider availability of high-speed internet service, smart devices and mobile applications, expectations about web-based interactions and services are rising in the general population and across the Region's workforce. The Region continues to improve processes and outcomes for residents, particularly through the implementation of technology.

The increase in staff working from home has heightened technology security risks. The Region has developed a comprehensive set of protocols and practices to better understand these risks and work to safeguard data.

Action plan addresses the challenges of a changing climate

The global climate is changing, with impacts on Canada that include warmer average temperatures, more extreme storms and more volatile weather. Projected changes in climate are expected to have wide-ranging impacts in York Region, including potentially costly property damage from flooding, hail, ice, snow and wind, impacts on numerous economic sectors, environmental degradation, and health risks related to heat waves and other extreme weather events.

To mitigate the impacts and adapt to changes, the Region is finalizing a Climate Change Action Plan for planned consideration by Council in 2021. The Region's roles in the area of mitigation would include encouraging more sustainable modes of transportation, such as walking, cycling and transit, and working to reduce solid waste tonnage. In adaptation, its roles would include integrating climate change considerations into municipal planning and development tools, and assessing Regional infrastructure for vulnerability to climate change impacts.

THE FUNDING SIDE OF THE BUDGET BALANCE

Under Ontario's *Municipal Act*, municipalities are required to have a balanced budget.

Spending for services and capital projects is one side of the budget. The chapters that follow on individual departments and other service areas, such as York Regional Police, explain how funds will be used to meet needs in the current budget context.

The other side of the budgetary balance is the funding available to cover spending.

The major source of funds available to the Region are such revenues as fees from users of some services, charges on new development, grants and subsidies from other levels of government, as well as the tax levy. The Region considers all sources of revenue as it determines how best to balance the budget.

Budgeting must take into account the uncertainty of all revenue sources. The sections below discuss the Region's major revenue sources and how they are used.

Grants and subsidies

Contributions, also known as transfer payments, from the federal and provincial governments are a critical source of funding for many Regional programs.

The federal and provincial governments provided a wide range of supports in 2020 for businesses, industries and individuals affected by COVID-19. These included support for transit, municipal operations, child care and EarlyON programs under the \$4 billion Safe Restart Agreement. The Ontario and federal governments each contributed \$2 billion to the agreement.

The provincial government also created a program for public health units' needs, as well as a Social Services Relief Fund to help municipalities and partner organizations like food banks and homeless shelters protect people at greater risk during the pandemic.

Owing to the pandemic, the province deferred a planned increase in 2021 in the share of the Public Health branch budget to be paid by the Region, which will reduce expected costs for the branch and help offset ongoing expenses resulting from the pandemic.

The 2020 provincial budget, tabled in November 2020, included a Pandemic Fund of \$4.0 billion in 2021-2022, which would decrease to \$2.0 billion in 2022-23. The Pandemic Fund would be allocated as needed to specific sectors in future budgets.

For 2021, announced sources of provincial funding include the second phase of transit support under the Safe Restart Agreement and further funding under the Public Health Response to COVID-19 program.

The provincial budget also included federal and provincial funding in 2021 under the COVID-19 Resilience stream of the Investing in Canada Infrastructure Program, which was created to accelerate delivery of priority municipal infrastructure projects as well as investments to retrofit schools and long-term care homes. Potential additional funding for the Region from this source would be \$12.3 million, for capital projects only.

Prompted by needs that became evident as people were required to work from home and many services were available only remotely, in 2020 the federal and provincial governments both announced increased support for improved broadband service in rural and remote areas. The YorkNet chapter provides details of the Region's applications for this funding.

Charges on new development

New development is a driver of both the revenue and spending sides of the Regional budget. The Region invests in water and wastewater, roads and other infrastructure to serve new housing and other development. It uses charges on development to fund most of these costs, with the amount collected reflecting the type and size of the project.

Because the Region generally needs to build the infrastructure before the growth it supports happens, it borrows to bridge the timing gap. The larger and more complex the infrastructure, such as major transit and water and wastewater initiatives, the longer it can take to plan, build and achieve the population growth the infrastructure supports, and collect the related development charges. Realistic forecasts of growth and development activity are thus key to reducing debt and related costs.

New development, however, may not necessarily go to where new infrastructure has been focused. To inform capital planning, the Region is working to better understand the relationship between overall population growth and areas of increased settlement, as well as other factors like the changing nature of work that may be affecting growth patterns.

Lower-than-expected development charge collections resulting from below-forecast growth have had major impacts on the Region's financial planning. With adoption of the Regional Fiscal Strategy, which is discussed in the Long-Term Financial Planning chapter, some growth-related capital projects in the 10-year plans for 2014 and following years were deferred to better match expected funding and avoid over-burdening the Region with debt. All deferred projects are in the current 10-year capital plan and most will be substantially complete by the end of 2030, subject to provincial approvals. To date this has not increased the overall risk of gaps in service.

Annual development activity is highly variable and difficult to accurately forecast beyond the short term. It is affected by economic trends and business cycles, as well as decisions by individual developers.

COVID-19 and efforts to contain its spread had impacts on both residential and non-residential development activities, some of which may continue into the longer term. In the short term, restrictions on construction in the spring of 2020 meant that the Region collected minimal development charges in April. As noted earlier, however, new housing starts for the January-to-September period showed growth over the previous year, reflecting a rebound once restrictions were eased. COVID-19 is expected to reduce the demand for new non-residential space, however, putting the related development charge collections below forecast.

In the longer run, some sectors, such as retail, restaurants, hospitality and entertainment, may take longer to recover than others. In addition, businesses in some sectors may continue to offer employees the option of working from home. These factors may have a long-term impact on commercial development.

Legislative and policy changes outside the Region's control can also have a significant impact on the construction of new housing units and non-residential buildings, which is directly linked to the annual development charge collections.

In 2019, the provincial government amended the *Development Charges Act* to allow the freezing and phasing of development charges. Previously, development charges typically had to be paid when a building permit was issued, and the amount reflected the rate in place at the time.

The province's initial changes would have allowed commercial and industrial developers to defer and phase in development charge payments, and this was reflected in the Region's 2020-2022 budget. The province subsequently amended the *Development Charges Act* to exclude commercial and industrial development from phase-in provisions.

Starting January 1, 2020, payment of for-profit rental and institutional development charges can be phased over five years, while the phase-in period for non-profit housing developments is 20 years.

The ability to freeze development charges and make payments over several years creates a disconnect between the cost of infrastructure and the rates charged, and challenges the Region's ability to pay for new growth-related infrastructure such as its share of the Yonge Subway Extension.

Taking into account the foregoing factors and a development charge prepayment, the Region anticipates the collection of \$3.6 billion in development charges from 2021 to 2030. This is \$0.3 billion higher than what was forecast in the 2020 budget, despite the impact of COVID-19, because the province's exclusion of commercial and industrial development from phase-in reduced the initial estimate of impacts on the Region.

Revenues and fees

Governments often expect residents or other users who get specific benefits from a service to pay some or all of the costs of providing it. At the Regional level, the major services supported by users are water and wastewater and transit.

In 2016, the Region moved to a water and wastewater rate structure designed to cover the full costs of providing those services by 2021. This involved some uncertainty, because water use (and wastewater volumes, which closely track use) depends on population growth, per-capita consumption and summer weather. To date, as the discussion starting on page 104 notes, the model underlying the rate structure has been able to manage these uncertainties. In response to the impacts of the pandemic, Regional Council voted in early 2020 not to go ahead with the rate increase scheduled for April 1, 2020, and in December 2020 voted to hold rates at the 2020 level until March 31, 2022. The Environmental Services chapter discusses the impacts.

Transit fare revenue has been severely affected by low ridership since early 2020. Transportation Services re-balanced services to meet demand on routes with high ridership and better manage offerings where demand was low and costs high, accelerating an effort that started before the pandemic. Adjustment in transit services will continue, including expanding Mobility On-Request service in areas where there is typically low ridership and no other transit options. This change would partly offset fare and advertising revenue losses due to COVID-19.

Fine revenues

While the mandate of Court Services is to administer the *Provincial Offences Act* in the Region, it is also expected, from a financial perspective, to recover the costs it incurs through the fines it collects. Most charges laid in the Region are for traffic-related offences such as speeding or going through a red light.

Revenues fell below forecast in 2020 as a result of COVID-19, as explained in more detail in the Court Services chapter.

In the longer term, the Region advocates for the province to update fine amounts, which in some cases have not changed in many years. New tools and a collection strategy for unpaid fines are helping to address the resulting revenue shortfall, but costs continue to rise because of new responsibilities mandated by the province.

Borrowing

The Region may borrow, within provincial limits and for capital projects only, to achieve a balanced budget. This can help manage timing differences between the need to build growth-related infrastructure and the time when the related development charges are collected.

While borrowing provides funds, it is not revenue. Borrowing results in debt service charges that include interest and loan repayments. The Region must use its own revenue sources to cover these costs.

Development charges are a major source of funding to service and repay debt, but as noted their level and timing are subject to a great deal of uncertainty. This calls for prudence in borrowing and debt management. For the Region, this is guided by its own policies as well as provincial government requirements. The Long-Term Financial Planning chapter provides more detail.

The tax levy

The tax levy provides the largest single source of funding for the operating budget. The tax levy comes from property taxes, which are based on tax rates and the assessed value of existing homes and businesses. The assessment base is the total value of all property in the Region.

The assessment base changes fairly slowly over time, with any new development added to the base each year, and thus provides a relatively stable long term funding source for operations. The slower-than-expected growth in population and development in recent years, however, has dampened growth in the assessment base. Assessment growth revenue will be \$16.25 million or 1.31% in 2021, slightly below the original forecast of \$16.50 million.

In 2020, residential housing made up 86.4% of the total taxable assessment base, and the average residential property in York Region was assessed at \$801,928. The Region's total property tax assessment base of \$353 billion is one of the highest in the GTA.

GETTING THE BALANCE RIGHT OVER TIME

Bringing the two sides of the budget into balance requires a clear understanding of service needs and the financial resources available to the Region not just this year, but well into the future. In the individual chapters that follow, the "Looking Ahead" sections discuss longer-term trends that must be considered in delivering services.

Funding services and investments over the long term also calls for careful planning of the mix of funding sources to meet legislated levels and ensure fairness. This is the subject of the chapter on Long-Term Financial Planning. The chapter focuses in particular on the impacts of capital projects, both when they are being planned and built and when they need to be rehabilitated or replaced. These are major uses of the Region's financial resources.

INTENTIONAL BLANK

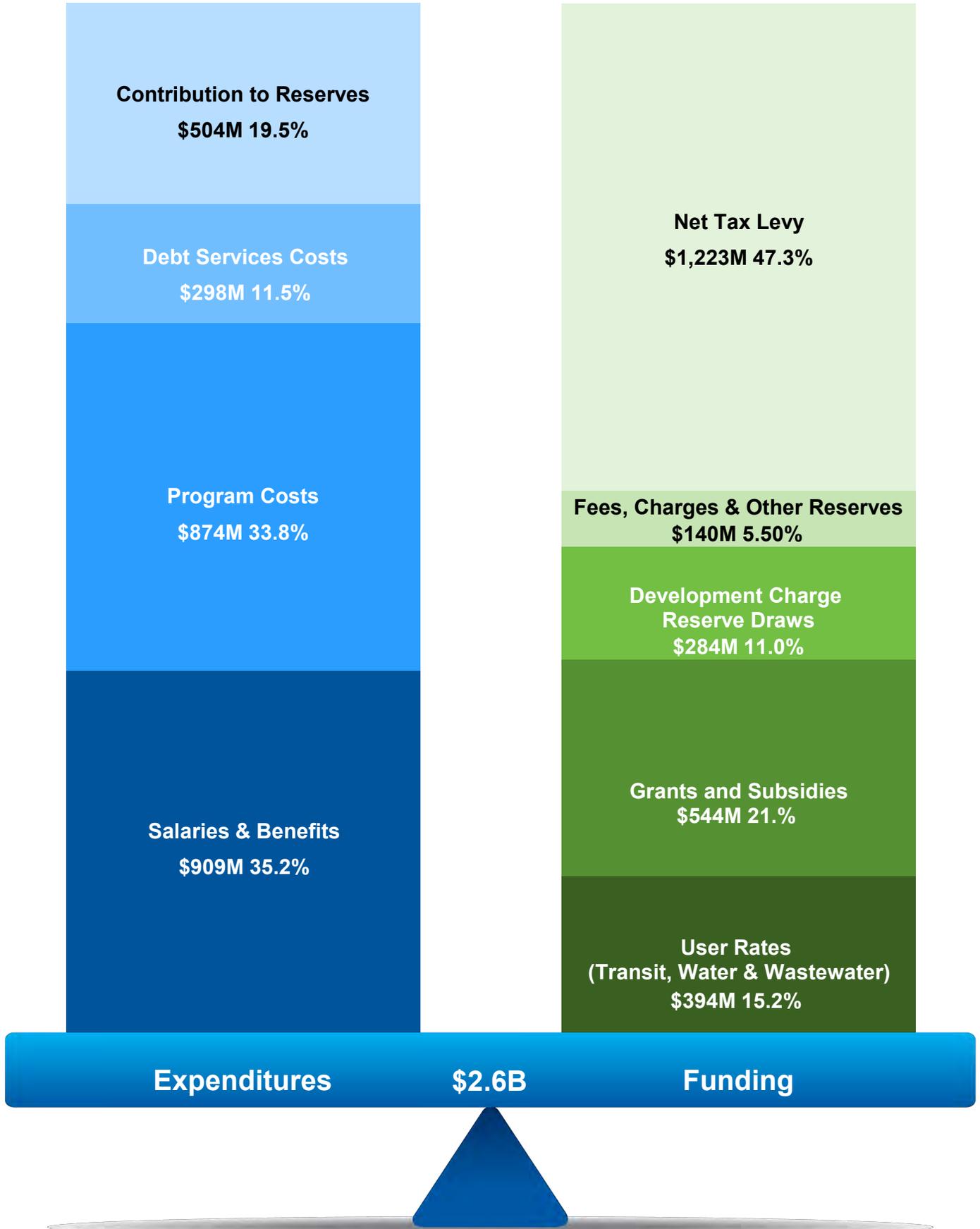


THE OPERATING BUDGET

outlines spending on operations for the remaining two years of the 2019-2022 budget, including an approved \$2.6 billion in spending in 2021.



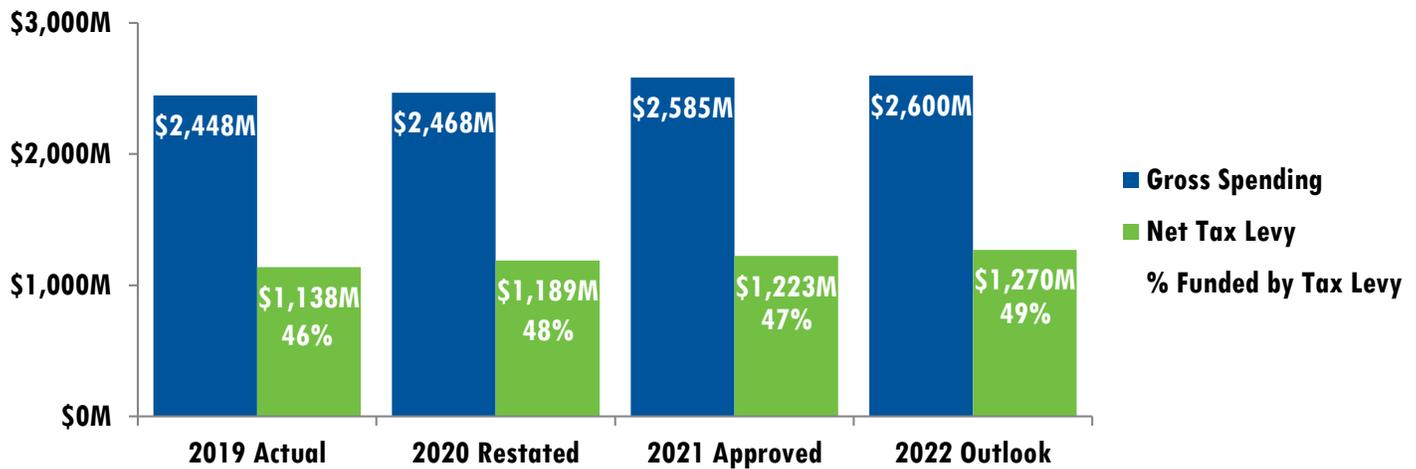
YORK REGION'S 2021 OPERATING BUDGET



SUPPORTING PANDEMIC RESPONSE AND RECOVERY

The 2021-2022 Regional operating budget includes total operating spending, also called gross spending, of \$2.6 billion in 2021 and a similar outlook in 2022. The tax levy will fund about half the total operating spending in both years. The portion of the budget funded by the tax levy is called the net budget or the tax levy budget. The COVID-19 pandemic had major impacts on York Region in 2020, and many of these are expected to continue to the end of the current budget cycle in 2022.

Ongoing impacts of COVID-19 drive costs higher while revenue growth weakens



The initial emergency response in early 2020 required hundreds of Regional staff to be redeployed to help with contact tracing, case management, inspections, education and other vital measures to stop the spread of the virus. Some programs, in Public Health in particular, had to be reduced or paused because specialized staff like nurses were needed for the pandemic response.

By early summer redeployed staff had worked more than 30,000 hours of overtime. Staff elsewhere in the organization also worked long hours to enable remote work and meetings, cover for redeployed colleagues, meet health and safety protocols in facilities that remained open, and address multiple other needs triggered by the pandemic while carrying out their ongoing work. There were also new costs for cleaning, masks, gloves, wipes and sanitizers, screens, signage and security in facilities and transit vehicles.

On the revenue side, the areas hit hardest in 2020 were York Region Transit (YRT), which had to continue operating as an essential service despite a sharp drop in ridership, and Court Services, which lost fine revenue because of court closures, a decline in ticket issuance owing to lighter traffic and extension of fine payment deadlines.

Provincial and federal funding totalling \$93 million, some earmarked for public health, transit and child care, was applied to reduce operating pressures. The Region also moved quickly to find internal savings by adjusting transit service, deferring non-essential activities and delaying hiring in areas not directly related to the pandemic response.

As the 2021-2022 budget was developed, the fiscal picture remained highly uncertain. The emergence of a second wave in September, which proved to be stronger than the first wave in the spring, ramped up the need for resources for contact tracing, case management, inspections and related activities.

As noted in the Budget Context chapter, Health Canada approved the first vaccine for use in Canada in December 2020, and the first vaccinations, to high-risk groups, began shortly afterward. The federal government announced shortly afterward that it had secured additional doses of vaccine and targeted September for complete procurement of all doses needed for adult Canadians who want to be immunized.

Budget development identified offsets to ongoing and new pressures

The table below summarizes expected pressures on the operating budget for 2021 totalling \$210.3 million compared to what was budgeted for 2020, as well as the offsets that would allow the Region to balance its 2021 budget.

Achieving a balanced budget despite pandemic's impacts

(in \$ millions)	2021
Provincially Mandated Initiatives in Public Health & Social Services funded by Dedicated Grant Revenues	43.2
Budgeted Extraordinary Costs in Public Health	37.5
Transit Fare Revenue losses and other impacts funded by Senior Government Safe Restart funding, Transit stream	24
Non-transit Operating Impacts funded by Senior Government Safe Restart funding, Municipal Stream	31.1
Water & Wastewater Rate Increase Deferral in 2020 & 2021	43.8
Estimated Impacts Offset Within Existing Budgets, Including Internal Support and Other Impacts	30.9
Total*	210.3

*Details and total updated following funding announcements after budget tabling

Provincial funding offsets to operating pressures reflect transfers under the Safe Restart Agreement, which is funded equally by the provincial and federal governments, and other senior government programs. After the 2021-22 budget was tabled for approval in February 2021, the provincial government announced that the Region would be eligible for a further \$21.1 million in general pandemic-related support and \$16.7 million specifically for transit impacts. In addition to allowing the Region to offset expected pandemic-related costs in 2021, the new funding will be used to increase the operating budget's contingency fund by a net \$5.6 million from the budgeted level in 2020.

This additional senior government funding allowed the tax levy increase, initially proposed at 2.96%, to be reduced to the approved 1.54%.

Regional Council approved the creation of a Pandemic Management Reserve Fund in December 2020 to help manage pressures, and allowed any operating surplus from 2020 to be applied directly to the pandemic reserve. The fund's balance at 2020 year-end was estimated at \$62.9 million. This was subject to considerable uncertainty, however, as the final 2020 year-end surplus and senior government funding, its other expected source of funding, had not been confirmed as the budget was finalized.

The provincial funding announced after the budget tabling is expected to eliminate the need to draw on the Pandemic Management Reserve in 2021. Combined with higher contingency funding, this will better position the Region to manage the risk of higher-than-expected COVID-19 pressures.

Expected pandemic impacts include:

Temporary Public Health Costs. Until mass immunization is complete, Public Health will need to continue its efforts to contain and prevent the spread of the virus. Immunization efforts will be an additional draw on the branch's resources. Expected provincial funding of \$37.5 million in 2021 and \$5.8 million in 2022 will provide an offset to both pressures.

Social services relief response. Funding is needed to improve the delivery of critical services, protect homeless shelter staff and residents, renovate and purchase shelter facilities, add to rent banks, create longer-term housing solutions, provide help when federal support for unemployed workers runs out and be prepared for potential future outbreaks and/or emergencies. Provincial funding of \$8.1 million under the Social Services Relief Fund, announced in December 2020, will provide an offset.

Water and wastewater rate deferral. As a pandemic relief measure in early 2020, Regional Council voted to defer an increase in annual user rates that was planned for April 1, 2020. In December 2020, Council extended the rate freeze until March 31, 2022. The estimated impact in 2021 is a decline of \$43.8 million in user rate revenues from the planned level for 2021, which would be offset by a lower contribution to water and wastewater asset replacement reserves and operating cost savings.

Transit revenue. York Region Transit expects to see a slow recovery in ridership over the next two years, keeping its revenues significantly below the pre-pandemic outlook. In December 2020, the provincial government confirmed the Region would receive \$7.2 million in the second phase of transit funding in 2021. A further \$16.7 million from the third phase of transit funding, announced in March, is included in the approved budget.

Remaining cost and revenue pressures. Community and Health Services will have continuing costs to ensure the health and safety of residents and staff in its two long-term care homes and to have enough paramedics available for pandemic response. While Court Services revenues were beginning to recover in late 2020, a backlog of outstanding matters had to be cleared and costs were expected to rise because of the need to provide virtual courtrooms as directed by the province. Higher information technology (IT) costs related to remote work, cyber security, IT support and other operations would continue, as would increased costs for personal protective equipment, facilities cleaning and overtime. Use of estimated existing staff time would allow \$30.9 million of these remaining costs to be accommodated within operating budgets. The balance is expected to be offset by an additional \$31.0 million in Safe Restart funding, made up of \$9.9 million announced in December and a further \$21.1 million in March.

Offsets from savings found within the budgets of Regional departments and similar entities are included and discussed in the chapters that follow. Announcements and decisions made late in the budget development process, including provincial funding and creation of the Pandemic Management Reserve Fund, are reflected in the Financial Initiatives budget.

A focus on efficiencies and new savings helped offset the pandemic's fiscal impacts

In last year's budget, the Region identified about \$102.1 million in savings out to 2022 to provide budgetary flexibility and address known and potential pressures. Initiatives included developing more efficient ways of delivering existing programs and services, adjusting some service levels, and scaling back planned increases in some areas. Reductions were achieved without unduly increasing the risks to program or service delivery.

This exercise served the Region well when the emergence of the pandemic created significant new budgetary pressures in 2020. As the 2021-2022 budget was developed, additional efficiencies and savings were found that significantly increased the budget room that was freed up. Savings would essentially double in 2021 and increase by close to half in 2022. Savings are summarized in the table below and include:

- New efficiencies expected to total \$4.4 million in 2021 and \$5.1 million in 2022, including efficiencies in water and wastewater activities, which are funded through user rates. This brings total expected savings from efficiencies to \$14.6 million in 2021.
- Further changes in service levels totalling \$17.5 million in 2021, in addition to planned savings of \$26.6 million from this source. The added savings largely reflect changes in transit service in response to the fall in ridership to better match the level of service to demand.
- Additional 2021 savings of \$64.1 million in the “Risk Tolerance and Other” category. These new savings, identified through the budget process, are to be achieved by budgeting administration and other common expenses more in line with recent trends in spending, and delaying new hirings until the second quarter of 2021 because of the later-than-usual timing of Regional Council’s approval of the budget. These savings are incorporated in the “Status Quo” line of operating budgets in the departmental chapters that follow and, where appropriate, mentioned in the “change from outlook” sections.

Savings initiatives

(in \$ Millions)	2020 Approved	2021 Approved	2022 Outlook	Total
Efficiencies				
2021 Budget Savings Initiatives	-	4.4	5.1	9.5
Previously Identified & Other Efficiencies	5.6	10.1	14.3	30.0
	5.6	14.6	19.3	39.5
Program and Service Level Adjustments				
2021 Budget Savings Initiatives	-	17.5	17.0	34.5
Previously Identified & Other Adjustments	14.7	26.6	36.2	77.5
	14.7	44.1	53.2	112.0
Risk Tolerance and Other				
2021 Budget Savings Initiatives	-	64.1	62.0	126.1
Previously Identified & Other Risk Tolerance Items	17.7	22.8	24.8	65.3
	17.7	86.9	86.8	191.5
Subtotal				
2021 Budget Savings Initiatives	-	86.0	84.0	170.1
Previously Identified & Other Adjustments	38.0	59.6	75.4	172.9
Total 2021 Budget Savings & Adjustments	38.0	145.6	159.4	343.0
Total 2020 Budget Savings & Adjustments	38.0	61.4	76.0	175.5
Increase/ (Decrease) From Outlook	-	84.1	83.4	167.5

Operating more efficiently to reduce costs and improve service

The Region is undertaking a number of initiatives to improve how programs and services are delivered. Many of these are expected to contribute to longer-term savings and avoided costs. Key examples include:

- Continuing to install sensors in roads that track travel times and portable boards that display real-time messages to drivers

- Implementing a digital strategy for Environmental Services to automate more data collection and sharing, and to use data analysis to make operations more efficient
- Adopting sophisticated voice recognition software and related technologies in Access York, the Region's corporate call centre, to automatically direct calls to specific areas and provide routine information through pre-recorded messages, reducing long-term staffing needs
- Introducing technology enhancements in Community and Health Services to improve its "omni-channel" approach, streamline processes, consolidate databases and create opportunities for customer self-service
- Further digitalizing Court Services processes to enhance the customer experience and streamline processes

Recently launched initiatives that are reducing costs and improving outcomes include YorkTrax, a tailored system to track development applications and reduce paper-based processes, and a transformed Ontario Works system aimed at letting caseworkers spend more time helping clients and less on administration.

Contributions to reserves help manage debt servicing expenses and pay for asset renewal

Servicing the Region's debt accounts for 11.6%, or \$297.7 million, of the 2021 gross operating budget. As discussed later in this chapter, most of these costs are covered by development charges for growth-related infrastructure.

To reduce reliance on borrowing and manage debt service costs, the Region contributes to reserves that will be used for capital projects, including growth needs not fully funded by development charges and the renewal of existing assets as they age, and to reduce debt. In 2021, the entire tax levy increase of 1.54%, or \$18.3 million, will be contributed to capital reserves.

Contributions to capital reserves, which are reflected in the Fiscal Strategy and other budget lines, will total \$408.1 million in 2021, including \$2.0 million in supplementary taxes. The 2021 contribution reflects an overall decrease of \$11.9 million from 2020, as the reduced contribution to water and wastewater reserves discussed above will more than offset increased contributions in other areas. In 2022, the outlook is for contributions to increase to \$431.4 million, including \$3.5 million in supplementary taxes.

The Debt Reduction Reserve, which is an element of the Regional Fiscal Strategy, also reduces reliance on debt. Contributions will be \$71.9 million in 2021, including another \$2.0 million in supplementary taxes, with an outlook of \$74.6 million in 2022, including another \$3.5 million in supplementary taxes. The contributions to the Debt Reduction Reserve represent increases of \$3.5 million from 2020 to 2021 and \$2.7 million from 2021 to 2022.

The Long-Term Financial Planning chapter discusses levels and changes for key reserves in 2021 and 2022.

Operating impact of capital

Budgeting recognizes that expanding infrastructure networks and putting more assets into service for a larger population will inevitably increase operating costs. Up-front decisions and choices about design, systems and service quality can have a major impact on how much operating costs increase. An important goal is to try to achieve the lowest possible life cycle cost — which includes the total costs of acquiring, operating, maintaining and decommissioning an asset — for the desired level of service. This is a central element of asset management and underlies the Region's Fiscal Strategy.

BUDGET MANAGES FLUCTUATIONS IN NON-TAX-LEVY REVENUES

The Region has limited control over some sources of non-tax-levy revenue, such as senior government transfers. An important aim of budgeting is to manage trends in these sources and be prepared in the event of unexpected changes in order to mitigate the impact on the tax levy.

Trends in non-tax revenue

In recent years, the Region's largest single source of revenue other than the tax levy has been grants and subsidies from the federal and provincial governments, accounting for between one-quarter and one-third of all non-tax revenue. This source grew significantly between 2015 and 2018, mostly reflecting higher provincial funding for social and other programs. As the graph on page 43 illustrates, however, funding remained relatively static from 2018 to 2019.

Revenue grew modestly in 2020, with new funding from senior governments to help offset the impacts of the pandemic resulting in an increase of \$57.9 million from 2019 to 2020. This was \$88.3 million higher than originally budgeted.

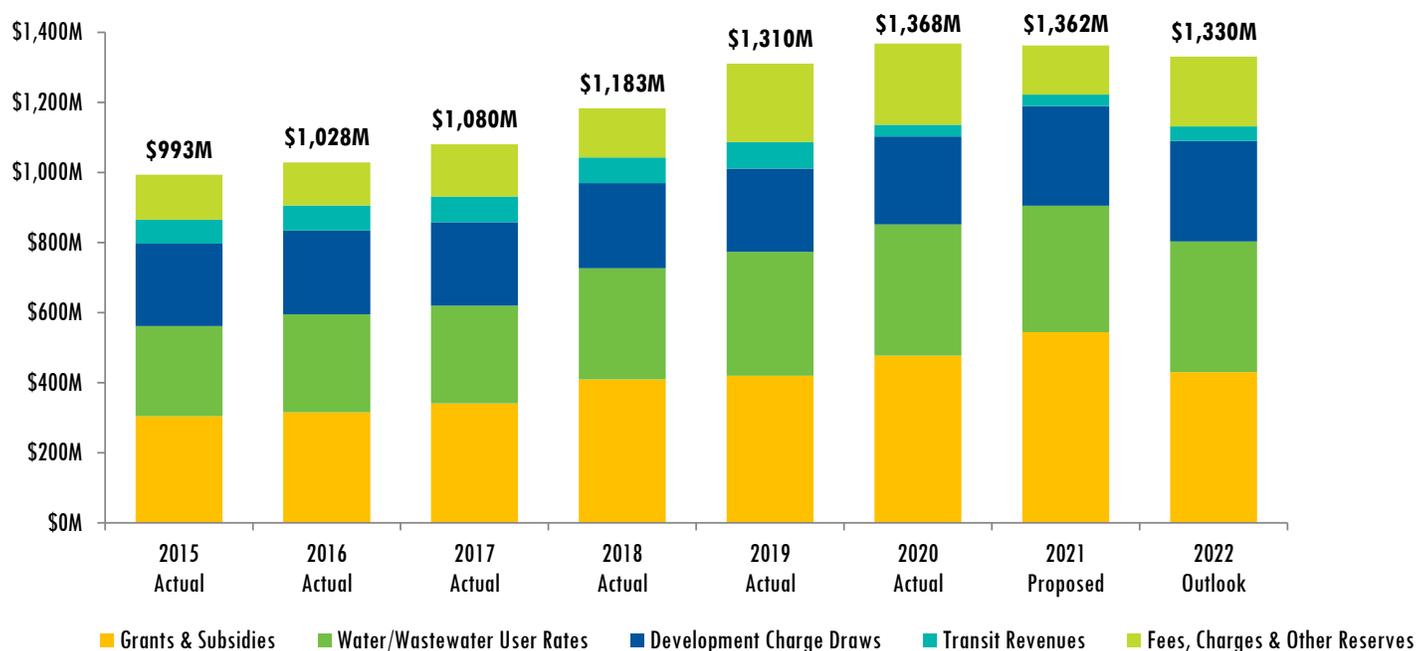
Other major sources of non-tax-levy revenues include water and wastewater user rates, transit fares and drawdowns from development charge reserves, which fund the repayment of growth-related capital debt. The balance is made up of fees, charges and drawdowns of other reserves.

Non-tax-levy revenue sources other than senior government grants increased by 0.4M in 2020. Transit fare and court revenues together fell by \$52.0 million. However, this was offset by increases of \$20.0 million in user rate revenues, which rose modestly despite Council's decision to freeze rates starting April 1, 2020 as a pandemic relief measure, an increase of \$14.4 million in development charge draws, and an increase of \$18.0M in the other non-tax-levy revenue.

Total non-tax-levy sources of funding are expected to slightly decrease in 2021 from 2020 results and further decline in 2022. The expected changes in specific components are as follows:

- Grants and subsidies from senior levels of government are expected to increase in 2021. The graph on the next page, like the discussion throughout this proposed budget, includes funding totalling \$92.5 million received or expected from senior governments in 2021. Including this funding, expected senior government support would total \$543.8 million in 2021. The Region may receive additional amounts in 2021, but these are not included because amounts and details were not complete as the budget was being finalized. Senior government support is expected to fall to \$430.2 million in 2022.
- Supplementary tax revenue is also included in grants and subsidies. It reflects increased assessment value from expanding and/or renovating existing properties and adding new properties to the roll. This revenue is applied to reserve contributions, so that any difference between budgeted and actual amounts has no impact on the tax levy. Supplementary tax revenue is expected to decline to \$4.0 million in 2021 from \$8.4 million in 2020, and reach \$7.0 million in 2022.
- Revenues from user rates for water and wastewater are expected to decrease from \$374.0 million in 2020 to \$361.4 million in 2021, then rise to \$372.8 million in 2022. Regional Council decided in December 2020 to continue the freeze on water and wastewater rates until March 31, 2022, so the 2021 budget reflects expectations about total consumption. The Environmental Services chapter provides more detail.

COVID-19 impacts on revenues expected to continue



- Transit revenues are forecast to remain far below pre-pandemic levels, at a projected \$32.4 million in 2021, lower than 2020 by \$0.7 million, then rising to \$41.6 million in 2022. As COVID-19 recovery continues, York Region Transit is working to optimize its services in line with demand to better balance revenues and costs. The Transportation Services chapter provides more detail.
- Court revenues, which are included in “Fees, charges and other reserve draws” in the graph, are expected to total about \$16 million in both 2021 and 2022 after falling to \$9.1 million in 2020, about 50% drop between 2019 and 2020. Other components of this category are expected to decrease from \$223.3 million in 2020 to \$124.5 million in 2021, rising to \$182.8 million in 2022, largely reflecting draws from the new Pandemic Management Reserve Fund.
- Operating draws from development charge reserves were \$251.5 million in 2020 and are expected to increase to \$284.4 million in 2021 and \$286.8 million in 2022.

Funding from non-tax sources varies across service areas

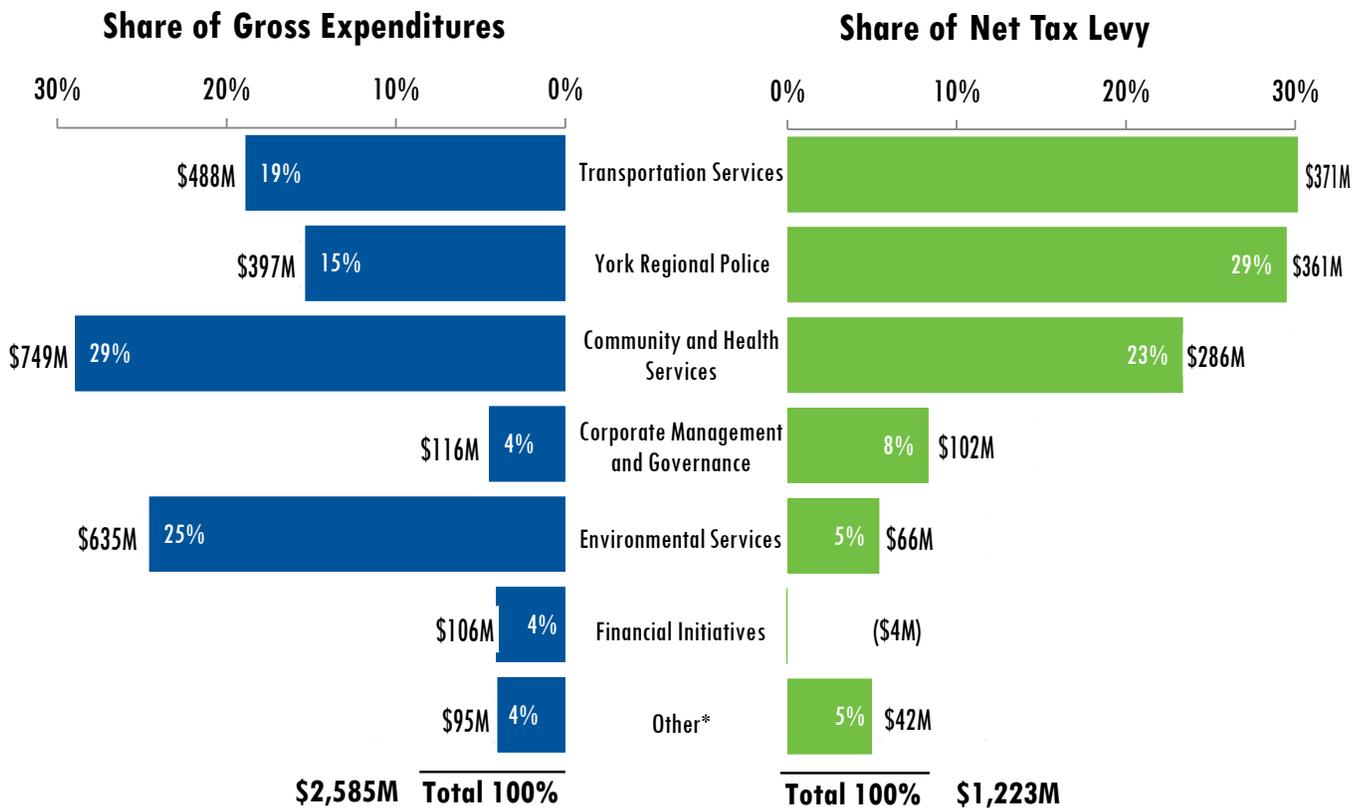
The graphic on the next page shows the share of the total budget and the tax levy budget represented by various program areas. The tax levy share for Financial Initiatives has fallen from 2020, reflecting expected additional funding from senior governments that will be used to offset pandemic-related pressures across Regional government. These pressures are indicated by the apparent increases in the tax levy shares of Community and Health Services, which faces significant ongoing and new pandemic-related cost pressures, and Transportation Services, which expects continued weakness in transit revenue that cannot be fully offset by adjusting service levels. Their chapters provide more detail.

Most remaining pandemic-related pressures on all areas of Regional government will be addressed through internal savings, service level adjustments, draws from reserves and other measures.

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:

- Operating costs in the largest Environmental Services program, water and wastewater, are essentially fully funded from user rates charged for those services.
- Transportation Services includes both roads and transit, with the latter about 20% funded by fares and other transit-related revenues.
- Community and Health Services expects to receive roughly 58% of its operating funding from the provincial government and to a lesser extent the federal government. While funding from senior governments lessens the department’s reliance on the tax levy, it generally increases vulnerability to changes in their priorities.
- York Regional Police, which is governed at arm’s length from the Region, relies heavily on the tax levy for its funding. It nonetheless aims to recover the cost of certain services, such as providing marine tows and responding to requests for motor vehicle collision reports, clearance letters, and vulnerable sector screenings and fingerprints, from users instead of taxpayers in general. As well, a portion of its 2021 funding comes from the province.
- The “other” category includes corporate departments and the fiscal strategy, which are largely funded by the tax levy. The exception is Court Services, which is funded by fine revenue.

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



*Other includes: External Partners, York Region Rapid Transit Corporation, YorkNet and Court Services

TAX LEVY SUPPORTS ESSENTIAL SERVICES AND GROWTH

This section discusses key drivers of changes in the tax levy. In the budget as tabled on February 25, 2021, the line titled “COVID-19 impacts” was \$20.5 million for 2021. The additional provincial funding announced after tabling allowed the COVID-19 impacts line to be reduced to \$3.6 million in the approved budget. This revised figure reflects the use of the \$37.8 million in additional funding to reduce spending pressures, apply \$7.9 million to the contingency fund and eliminate a planned draw of \$13 million from the new Pandemic Management Reserve. (The net increase in the contingency fund, after taking into account the Fiscal Strategy line as discussed below, is \$5.6 million.)

Projected revenue of \$16.3 million from assessment growth will offset the \$3.6 million COVID-19 impact and program-related spending pressures that remain after applying the new provincial funding in 2021, as well as growth-related cost increases. As a result, the proceeds of the 1.54% tax levy increase in 2021 will be contributed to reserves, mainly through the Fiscal Strategy.

Status quo

This budget line refers to changes in the operating budget that would happen without any change in programs, and/or changes resulting from legislated and contractual needs. In 2021, the \$9.5 million increase reflects the usual drivers of the Status Quo, including inflation in the costs of goods, services and staffing. It also reflects reduced contributions to reserves for future hospital projects and the Innovation Investment Reserve Fund, both of which are discussed in the External Partners chapter.

Revenues

This budget line refers to changes in other sources of revenue that affect the tax levy. The net change in non-tax-levy revenue is \$6.9 million. This excludes pandemic-related funding, which is captured in the “COVID-19 impacts” line of the table. Revenue from sources other than senior government transfers is expected to increase by \$2.0 million. Non-pandemic-related transfers from senior government are expected to decline by \$8.8 million in 2021 as provincial funding for bus rapid transit projects winds down.

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

(in \$ Millions)	2021 Approved	2022 Outlook
Opening Budget	1,188.6	1,223.1
Status Quo	9.5	44.7
Revenues:		
Revenues (excl. senior government funding)	(2.0)	(4.0)
Senior Government Funding	8.8	17.6
Subtotal	6.9	13.5
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(7.2)	(4.2)
Program and Service Level Adjustments	(11.8)	(9.6)
Subtotal	(18.9)	(13.8)
Debt Servicing Net of Development Charges	(1.2)	(0.3)
Fiscal Strategy	20.0	15.5
Maintaining Service Levels for Growth:		
Operating Impact of Capital	2.2	1.5
Program Spending	11.1	10.9
Subtotal	13.3	12.4
Enhancements and Transformation	1.5	0.2
Impacts of COVID-19	3.6	(25.8)
Total Budget Change	34.6	46.5
Approved Budget	1,223.1	1,269.6
Assessment Growth Revenue	(16.3)	(10.2)
Approved Budget After Assessment Growth	1,206.9	1,259.4
Approved Tax Levy Increase	1.54%	

Note: Excludes Water and Wastewater.

Efficiencies, adjustments and other reductions

This category reflects efforts by departments to contain or reduce costs by finding ways to operate more efficiently and adjusting programs and service levels. Non-pandemic-related savings totalling \$18.9 million reflect adjustments to transit service planned before COVID-19 emerged, as well as savings from winding down of lease obligations as services consolidate into the Region's new 17150 Yonge Street location.

Debt servicing costs net of development charges

This item reflects the cost of paying down the Region's debt, principal and interest related to growth projects and is offset by draws from development charge reserves. In 2021, this item will decline by \$1.2 million. In line with its fiscal strategy, the Region is no longer issuing tax levy debt, so this item should generally continue to decline until all existing tax levy debt is paid off.

Fiscal strategy

The fiscal strategy is discussed in more detail in the Long-Term Financial Planning chapter. The biggest components of the Fiscal Strategy are contributions to capital reserves, including the Debt Reduction Reserve, and contingency adjustments.

Budget increases for this item are \$20.0 million in 2021 and \$15.5 million in 2022. The main drivers in 2021 are \$13.3 million in higher capital reserve contributions, \$3.3 million more for Debt Reduction Reserve contributions, and an increase of \$3.3 million for contingencies. The final item reflects a one-time \$5.6 million increase from moving hiring-related savings to departmental budgets and a planned \$2.3 decrease in contingency funding from 2020. (After budget tabling, \$7.9 million in new provincial funding was applied to contingency funding, as explained above. That increase is reflected in the "COVID-19 impacts" line.) For 2022, the outlook is for contribution increases of \$17.5 million for capital asset reserves and \$0.3 million to the Debt Reduction Reserve, partially offset by a \$2.2 million reduction in contingency funding.

Maintaining service levels for growth

The proposed increase of \$13.3 million in 2021 represents higher spending on programs and the operating costs of new capital to serve a larger population. These costs are expected to be offset by assessment growth revenue of \$16.3 million.

Growth-related program spending is expected to increase by \$11.1 million in 2021. This would include hiring more frontline paramedics, community housing staff and police officers to serve a larger population.

The cost of operating and managing new capital assets is expected to increase by \$2.2 million in 2021. This will be driven by the opening of new and expanded sections of Regional road, the commissioning of five new stretches of bus rapidway, and other new capital assets that come into service.

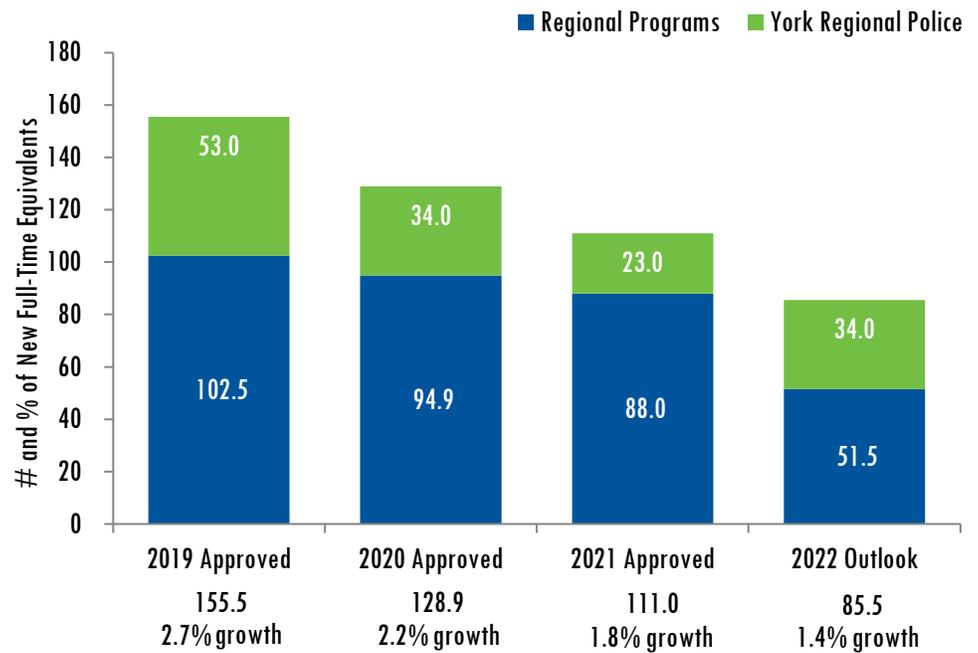
Enhancements and transformation

This item totals \$1.5 million in 2021 and reflects initiatives such as creating a community development unit, supporting Ontario health teams, and meeting paramedic technology needs, all in Community and Health Services, and the operating impacts of YorkNet's Connect to Innovate project, which will improve broadband capacity in the Region's north.

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. Providing more service, whether to meet the needs of population growth or to keep up with greater needs and expectations on the part of residents, thus results in increased staffing.

Staffing growth

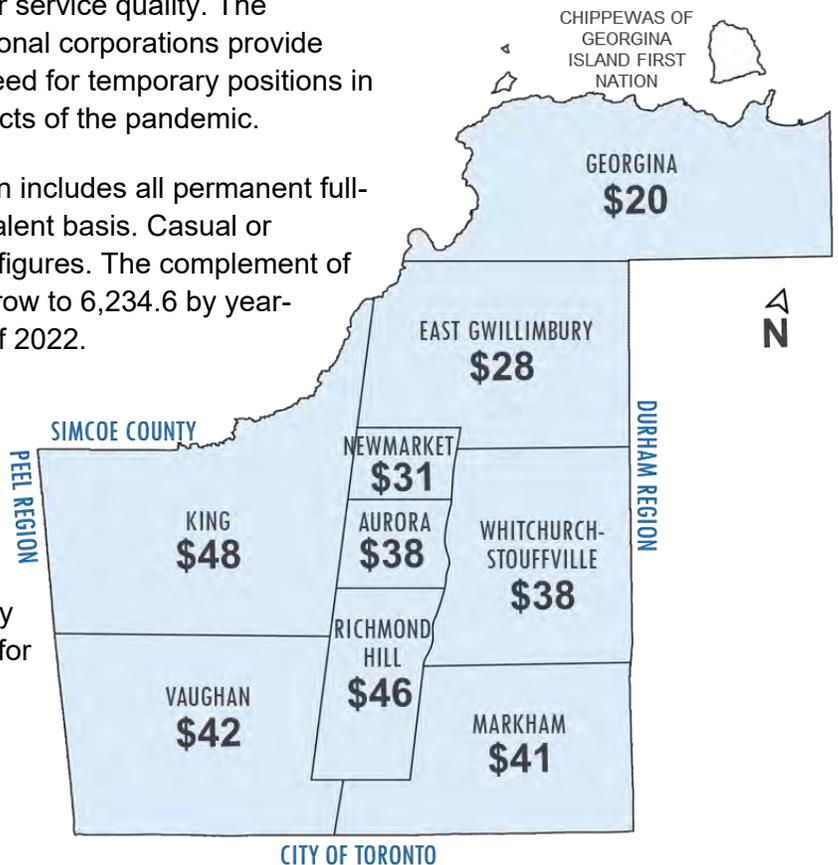


As the graph on the right shows, maintaining existing service levels as the population grows is the largest driver of staff increases at the Region. More staff will be needed through the balance of the current budget cycle to operate new capital assets as they come into service and to support better service quality. The chapters on York Regional Police and Regional corporations provide details on staffing changes, including the need for temporary positions in some areas to manage the continuing impacts of the pandemic.

In reporting its staff complement, 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 6,123.6 at the end of 2020 is expected to grow to 6,234.6 by year-end 2021, and then to 6,320.1 by the end of 2022.

AVERAGE PROPERTY TAX BILL WILL INCREASE BY \$40

Based on the average assessed value of a home in York Region of \$801,928, a tax levy increase of 1.54% for 2021 equates to \$40 for the average household.



2020 to 2021 Operating Budget

(in \$000s)	2020 Budget		2021 Proposed		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
Transportation Services						
Transit Services	253,323	158,545	237,240	189,326	30,781	19.41%
Roads	227,864	173,512	250,903	181,226	7,714	4.45%
	481,188	332,057	488,143	370,552	38,495	11.59%
Environmental Services						
Water and Wastewater	556,094	-	541,336	-	-	
Waste Management	74,850	52,313	80,340	54,563	2,250	4.30%
Forestry	11,456	10,272	11,994	10,671	400	3.89%
Energy Management	1,500	1,080	1,419	1,094	14	1.28%
	643,901	63,665	635,090	66,329	2,664	4.18%
Community and Health Services						
Public Health	74,959	17,663	118,188	57,898	40,234	227.79%
Paramedic Services	88,547	43,742	98,627	50,984	7,242	16.56%
Long-Term Care/Seniors' Services	37,622	15,041	46,799	24,159	9,118	60.62%
Social Assistance	100,075	10,357	125,146	11,997	1,640	15.83%
Homelessness Community Programs	27,446	11,052	35,848	12,524	1,472	13.32%
Children's Services	181,494	22,433	178,344	24,110	1,677	7.48%
Housing Services	110,118	67,251	110,649	69,407	2,156	3.21%
Strategies and Partnerships	15,721	15,278	16,473	16,150	872	5.71%
Integrated Business Services	22,588	22,203	18,616	18,481	(3,722)	(16.76%)
	658,572	225,020	748,690	285,710	60,690	26.97%
Corporate Management and Governance						
Chair & Council	2,472	2,472	2,528	2,528	56	2.26%
Office of the CAO	7,251	6,954	7,011	6,674	(280)	(4.03%)
Legal Services	7,497	6,987	7,358	6,830	(157)	(2.25%)
Financial Management	22,309	19,654	21,783	19,162	(492)	(2.51%)
Information Technology Services	30,428	30,428	31,354	31,354	926	3.04%
Communications, Information and Data	17,256	17,067	16,250	16,061	(1,006)	(5.89%)
Human Resources	9,865	9,845	10,134	10,115	270	2.74%
Property Services	9,570	8,304	6,842	5,422	(2,882)	(34.70%)
Planning and Economic Development	12,464	8,522	13,061	8,591	69	0.81%
Less: Recovery from Water and Wastewater (User Rate)		(5,426)		(4,884)	542	(9.99%)
	119,111	104,806	116,321	101,853	(2,953)	(2.82%)
Regional Programs	1,902,771	725,548	1,988,244	824,443	98,895	13.63%
Court Services	15,058	(1,365)	15,743	(787)	578	(42.35%)
Financial Initiatives	92,094	72,391	105,650	(3,892)	(76,283)	(105.38%)
External Partners						
Property Assessment (MPAC)	22,055	22,055	21,649	21,649	(406)	(1.84%)
Hospital Funding	6,968	6,968	6,939	6,939	(28)	(0.41%)
Innovation Investment Reserve Fund	2,021	2,021	1,871	1,871	(150)	(7.42%)
Conservation Authorities	6,441	6,441	6,526	6,526	84	1.31%
GO Transit	2,500	-	2,500	-	-	
	39,985	37,485	39,485	36,985	(500)	(1.33%)
York Region Rapid Transit Corp.	31,400	4,225	36,419	3,290	(935)	(22.13%)
YorkNet	2,827	2,337	3,005	2,435	97	4.17%
Operating Programs	2,084,135	840,622	2,188,546	862,474	21,852	2.60%
York Regional Police	384,225	347,951	396,764	360,652	12,702	3.65%
Total Operating Budget	2,468,361	1,188,572	2,585,311	1,223,126	34,554	2.91%
Less: Assessment Growth Revenue		(16,830)		(16,250)	(16,250)	(1.37%)
After Assessment Growth Revenue	2,468,361	1,171,742	2,585,311	1,206,876	18,304	1.54%

2022 Operating Budget

(in \$000s)	2022 Outlook		Budget Change	
	Gross	Net	Net \$	Net %
Transportation Services				
Transit Services	251,789	194,627	5,301	2.80%
Roads	271,390	193,874	12,649	6.98%
	523,179	388,501	17,950	4.84%
Environmental Services				
Water and Wastewater	547,263	-	-	
Waste Management	83,475	55,970	1,407	2.58%
Forestry	13,097	11,827	1,155	10.83%
Energy Management	1,472	1,147	52	4.78%
	645,306	68,943	2,615	3.94%
Community and Health Services				
Public Health	82,036	33,934	(23,964)	(41.39%)
Paramedic Services	97,214	49,162	(1,821)	(3.57%)
Long-Term Care/Seniors' Services	44,581	21,768	(2,391)	(9.90%)
Social Assistance	123,355	11,206	(791)	(6.59%)
Homelessness Community Programs	29,870	13,460	936	7.47%
Children's Services	174,985	25,730	1,620	6.72%
Housing Services	107,896	72,023	2,615	3.77%
Strategies and Partnerships	15,970	15,642	(508)	(3.15%)
Integrated Business Services	21,461	20,480	1,999	10.82%
	697,368	263,405	(22,305)	(7.81%)
Corporate Management and Governance				
Chair & Council	2,576	2,576	49	1.93%
Office of the CAO	7,484	7,141	467	7.00%
Legal Services	7,762	7,216	386	5.65%
Financial Management	23,492	20,713	1,551	8.10%
Information Technology Services	33,986	33,986	2,632	8.39%
Communications, Information and Data	17,152	16,963	902	5.62%
Human Resources	10,476	10,456	342	3.38%
Property Services	7,125	5,608	186	3.43%
Planning and Economic Development	12,890	8,777	186	2.17%
Less: Recovery from Water and Wastewater (User Rate)		(5,351)	(467)	9.57%
	122,943	108,086	6,233	6.12%
Regional Programs	1,988,797	828,936	4,493	0.54%
Court Services	16,384	(392)	395	(50.20%)
Financial Initiatives	99,008	16,724	20,616	(529.72%)
External Partners				
Property Assessment (MPAC)	24,318	24,318	2,669	12.33%
Hospital Funding	6,997	6,997	58	0.83%
Innovation Investment Reserve Fund	1,621	1,621	(250)	(13.36%)
Conservation Authorities	6,592	6,592	66	1.01%
GO Transit	2,500	-	-	
	42,028	39,528	2,543	6.87%
York Region Rapid Transit Corp.	35,554	3,481	191	5.82%
YorkNet	3,199	2,460	26	1.05%
Operating Programs	2,184,970	890,737	28,263	3.28%
York Regional Police	414,906	378,843	18,191	5.04%
Total Operating Budget	2,599,876	1,269,580	46,453	3.80%
Less: Assessment Growth Revenue		(10,200)	(10,200)	(0.83%)
After Assessment Growth Revenue	2,599,876	1,259,380	36,253	2.96%

INTENTIONAL BLANK



THE CAPITAL BUDGET

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

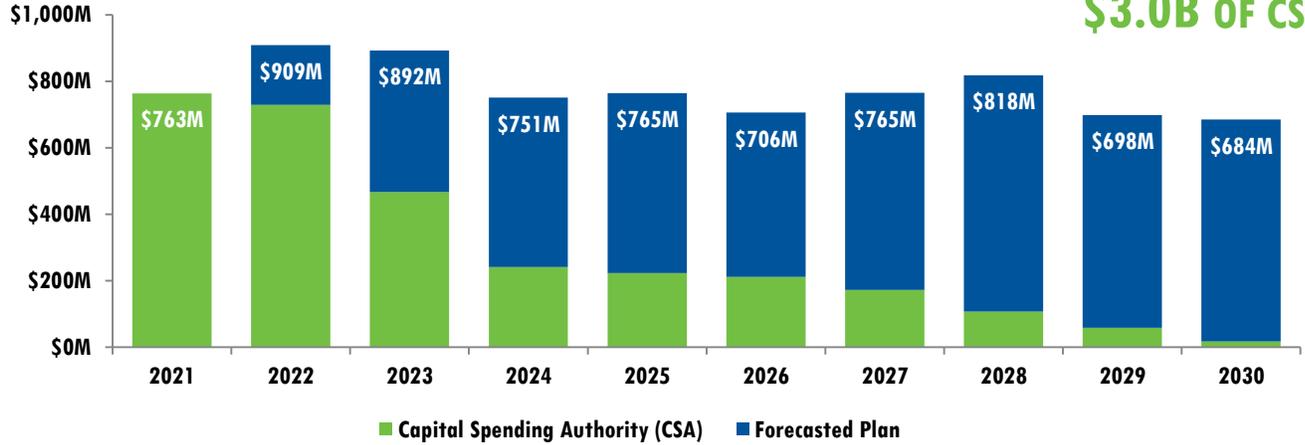


YORK REGION'S CAPITAL BUDGET

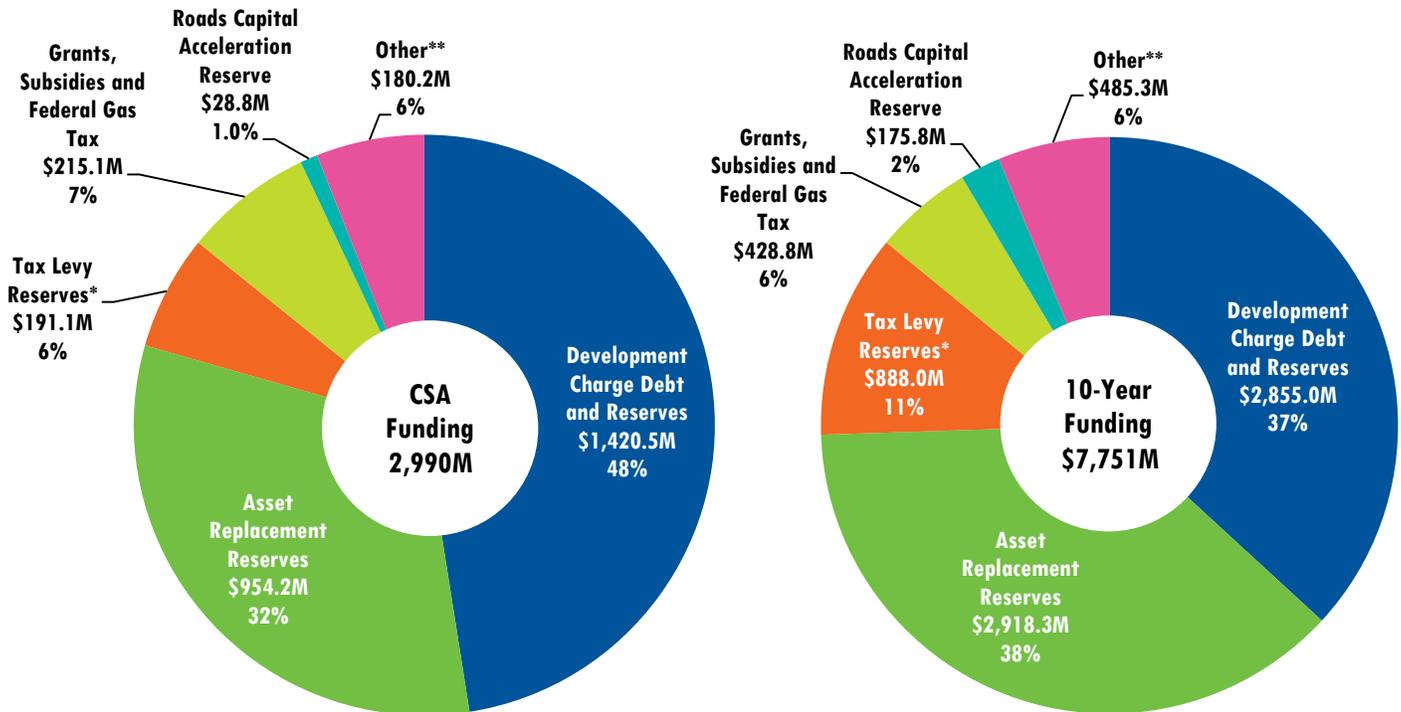
10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$7.8B OVER 10 YEARS

\$3.0B OF CSA



CAPITAL FUNDING



*Tax Levy Reserves includes: Debt Reduction Reserve, General Capital Reserve and Program Specific Reserves

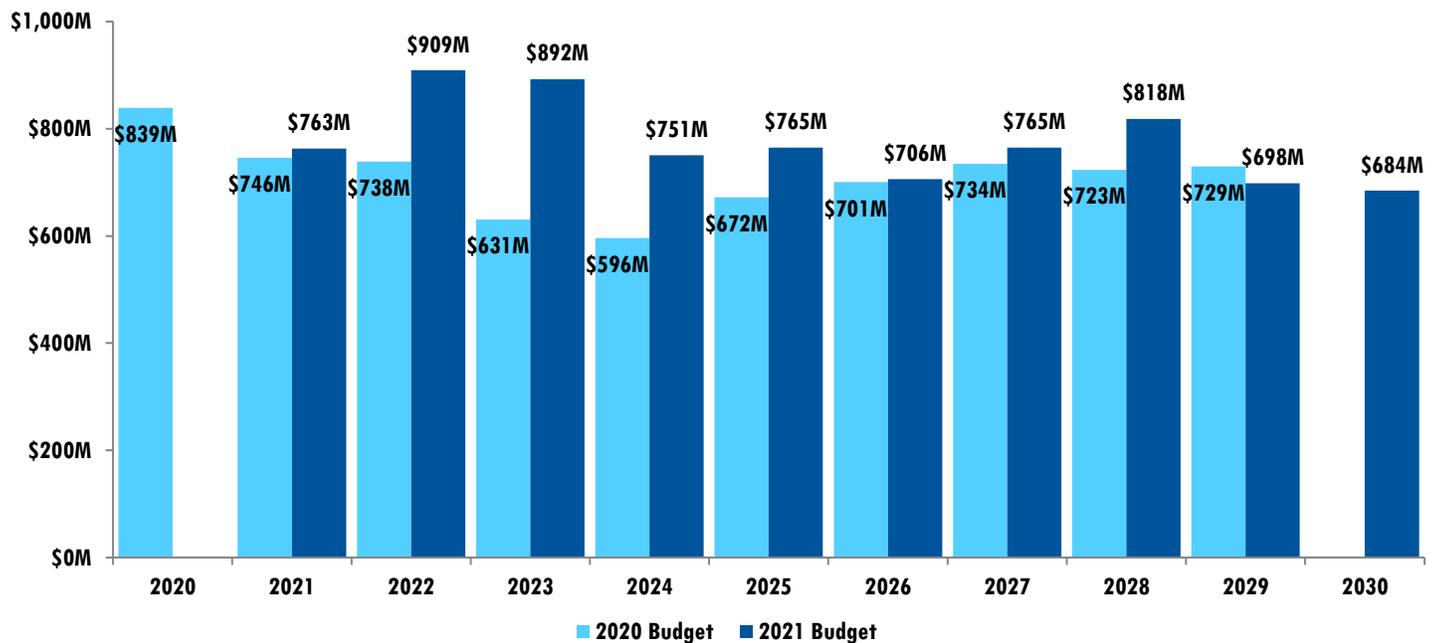
**Other includes: Other Recoveries and Housing York Inc. debentures

BUILDING FOR GROWTH AND RENEWING THE BASE

As shown in the graph below, York Region’s capital budget continues to grow and adapt to meet the changing needs of the Region. The capital budget for the next 10 years, from 2021 to 2030 inclusive, totals \$7.8 billion, up by \$642 million from the \$7.1 billion 10-year plan laid out in the 2020 budget. The increase is due to greater spending on both new projects to serve growth and renewal needs of existing assets:

- On the growth side, spending over the next 10 years is expected to increase by \$504.5 million compared to the 10-year plan in the 2020 budget. This reflects both continued work on growth projects and the start of new ones in the plan’s later years.
- The balance of the increase is attributable to a rise in spending on asset renewal, which has gone up by \$137.6 million from the 2020 10-year plan as further information on asset condition has been collected. Renewal investments are guided by the Region’s Corporate Asset Management Plan, approved in 2018.

2021 capital plan compared to 2020 capital plan



Growth projects will account for 58.7% of the \$7.8 billion in capital spending planned over the next 10 years, as the graph on page 55 shows. They make up 57.8% of capital spending in 2021. The table on the next page lists major projects in the 10-year plan and indicates whether they are related to growth or renewal.

At \$2.9 billion, the capital plan for Environmental Services is the Region’s second-largest departmental plan and generally reflects major projects, including those listed in the first table on the next page.

While Transportation Services has the largest share of the capital plan, at \$3.3 billion, individual projects are generally smaller, and aggregated by category. The second table provides details of Transportation Services spending by category, indicating whether the projects in the category support growth, rehabilitation or both.

Transportation and Environmental Services account for most growth-related projects

Most growth projects in the 10-year plan will be carried out by Transportation Services and Environmental Services.

- Transportation Services growth-related projects are expected to total \$1.8 billion over 10 years. As noted in the Transportation Services chapter, the department is closely monitoring travel and traffic patterns to determine long-term trends that may emerge as a result of the COVID-19 lockdown and will adjust future plans as necessary.
 - ◇ The current plan includes \$1.5 billion for roads growth spending over 10 years, including road widenings. These projects often dovetail with asset management, as the department typically rehabilitates an existing road when widening it.
 - ◇ York Region Transit growth-related capital will account for a further \$0.3 billion over 10 years.

Top projects by expenditure in capital plan

Projects	Department	Need Category	10-Year Total
Upper York Water Reclamation Centre		Growth	\$497M
York Durham Sewage System Rehabilitation		Rehab	\$328M
West Vaughan Sewage Servicing		Growth	\$310M
Northeast Vaughan Water and Wastewater Servicing		Growth	\$265M
Duffin Creek Incinerators		Rehab	\$198M
Primary Trunk Sewer		Growth	\$181M
Housing York Inc. Strategic Plan		Growth	\$159M
Source Separated Organics Facility		Growth	\$100M

 Community and Health Services

 Environmental Services

Transportation Services expenditure by category

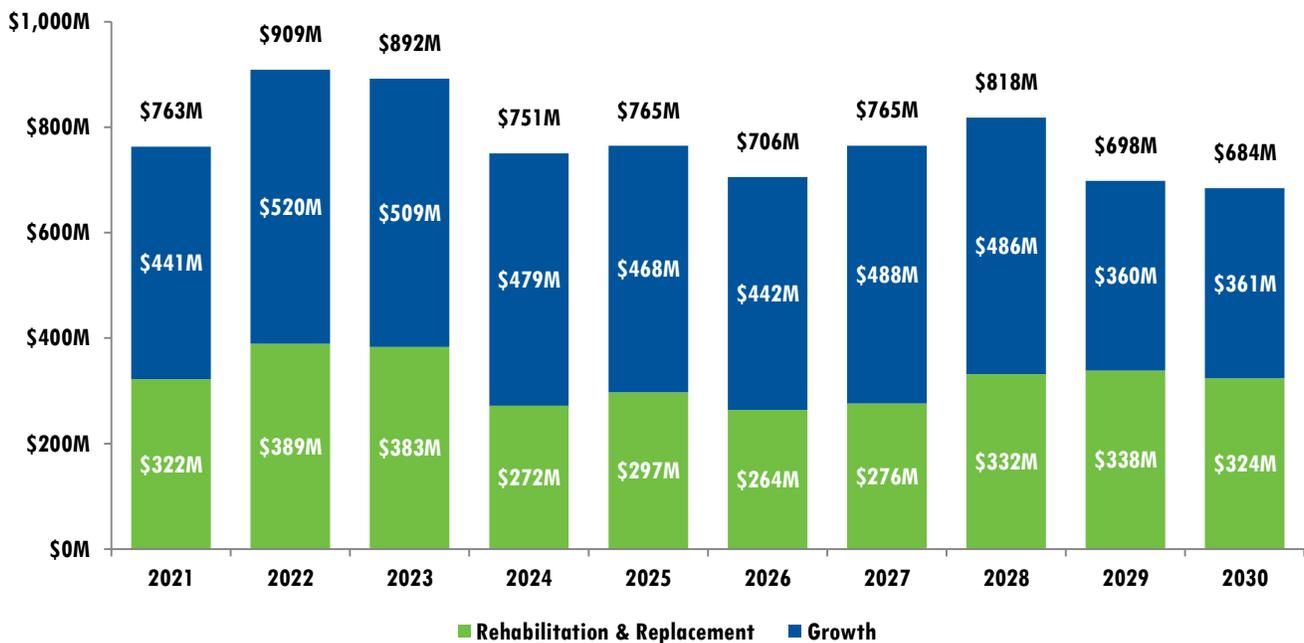
Categories	Program	Need Category	10-Year Total
Road Expansions		Growth	\$969M
Pavement		Rehab	\$797M
Fleet		Growth / Rehab	\$488M
Facilities		Growth / Rehab	\$273M
New Road Links and Structures		Growth	\$157M
Roads Intersections		Growth	\$114M
Road Facilities		Growth	\$106M
Structures		Rehab	\$62M
Other	 	Growth/Rehab	\$288M

 Transit Services

 Roads

- The total growth-related capital plan for Environmental Services is about \$1.8 billion over 10 years.
 - ◇ The Upper York Water Reclamation Centre, to be located in East Gwillimbury, is one of the major wastewater growth projects, with completion expected in 2028. The project is awaiting regulatory and other approvals, however, making planned timing subject to change.
 - ◇ In total, wastewater growth projects would amount to \$1.4 billion, with about 56% expected in the second half of the 10 years, when the bulk of the work on the Upper York Water Reclamation Centre would take place.
 - ◇ Growth-related water projects would take a much smaller share amounting to \$0.3 billion, as the past 20 years have seen major investments in drinking water supply to accommodate growth.

58.7% of the 10-year capital spending goes to growth-related projects

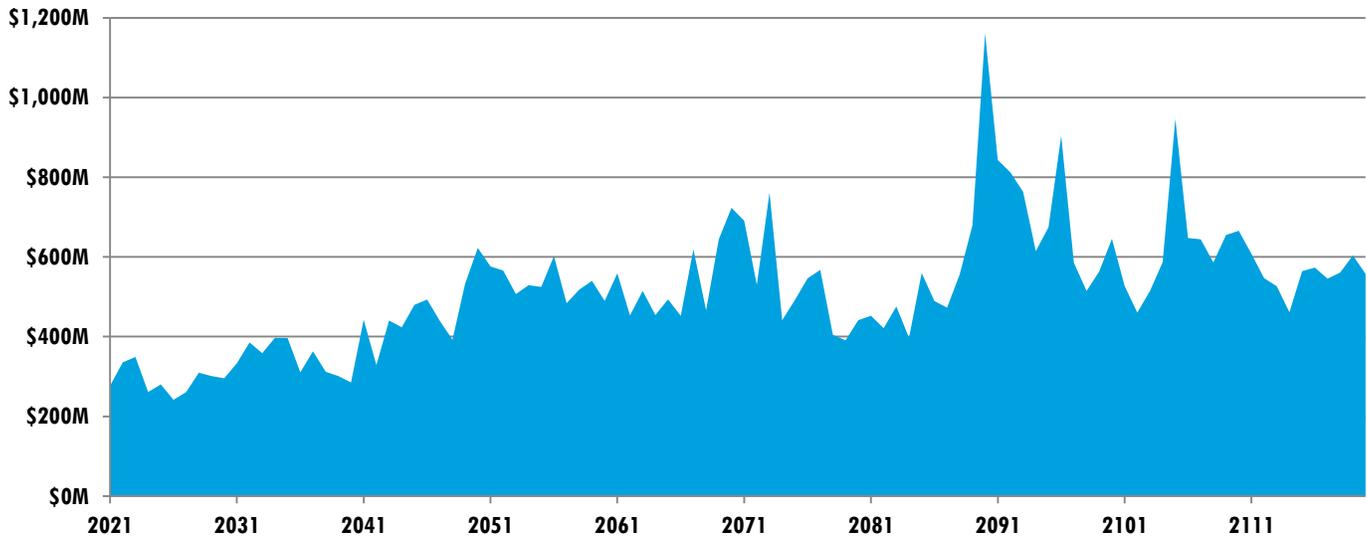


Spending on asset management remains important over the long term

The Region’s first Corporate Asset Management Plan was approved in 2018. It built on asset management practices in use for the previous five years and brought the Region into compliance with provincial asset management regulations more than three years in advance of the required date. Asset management planning in the Region continues to improve, in part to ensure compliance with future provincial regulatory requirements.

The graph on the next page shows the projected needs for asset management over the next century. The financial needs are in today’s dollars (that is, before inflation). The graph shows a need for investment every year, with peaks indicating time periods when major rehabilitation or replacement of specific large assets or systems is expected to take place. While the spending needs are volatile, annual contributions to reserves are relatively smooth. This ensures that adequate funding is available when needed while minimizing volatility to the tax levy and user rates.

Projected asset renewal needs (before inflation)



The starting point for renewal investments is the current condition of assets. The 2018 Corporate Asset Management Plan estimated that about 93% of the Region’s assets were in fair or better condition. Nonetheless, it pointed out areas where needs were more pressing. Contributions to asset management reserves have been addressing these, as part of ensuring all assets are in good condition.

Periodic updates to the plan will provide more detail on the state of the Region’s infrastructure. The next update is planned for 2022.

How the Region pays for the capital plan

As a result of the Regional fiscal strategy described in the Long-Term Financial planning chapter, the Region’s capital plan — one of the largest in Ontario — will be achieved without additions to debt supported by the tax levy or user rates. The Region will continue to use debt judiciously to fund growth-driven capital projects in advance of development charge collections. Capital planning will continue to take into account the need to effectively manage debt and phase projects to meet priorities in line with available funding.

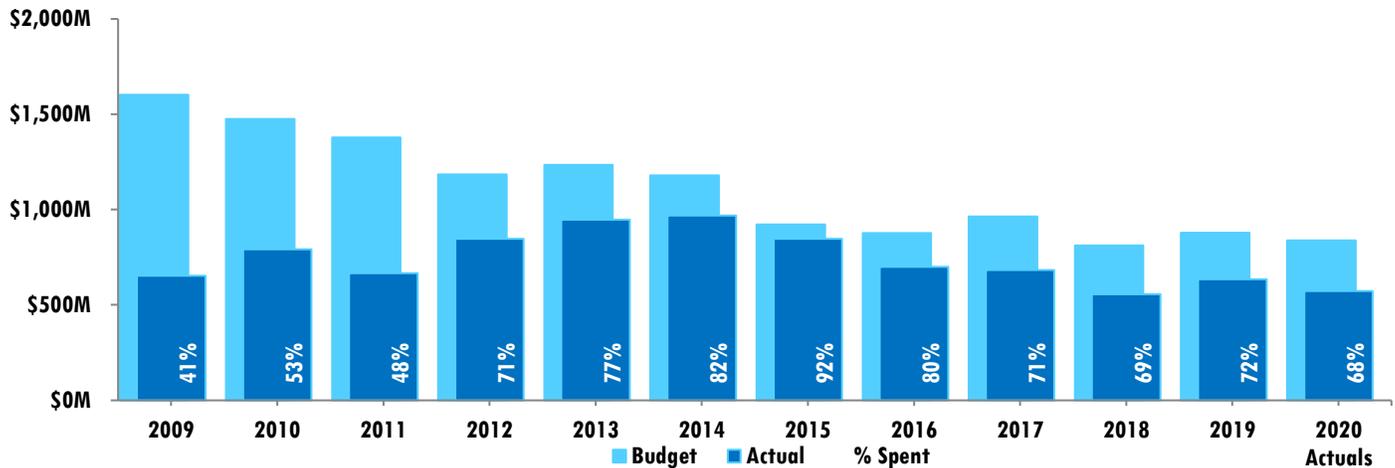
CAPITAL BUDGET FLEXIBILITY ENHANCES PROJECT DELIVERY

Capital budgeting requires each department to develop and follow a multi-year plan guided by the Fiscal Strategy. Departments may propose in their budget to use unspent funds from one year in the following year or years.

In each annual budget, Council is asked to approve the first year of the 10-year plan. In 2021, it is \$763.2 million. The budget also seeks Council approval of Capital Spending Authority for projects expected to take longer than a year, which allows departments to enter into multi-year contracts. The Capital Spending Authority requested in this budget is \$3.0 billion.

This framework helps to maintain consistency in capital planning and delivery. As the graph on the next page shows, a more consistent share of the capital plan has been delivered each year since 2017.

Capital delivery percentage holds steady in recent years



Some factors in capital delivery remain outside the control of the Region, however. One major factor is possible delays resulting from the need for regulatory approval. Weather is also crucial for construction, as is timely delivery from third-party contractors and suppliers. In 2020, worksite restrictions and supply chain disruptions resulting from the COVID-19 pandemic affected delivery of some capital projects, and this may continue into 2021.

As a result of year-to-year uncertainties, 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 more efficient use of resources by keeping the pace of work as steady as possible.

The Region’s multi-year capital budgeting process supports flexibility through organizing most of the capital budget into “program groups” that combine projects with similar business needs at the departmental level:

- In larger capital plans, such as Roads, Water or Waste Management, the services are broken down into program groups such as “Rehabilitation and Replacement” and “Growth”.
- For smaller capital plans, such as Forestry, Paramedic Services, Court Services, YorkNet, and Finance, the whole service 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 annual budget and 10-year capital plan
- No change in the approved Capital Spending Authority for the program group
- The reallocation is between projects with similar funding sources

Program groups do not apply to York Regional Police or York Region Rapid Transit Corporation, as capital budgets are approved at the individual project level.

The 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 area

(\$ in 000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	10-Year Total	Capital Spending Authority
Transportation Services												
Transit Services:												
Rehabilitation and Replacement	26,367	88,482	74,173	19,852	67,638	27,837	42,306	49,365	43,647	41,137	480,804	177,962
Growth	53,250	84,451	32,573	21,543	35,993	2,393	6,126	11,246	47,338	40,168	335,081	162,500
	79,617	172,933	106,746	41,395	103,631	30,230	48,432	60,611	90,985	81,305	815,885	340,462
Roads:												
Rehabilitation and Replacement	76,531	65,085	76,036	73,341	83,625	95,632	102,609	135,411	125,987	121,860	956,117	104,868
Growth	198,719	199,699	190,835	179,276	166,867	127,623	107,094	130,913	97,103	82,224	1,480,353	429,203
	275,250	264,784	266,871	252,617	250,492	223,255	209,703	266,324	223,090	204,084	2,436,470	534,071
Subtotal	354,867	437,717	373,617	294,012	354,123	253,485	258,135	326,935	314,075	285,389	3,252,355	874,533
Environmental Services												
Water:												
Rehabilitation and Replacement	38,855	44,960	54,473	51,792	41,529	44,765	37,541	29,882	40,007	23,530	407,333	144,051
Growth	14,789	18,486	54,838	29,168	28,067	17,540	8,780	11,005	33,286	53,740	269,699	63,847
	53,644	63,446	109,311	80,960	69,596	62,305	46,321	40,887	73,293	77,270	677,032	207,898
Wastewater:												
Rehabilitation and Replacement	90,652	107,477	121,702	80,055	49,156	40,018	44,704	61,031	66,214	65,090	726,099	413,988
Growth	56,815	87,031	128,129	162,916	167,966	185,193	264,431	205,868	78,147	41,157	1,377,653	955,239
	147,467	194,508	249,831	242,971	217,122	225,211	309,135	266,899	144,361	106,247	2,103,752	1,369,227
Waste Management:												
Rehabilitation and Replacement	2,354	1,713	1,474	557	2,273	670	668	731	450	489	11,379	2,414
Growth	350	100	100	100	5,100	5,100	45,115	45,115	100	100	101,280	350
	2,704	1,813	1,574	657	7,373	5,770	45,783	45,846	550	589	112,659	2,764
Forestry	3,782	4,144	3,799	3,839	3,688	3,598	2,139	2,353	2,532	2,581	32,455	15,610
Energy Management	912	1,153	1,567	1,755	1,671	1,831	3,290	4,066	2,073	4,608	22,926	2,065
Subtotal	208,509	265,064	366,082	330,182	299,450	298,715	406,668	360,051	222,809	191,295	2,948,824	1,597,564
Community and Health Services												
Public Health	1,620	-	-	-	-	-	-	-	-	-	1,620	1,620
Paramedic Services	17,557	19,711	8,567	15,358	5,251	4,416	4,521	5,064	8,316	10,879	99,640	41,365
Long-Term Care/Seniors' Services	9,471	3,688	952	730	742	554	2,199	1,714	729	779	21,558	11,292
Housing Services	29,736	67,530	58,334	35,913	30,000	28,250	33,600	14,450	23,075	24,950	345,838	102,900
Subtotal	58,384	90,929	67,853	52,001	35,993	33,220	40,320	21,228	32,120	36,608	468,656	157,177
Corporate Management and Governance												
Finance	24,424	27,796	22,043	19,165	19,187	22,636	20,274	23,670	18,290	21,137	218,622	135,251
Property Services:												
Rehabilitation and Replacement	9,719	6,353	7,214	3,019	9,049	4,504	4,008	9,948	7,031	8,228	69,073	11,438
Business Initiatives	27,890	23,864	16,086	14,480	11,450	53,140	18,071	63,520	68,111	105,153	401,765	65,546
	37,609	30,217	23,300	17,499	20,499	57,644	22,079	73,468	75,142	113,381	470,838	76,984
Subtotal	62,033	58,013	45,343	36,664	39,686	80,280	42,353	97,138	93,432	134,518	689,460	212,235
Court Services	184	120	1,264	184								
York Region Rapid Transit Corporation	35,162	10,889	-	-	-	-	-	-	-	-	46,051	46,051
YorkNet	9,704	22,152	22,830	23,424	24,133	23,139	4,900	-	-	-	130,282	54,686
York Regional Police	34,344	23,972	16,420	14,161	11,139	16,801	12,363	12,723	35,821	36,564	214,308	47,486
York Region	763,186	908,856	892,265	750,564	764,644	705,760	764,859	818,195	698,377	684,494	7,751,199	2,989,915

10-year capital funding by program area

(\$ in 000s)	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	10-Year Total
Transportation Services											
Transit Services:											
Rehabilitation and Replacement	-	-	480,744	-	-	60	-	-	-	-	480,804
Growth	-	17,098	-	-	118,929	-	-	-	-	199,054	335,081
	-	17,098	480,744	-	118,929	60	-	-	-	199,054	815,885
Roads:											
Rehabilitation and Replacement	4,804	1,938	824,315	-	1,374	-	4,770	88,778	-	30,138	956,117
Growth	133,933	-	3,992	-	175,879	-	114,447	861,854	175,772	14,476	1,480,353
	138,737	1,938	828,307	-	177,253	-	119,217	950,632	175,772	44,614	2,436,470
Subtotal	138,737	19,036	1,309,051	-	296,182	60	119,217	950,632	175,772	243,668	3,252,355
Environmental Services											
Water:											
Rehabilitation and Replacement	-	-	399,333	-	-	8,000	-	-	-	-	407,333
Growth	-	-	3,350	-	47,693	-	67,800	150,856	-	-	269,699
	-	-	402,683	-	47,693	8,000	67,800	150,856	-	-	677,032
Wastewater:											
Rehabilitation and Replacement	-	-	668,254	-	-	-	57,845	-	-	-	726,099
Growth	-	-	4,613	-	114,775	11,944	126,792	1,119,529	-	-	1,377,653
	-	-	672,867	-	114,775	11,944	184,637	1,119,529	-	-	2,103,752
Waste Management:											
Rehabilitation and Replacement	11,379	-	-	-	-	-	-	-	-	-	11,379
Growth	101,280	-	-	-	-	-	-	-	-	-	101,280
	112,659	-	-	-	-	-	-	-	-	-	112,659
Forestry	14,879	-	-	-	10,985	6,591	-	-	-	-	32,455
Energy Management	-	-	22,926	-	-	-	-	-	-	-	22,926
Subtotal	127,538	-	1,098,476	-	173,453	26,535	252,437	1,270,385	-	-	2,948,824
Community and Health Services											
Public Health	-	-	372	-	1,248	-	-	-	-	-	1,620
Paramedic Services	-	15,933	51,281	-	20,606	180	-	11,640	-	-	99,640
Long-Term Care/Seniors' Services	-	10,928	7,523	-	-	3,107	-	-	-	-	21,558
Housing Services	142,559	-	47,363	-	8,301	86,800	-	60,815	-	-	345,838
Subtotal	142,559	26,861	106,539	-	30,155	90,087	-	72,455	-	-	468,656
Corporate Management and Governance											
Finance	72,476	-	146,146	-	-	-	-	-	-	-	218,622
Property Services:											
Rehabilitation and Replacement	-	-	69,073	-	-	-	-	-	-	-	69,073
Business Initiatives	3,759	252,510	111,520	-	18,535	-	6,135	9,306	-	-	401,765
	3,759	252,510	180,593	-	18,535	-	6,135	9,306	-	-	470,838
Subtotal	76,235	252,510	326,739	-	18,535	-	6,135	9,306	-	-	689,460
Court Services	-	-	1,264	-	-	-	-	-	-	-	1,264
York Region Rapid Transit Corporation	76	-	-	329	15,038	10,062	592	-	-	19,954	46,051
YorkNet	-	28,857	-	6,503	-	-	56,493	-	-	38,429	130,282
York Regional Police	2,500	66,273	76,253	-	28,609	-	622	40,051	-	-	214,308
York Region	487,645	393,537	2,918,322	6,832	561,971	126,744	435,496	2,342,830	175,772	302,051	7,751,199

INTENTIONAL BLANK



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 the results in their financial statements at year-end.

The budget is prepared on a modified accrual accounting basis. This follows the requirements of Ontario Regulation 284/09 of the *Municipal Act* and essentially requires municipalities to focus on cash. The budget balances major cash inflows against major cash outflows, with the property tax levy as the main lever available to the municipality to achieve the balance.

For the budget, cash inflows include not only items like property taxes, user fees and transit fare revenues, but also the proceeds of borrowings and draws from reserves. Similarly, cash outflows include operating expenses like salaries and overhead, as well as repayment of debt and contributions to reserves. At year-end, if there is a positive balance, it is an “operating surplus;” if the balance is negative, 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 instalment 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. As well, it “capitalizes” assets like buses or buildings that are expected to last for more than a year. This means the upfront cost is shown on the statement of cash flows that year. A fraction of the cost, called amortization, 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. 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 the 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.

In this section, the Region presents its 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*, and explains the differences.

The diagram and discussion on the next page explain in more detail all of the differences between the full accrual budget below and the modified accrual budget allowed by provincial legislation.

The table below shows the expected operating results for the Region for the next year, presented in the same way the actual results are reported in the financial statements.

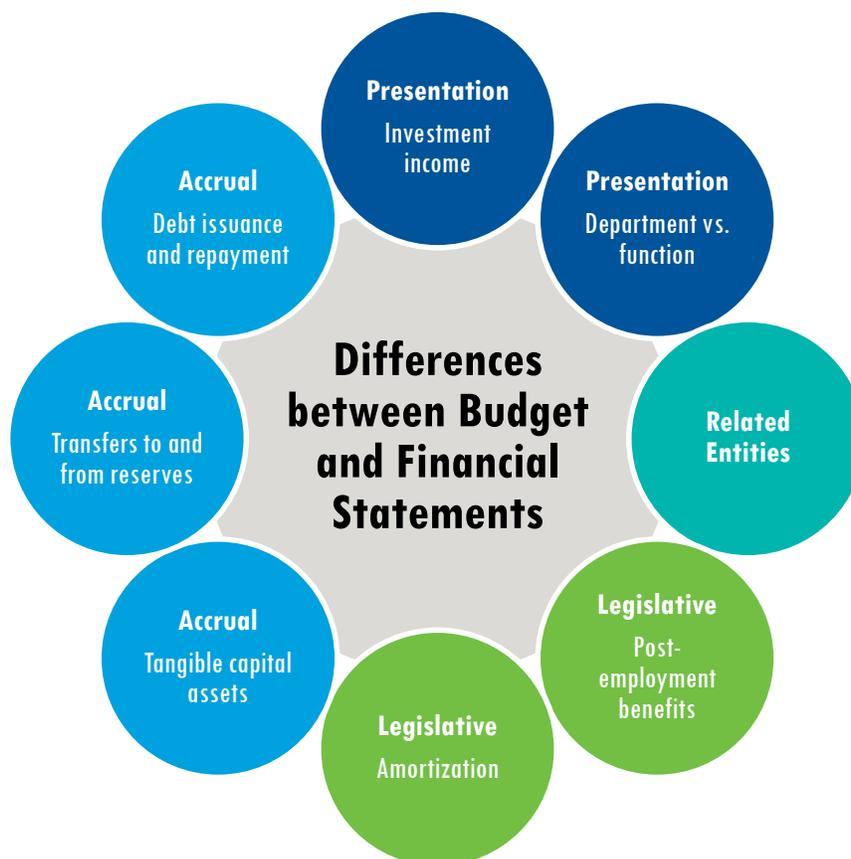
Full accrual 2021 to 2022 budget statement of operations

(in \$000s)	2021 Approved	2022 Outlook
Revenues		
Net taxation	1,223,126	1,269,580
User charges	356,485	367,427
Transfer payments	732,372	578,284
Development contributions	437,462	460,594
Fees and services	130,470	141,191
Interest and investment	92,000	86,172
Other revenues	26,245	35,589
Total Revenues	2,998,160	2,938,838
Expenses		
General Government	147,291	143,514
Protection to persons and property	437,788	456,426
Transportation Services	515,110	520,647
Environmental Services	563,617	560,970
Health and emergency services	264,477	229,337
Community Services	353,746	345,978
Social Housing	128,125	115,823
Planning and development services	15,660	31,621
Total Expenses	2,425,813	2,404,317
Annual Surplus	572,347	534,521

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.

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, legislation and accrual.



Presentation

- In line with provincial requirements, the financial statements which the Region provides in its 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 an offset to General Government expense. In full accrual, it is a revenue item.

These changes generally have no significant impact on the projected annual surplus.

Related entities

Financial reporting includes most financial transactions of related entities, such as corporations owned by the Region. The exception is transactions between related entities and the Region, which are eliminated from the consolidated financial statements.

Two of the Region's related entities and their activities are treated differently in the modified accrual budget:

- York Region Rapid Transit Corporation, which is owned by the Region, receives funding from Metrolinx, the provincial transit agency, for transit assets. Some of the assets are built on behalf of Metrolinx and, when completed, are largely owned by Metrolinx. Neither the funding for these projects nor the assets created are included in the modified accrual budget. The cash inflows and outflows are, however, included in financial reporting. In the full accrual budget presented here, the funding is reflected as revenues in line with financial reporting. Details of how the spending is treated to be consistent with financial reporting appear under the section headed "Accrual," on the next page.
- Housing York Inc. provides community housing programs and has its own Board of Directors. The budget for Community and Health Services includes subsidies provided by the Region to Housing York and fees the Region expects to collect from it. Because Housing York Inc. meets the accounting test to be consolidated into the Region's results as a related entity, its expenses and revenues are reflected in the Region's financial statements. The full accrual budget in this section therefore includes them as well.

The budget for York Telecom Network Inc., another corporation wholly owned by the Region, is prepared consistently with Regional departments' budgets, and undergoes the same adjustments for inclusion in the full accrual budget presented in this chapter.

Legislative

Ontario Regulation 284/09 under the *Municipal Act* 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 important items that fall into this category are amortization and post-employment benefits expense, both of which must be included in reporting under full accrual treatment.

Amortization is explained in the box on page 62. Post-employment benefits are employee benefits that have been earned but will be paid in future as employees retire.

Both items are included in the full accrual budget. Amortization is not shown in the modified accrual budget, but the Region is planning for the rehabilitation and replacement of assets as they age through its Corporate Asset Management Plan. While the modified accrual budget does not include the growth in post-employment benefits as an expense, as full accrual does, the Region is planning reserve contributions to ensure these costs are covered as they come due.

Accrual

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.

Under financial reporting, the share of the Metrolinx funding discussed above under “Related entities” goes to creating assets that Metrolinx owns. This is treated as an operating expense for the Region. Another share goes to increasing the value of Regional assets like roadways. Under financial reporting, that share is not an operating expense but instead an increase in tangible capital assets for the Region. In the full accrual budget, therefore, only the portion of the Metrolinx funding that will result in Metrolinx-owned assets is shown as an operating expense.

Transfers from reserves and the proceeds of borrowing are not revenues, so they are removed from that category in moving from modified to full accrual. This has the effect of reducing budgeted revenues in full accrual and thus reducing the annual surplus, all other things being equal.

Reconciling the 2021 budget with PSAB standards

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
Revenues				
Proposed budget	2,585,311	763,186		3,348,497
Reclassification of investment income			92,000	92,000
Transfer from reserves			(380,892)	(380,892)
Proceeds of debt issued for Regional purposes			(116,086)	(116,086)
Funding from Metrolinx			39,884	39,884
Housing York Inc.			42,073	42,073
Related entities adjustment			(27,316)	(27,316)
Total Revenues	2,585,311	763,186	(350,337)	2,998,160
Expenses				
Proposed budget	2,585,311	763,186		3,348,497
Reclassification of investment income			92,000	92,000
Transfer to reserves			(602,453)	(602,453)
Acquisition of tangible capital assets			(617,908)	(617,908)
Debt principal repayments			(188,411)	(188,411)
Amortization			333,674	333,674
Post employment and other benefit obligation			32,079	32,079
Spending funded by Metrolinx			21,259	21,259
Housing York Inc.			34,392	34,392
Related entities adjustment			(27,316)	(27,316)
Total Expenses	2,585,311	763,186	(922,684)	2,425,813
Surplus	-	-	572,347	572,347



**Balanced
Budget**



**Annual
Surplus**

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 budgeted spending and thus increasing the surplus under full accrual.

The adjustment for post-employment benefits discussed in the previous section takes into account other employee benefit obligations. This reflects the differing treatment between the budget and financial reporting of obligations related to the Workplace Safety and Insurance Board, long-term disability and extended sick leave. The Region includes these items in the budget as an estimate of actual costs for the year. In financial reporting, a liability on the Statement of Financial Position sets out an estimate of total future costs, and the change in the estimate is recorded annually as an expense.

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 on the previous page, modified accrual allows the exclusion of two items that do not require an immediate outlay of cash, amortization and future 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 modified accrual budget essentially provides much of the same information as the full set of statements in the annual report. It 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 increase or decreases in spending.

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

2021 budget statement of operations by function

(in \$000s)	General Government	Protection to Persons and Property	Transportation Services	Environmental Services	Health and Emergency Services	Community Services
Revenues						
Net taxation	112,890	366,391	373,842	66,329	150,452	60,266
User charges				356,485		
Transfer payments	103,182	14,342	107,530	13,337	106,614	285,109
Development contributions	4,920	21,757	165,245	230,797	10,650	
Fees and services	12,358	29,529	40,628	13,605	751	5,660
Interest and investment	92,000					
Other Revenues	341	2,183	630	15,747	201	1,141
Total Revenues	325,690	434,202	687,875	696,300	268,668	352,176
Expenses						
Salaries and benefits	102,725	370,812	84,352	72,743	199,963	74,651
Interest payments	453	2,332	26,558	78,476	224	
Operating expenses	28,646	42,995	211,712	291,724	50,190	179,348
Government transfers		6,526	1,400	2,331	8,141	98,164
Amortization	15,467	15,124	169,829	118,344	5,959	1,583
Total Expenses	147,291	437,788	493,851	563,617	264,477	353,746
Annual Surplus	178,400	(3,586)	194,024	132,683	4,191	(1,570)

(in \$000s)	Social Housing	Planning and Development Services	Metrolinx Funded Projects	Housing York Inc.	YorkNet	Related Entities Adjustment	Total
Revenues							
Net taxation	81,932	8,591			2,435		1,223,126
User charges							356,485
Transfer payments	58,389	125	35,635		8,108		732,372
Development contributions	3,162	930					437,462
Fees and services	10,825	3,282		23,237	440	(9,845)	130,470
Interest and investment							92,000
Other Revenues	125	133	4,249	18,836	130	(17,471)	26,245
Total revenues	154,434	13,061	39,884	42,073	11,113	(27,316)	2,998,160
Expenses							
Salaries and benefits	22,302	11,819		8,603	2,060	(8,603)	941,426
Interest payments	1,284						109,327
Operating expenses	82,614	1,468	21,259	25,789	313	(18,713)	917,344
Government transfers	7,480						124,042
Amortization				7,369			333,674
Total expenses	113,680	13,287	21,259	41,761	2,373	(27,316)	2,425,813
Annual surplus	40,754	(226)	18,625	312	8,740	-	572,347

Note: The "Metrolinx" column refers to transit projects that are funded by Metrolinx.

Note: Numbers may not add due to rounding.



TRANSPORTATION SERVICES

builds, operates and maintains York Region's transportation network, offering travellers a range of options that include public transit and active transportation.

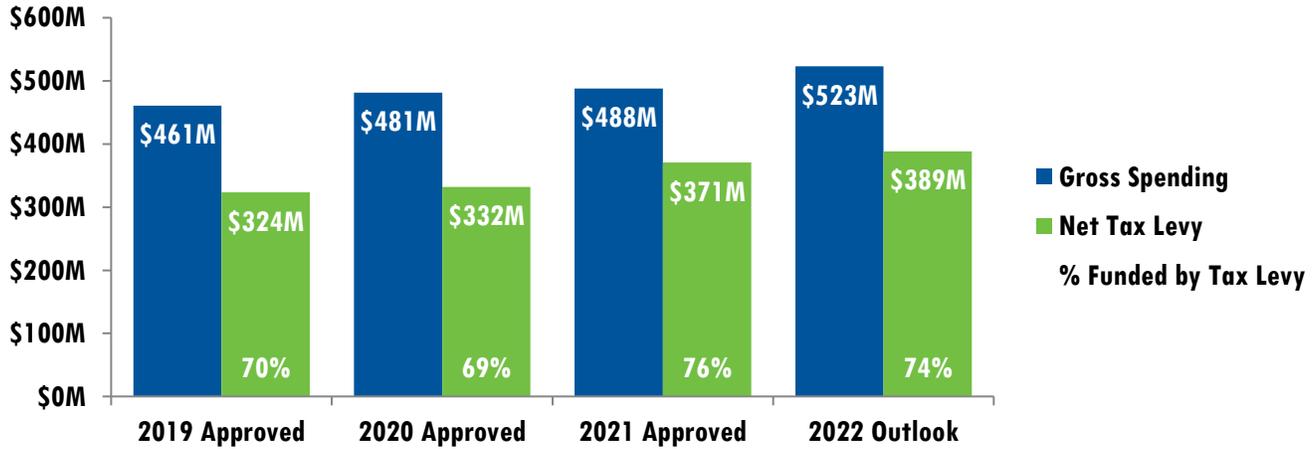


THE TRANSPORTATION SERVICES OPERATING BUDGET IS...

**19% OF TOTAL
REGIONAL EXPENDITURES**

**30¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



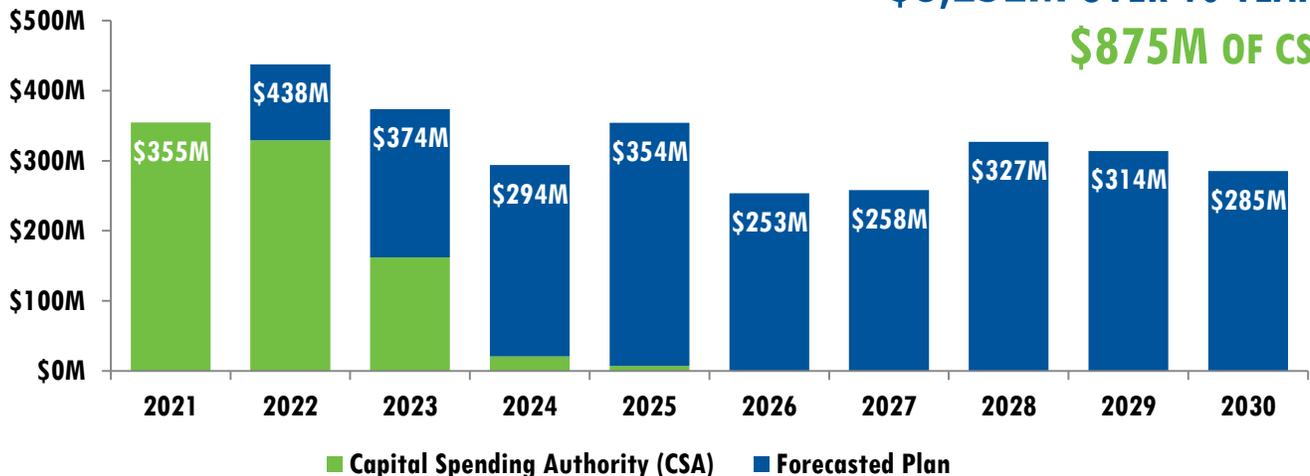
THE TRANSPORTATION SERVICES CAPITAL BUDGET IS...

**42% OF THE
REGION'S 10-YEAR PLAN**

**29% OF
TOTAL CSA**

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

\$3,252M OVER 10 YEARS
\$875M OF CSA



OFFERING TRAVELLERS A RANGE OF SERVICES AND OPTIONS

Transportation Services focuses on ensuring its transportation network is safe, reliable and responsive to needs. A major aim has traditionally been to ensure that travellers can easily connect to freeways and transit, including bus rapidways, the subway and GO Transit.

The network has been growing and becoming busier: on an average day in recent years, drivers and transit users took more than two million trips in the Region. That translated into over six billion vehicle-kilometres of travel annually.

In 2020, however, the COVID-19 pandemic brought about major changes, some of which may have long-lasting impacts. As many workplaces were required to close to contain the virus's spread, there was a shift to working from home. All modes of travel were affected, even after restrictions were eased:

- Private vehicle travel fell sharply at the start of the lockdown, but rebounded by year-end. There was a noticeable shift in traffic patterns, however, as volumes became more uniform through the day.
- Conventional transit ridership declined steeply and has been slower to recover, which is the pattern seen in transit systems across Ontario, including GO Transit. York Region Transit (YRT) accelerated its ongoing shift towards Mobility On-Request service, which has proven its value where demand is not high enough to support full, regularly-scheduled bus service.
- More people appeared to be exploring neighbourhoods, parks and paths through walking, cycling and other forms of active transportation.

All of this suggests possible travel shifts if working from home, at least periodically, continues after the pandemic.

In the long term, rapid transit will remain a cornerstone of sustainable growth in the Region. Extending the subway line to Vaughan Metropolitan Centre has triggered development geared to rapid transit and a more walkable urban centre. The extension of the Yonge Street subway line, currently in the planning stage, is expected to have a similar impact on Richmond Hill and Markham.

With these and other forces shaping a more urban Region, the department will continue to offer transit, walking and cycling options that respond to evolving transportation demand. Its aim for the transit system is to focus fixed-schedule bus service in areas of high ridership. Based on the success of Mobility On-Request, it will continue to provide different options in other areas as needed.

The department is also looking at long-term factors that are likely to shape future travel, as discussed in more detail in the Looking Ahead section starting on page 77, to ensure its network and services remain useful and affordable.

It will also continue to build and leverage partnerships with the Region's nine local municipalities and the federal and provincial governments to help meet the transportation needs of York Region residents and businesses.

2020 UPDATE

During the strictest phase of closures ordered by the provincial government in March, weekday traffic volumes in the Region decreased by about half from their previous levels. Daily traffic volumes gradually increased with the easing of restrictions in May, and the department continued to meet drivers' expectations around road maintenance and level of service.

By September — when schools reopened — road traffic was close to 85% of pre-pandemic levels. As the budget was being finalized, traffic volumes were essentially back to pre-pandemic levels, but with a flattening of historic rush-hour peaks.

Lower volumes of traffic early in the year allowed capital projects in some areas to be accelerated with less disruption. Public engagement evolved to include more virtual platforms to keep travellers updated.

Roads accomplishments in 2020 included:

- Keeping existing roads in good condition by rehabilitating 133 lane kilometres of existing Regional road and preserving a further 86 lane kilometres through the department's asset management program
- Launching an interactive online map of all road construction projects so residents can see clearly where projects are and readily learn their purpose and expected duration
- Updating Transportation infrastructure design guidelines with the aim of balancing the needs of residents, businesses owners and travellers in road and active transportation projects
- Beginning an update to the Transportation Master Plan to meet current and future needs of travellers and the broader York Region community

Transit ridership initially fell to 20% of pre-pandemic levels during the strictest phase of the lockdown. At the same time, cleaning and related costs to ensure the safety of riders and transit workers went up significantly. To reduce the fiscal impact, Transportation Services responded quickly by adjusting transit service levels and finding savings in other areas of the department's operations. Transit services across the province faced similar problems, prompting the provincial and federal governments to provide funding. The Transit section provides further details.

Transit ridership in the GTA has been slow to recover. As of September 2020, for example, the Toronto Transit Commission reported that its ridership was just under 40% of pre-pandemic levels, which is in line with YRT's experience, while the figure for GO Transit was roughly 20%.

Despite the effects of the pandemic, in 2020 YRT:

- Introduced its first six electric buses as part of its Transit Bus Fleet Electrification Plan and in support of the Region's zero-emissions goal in *Vision 2051*
- Won two awards, the APEX Award of Excellence and the MarCom Gold Award, for the redesign of its website, yrt.ca
- Launched operations on five new sections of bus rapidway in the Region – three in the City of Vaughan, one in the City of Richmond Hill and one in the Town of Newmarket

WHAT SHAPES THE DEPARTMENT'S BUDGET



ECONOMIC
VITALITY

Transportation Services supports the community result areas of Economic Vitality, Good Government and Environmental Sustainability in the Strategic Plan.

The department supports Economic Vitality by increasing access to efficient transportation options, which is a specific objective of the Strategic Plan. As well, the department provides the core services of Roads and Transit identified in the plan.



GOOD
GOVERNMENT

Delivering trusted and efficient services is a priority under the Good Government community result area of the plan. The department works to achieve this through greater efficiency by contracting internal and external service delivery and investing in transportation infrastructure to improve its reliability and longevity. As co-lead on the Region's asset management planning, it promotes best practices in asset care and renewal across the organization.



SUSTAINABLE
ENVIRONMENT

Transportation Services supports the Sustainable Environment priority of the Strategic Plan through such initiatives as adding electric buses to the transit fleet, operating lower GHG-emission plowing trucks, using carbon-neutral biodiesel in the summer, automating transit garage operating systems to reduce electricity and natural gas consumption, and applying new techniques to reduce GHG emissions associated with road resurfacings.

More than 500 people are employed on a full-time equivalent basis, including front-line operators, engineers, project managers, financial analysts, technicians and technology staff.

Operating budget

The 2021 gross operating budget of \$488.1 million for Transportation Services reflects ongoing work to ensure the department better serves travellers. The department accounts for 19% of the Region's 2021 gross operating expense.

The department's approved net operating budget for 2021 is \$370.6 million, or 30% of the total for the Region. This is \$38.5 million, or 12%, higher than in 2020, largely due to the ongoing impacts of COVID-19 on transit ridership and costs.

The department has taken several measures to help offset these pressures. In addition to new savings of \$3.7 million incorporated into the "Status Quo" line in the table on the next page, savings and efficiencies and service adjustments amounting to \$2.6 million were found. These are shown in the line labelled "Efficiencies, Reductions & Other Adjustments" in the table. Nonetheless, the degree of support from the tax levy could potentially increase to 76% in 2021, up from 69% in 2020.

The Financial Initiatives chapter outlines that remaining pandemic-related pressures on the tax levy across Regional government will be addressed through additional senior government funding, which is expected but had not been confirmed as the budget was finalized, and the use of a reserve. As of December 2020, the provincial government indicated that transit support under Phase 2 of the Safe Restart Agreement would be available in 2021, with details to be determined.

In 2022, the final year of the multi-year budget, total operating budget is expected to increase by 7.2% to reach \$523.2 million. At 4.8%, the increase in the net operating budget would be less, and reliance on the tax levy would decline slightly to 74.3%.

The department plans to add five new positions in 2021 to enhance customer service, ensure assets are managed properly, and review and comment on development applications. In 2022, 13.5 proposed new positions would meet legislative requirements for road maintenance and asset management, enhance network safety, and continue to deliver the improved customer service model.

Compared to the outlook last year, the net budget for 2021 across the department is higher by \$21.9 million. This is essentially a result of the pandemic-related drop in ridership, partially offset by new savings. The discussions that follow of each program area's budget break out the variance from outlook.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	481,188	332,057	488,143	370,552
Status Quo	2,056	2,056	7,146	7,146
Revenues:				
Revenues (excl. senior government funding)	-	(1,014)	-	(2,136)
Senior Government Funding	-	-	-	-
Subtotal	-	(1,014)	-	(2,136)
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	(1,154)	(962)	19	19
Program and Service Level Adjustments	(2,004)	(1,674)	(25)	(25)
Subtotal	(3,158)	(2,636)	(6)	(6)
Debt Servicing Net of Development Charges	15,306	0	7,838	0
Fiscal Strategy	7,687	7,687	11,985	11,985
Maintaining Service Levels for Growth	5,016	3,432	7,384	5,733
Enhancements and Transformation	-	-	-	-
Impacts of COVID-19	(19,952)	28,970	689	(4,772)
Approved Budget	488,143	370,552	523,179	388,501
Total Budget Change	\$	6,955	38,495	35,036
	%	1.45%	11.59%	7.18%
		4.84%		
Outlook Restated	509,871	348,621	542,716	367,896
Increase/ (Decrease) from Outlook	(21,728)	21,930	(19,537)	20,605

Staffing changes

(Full-Time Equivalent)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	530.2		535.2	
New	5.0	0.94%	13.5	2.52%
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Approved Budget	535.2		548.7	
Budget Change	5.0	0.94%	13.5	2.52%
Outlook Restated	545.7		551.7	
Increase/ (Decrease) from Outlook	(10.5)		(3.0)	

Capital budget

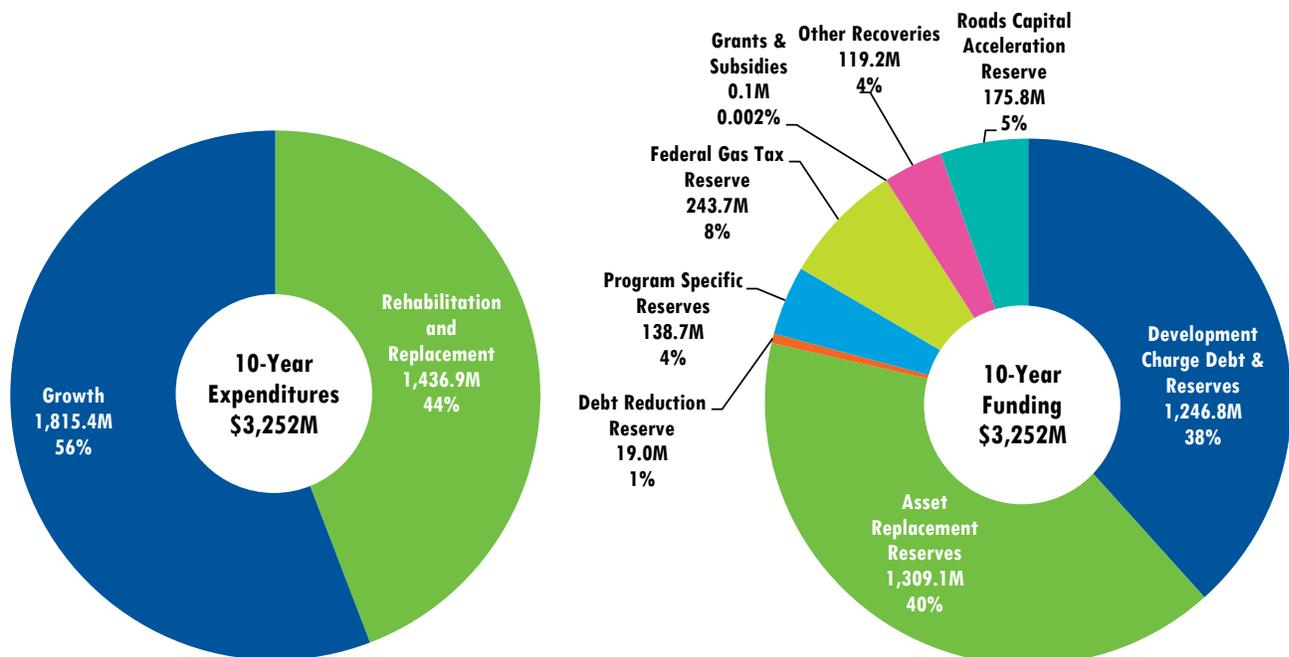
Transportation Services' 10-year capital plan is \$3.3 billion, representing 42% of the 10-year plan for the Region as a whole. This is a slight increase from the 10-year plan in last year's budget. Planned capital investment in 2021 is \$354.9 million, or 46% of the Region's total for the year.

In 2019, Regional Council approved the creation of a Roads Capital Acceleration Reserve to help advance priority growth-related road projects. The reserve will allow work on 14 projects to start during the current 10-year capital plan, with construction on the first expected to begin in 2022.

While serving growth remains important, capital spending also focuses on asset management to extend the life of assets and reduce total costs over their life cycle. Over the next 10 years, roughly 44% of the capital budget, or \$1.4 billion, will go to rehabilitating and replacing existing assets. These investments help ensure that assets are in a state of good repair for current and future residents.

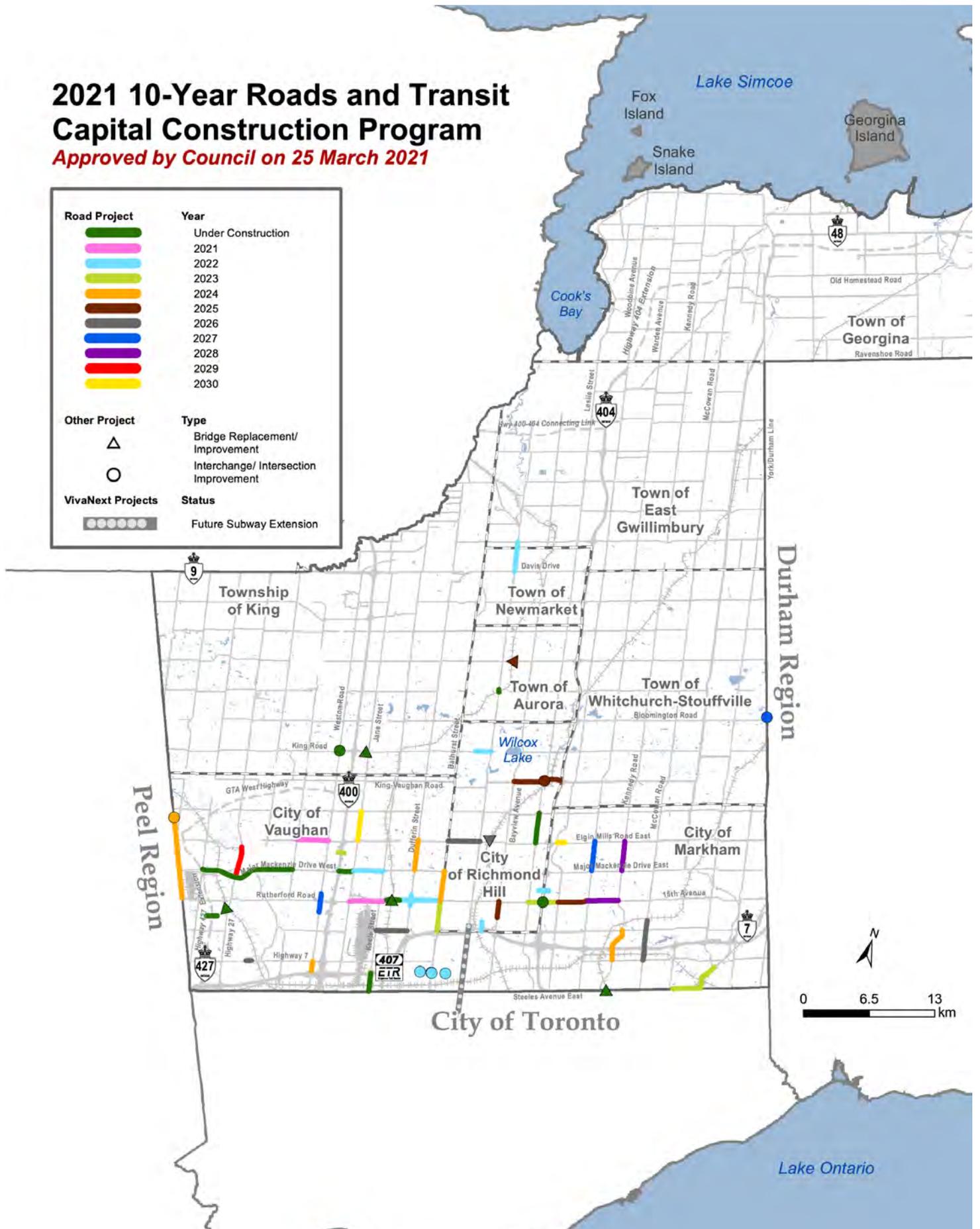
10-year capital budget by program group

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
Transit Services:								
Rehabilitation and Replacement	26,367	88,482	74,173	19,852	67,638	204,292	480,804	177,962
Growth	53,250	84,451	32,573	21,543	35,993	107,271	335,081	162,500
	79,617	172,933	106,746	41,395	103,631	311,563	815,885	340,462
Roads:								
Rehabilitation and Replacement	76,531	65,085	76,036	73,341	83,625	581,499	956,117	104,868
Growth	198,719	199,699	190,835	179,276	166,867	544,957	1,480,353	429,203
	275,250	264,784	266,871	252,617	250,492	1,126,456	2,436,470	534,071
Total Transportation Services	354,867	437,717	373,617	294,012	354,123	1,438,019	3,252,355	874,533



2021 10-Year Roads and Transit Capital Construction Program

Approved by Council on 25 March 2021



Operating impacts of capital

As the Operating chapter notes, building and acquiring capital assets has financial and other impacts on future operations.

For Transportation Services, the increasingly urban nature of the network means operating costs per kilometre are increasing. More complex roads are needed as the number of travellers using all modes of travel increases and their expectations rise. Supporting this urbanized multi-modal system means increased maintenance, including more frequent pavement rehabilitation and the need for specialized equipment and technology to manage and maintain multiple lane types, signals, medians and boulevards, including plants and other landscaping. The growth in transit rapidways in particular adds to cost pressures because of their significant maintenance and snow-clearing needs.

Reflecting uncertainty around the timing and extent of recovery in ridership, YRT has accelerated a shift to conventional Mobility On-Request service, which uses smaller vehicles, and has reduced planned bus purchases for the next several years. These efforts are aimed at operating cost-effectively while maintaining flexibility and meeting demand for transit services.

Many capital investments, especially in technology, support a more effective and safer network. For example, the department continues to upgrade its traffic signal control system and install Bluetooth sensors and cameras to better monitor and manage traffic flow in real time. Incidents can be identified more quickly to minimize delays to travellers. This data can also be shared with applications like Google Maps or Waze, allowing travellers to better plan their routes. The department works to ensure maximum return on these investments in terms of both customer service and operating costs.

Looking ahead

With shifts in travel likely over the coming years, Transportation Services has expanded its planning initiatives to better understand the drivers of its future network, service delivery and budget needs. Broadly, the department has identified three key drivers: traveller behaviour and perception; population and employment growth; and fiscal sustainability.

While all three are important, the pandemic has introduced considerable uncertainty around their direction. The department is identifying indicators to monitor trends with respect to these service drivers to identify and react effectively to longer-term changes.

PROGRAM AREAS

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

- Transit
- Roads

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Approved		2020 Approved		2021 Approved		2022 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Transit Services	246.4	153.7	253.3	158.5	237.2	189.3	251.8	194.6	
Roads	214.3	169.8	227.9	173.5	250.9	181.2	271.4	193.9	
Total Operating Budget	460.7	323.5	481.2	332.1	488.1	370.6	523.2	388.5	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2021	CSA	10-Year	2021	CSA	10-Year	2021	CSA	10-Year
Transit Services	26.4	178.0	480.8	53.3	162.5	335.1	79.6	340.5	815.9
Roads	76.5	104.9	956.1	198.7	429.2	1,480.4	275.3	534.1	2,436.5
Total Capital Budget	102.9	282.8	1,436.9	252.0	591.7	1,815.4	354.9	874.5	3,252.4

TRANSIT

The following services are integrated under the YRT brand:

- **Conventional.** These bus routes provide service to schools, community centres, shopping areas and other destinations. Buses also provide express service to such destinations as major GO Transit terminals and the 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 YRT's demand-responsive transit service in low-demand areas and/or operating periods, connecting passengers to destinations within a designated area or to an adjacent fixed transit stop. Mobility On-Request Paratransit is YRT's specialized transit service for people with physical or functional disabilities who may be unable to use other YRT services for the entire duration of their trip, but who may be able to use these services for a part of the trip.

The transit system is fully compliant with the provincial *Accessibility for Ontarians with Disabilities Act* and passengers can transfer easily from one service to another for greater efficiency and timeliness.

The department provides customer service support for trip planning and traveller concerns by email and telephone. Its website was recently redesigned and updated with new features to reflect a rebranding of YRT and continue complying with the *Accessibility for Ontarians with Disabilities Act*.

Transportation Services works with Metrolinx, the provincial agency responsible for transit in south-central Ontario, and neighbouring transit providers to ensure a seamless travel experience in and beyond the Greater Toronto and Hamilton Area. To support more integrated fares, Regional Council recently approved changes to fare age categories to align with other transit agencies in the area.

Budget overview

At the start of the lockdown in March 2020, the province designated transit as an essential service. YRT continued operating, but bus ridership and fare revenue declined sharply. By the end of March, ridership on conventional and Viva buses was roughly 20% of its level from the previous year. At the same time, YRT faced increased costs for personal protective equipment, cleaning and disinfecting to ensure the safety of travellers and transit workers.

PROVIDING MORE TRAVEL OPTIONS IN AND AROUND YORK REGION

The pandemic and its impacts called for flexibility in approaches to reaching key destinations while respecting physical distancing.

People 65 years and older, a group facing greater risks from COVID-19, were offered the option of Mobility On-Request instead of the usual bus service for destinations within 5 kilometres of their home. As with all Mobility On-Request services, vehicles were thoroughly cleaned on a regular basis, drivers were equipped with personal protective equipment, passengers were required to use a mask, and a limit was placed on the number of passengers in the vehicle at the same time. The pilot was expected to run to the end of April 2021.

The lockdown appeared to spark increased interest in active transportation, including walking, cycling and hiking. The Region has shown its commitment to these modes of travel through two documents: Designing Great Streets Guidelines, and Pedestrian and Cycling Planning and Design Guidelines. It also supports partnership programs for enhanced streetscapes and an active transportation network.

Active transportation will also be advanced by the Lake to Lake Route, a recreational and commuter trail that will ultimately extend from Lake Simcoe to Lake Ontario. With about 80% of its 121-kilometre length in the Region, it will connect to transit hubs and attractions like beaches and parks, and link to existing trails to give access to additional destinations like the Rouge National Park.

In 2020, the Region advanced the Lake-to-Lake initiative by working with local municipalities to complete two multi-use path projects: one on Bayview Avenue between Bloomington and Vandorf sideroads in Aurora and the other on Leslie Street between 16th Avenue and Elgin Mills Road in Richmond Hill. The Region's share of costs was largely covered by an Ontario Municipal Commuter Cycling grant.

In response to these financial pressures, YRT reduced fixed-schedule bus services, focusing resources on the most heavily travelled routes. Reflecting physical distancing needs, the number of passengers on board at any given time was limited to between 13 and 16. To meet demand while maintaining social distancing, buses were added to routes with high ridership.

YRT also accelerated previously planned changes on routes with low demand to replace fixed-schedule bus service with conventional Mobility On-Request service. This option provides travel in select service areas using vehicles like sedans, minivans and small buses. Service was extended in the lockdown to help travellers get to grocery stores and other essential destinations early in the day. As the box on the right describes, a pilot also offered service to seniors.

By the fall of 2020, conventional Mobility On-Request service was close to its 2019 ridership level. A major reason was serving areas where demand had become too low for scheduled bus service to be cost-effective. Providing Mobility On-Request instead reduced YRT's operating costs while still offering transit service to remaining customers.

Mobility On-Request services for people with disabilities saw a sharp decrease in ridership, as day programs were cancelled and residents were asked to stay home.

Senior government funding was provided to help offset municipal transit services' lower revenues and higher costs:

- The provincial government initially made up to \$15 million available across the province for enhanced cleaning. The Region was allocated \$661,031 from this source.
- The Safe Restart Agreement, equally cost-shared by the provincial and federal governments, includes up to \$2 billion in additional transit funding. The first phase provided a total of over \$660 million for operating pressures between April 1 and September 30, of which York Region's share was \$17.1 million. Funding under the second phase will be based on municipal applications.

With the gradual reopening of businesses and resumption of school, local and Viva ridership rose somewhat. By September, however, it was still only about 40% of its volume from a year before, which was in line with the experience of other Ontario transit services.

By year-end, service was reduced on over 60 YRT routes, with other transit options made available where possible. Cost pressures were partially offset by lower contract payments for bus operations, fuel savings, and less travel and training.

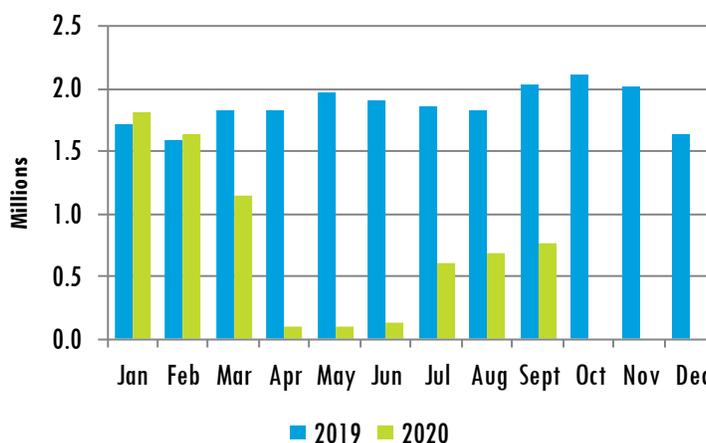
For 2021, the approved net operating budget for YRT was \$189.3 million, \$30.8 million higher than in 2020, reflecting ongoing cost pressures. In 2022, the outlook was for a rise to \$194.6 million.

Owing to continuing concerns about the impacts of COVID-19 on transit use, these figures assume 2021 and 2022 ridership to be 40% and 50%, respectively, of 2019 levels. (The 2022 assumption will be revisited based on actual 2021 experience.) Costs will also rise as a result of commissioning new segments of bus rapidways and other new assets. Adjustments to fixed-schedule bus routes are expected to lower costs by an estimated \$15.6 million in 2021, helping to reduce cost pressures.

Transit's average revenue-to-cost ratio, which indicates the share of its direct operating expenses covered by fare and other operating revenues, improved in 2019 to average 41%. Owing to COVID-19 impacts, the ratio is forecast to average 20% in 2020. Ridership recovery is needed to improve the ratio in the long run.

Transit accounts for 25% of the department's 10-year capital plan. In 2021, this will include the purchase of six additional electric buses, reflecting a Regional Council commitment to reducing carbon emissions. Planned investments in diesel-fuelled and hybrid buses have been deferred in light of the drop in ridership. The YRT facility plan includes expansion of a bus garage at Orlando Avenue in Richmond Hill.

MONTHLY TRANSIT RIDERSHIP COMPARISON (2019 TO 2020)



About the graph: The COVID-19 pandemic saw transit revenue significantly decrease in April 2020 and onwards compared to 2019 revenues. Significant operational changes were taken to curb the spread of the virus, including rear door boarding and accepting only contactless payments. Front door boarding and payment was reserved for those with mobility issues. In light of these changes as well as managing the pressures of decreased ridership revenue, Transit was able to adapt to continue providing efficient transportation options to travellers as set out in the Economic Prosperity priority of the Strategic Plan.

Transit Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$246.4M	\$253.3M	\$237.2M	\$251.8M
Net	\$153.7M	\$158.5M	\$189.3M	\$194.6M
Budget Change		\$4.8M	\$30.8M	\$5.3M
FTE - Total	205.9	204.1	207.2	211.0
- New			3.2	3.8
Increase/(Decrease) from Outlook:				
Net (\$)			\$25.3M	\$22.4M
FTE			0.0	2.4
CAPITAL BUDGET				
2021 Budget				\$79.6M
Capital Spending Authority				\$340.5M
10-Year Capital				\$815.9M

Change from outlook

The change from last year's outlook for the 2021 net operating budget is an increase of \$25.3 million, owing largely to the expected continuing impacts of COVID-19, including reduced ridership and higher expenses for personal protective equipment, cleaning and disinfecting.

ROADS

This program area is responsible for managing and maintaining more than 4,300 lane kilometres of Regional roads and related transportation infrastructure.

In an average year, the program area carries out hundreds of traffic studies, issues 3,500 road permits, and monitors and maintains approximately 880 signalized intersections.

Transportation Services works with the police and other partners on campaigns to educate users of the transportation network. The program area also employs a range of technologies to keep the road system operating as intended in all conditions, including severe weather, share information with travellers and improve safety for drivers, pedestrians and cyclists.

Investing in the growth and renewal of transportation assets is fundamental to strengthening the links across communities.

The following major growth-related capital projects were completed in 2020:

- Reconstructing and widening the section of Major Mackenzie Drive from Highway 50 to Highway 427, providing better access to the Highway 427 extension that is currently under construction
- Reconstructing and widening three signalized intersections on Leslie Street to install bus bays and transit infrastructure allowing buses to pick up and drop off transit riders without delaying traffic

ENGAGEMENT AND PARTNERSHIPS TO BUILD A BETTER NETWORK

An upcoming street-widening project provided an opportunity for Transportation Services to engage the community in a new way. The project will widen Yonge Street from Davis Drive in Newmarket to its boundary with East Gwillimbury at Green Lane. Recognizing the impacts on businesses, residents and travellers in a very busy corridor, the department held a series of virtual workshops to gather feedback, build trust and help ensure useful and timely communication.

The department is also building stronger integration with project partners on major infrastructure projects. The provincial transit agency Metrolinx is a key partner with whom the Region routinely coordinates rapid transit projects, including GO Transit expansion and the preliminary design and business case for the Yonge Subway Expansion to Richmond Hill.

An example of working together to enhance community benefits is a major GO Transit project on Rutherford Road in the City of Vaughan. The project involves twinning the train track to support two-way travel. In addition to improving GO train service, the benefits to travellers will include:

- Enhanced pedestrian and cyclist connectivity, including a Rutherford Road pedestrian bridge and dedicated bike lanes
- Separation of the tracks from Rutherford Road so traffic will no longer have to wait for a train to pass
- New bike parking spaces and a parking garage that will add 1,200 spaces
- Upgraded bus loop and Kiss & Ride

York Region is providing \$13 million towards the capital costs of the project. The Rutherford Road project is one of several that Metrolinx is undertaking to improve service on the GO rail line to Barrie.

The department's asset management program include projects on Bayview Avenue in Markham, Highway 7 in Vaughan, and Woodbine Avenue in East Gwillimbury. In addition, five structures were rehabilitated, including the Keele Street and Teston Road bridge in anticipation of expansion of GO rail service. This work added significantly to the expected life span of the transportation network.

To get the most from public investments, the program area works to leverage all available and potential sources of funding and looks to form partnerships where opportunities exist.

In addition to routine repair and resurfacing of structures and roads, the program area works to improve the network by providing more accessible and efficient options when replacing existing infrastructure. Examples include more prominent "zebra" markings at road crossings and pedestrian signals, as well as audible indicators and/or head-start timing to improve pedestrian safety.

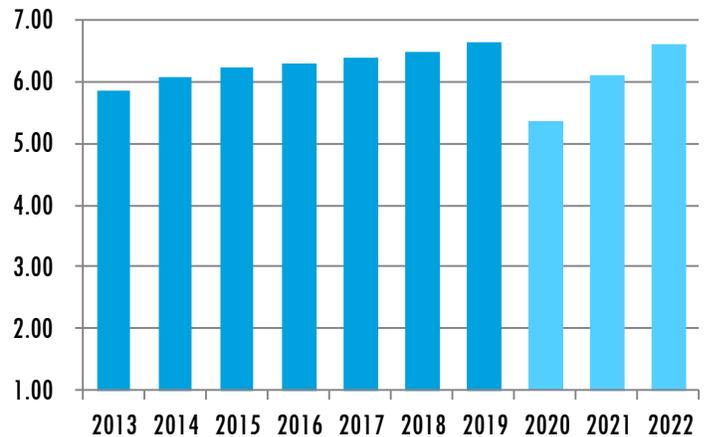
Budget overview

Roads represents 49% of the department's 2021 net operating expense. At \$181.2 million, it is up by \$7.7 million or 4.4% from 2020. The increase in 2022, the final year of the 2019-2022 budget, is forecast to be 7.0%.

Higher costs are driven by a more complex road network and increasing urbanization, with the share of the road network classified as urban growing from 54% in 2009 to 61% in 2019. The department continues to leverage specialized equipment and technology to provide efficient service and explore service delivery options, including enhanced partnerships and coordination with local partners.

Over the next 10 years, the Roads capital plan is \$2.4 billion or 31% of the total plan for the Region. Of this, 61% will fund growth projects to build capacity and create vital connections, while the balance will go to extending the life of existing assets. The map on page 76 shows proposed dates for capital growth projects over the next 10 years.

**ROADS VEHICLE TRAFFIC VOLUME
(BILLIONS OF KM TRAVELLED)**



About the graph: With remote work becoming the norm during the COVID-19 pandemic, traffic volume dropped off in 2020, but is projected to return to pre-pandemic levels by 2022. To meet the priority of Economic Vitality as set out in the Strategic Plan, Road Services recognizes it is of utmost importance to continue projects that reduce congestion and provide efficient transportation options for travellers. In addition, continuing road work while the pandemic reduces traffic volumes disrupts fewer travellers.

Roads

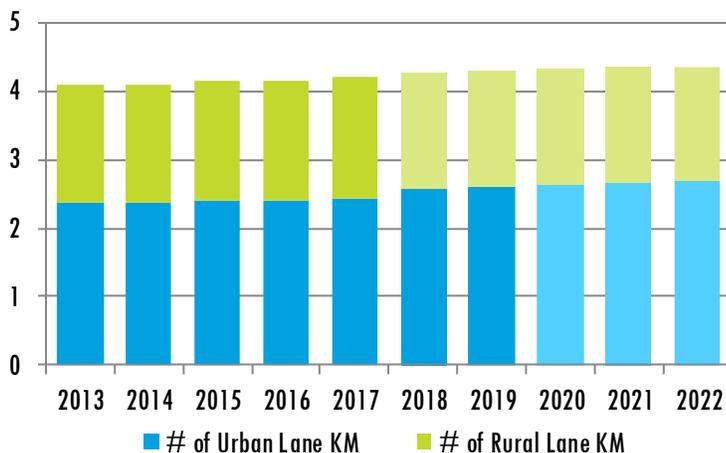
OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$214.3M	\$227.9M	\$250.9M	\$271.4M
Net	\$169.8M	\$173.5M	\$181.2M	\$193.9M
Budget Change		\$3.7M	\$7.7M	\$12.6M
FTE - Total	303.8	326.1	328.0	337.7
- New			1.9	9.7
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$3.4M)	(\$1.8M)
FTE			(10.6)	(5.4)
CAPITAL BUDGET				
2021 Budget				\$275.3M
Capital Spending Authority				\$534.1M
10-Year Capital				\$2,436.5M

The capital program for 2021 is budgeted at \$275.3 million, which is 36% of the Region's total for the year. The department has been able to advance one important capital project and has worked with partners to advance four projects being led by others to address the transportation needs within the busiest areas of the Region.

The following major capital projects are currently underway or scheduled to begin in 2021:

- Continuing the transformation of Major Mackenzie Drive from Highway 50 to Highway 400 in the City of Vaughan, including building four new bridges (over the Canadian Pacific train tracks, the Humber River, the East Humber River and Purpleville Creek), to accommodate the growth in travel demand
- Improving Major Mackenzie Drive from Highway 400 to Jane Street in Vaughan to provide a vital link to the new Cortellucci Vaughan Hospital
- Improving Rutherford Road westbound from Jane Street to Peter Rupert Avenue in Vaughan, including working in partnership with Metrolinx to construct a grade separation at the Barrie GO corridor train tracks
- Eliminating the jog and widening Teston Road from Pine Valley Drive to Weston Road to accommodate growth and improve the flow of traffic in the corridor
- Widening Keele Street from Steeles Avenue to Highway 407 in Vaughan, including replacing the CN rail bridge, to accommodate growth in travel demand resulting from development in the area
- Transforming Leslie Street from Elgin Mills Road to 19th Avenue from a two-lane rural road to a four-lane urban road in the City of Richmond Hill to increase capacity and add facilities for cyclists and pedestrians
- Continuing work on the following additional projects to improve and maintain infrastructure:
 - ◆ Replacing the Highway 27/Canadian Pacific rail bridge south of Rutherford Road in Vaughan
 - ◆ Rehabilitating the King Horn bridge on King Road, in King Township
- Working with residents and stakeholders through the environmental assessment process for:
 - ◆ Teston Road from Highway 400 to Bathurst Street in Vaughan
 - ◆ Warden Avenue, from Major Mackenzie Drive to Elgin Mills Road
 - ◆ Kennedy Road, from Major Mackenzie Drive to Elgin Mills Road

A BIGGER AND MORE URBAN ROAD NETWORK (000s OF LANE KM)



About the graph: York Region has continued to build the urban road network. To limit construction and traffic disruptions to travellers, growth has been incremental but steady. Further developing the urban road network in areas of congestion continues to be a priority for Roads under the Strategic Plan priority of Economic Prosperity.

Provincial priorities are a major consideration in the capital plan. The provincial GO Transit system is being expanded to provide two-way train service to Aurora and Unionville at intervals of 15 minutes or less, which will involve twinning the rail track. York Region is responsible for some of the costs of replacing level crossings on Regional roads for safety and traffic flow. Some grade separation projects, such as the one discussed in the box on page 81, are already in the capital plan. For the others, the Region will work with Metrolinx to determine the timing and cost-sharing arrangements.

Change from outlook

The approved net operating budget for 2021 is \$3.4 million lower than expected in last year's budget, reflecting new savings and deferral of some planned new positions.



YORK REGION RAPID TRANSIT CORPORATION

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

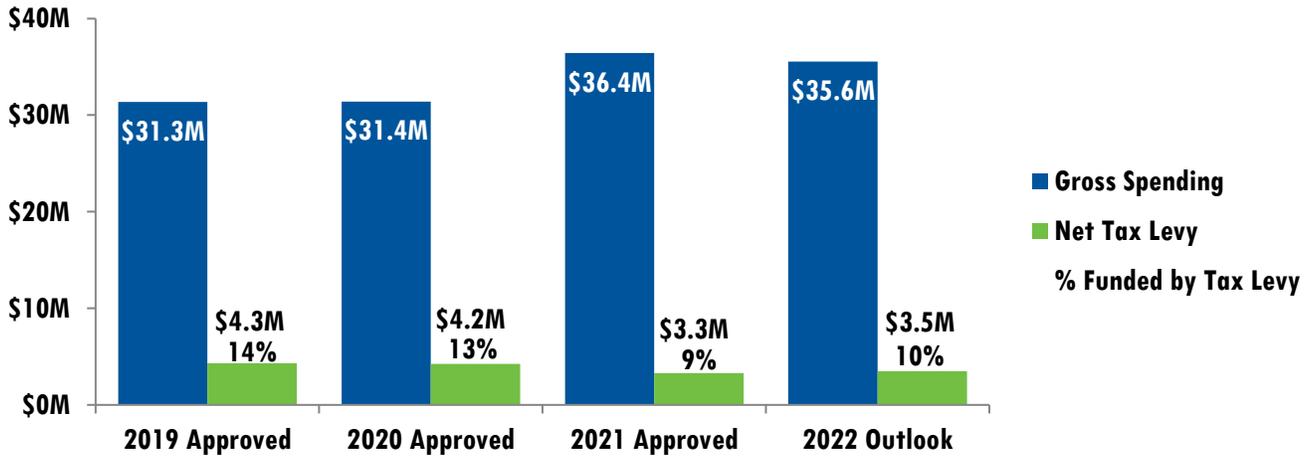


THE YORK REGION RAPID TRANSIT CORPORATION OPERATING BUDGET IS...

**1.4% OF TOTAL
REGIONAL EXPENDITURES**

**0.3¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



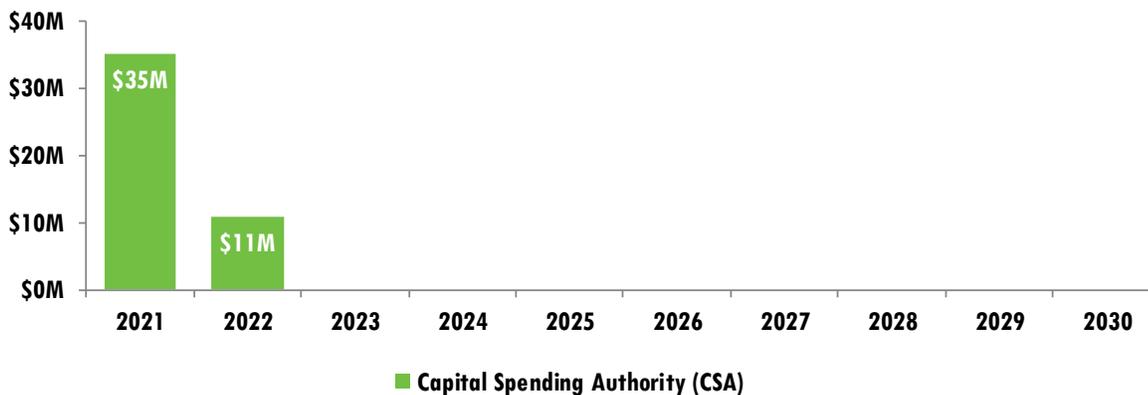
THE YORK REGION RAPID TRANSIT CORPORATION CAPITAL BUDGET IS...

**0.6% OF THE
REGION'S 10-YEAR PLAN**

**1.5% OF
TOTAL CSA**

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

\$46M OF CSA AND SPENDING OVER 10 YEARS



Note: The budget figures in this chapter exclude the projects delivered on behalf of Metrolinx.

BRINGING RAPID TRANSIT SOLUTIONS TOGETHER

York Region Rapid Transit Corporation plans, designs and oversees the building of the rapid transit network and related infrastructure in the Region, and connects it with other transit options. As the integrator, the corporation brings together ideas, stakeholders and different levels of government to reimagine communities, connecting people and places seamlessly.

York Region Rapid Transit Corporation is also working to advance York Region's top priority transit project, the Yonge Subway Extension, which will run north from Finch Avenue to the Richmond Hill/Langstaff Urban Growth Centre at Highway 7.

In 2019, the provincial government announced its support for the Yonge Subway Extension with an intended completion date of 2029-2030. The province and Region signed a preliminary agreement for the Yonge Subway Extension in May 2020 and planning and design work is currently underway. To build this critical project, a significant funding commitment of at least 40% from the federal government is also essential.

The Yonge Subway Extension represents the second extension of the subway beyond the City of Toronto border. The first, also in York Region, extended the western arm of the subway's Line 1 to Vaughan Metropolitan Centre in 2017 and brought significant new development to that area.

Bus rapid transit is a critical component of connecting the Region's centres through the main corridors as part of the Region's Centres and Corridors Strategy. With bus rapid transit, high-capacity vehicles travel on dedicated bus lanes called rapidways, moving customers faster than pre-rapidway curbside service. Corridors with the highest ridership were built as part of the first phase of the rapid transit program. The next generation of bus rapid transit, shown in the map on page 89, is needed to connect the entire network, providing riders with truly seamless travel to important destinations across the Greater Toronto and Hamilton Area.

2020 UPDATE

In 2020, York Region Rapid Transit Corporation opened 6.5 kilometres of rapidway segments. The corporation also worked with the province to advance the Yonge Subway Extension, and progressed work on the Cornell Bus Terminal in Markham to 75% completion.

The focus of the bus rapid transit program in 2020 was the completion of the Yonge Street rapidway and management of warranty work on recently completed rapidways in Vaughan and Newmarket. These projects are part of a rapidway program totalling \$1.9 billion that was funded by Metrolinx, a provincial agency.

This marks the completion of the first phase of bus rapid transit in York Region, including 33.7 kilometres of projects with dedicated bus lanes, tree-lined sidewalks, bike lanes and accessible intersections.

By the end of 2020, York Region Rapid Transit Corporation delivered more than \$2.7 billion in assets, including rapidway stations and lanes, boulevard work, underground infrastructure, streetscape features, facilities and terminals, and subway infrastructure. The majority of this work, including all the bus rapidways, was funded by the provincial government through its Metrolinx agency.

SUBWAYS AND BUS RAPID TRANSIT: MOBILITY FOR A GROWING REGION

The key to seamless connections and mobility for life is the integration of subway with bus rapid transit within walkable communities.

Vaughan Metropolitan Centre is an excellent example of how a well-integrated transit system unlocks economic potential. With the opening of the Line 1 subway extension in 2017, the vision of a dynamic urban hub featuring green space, office and condo towers, pedestrian links, hotels and entertainment venues is quickly becoming a reality.

In Markham Centre, condos and hotels, offices and retail combine with entertainment options in a community planned around bus rapid transit and supported by two-way, all-day GO train service. Having travel options in place helped attract a new York University campus, which is now under construction.

At the Richmond Hill/Langstaff Urban Growth Centre, travellers can connect to bus rapid transit, conventional bus routes and GO buses and trains, and in future will be able to connect to the Yonge Subway Extension. The Yonge Subway Extension is the Region's top transit priority and will unlock plans for high-density development in this area, helping to bring over 88,000 new residents and 60,000 new jobs by 2031.

Newmarket's city centre at Yonge Street and Davis Drive continues to grow with new businesses attracted to Davis Drive in the last few years, and has higher-density development underway along both corridors.

Building high-order rapid transit along two key GTA travel routes, Yonge Street and Highway 7, will inspire and support new commercial and residential development in already-growing urban centres. This aligns with *A Place to Grow*, the province's growth plan for the Greater Golden Horseshoe. It is also part of York Region's Centres and Corridors Plan to focus new residents and businesses in its busiest areas. Large-scale infrastructure projects create a cycle of positive changes, bringing more businesses, jobs and residents, new development and construction employment to urban areas. As of 2019, before the COVID-19 pandemic, York Region's Centres and Corridors:

- gained nearly half of the Region's new jobs, with employment growing by 5.3% — the biggest annual increase since tracking began in 2009
- had roughly two million square feet of office space proposed or underway
- attracted an average of 1,500 new businesses per year from 2009 to 2019
- were home to almost 80% of the Region's apartment units

The investments in place today are expected to continue bringing growth and stimulating the local economy.

York Region's 2016 Transportation Master Plan projected morning peak period trips to increase by approximately 50% by 2041. While COVID-19 travel patterns have flattened historic rush-hour peaks, a return to pre-pandemic levels is expected over the longer term. As such, building high-frequency, convenient rapid transit across York Region continues to be a priority as it provides new travel options for commuters, supports the province's plans to connect the Greater Toronto and Hamilton Area, and fulfills the first objective of the Transportation Master Plan: to create a world-class transit system.

Rapid Transit Network Funded and Unfunded



over 75 km
of Bus Rapid Transit

7.4 km
Yonge North Subway Extension
to Richmond Hill Centre

Future subways

1	Yonge North Subway Extension Finch Station to Richmond Hill Centre	7.4 km	\$5.6 B
---	--	--------	---------

Unfunded rapid transit

2	Highway 7 East Post Road to Cornell Bus Terminal	10.4 km	\$437 M*
3	Highway 7 West Highway 50 to Helen Street	5.8 km	\$297 M
4	Jane Street Major Mackenzie Drive to Steeles Avenue	6 km	\$313 M
5	Major Mackenzie Jane Street to Donald Cousens Parkway	23 km	\$1.25 B
6	Leslie Street Major Mackenzie Drive to Sheppard Avenue	14 km	\$470 M
7	Yonge Street 19th / Gamble to Savage Street North	14.5 km	\$713 M*
8	Yonge Street to Green Lane	4.4 km	\$184 M

Future service to be determined

9	Steeles Avenue Jane Street to Kennedy Road	TBD
---	--	-----

Funded rapid transit

Viva curbside

All estimated project costs are in 2017 dollars, unless noted with *



WHAT SHAPES THE CORPORATION'S BUDGET



ECONOMIC
VITALITY

The York Region Rapid Transit Corporation budget supports the Strategic Plan priority of Economic Vitality and the service of transit. Offering travellers rapid transit as an option also supports the Sustainable Environment priority.



SUSTAINABLE
ENVIRONMENT

Investing in a well-designed and convenient-to-use rapid transit network is important for the Region, especially as it grows and urbanizes, so that:

- People can move quickly and reliably using transit, reducing traffic volume on roads
- Growth is encouraged in existing built-up areas, which aligns with the Region's Centres and Corridors Strategy
- Employers locate in York Region, especially in centres and corridors, because of its robust transit options
- Communities and the environment benefit from reduced vehicle emissions and lower energy use

These benefits have made investing in rapid transit projects a top priority of the Region, as well as of other levels of government.

The bus rapid transit projects involve complex ownership and stewardship arrangements:

- Each project includes dedicated bus lanes and stations, which are owned by Metrolinx. New traffic signals, wide tree-lined sidewalks, bike lanes, bridges and other infrastructure become Regional or local municipal assets, along with upgraded utilities such as water mains and fibre-optic cable. The Accrual Budget chapter provides details on how this affects budgeting and financial reporting.
- On the operating and renewal side, Metrolinx is responsible for the long-term rehabilitation and replacement costs of bus rapid transit assets, while the Region maintains and operates them. Facilities, terminals and vehicles are owned, operated and maintained by the Region, which will also be responsible for future rehabilitation and replacement costs.

Operating budget

Gross 2021 operating spending, at \$36.4 million, represents 1.4% of the Region's total. With currently funded rapidway projects coming to an end, funding for that program is declining. The \$5.0 million increase in the gross budget reflects an inclusion of project management costs that weren't reflected in previous years, with no impact on the tax levy.

The bulk of operating expense is recovered from the capital budget. The Corporation does not contribute to reserves for capital rehabilitation and replacement because it has no long-term responsibility for assets once they are completed.

York Region Rapid Transit Corporation has dedicated service agreements with Regional departments that provide planning, legal, property and other related services for the time their staff put into its projects. Even when a project is shown as being completed, the related legal and property work continues. The Region regards these costs as recoverable from the capital budget funded by Metrolinx.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	31,400	4,225	36,419	3,290
Status Quo	(2,580)	(2,580)	731	731
Revenues:				
Revenues (excl. senior government funding)	-	-	-	-
Senior Government Funding	10,825	10,825	11,484	11,484
Subtotal	10,825	10,825	11,484	11,484
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	7,062	1,846	(2,822)	(3,119)
Program and Service Level Adjustments	(10,122)	(10,122)	(8,902)	(8,902)
Subtotal	(3,060)	(8,276)	(11,724)	(12,021)
Debt Servicing Net of Development Charges	(165)	(903)	(1,357)	(3)
Fiscal Strategy	-	-	-	-
Maintaining Service Levels for Growth	-	-	-	-
Enhancements and Transformation	-	-	-	-
Impacts of COVID-19	-	-	-	-
Approved Budget	36,419	3,290	35,554	3,481
Total Budget Change	\$	(935)	(865)	191
	%	(22.13%)	(2.38%)	5.82%
Outlook Restated	30,561	3,363	32,155	5,489
Increase/ (Decrease) from Outlook	5,859	(73)	3,399	(2,008)

Staffing changes

(Full-Time Equivalents)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	48.0		48.0	
New	-	-	2.0	4.17%
Conversions	-	-	-	-
Program Reductions	-	-	(20.0)	(41.67%)
Approved Budget	48.0		30.0	
Budget Change	-	-	(18.0)	(37.50%)
Outlook Restated	48.0		28.0	
Increase/ (Decrease) from Outlook	-		2.0	

Note: In 2022, the FTEs will increase from the planned outlook of 28 to 30 to reflect Yonge Subway Extension project requirements.

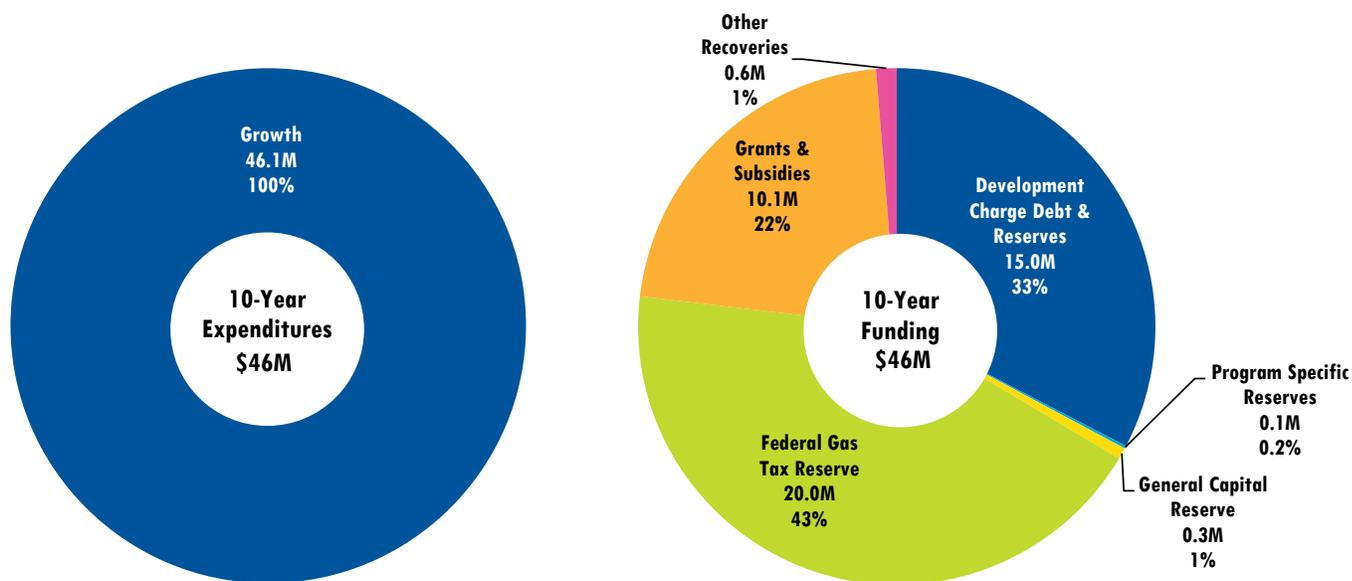
The net tax levy budget is expected to decline from \$4.2 million to \$3.3 million in 2021. This is essentially unchanged from the outlook in last year’s budget. This would be followed by an increase to \$3.5 million in 2022. The increase of \$0.2 million from 2021 to 2022 is to accommodate a lower capital recovery amount from Metrolinx as rapidway projects are completed.

Capital budget

The capital plan included in this budget is \$46 million out to 2022, for bus transit facilities and terminals projects, close-out related to the subway extension to Vaughan Metropolitan Centre. Bus rapid transit projects are not included in the Region’s budget because Metrolinx funds and owns the dedicated bus lanes and stations.

10-year capital budget

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
York Region Rapid Transit Corporation								
Total Project Expenditures	35,162	10,889	-	-	-	-	46,051	46,051



Operating impact of capital

Transportation Services and Environmental Services are responsible for maintenance and operation of the bus rapid transit system, including operating bus services, clearing snow, maintaining stations and landscaping. Their chapters provide more details on these activities.

Looking ahead

Much remains to be done to serve a growing Regional population and continue the economic recovery and expansion of the Region and the Greater Toronto Area as a whole.

As funding for the current phase of the bus rapid transit program will be completed by 2022, York Region Rapid Transit Corporation will continue to pursue new funding opportunities for the future bus rapid transit program from the federal and provincial governments and possibly other sources.

York Region's ability to absorb the population projected under the provincial growth plan depends on funding for the full rapid transit network outlined in this chapter. These investments are essential to ensure the Region's centres and corridors have the infrastructure they need to welcome more people and jobs while managing traffic congestion and building complete communities. Supporting a vibrant and sustainable future calls for continued commitments on the part of the provincial and federal governments.

INTENTIONAL BLANK



ENVIRONMENTAL SERVICES

keeps communities sustainable and protects their water, land and air as the Region grows. It strives to deliver results cost-effectively through innovation and best practices.

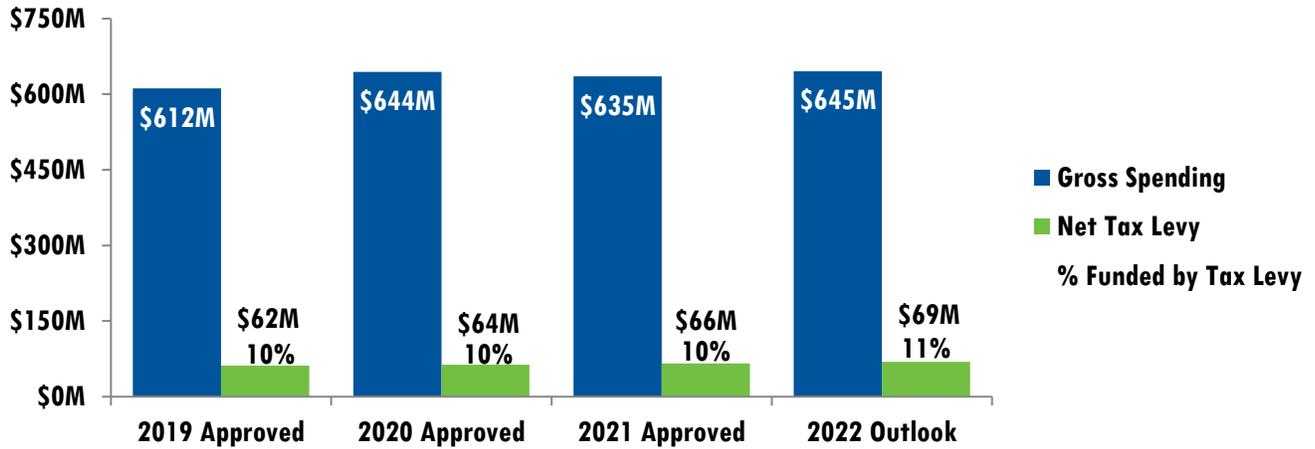


THE ENVIRONMENTAL SERVICES OPERATING BUDGET IS...

**25% OF TOTAL
REGIONAL EXPENDITURES**

**5¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE ENVIRONMENTAL SERVICES CAPITAL BUDGET IS...

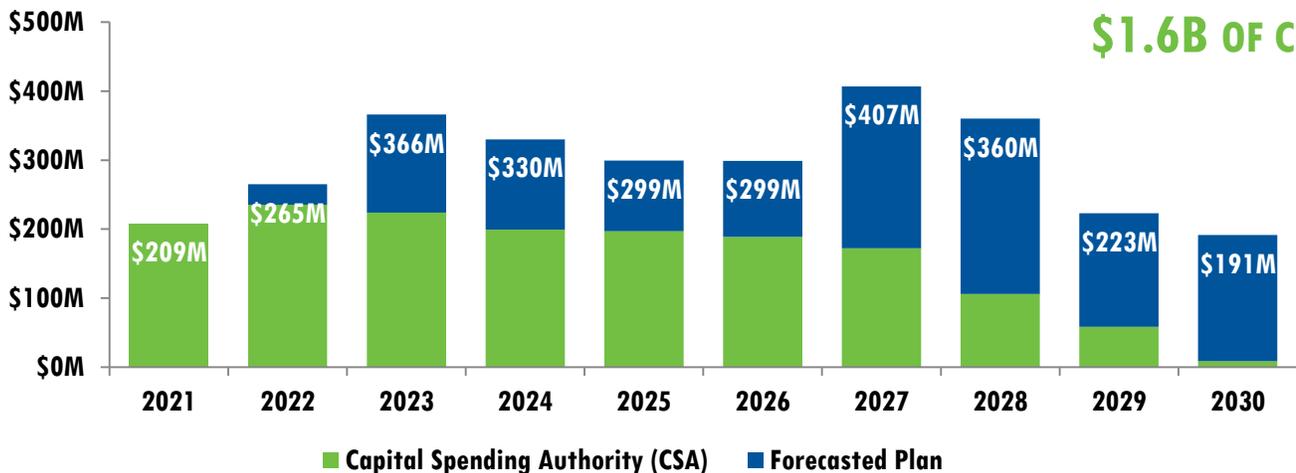
**38% OF THE
REGION'S 10-YEAR PLAN**

**53% OF
TOTAL CSA**

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

\$2.9B OVER 10 YEARS

\$1.6B OF CSA



SAFE RELIABLE SERVICES, FOCUS ON EXCELLENCE

Environmental Services uses leading-edge approaches to deliver safe, reliable and high-quality water and wastewater, waste management and forestry services to people and communities in the Region. It is also responsible for the organization's energy use programs and, with Transportation Services, for leading the Region's corporate asset management planning.

Environmental Services partners with the Region's nine local municipalities by:

- Delivering drinking water to local municipalities to distribute to retail customers, and collecting wastewater from local municipal systems for treatment
- Overseeing facilities to which local municipalities deliver waste, materials for recycling and organics for composting and, with Durham Region, co-owning the Durham York Energy Centre
- Working closely on forestry initiatives with the local municipalities, which are playing a key role in achieving tree canopy targets

Water and wastewater services operate under a complex system of provincial legislation and requirements. Some aspects of water and wastewater are subject to federal and transnational requirements, as well. The provincial government also provides a legislated framework for waste management, including recycling and organic waste composting.

In addition, the Region must follow the guidance of *A Place to Grow*, the growth plan for south-central Ontario, which aims to ensure that infrastructure is in place to serve expected growth. As the Budget Context chapter explains, the provincial government updated its growth forecasts in the plan in 2020.

2020 UPDATE

The global pandemic had impacts across Environmental Services program areas:

- In early 2020, responding to the impact of workplace closures on residents, Regional Council decided to defer an annual rate increase planned for April 1, 2020. This translated into a \$25.1 million reduction in user rate revenues in 2020 against plan, with continuing impacts in the first quarter of 2021.
- Waste management processed increased tonnage as workplaces closed and residents followed public health advice to stay home, contributing to a \$2.1 million cost pressure for the year.
- Environmental Services entered into a partnership with universities and the Region's Public Health branch on an ongoing epidemiological study to see if traces of the virus found in wastewater samples before treatment can be correlated to outbreaks confirmed by medical testing.
- Energy use and greenhouse gas emissions fell sharply, largely as a result of reduced travel by the Region's bus fleet and other vehicles, with the decrease providing insights into the lower energy impacts of virtual meetings and similar arrangements.
- As restrictions eased, many residents discovered the York Regional Forest, which may increase usage even after the pandemic ends.

The operating budget section that follows discusses the financial impacts at a high level, with more detail provided in the sections on individual program areas.

Through the pandemic the department continued to deliver its roughly 90 business activities, with an enhanced focus on employee and public health safety. Several areas were particularly critical, including internal and external communications, technology deployment and support, planning for business continuity and recovery, and coordination with senior management.

Despite the impacts of COVID-19, Environment Services recorded several accomplishments in 2020, including:

- Delivering on a department-wide digital strategy that includes streamlining data management, moving from paper-based to electronic log books, providing a mobile app for workflow and asset management, and displaying integrated data on a dashboard in real time
- Achieving top scores in water quality among GTA municipalities in the 2019 report of the province's chief drinking water officer, with 100% of water samples meeting provincial standards
- Receiving provincial approval to complete work on the outfall of the Duffin Creek Plant, jointly owned with Durham Region, capping 14 years of investment to expand wastewater treatment capacity from 520 to 630 millions of litres a day and allowing the two regions to update the joint ownership and management agreements
- Receiving the Ontario Public Works Association's Project of the Year Award for a phosphorus reduction action plan study for Duffin Creek that will enhance processing in the plant and improve design elements of the outfall, ensuring the plant has the lowest phosphorus output of any plant its size on Lake Ontario
- Receiving Regional Council endorsement of an update to the SM4RT Living Plan that sustains the Region's leadership in waste management
- Completing an assessment of the health of the Region's street trees that demonstrates the value of investing in trees' early years so that they thrive even in challenging urban settings
- Replacing fluorescent lights with light-emitting diodes (LEDs), saving \$125,000 a year in operating costs and paying back the investment within two years

WHAT SHAPES THE DEPARTMENT'S BUDGET



Environmental Services' activities align with the Strategic Plan priority of building sustainable communities and protecting the environment. Specific objectives the department works to achieve include delivering and promoting environmentally sustainable services and enhancing and preserving green space.

It directly provides the services of Water (including wastewater), Waste Management and Forestry identified in the Strategic Plan. Through energy management, it supports more sustainable and efficient delivery of all Regional services.

Investing in these services is essential to ensuring a sustainable environment now and into the future:

- Well-run water and wastewater services reduce the environmental impacts of purifying and distributing drinking water and collecting and treating wastewater. They also safeguard human health.
- Preventing waste, promoting reuse, maximizing recycling and creating energy from remaining materials significantly reduce the amount of waste going into landfill, which in turn reduces pollution and the energy needed for processing and transportation.
- Growing, preserving and protecting the Region's trees and forests combats climate change, gives residents access to much-needed green space, and creates diverse and healthy ecosystems for native wildlife and plants.
- Working to better manage energy use across the organization reduces costs and greenhouse gas emissions, improving air quality and helping to mitigate climate change.
- Co-managing the organization's asset management planning efforts helps to make sure that the Region's critical infrastructure is properly cared for and replaced when needed.

The department is responsible for building, operating and overseeing a major infrastructure portfolio with a replacement value of roughly \$8.2 billion, and manages contracts with third parties for various services. Its expected staff complement by the end of 2021 on a full-time equivalent basis would be 459, including engineers, water and wastewater plant operators, foresters and technicians.

Operating budget

At \$635.1 million, the department's approved 2021 gross operating budget accounts for 24.6% of the Region's total.

The outlook last year was for the total operating budget to increase to \$666.2 million in 2021. The reduction of \$31.2 million from outlook largely reflects a decision by Regional Council in December 2020 to extend the freeze on water and wastewater rates to March 31, 2022. The impact is an expected pandemic-related pressure of \$43.8 million in 2021, as indicated in the table on the next page. In addition, higher waste tonnage from residences and continuing blue box contamination created a \$1.8 million pressure on the waste management budget in 2021.

The department's pandemic-related pressures were mitigated by lower contributions to asset replacement reserves, a draw on waste management reserves, additional efficiencies, reductions and other adjustments, and \$2.2 million in new savings included in the Status Quo line of the table on the next page. As a result, the total budget is \$8.8 million less than the budgeted level for 2020.

The operating budget of water and wastewater, Environmental Services' largest program, is funded by user rates. As a result, the department as a whole takes only a small share — about 5% — of the tax levy. The net tax levy budget will increase by \$2.7 million or 4.2% in 2021 from the budgeted amount in 2020, reaching \$66.3 million. This is a decrease of \$0.5 million from outlook.

In 2022, the total operating budget is projected to increase by \$10.2 million, or 1.6%. COVID-19 pressures for the year are expected to fall to \$4.0 million as the user rate freeze ends on March 31, 2022. The net tax budget is projected to increase by \$2.6 million, or 3.9% from the amount budgeted for 2021. This is a decrease of \$0.4 million from outlook.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	643,901	63,665	635,090	66,329
Status Quo	1,937	(340)	7,215	6,983
Revenues:				
Revenues (excl. senior government funding)	-	(21,190)	-	(16,434)
Senior Government Funding	-	-	-	-
Subtotal	-	(21,190)	-	(16,434)
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	(961)	(866)	(897)	(897)
Program and Service Level Adjustments	(66)	(66)	(62)	(62)
Subtotal	(1,027)	(932)	(959)	(959)
Debt Servicing Net of Development Charges	7,734	(1,184)	(4,894)	135
Fiscal Strategy	22,009	22,009	10,053	10,053
Maintaining Service Levels for Growth	4,301	4,301	2,836	2,836
Enhancements and Transformation	0	0	-	-
Impacts of COVID-19	(43,765)	(0)	(4,035)	-
Approved Budget	635,090	66,329	645,306	68,943
Total Budget Change	\$	(8,811)	2,664	10,217
	%	(1.37%)	4.18%	1.61%
			2,615	3.94%
Outlook Restated	666,245	66,809	696,009	69,307
Increase/ (Decrease) from Outlook	(31,155)	(480)	(50,703)	(364)

Staffing changes

(Full-Time Equivalents)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	444.0		459.0	
New	6.0	1.35%	5.0	1.09%
Conversions	9.0	2.03%	10.0	2.18%
Program Reductions	-	-	-	-
Approved Budget	459.0		474.0	
Budget Change	15.0	3.38%	15.0	3.27%
Outlook Restated	459.0		474.0	
Increase/ (Decrease) from Outlook	-		-	

The department plans to add a total of 30 permanent new positions over the next two years, 15 in 2021 and 15 the following year. Positions supporting water and wastewater services, which account for 90% of the change, have no impact on the tax levy budget. Additional water and wastewater staff are needed to maintain, operate and monitor an increasingly complex portfolio of assets to the high standard required under the provincial *Safe Drinking Water Act* and expected by customers.

Technology and digital transformation of key processes continue to be major drivers of efficiency for Environmental Services. The department's newly launched digital strategy is already transforming business processes and will continue to do so in the years to come. A new master plan for remote monitoring and system operation, as described in the box on page 106, aligns with the digital strategy.

In line with the Region's Asset Management Plan, Environmental Services makes contributions to reserves to ensure that its assets can be rehabilitated and replaced when needed. Contributions for asset management are recorded in the Fiscal Strategy line of the operating budget, most of the dollars going towards water and wastewater assets. Additional contributions are expected to total \$22.0 million in 2021 and \$10.1 million in 2022.

Compared to the outlook last year, the approved net budget for 2021 is lower by \$0.5 million, largely as a result of new savings. The discussions of each program area's budget break out the variance from outlook.

Capital budget

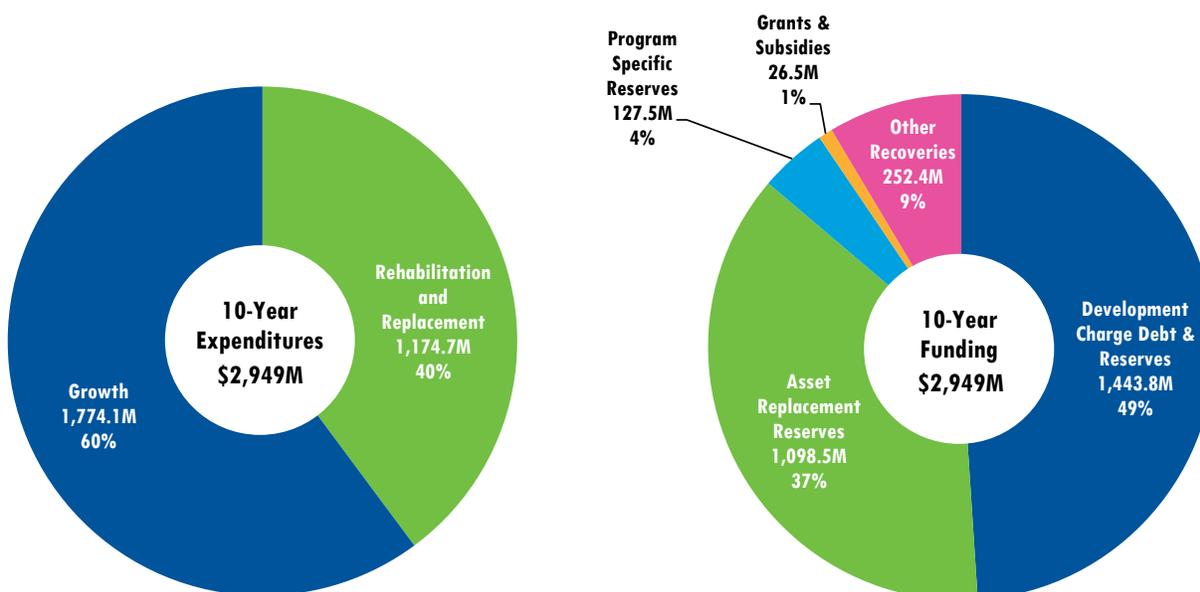
The capital portfolio of Environmental Services includes built facilities and equipment such as treatment plants and pumping stations, "linear assets" such as watermains and sewers, and living infrastructure such as street trees, plantings and forests. The department's capital projects are expected to total \$2.9 billion over the next 10 years, accounting for 38.0% of the Region's total plan. The increase from the \$2.7 billion plan presented last year reflects progress on growth projects to increase capacity, and continued investment in managing and renewing assets used in drinking water treatment, transmission, and storage.

The department expects to invest \$208.5 million in capital projects in 2021, which would be 27.3% of the total for the Region. Spending on new capital projects is guided by master plans for water and wastewater and for waste management and, for the remaining program areas, by individual capital plans. Regional Council endorsed an updated waste management master plan in 2020. An update to the water and wastewater master plan is currently underway and expected to go to Regional Council in late 2021 or early 2022.

The Region's Asset Management Plan outlines needed timing of rehabilitation projects and asset replacements for all program areas. Over the next 10 years, 60.2% of capital spending on Environmental Services infrastructure will be to support growth, while the balance will go to asset rehabilitation and replacement.

10-year capital budget by program group

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
Water:								
Rehabilitation and Replacement	38,855	44,960	54,473	51,792	41,529	175,723	407,333	144,051
Growth	14,789	18,486	54,838	29,168	28,067	124,351	269,699	63,847
	53,644	63,446	109,311	80,960	69,596	300,074	677,032	207,898
Wastewater:								
Rehabilitation and Replacement	90,652	107,477	121,702	80,055	49,156	277,057	726,099	413,988
Growth	56,815	87,031	128,129	162,916	167,966	774,796	1,377,653	955,239
	147,467	194,508	249,831	242,971	217,122	1,051,853	2,103,752	1,369,227
Waste Management:								
Rehabilitation and Replacement	2,354	1,713	1,474	557	2,273	3,008	11,379	2,414
Growth	350	100	100	100	5,100	95,530	101,280	350
	2,704	1,813	1,574	657	7,373	98,538	112,659	2,764
Forestry	3,782	4,144	3,799	3,839	3,688	13,203	32,455	15,610
Energy Management	912	1,153	1,567	1,755	1,671	15,868	22,926	2,065
Total Environmental Services	208,509	265,064	366,082	330,182	299,450	1,479,536	2,948,824	1,597,564



Looking ahead

The focus of the department remains on environmental and financial sustainability, achieved through operational excellence. It is pursuing these goals using innovation and new ways of thinking that can also bring social and community benefits.

Through a new digital strategy, the department is transforming the way it gathers, shares and uses data to support more efficient operations and better-informed decisions. The need for remote work during the pandemic has accelerated adoption.

Similarly, a recent upgrade to the department's online project management system is providing faster navigation, broader access and better data-sharing across the department. The upgrade is already improving workflows, enabling better financial management and streamlining reporting. Benefits are expected to grow as the system becomes integrated with geographic information system (GIS) data.

Sophisticated tools that leverage new technology are increasingly important as the department builds, maintains and renews complex systems of infrastructure while seeking to manage costs and reduce pressures on the natural environment.

Equally important will be new ways of thinking.

The updated population forecasts from the province discussed in the Budget Context chapter will shape new capital investments, but for sustainability these must be strategic and forward-thinking.

Environmental Services is a leader in adopting new approaches that advance both financial and environmental sustainability.

One Water is an emerging approach that saves money and protects the environment by recognizing water from all sources — lakes, rivers, rainfall, and wastewater treatment — has value that can be captured through innovation. The department's master plan, currently being updated, will incorporate this approach. The department's proposed water reclamation facility will be a state-of-the-art example of One Water in practice.

The department will also continue its efforts to encourage water conservation through public engagement, working with local municipalities and the development community, and setting appropriate pricing for this vital resource. A new user rate study in 2021 is expected to continue the Region's journey along the path of fully funding water and wastewater systems from user rates.

The renewed SM4RT Living Plan is addressing the pressures of growth by recognizing that financial and environmental sustainability can only be achieved by reducing waste tonnage, and is taking innovative approaches to support that goal.

Trees, woodlands and other forms of greenery are key to a livable, welcoming York Region. Investments in green infrastructure also save money compared to built solutions, and are increasingly a part of the department's thinking.

The department will continue to look for opportunities to reduce energy use across the organization. This includes looking at how the pandemic-related lockdown, by accelerating the move towards more flexible work arrangements and virtual meetings, offers potential for further energy savings.

In all of its activities, the department notes that timely regulatory approvals, especially to promote the adoption of new ideas. Having to work around regulatory delays adds to costs and risks and stifles innovation.

PROGRAM AREAS

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

- Water and wastewater
- Waste management
- Forestry
- Energy management

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Approved		2020 Approved		2021 Approved		2022 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Water and Wastewater	525.7	-	556.1	-	541.3	-	547.3	-	
Waste Management	73.6	51.0	74.9	52.3	80.3	54.6	83.5	56.0	
Forestry	10.9	9.8	11.5	10.3	12.0	10.7	13.1	11.8	
Energy Management	1.5	1.1	1.5	1.1	1.4	1.1	1.5	1.1	
Total Operating Budget	611.7	61.9	643.9	63.7	635.1	66.3	645.3	68.9	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2021	CSA	10-Year	2021	CSA	10-Year	2021	CSA	10-Year
Water and Wastewater	129.5	558.0	1,133.4	71.6	1,019.1	1,647.4	201.1	1,577.1	2,780.8
Waste Management	2.4	2.4	11.4	0.4	0.4	101.3	2.7	2.8	112.7
Natural Heritage and Forestry	2.2	11.3	21.0	1.5	4.3	11.5	3.8	15.6	32.5
Energy Management	0.3	0.7	8.9	0.6	1.3	14.1	0.9	2.1	22.9
Total Capital Budget	134.4	572.5	1,174.7	74.1	1,025.1	1,774.1	208.5	1,597.6	2,948.8

WATER AND WASTEWATER

High standards of treatment are essential to human health and protection of the environment. The Region is widely recognized for its professionalism in delivering water and wastewater services.

With no direct access to Lake Ontario, the Region has entered into long-term agreements with neighbouring municipalities in the Greater Toronto Area for drinking water supply and wastewater treatment.

Most of the drinking water that the Region provides to local municipalities is purchased from Peel Region and the City of Toronto. Smaller amounts come from Lake Simcoe and groundwater wells, mainly to serve the Region's northern communities.

The bulk of the wastewater collected by the Region is conveyed south for treatment at the Duffin Creek Plant in Pickering, which the Region co-owns with Durham Region. A small additional amount goes to Peel Region. The balance is treated within the Region, including at facilities in the Lake Simcoe watershed.

Funding for operations comes from water and wastewater user rates. This source also provides contributions towards the cost of renewing and/or replacing existing assets. New capital projects or expansions to support growth are funded largely by development charges.

In early 2020, responding to widespread layoffs resulting from the initial pandemic lockdown, Regional Council voted not to implement a 9.0% annual rate increase planned for April 1, 2020. The original rate increase was in line with a plan approved by Regional Council in 2015 to ensure that by March 31, 2022, revenues from water and wastewater user rates would fully fund the costs of providing these services.

The financial model underlying rates is based on such drivers as projected population growth and the capital plan, as well as expectations about water conservation, long-term weather, and the price of energy, labour, chemicals, purchased water and other inputs.

An annual review assesses the model's performance against actual conditions and analyzes any differences. Experience to date also shows that the rate model has predicted underlying trends reasonably accurately. Typically, year-to-year changes reflect short-term weather patterns.

In 2020, with the rate freeze, user rate revenues were an estimated \$374 million, an increase of \$20 million from 2019.

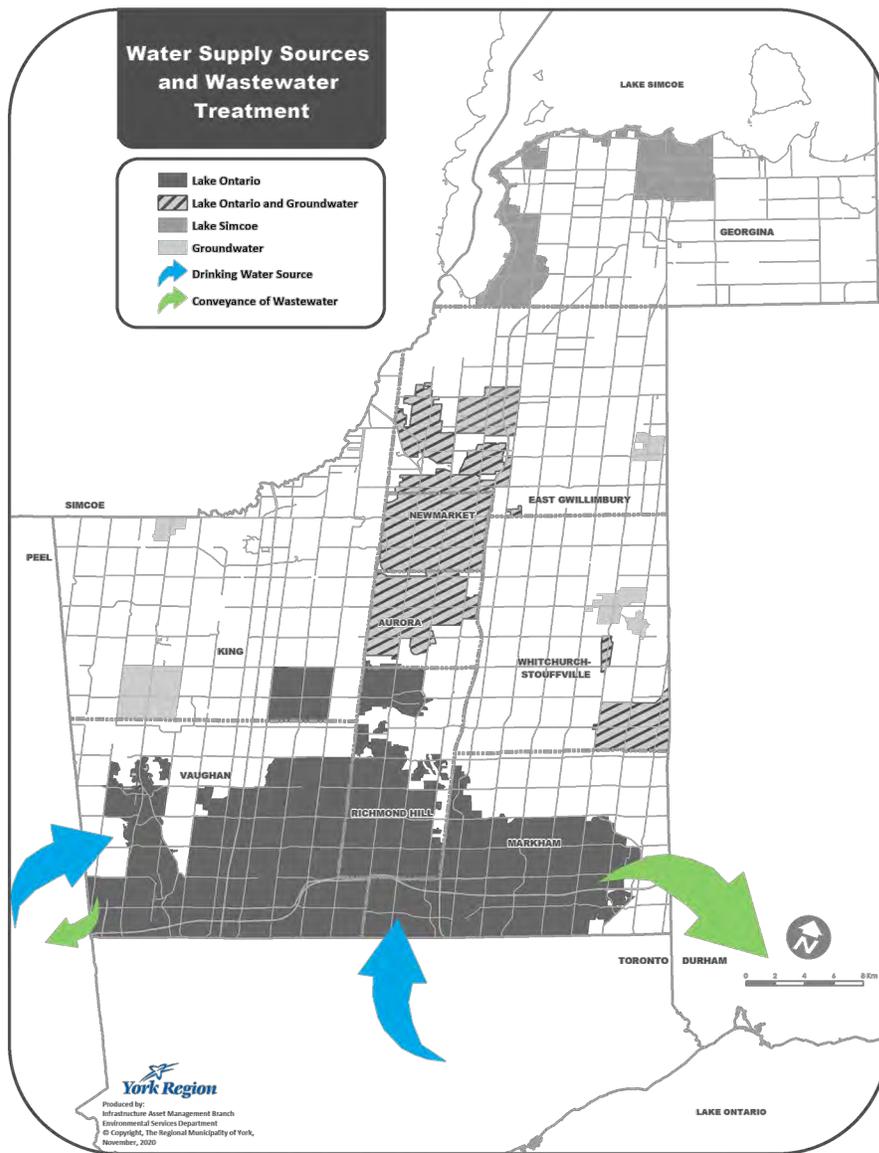
Weather appeared to have been a factor in higher-than-forecast consumption over the summer, as temperatures were higher than historic averages and precipitation was lower.

Changes in residential and business activity as a result of COVID-19 may also have had an impact, with working from home possibly increasing consumption more than workplace closures lowered it.

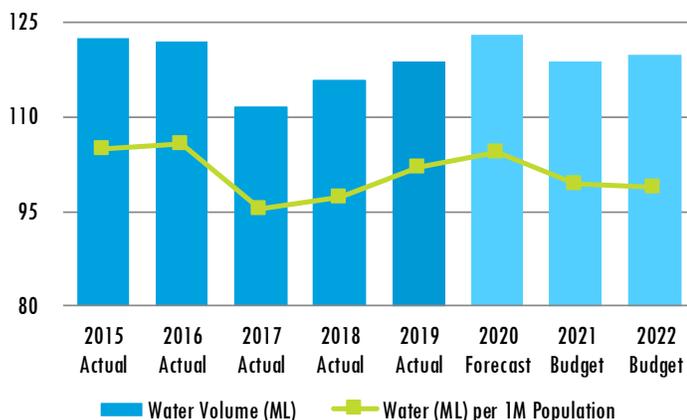
Despite the modest volume-driven increase in revenues from 2019, results fell below plan because of the rate deferral. The department found internal savings and efficiencies to cover the shortfall.

In December 2020, Regional Council voted to continue the rate freeze until March 31, 2022 instead of applying an increase of 2.9% that was originally planned for April 1, 2021. The Budget Overview section below discusses the impacts.

Over the long term, flows of both water and wastewater have shown a downward trend per capita. This reflects the 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.



DOWNWARD TREND IN WATER USE PER RESIDENT IS FORECAST TO CONTINUE (IN 000s)



About the graph: In 2020, a hot dry summer resulted in a spike in water volume and use per resident, with COVID-19 behavioral changes possibly adding to demand. Water use per resident and total volume are expected to decrease in 2021 and 2022. Results are contingent, however, on the Region experiencing average weather both years. In 2021, the continuing impacts of the pandemic may also affect consumption. Decreased water usage per resident is a key indicator for achieving the Sustainable Environment strategic priority.

Nonetheless, aging systems and facilities must be renewed and new investments made to meet the needs of growth. While much of the cost of growth-related projects comes from development charges, asset renewal is funded by user rates.

The Region has proposed a long-term servicing strategy for growth in its northern communities, Upper York Sewage Solutions, which was identified as the preferred alternative through an environmental assessment process.

Upper York Sewage Solutions consists of three elements: the twinning of 5.8 kilometres of forcemain (pumped wastewater line), construction of a new Upper York Water Reclamation Centre, and a phosphorus offsetting program for wastewater treated in the Lake Simcoe watershed. In response to a request from the Region, the province later separated the forcemain twinning from the Upper York environmental assessment process, approving it through a minister's declaration order.

MASTER PLAN UPDATE FOR SCADA LEVERAGES NEW TECHNOLOGY

The people who work in Environmental Services sometimes describe water and wastewater as the "silent service" – when it's working properly, no one notices it. That it works so well is largely thanks to the Supervisory Control and Data Acquisition (SCADA) system and its dedicated operations staff.

The Region's SCADA system is a complex network of remote sensors, controls and other equipment that automates and enables the remote operation of water and wastewater infrastructure. It constantly transmits data to a monitoring centre in Newmarket, showing how the system is operating and flagging potential problems. The operators who monitor and control the system can then respond.

The size and complexity of the Region's water and wastewater systems are growing with population and more stringent requirements for treatment and security. In response, Environmental Services has drafted a new SCADA master plan.

Since the last master plan in 2005, the number of water and wastewater facilities in the Region has jumped from 135 to over 200. Back then, the systems were less automated. Much of the remote data from facilities was transmitted by radio, but today urbanization and a crowded spectrum hampers that approach. Security considerations have also become more important. The master plan update, which ties in closely to the department's new digital strategy, provides an excellent opportunity to address these concerns and take advantage of technological advances.

Key among these will be the adoption of new software giving operators better access the system when they are in the field. Where practical, the SCADA system will also use the Region's own fibre optic network, managed by YorkNet, as well as alternate technologies like private cellular.

These changes should help improve cyber security and system resiliency. They will also let the department collect more data more quickly to inform decisions, set the system up to support the digital transformation and allow for future technologies like artificial intelligence and machine learning to assist in running the system.

Approval of the environmental assessment for the other two elements of Upper York is still pending. In mid-2020, the Minister of the Environment, Conservation and Parks sent a letter to the Regional Chairman advising that the province is considering all options, including a potential southern trunk sewer, as alternatives. As the budget was being finalized, the Region's discussions with the province had not identified the scope or impact of its intentions.

In 2020, in working to deliver a budgeted \$196 million in capital projects for the year, the Region moved ahead on the approved forcemain twinning and related pumping station work. It also invested in two interim projects in Aurora to provide incremental capacity pending provincial approval of the other elements of Upper York Sewage Solutions. Other growth-related projects included design work to expand wastewater capacity in Vaughan. The balance of capital investment went to managing existing assets.

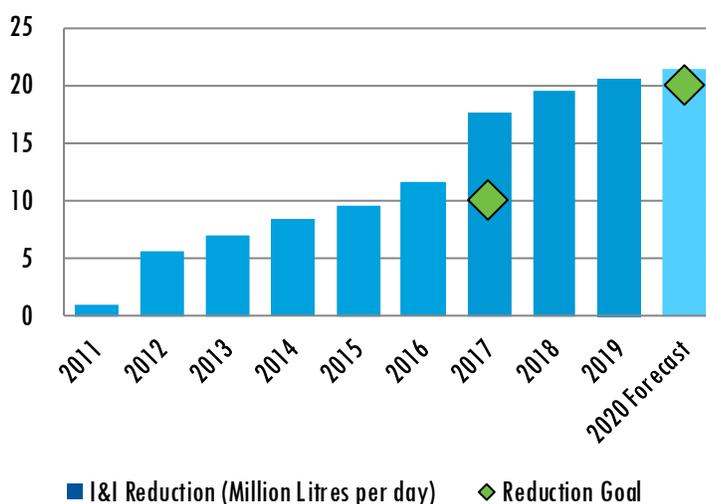
The short-term interim projects in Aurora, which are needed because of regulatory delays, will provide additional capacity for about 10,500 people in Aurora, Newmarket and East Gwillimbury when complete. The Region remains on track to provide enough capacity for its growing population elsewhere in the Region in the medium term: as of year-end 2019, more than six years of water and wastewater capacity (or enough for more than 223,000 additional people) was available for assignment in 2020. That included enough wastewater capacity to accommodate more than 20,000 new people in the Region's Centres and Corridors, where urban growth is being focused.

At the same time, the department is moving ahead on updating the Water and Wastewater Master Plan, which outlines long-term servicing strategies that must align with the Region's Municipal Comprehensive Review. The review, which will update the Regional official plan, is informed in turn by updated provincial population forecasts for the Region. As noted in the Budget Context chapter, the updated forecasts assign more than two million residents and close to one million jobs to York Region by 2051.

Serving this growth will require the right infrastructure delivered in the right timeframe. Regulatory delays, however, are already forcing the Region to adopt interim solutions, adding to its costs. The new growth projections underscore that regulatory approval processes must allow greater certainty in planning for new capacity.

Environmental Services has made progress in building understanding and knowledge of innovative water solutions in Ontario. A two-year demonstration pilot completed in 2020 helped to show the potential value of treated wastewater as a resource, not a waste product, which is a key element of the proposed Upper York Water Reclamation Centre.

INFLOW AND INFILTRATION REDUCTIONS: RESULTS VS GOALS



About the graph: The Region has substantially reduced inflow and infiltration of water into wastewater systems through partnerships with local municipalities and the development community. As the graph shows, its first two goals were overachieved. In addition to saving costs, reducing unnecessary flows relieves pressure on the wastewater system, supporting the Sustainable Environment priority set out in the Strategic Plan.

The pilot project confirmed that irrigating sod crops with treated wastewater from a tertiary treatment plant in Mount Albert had no additional impacts to the environment, nor did it diminish soil or crop health. Through successfully engaging the Ministry of Environment, Conservation and Parks, and the Ministry of Agriculture, Food and Rural Affairs, the project helped to advance collective understanding of water reuse in Ontario's climate and regulatory context. It also offered insight into potential approval requirements for long-term end use.

Budget overview

At \$541.3 million, total operating spending for water and wastewater represents 85.2% of the department's total for 2021. Because operations are funded by user rates, water and wastewater has no impact on the net tax levy budget.

In 2021, however, user rate revenues are expected to fall short of plan because of the user rate freeze that will run to March 31, 2022. This is expected to result in revenues of \$356.5 million, \$42.9 million lower than outlook. The forecast revenue is also lower than what was achieved in 2020. Although rates will not change in 2021, this reflects the expectation of average weather compared to the hotter, drier weather of 2020.

Operating spending in 2021 is expected to decrease by 2.7% from the level budgeted in 2020, reflecting the impact of the rate freeze. Costs are rising, however, largely due to ongoing increases in the price of treatment chemicals, energy and other inputs, and pandemic-related supply chain disruptions. Additional pandemic-related wastewater sampling will continue to be needed in 2021 as well.

Much of the expected shortfall will be covered by reducing contributions to asset management reserves for water and wastewater infrastructure. The department has also found further efficiencies and will apply new savings related to common corporate spending and hiring delays.

Although these measures will allow for balancing the user rate budget in the short term, there will be an impact on the reserves the department needs to renew aging assets. These reserves have gone underfunded for the past several years while user rates moved to the level needed. With two years of rate increases deferred, however, underfunding remains a concern. These reserves will only be maintained at an adequate level after full cost recovery rates are in place.

An updated water rate study, currently scheduled to be completed in 2021, will recommend rates for the years starting April 1, 2022 for Council approval. In the interim, and given the expectation of gradual recovery from the pandemic in 2021, the 2022 budget is based on expectation of a 2.9% increase starting April 1, 2022.

The Region will continue to drive better decision-making through agile data analytics that predict and anticipate issues, and identify opportunities to improve, including doing away with redundant processes, through audits and by working with local municipal partners.

Water and Wastewater

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$525.7M	\$556.1M	\$541.3M	\$547.3M
Net	-	-	-	-
Budget Change		-	-	-
FTE - Total	371.0	383.0	397.0	411.0
- New			14.0	14.0
Increase/ (Decrease) from Outlook:				
Net (\$)			-	-
FTE			1.0	1.0
CAPITAL BUDGET				
2021 Budget				\$201.1M
Capital Spending Authority				\$1,577.1M
10-Year Capital				\$2,780.8M

About 59% of the proposed capital budget of \$2.8 billion for the next 10 years would go to serving growth, with the balance for rehabilitation and replacement. A major growth-driven project is the Upper York Water Reclamation Centre, discussed above.

The total project cost for Upper York is an estimated \$638.6 million. Longer-than-expected timelines for required provincial approvals have led the Region to reschedule some work to a slightly later date with the plant completion now slated for 2028.

As noted above, Regional staff are seeking clarity on any alternative solution the province might identify and how it might be implemented, particularly as capital costs for a southern alternative might be higher than those to implement the preferred alternative of a water reclamation facility and phosphorus offsetting program.

Change from outlook

The proposed net operating budget for 2021 is unchanged from last year's outlook, as cost pressures were addressed through the water and wastewater budget.

Looking ahead

Capital investments to meet the needs of growth increase staffing, power, chemical, testing and other operating costs. The asset management program is likely to provide opportunities to operate assets more cost-effectively, for example by investing in updated systems and technology. At the same time, however, the Region must meet new regulations on performance when renewing existing infrastructure. This often leads to increased costs not just to put in place more sophisticated plant processes and equipment, but also to operate and maintain them.

In the long term, the Region is addressing increasing capital and operating costs through continuous efforts to operate more efficiently. These efforts range from improving day-to-day processes to working on longer-term changes in attitudes and approaches. As an example of the latter, the One Water concept takes a more integrated view of water from all sources, and sees rainwater runoff and treated wastewater as well as water from aquifers, lakes and rivers as resources. Recognizing that not every water use requires water treated to drinking water standards, it focuses on matching each source of water to its best use. As a result, over the long term One Water can reduce the size of infrastructure systems needed to deliver drinking water and collect wastewater. It also offers the possibility of using treated wastewater for some industrial and agricultural purposes.

One Water is an evolving approach that calls for innovation and partnerships with researchers, other municipalities, other areas of Regional government, and particularly regulators to unlock its full potential. Because the municipal reuse element of the One Water approach is both new in Ontario and an element of the servicing strategy for northern communities, the department has spearheaded efforts to build knowledge and understanding.

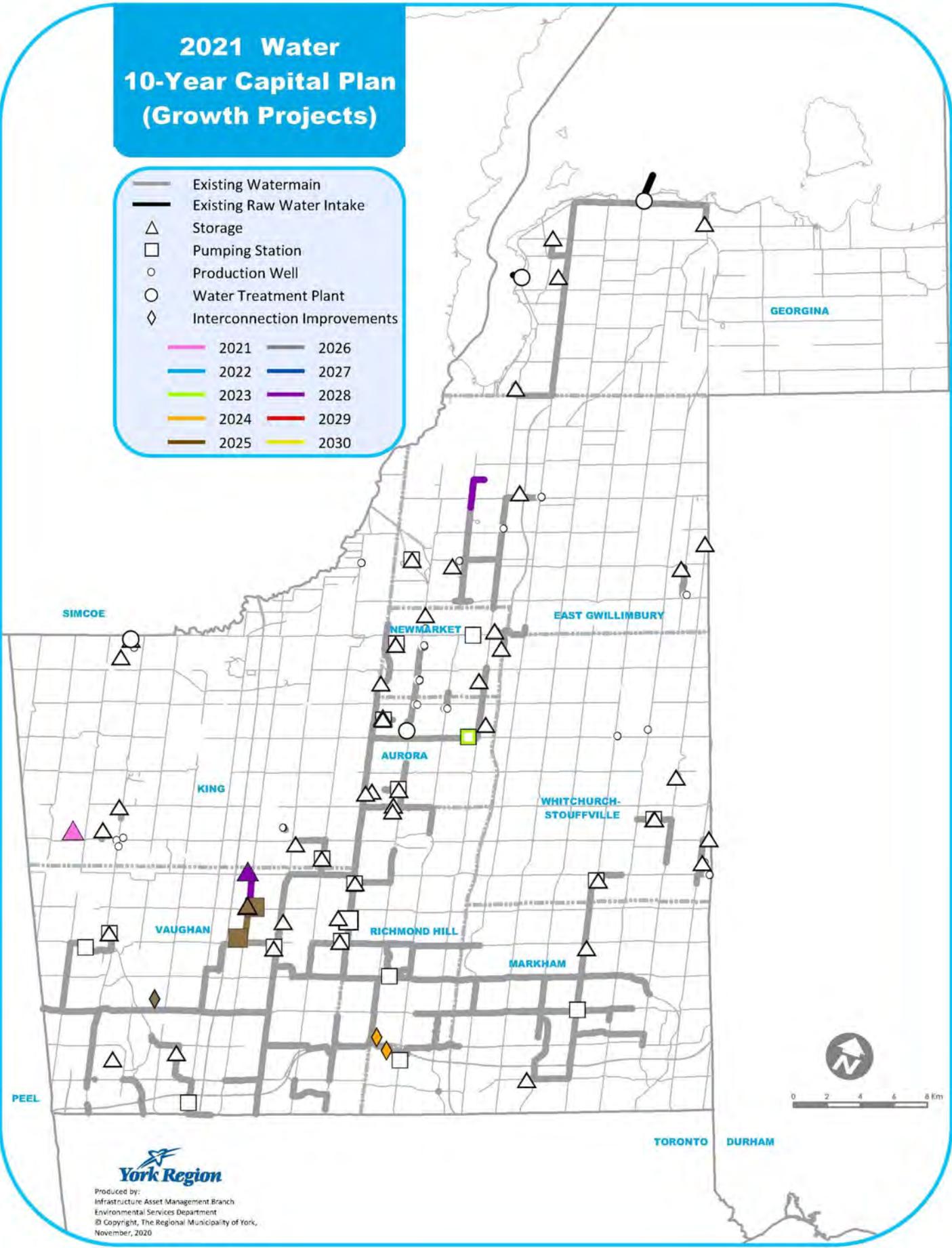
Following up on the successful pilot project discussed above, the department is now looking into the economics of supplying a range of industries with treated wastewater for such possible uses as irrigation of non-food crops, industrial facility processes, and construction activities.

The pilot has not only opened up new possibilities for how treated wastewater might be used, it has helped to bring about a change in perception that can unlock environmental, social and economic benefits.

2021 Water 10-Year Capital Plan (Growth Projects)

— Existing Watermain
 — Existing Raw Water Intake
 △ Storage
 □ Pumping Station
 ○ Production Well
 ○ Water Treatment Plant
 ◇ Interconnection Improvements

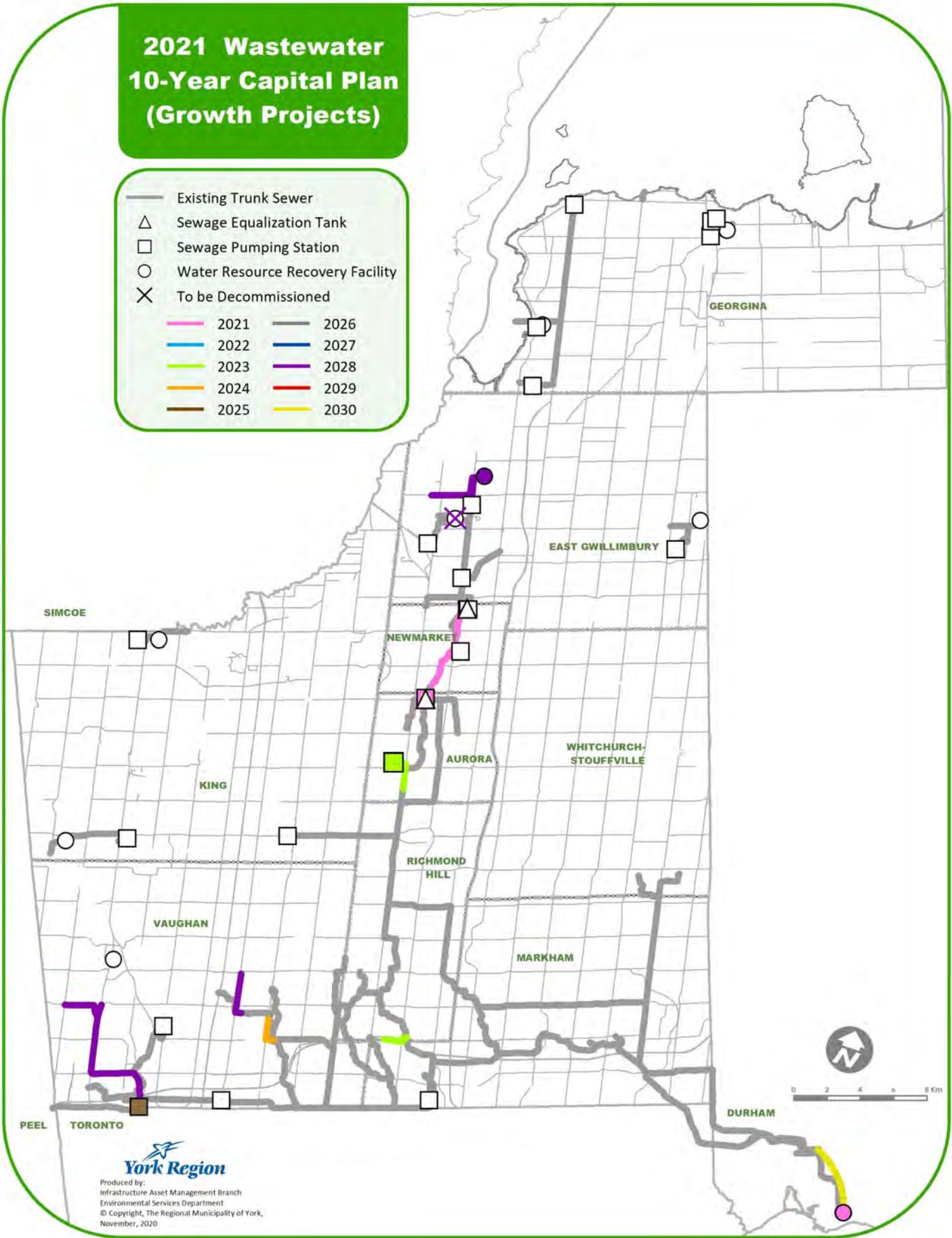
— 2021	— 2026
— 2022	— 2027
— 2023	— 2028
— 2024	— 2029
— 2025	— 2030




 Produced by:
 Infrastructure Asset Management Branch
 Environmental Services Department
 © Copyright, The Regional Municipality of York,
 November, 2020

2021 Wastewater 10-Year Capital Plan (Growth Projects)

- Existing Trunk Sewer
 - △ Sewage Equalization Tank
 - Sewage Pumping Station
 - Water Resource Recovery Facility
 - ✕ To be Decommissioned
- | | |
|--------|--------|
| — 2021 | — 2026 |
| — 2022 | — 2027 |
| — 2023 | — 2028 |
| — 2024 | — 2029 |
| — 2025 | — 2030 |



York Region
 Produced by:
 Infrastructure Asset Management Branch
 Environmental Services Department
 © Copyright, The Regional Municipality of York,
 November, 2020

WASTE MANAGEMENT

In delivering waste management, the Region works in partnership with local municipalities. They collect blue box and green bin materials, yard waste and residual waste at the curbside from residences and deliver them to York Region facilities. There, blue bin 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 facilities, so that as little waste as possible goes to landfill.

With residents asked to stay in their homes starting in March 2020 to reduce the spread of COVID-19, this program area saw an increase in tonnage at the curbside. Between January and July 2020, garbage and green bin tonnage increased by 10% and 11% respectively over the previous year, with most of the increase coming in March. This was more than twice the rate of growth for the same period between 2018 and 2019.

The Region also saw drop-offs at community environmental centres increase sharply in the early weeks as some residents apparently took advantage of downtime from work to clean out unwanted items. Opening hours were adjusted to help ensure public and staff health and safety while still allowing drop-offs.

As well, blue box tonnage increased by 1% between January and July 2020, which is a significant shift from the previous year, when tonnage decreased year-over-year. The earlier decrease was in line with a downward trend in tonnage and net revenues from recyclables over more than a decade. The increase in 2020 appears to be attributable to the COVID-19 pandemic.

Over the past several years, materials in the box have become lighter in weight, reducing tonnage. Greater use of packaging that mixes materials is also posing problems for recovery and recycling. Both trends are reducing the amount and value of blue box items.

REGION CONCERNED GREEN BIN CHANGES WOULD BE UNWORKABLE

York Region is concerned that changes to the green bin program being proposed by the provincial government would shift a significant burden from producers to municipalities and their taxpayers.

Under a new Ontario framework, producers will become responsible for blue box recycling, while municipalities will still manage green bin organics.

Historically, packaging and other recyclable products have gone into the blue box. As part of the transition, the province is encouraging municipalities to allow “certified compostable” products in the green bin.

The problem, however, is that while producers continue to advertise these products as compostable, they are incompatible with most green bin programs.

Compostable products — even if certified — have different properties from the material municipal composting is designed to accept. As a result, they can take two to three times longer to break down. Keeping compost in processing facilities for that extra time is too costly and would significantly add to the problem of tight processing capacity that Ontario municipalities face.

Because holding compostable products until they break down isn't feasible, municipalities will face having to remove them to send to landfill or an incinerator, or leave them in and reduce the compost's quality. Either option would undermine confidence in the value of waste diversion programs, which is already a concern.

To avoid those concerns, the Region is urging the province to:

- Utilize blue box regulations to hold producers responsible for finding cost-effective solutions
- Collaborate with stakeholders to update standards so certified products will break down in current timelines
- Standardize labelling requirements to clarify which products can go into the green bin

As well, contamination is a growing problem. Food waste, diapers, soiled cardboard and paper and other materials that can't be recycled are increasingly being found in the blue box.

In mid-2017, China — at that time the largest market for used paper products, collectively known as fibre — introduced stringent new limits on contamination. This essentially closed markets in China and tightened them in other countries. Prices for fibre fell steeply and in some cases municipalities were paying to send material for recycling that had previously earned revenues.

For York Region, the cost of dealing with contaminated material is more than \$200 a tonne, because it must be processed twice. Contaminated materials must be removed, often manually, from the blue box stream at the materials recovery facility, where a second sort room has been added specifically in response to contamination. It is then sent on to an energy-from-waste facility to be processed for incineration.

The lockdown exacerbated the problem as resources intended for an anti-contamination strategy had to be diverted to measures related to COVID-19.

In addition, personal protective equipment began showing up in the blue box, which raised health and safety concerns for workers. On average in 2020, between 100 and 115 gloves, masks and wipes were observed every 10 minutes on the sorting line at the materials recovery facility.

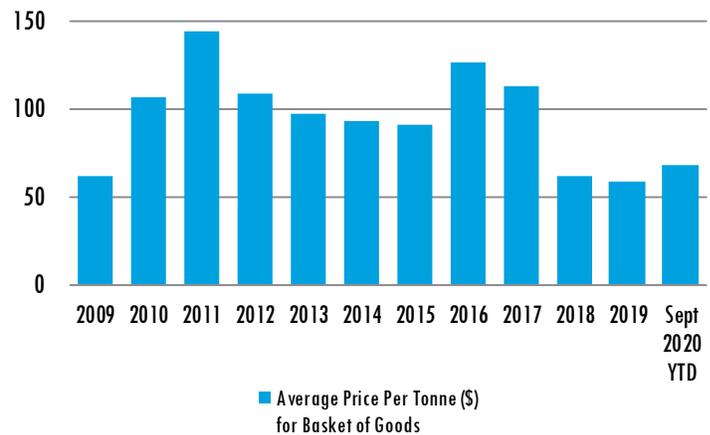
The Region is working with local municipalities on a two-phase approach to reducing contamination. The first phase is tackling the immediate concern by working to get all gloves and masks out of the blue box. The second phase, targeted at reducing all contamination, will start in March 2021 and will be informed by the results of the first phase.

Markets for blue box materials generally declined during the lockdown, but one offsetting factor was increased demand for uncontaminated cardboard that could be recycled into packaging for online shopping deliveries. After peaking early in the lockdown, prices for cardboard remained relatively strong through the year (see the graph on this page).

In total, operating pressures on the department were \$2.1 million for the year, which were fully mitigated by internal savings and higher revenues from the Resource Productivity and Recovery Authority, which manages Ontario's blue box program.

Under a new provincial framework for the blue box, producers will become fully responsible for the waste their products generate, with transition to the new system complete by the end of 2025. This will have major impacts on municipal responsibilities, roles, costs and revenues.

VOLATILITY IN BLUE BOX VALUE WITH DECLINING OVERALL TREND



About the graph: Average price per tonne for blue box materials has been gradually declining, making it more costly for the Region to maintain diversion from landfill. A high diversion rate is key to the Sustainable Environment strategic priority. 2020 realized a slight increase, as the price for cardboard to be recycled as packaging rose with increased online shopping during the pandemic. Environmental Services is likely to face continued uncertainty and potentially lower revenues until producers become responsible for the blue box in 2025.

In June 2020, Regional Council confirmed its preference to transition in 2025, reflecting the consensus at the time among all nine local municipalities and the Region. The preferred date in 2025 appeared to offer the best option in terms of managing risks and ensuring a smooth transition. In late 2020, the City of Markham indicated a preference for transitioning at the beginning of 2023. The Region is assessing the potential impacts of this decision.

Until the transition is complete, concerns around blue box contamination and revenues will continue.

The COVID-19 crisis brought home the need for flexibility and nimbleness in managing waste, which has become more complex with changing waste streams, markets and regulation.

York Region achieved 94% diversion from landfill in 2019, 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.

Budget overview

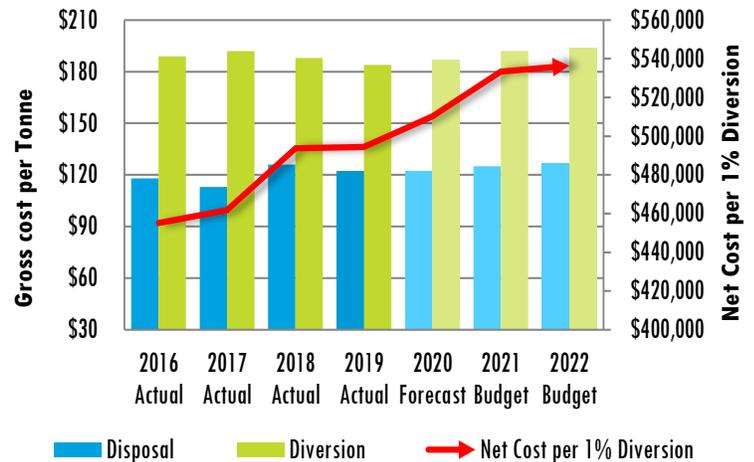
Waste management has budgeted for net operating costs of \$54.6 million in 2021, accounting for 82.3% of the department's total.

Tonnage increases related to COVID-19 are expected to continue in 2021, while revenues from the blue box remain depressed. The department has budgeted to reduce the impact on the tax levy by drawing down a waste management stabilization reserve. The same approach will be used to keep total net operating costs at an expected \$56.0 million in 2022.

Change from outlook

The change from last year's outlook for the 2021 net operating budget is a decrease of \$0.3 million. New savings and the draw from the waste management stabilization reserve are expected to more than offset the higher costs and lower revenues resulting from COVID-19 impacts.

CURBING TONNAGE IS KEY TO CUTTING COSTS AND KEEPING WASTE OUT OF LANDFILL



About the graph: While the Region has shown leadership in investing in waste diversion, costs of future diversion programs will be high for the incremental gain, as the red line shows. The most sustainable option, financially and environmentally, is to reduce the amount of waste produced. This is the aim of the SM4RT Living Plan, which promotes the Strategic Plan priorities of Sustainable Environment and Good Government.

Waste Management

OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$73.6M	\$74.9M	\$80.3M	\$83.5M
Net	\$51.0M	\$52.3M	\$54.6M	\$56.0M
Budget Change		\$1.3M	\$2.2M	\$1.4M
FTE - Total	30.0	31.0	31.0	31.0
FTE - New			-	-
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$0.3M)	(\$0.1M)
FTE			-	-

CAPITAL BUDGET

2021 Budget	\$2.7M
Capital Spending Authority	\$2.8M
10-Year Capital	\$112.7M

Looking ahead

After the transition to full producer responsibility, the Region and its local municipal partners will continue to be responsible for source-separated organics (the green bin) and residual waste management.

The new producer responsibility framework could affect these streams. A key example is a provincial proposal that could allow producers to increase their use of “compostable” packaging, shifting material from the blue box to the green bin. The box on page 112 provides more details.

Even without that concern, reining in the costs of processing these streams is critical because they are funded almost entirely by the tax levy. Together, they account for approximately 60% of the current budget and three-quarters of waste by tonnage.

The green bin is the most expensive stream to process, at \$170 a tonne, and provincial policy direction could lead to further cost pressures. Ontario has committed to banning food waste from landfill; if this tonnage is simply diverted to composting, processing capacity and costs will become major concerns.

The Region plans to contract with third parties to process organic waste using anaerobic digesting, a way of managing organic waste that can generate bio-fuel. Even with this approach, however, green bin processing will remain extremely costly. The current volume being processed each year is almost 100,000 tonnes. This would increase significantly if all food waste were diverted to composting, particularly in light of provincial plans to allow compostable packaging in the green bin as well.

The only sustainable option is to reduce the volume of waste being processed. An update to York Region’s Waste Management Master Plan — entitled “SM4RT Living” — was endorsed by Regional Council in April 2020. The plan continues to focus on reducing waste to drive tonnage out of the system, as the cost of achieving further diversion is becoming prohibitive.

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.

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. These streetscapes provide a very visible public amenity and foster a sense of place for residents and their communities.

Maintaining streetscapes is an increasingly important role of the Forestry program. As the box on page 117 illustrates, good care and leading-edge practices are allowing the Region’s street trees to flourish despite significant challenges.

The York Regional Forest, which covers roughly 2,400 hectares or almost 6,000 acres, is a major living asset. The Region's 20-year management plan for the forest aims to balance public use with ecological integrity. Demographic factors, including an increasing number of retirees in the Region's population, are driving greater use of the forest. The spring of 2020 saw a significant increase in use as many people discovered the forest for the first time during the COVID-19 lockdown. This is expected to accelerate the trend in greater usage going forward.

Forestry assets are showing impacts of climate change, including damage from extreme weather, while invasive species such as the emerald ash borer are leaving dead hazard trees that must be removed for public safety.

Budget overview

At \$12.0 million, the total Forestry operating budget represents 1.9% of the department's total for 2021. About 89% of this comes from the tax levy, with the balance funded by permits, timber harvest revenues and reserves.

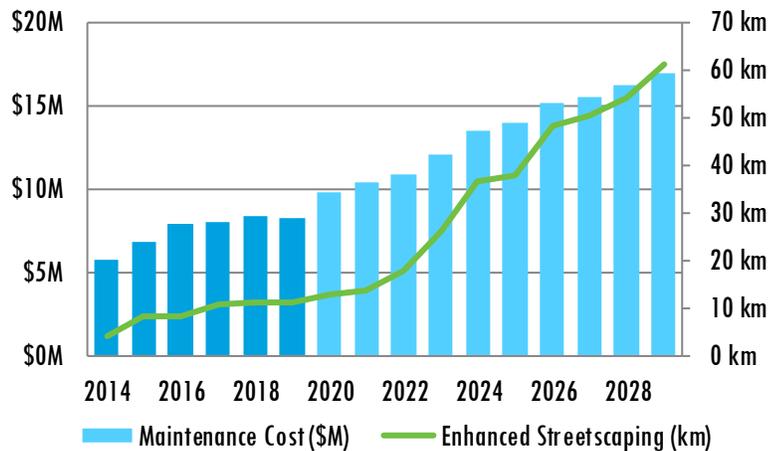
The total operating budget will rise by 4.7% from 2020, with an outlook for a 9.2% increase in 2022.

The higher spending is due in large part to the increasingly urban location of forestry assets. By the end of 2020, the Region had commissioned a total of 33.7 kilometres of bus rapidways and 7.0 kilometres of Great Regional Streets. Ongoing annual costs to maintain these enhanced streetscapes range from \$1,600 a kilometre for standard care of trees growing in a boulevard to \$136,000 a kilometre for rapidway corridors with trees, landscaped centre medians and boulevard planters that require manual watering.

Additional costs include contracted services for street tree planting, mulching, pruning, large tree maintenance and storm clean-up, as well as staffing to manage the increasing number and complexity of contracts. The approved budget allows for adding two full-time and one temporary position in 2021 to keep up with the program area's growing needs.

The Region continues to carry out programs to combat invasive species, monitor emerging threats, remove dangerous trees, and maintain safe public access to the Regional Forest.

ENHANCED STREETSCAPES INCREASE MAINTENANCE COSTS



About the graph: Enhancing Streetscapes directly relates to the Sustainable Environment priority in the Strategic Plan, and as the graph shows the Region has invested heavily in this initiative over the years. Ongoing costs to maintain these streetscapes can range from \$1,600 to \$136,000 per kilometre, with the latter being attributed to complex rapidway corridors with trees, landscaped centre medians, and manual watering.

Forestry

OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$10.9M	\$11.5M	\$12.0M	\$13.1M
Net	\$9.8M	\$10.3M	\$10.7M	\$11.8M
Budget Change		\$0.5M	\$0.4M	\$1.2M
FTE - Total	22.0	24.0	25.0	26.0
- New			1.0	1.0
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$0.2M)	(\$0.2M)
FTE			(1.0)	(1.0)

CAPITAL BUDGET

2021 Budget	\$3.8M
Capital Spending Authority	\$15.6M
10-Year Capital	\$32.5M

As living assets, trees and other plantings need care to get established and remain healthy. Cutting back on maintenance too severely would result in quick deterioration, especially of street trees and planters.

The program area works through continuous improvement to reduce contract costs and deliver programs as efficiently as possible. For example, installing automated irrigation systems in median and boulevard landscape planters reduces operating costs compared to manual irrigation with a water truck. To date, some five kilometres of roadway plantings have benefited from this investment in operating efficiency.

Forestry's capital budget is roughly \$3 million a year over the next 10 years. 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 change from last year's outlook for the 2021 net operating budget is a decrease of \$0.2 million, mainly reflecting new savings.

Looking Ahead

The health 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 provide refuge, shade and a visual contrast to the built environment, making public spaces more welcoming and attractive.

The 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. Care in those settings involves high service standards that require special expertise and more maintenance. The knowledge that the Region has gained in successfully establishing street trees in challenging sites such as centre-of-road planters and sidewalk grates will serve it well as the pace of urbanization accelerates.

REGION'S PRACTICES HELP TO IMPROVE HEALTH OF STREET TREES

The health of York Region street trees continues to improve, thanks to well-thought-out approaches to planting in increasingly urban locations.

Keeping urban trees healthy is important because they provide a wealth of economic, social and environmental benefits. Many benefits increase in relation to the tree's size and leaf density, which are markers of its health.

Every five years the Region assesses a sample of trees it has planted along roads in urban and suburban areas. The most recent assessment, in 2020, confirms a strong and steady upward trend in the percentage of trees in satisfactory or good condition: from 29% in 2003, to 76% in 2010, 84% in 2015 and 87% in 2020.

This reflects several actions: creating a list of species appropriate to growing conditions, selecting nursery trees for health and checking that they get planted correctly. Young trees are mulched around the base, and weeded and watered regularly to reduce stress from competition, transplanting and drought.

Finding space where trees can flourish has become harder, however, as Regional roads are widened, exposing existing and new trees to winter threats like salt and snowplows. The Region is updating design guidelines to deal with these risks.

In recent years, landscaping Viva bus rapidways and stations has given rise to new challenges, as trees must be placed in planters or sidewalk grates. The assessment found that trees in these settings benefit from having ample, high-quality soil, often in an engineered "soil cell" placed under the ground, and good drainage beyond that.

With the Region's increasing growth and more intense development, street trees will be more critical than ever. The lessons learned in growing healthy, vigorous street trees in the most challenging of settings will be key to keeping public spaces in the Region green, welcoming and attractive for residents and businesses.

Increased public exploration of the Regional Forest during the lockdown serves as a reminder of the important role that natural spaces play in the health of communities and residents. The recently updated management plan for the Forest balances social benefits with actions to 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 current and new residents more cost-effectively. This is in line with several important Regional directions that emphasize both fiscal and environmental sustainability as growth continues.

ENERGY MANAGEMENT

This program tracks the environmental impacts of Regional energy use, especially greenhouse gas emissions, works to mitigate them, reduces net operating costs and demands on infrastructure through better energy management, and promotes sustainable practices. It is guided by the 2019 Energy Conservation and Demand Management Plan.

As was the case in other jurisdictions, energy use dropped sharply starting in March 2020, when workplaces closed, commuting decreased and meetings took place virtually instead of in person.

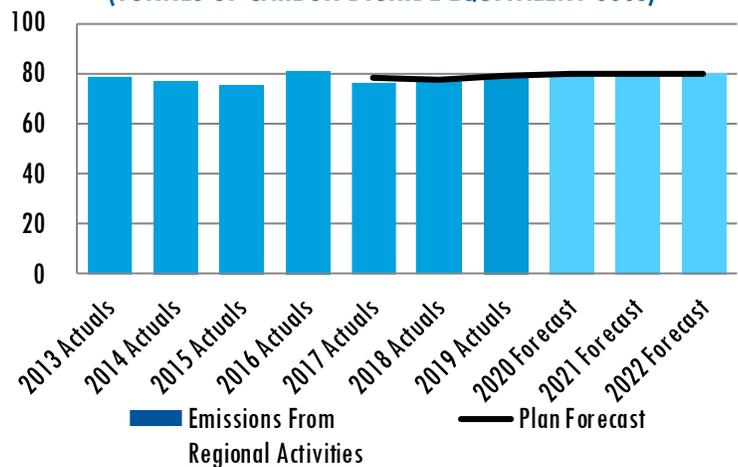
The energy management group analyzed potential benefits of holding virtual meetings involving large groups of stakeholders: significant reductions in greenhouse gas emissions and mileage costs were identified.

The positive impact of virtual meetings and remote work on air quality and the environment, combined with cost savings, has led many organizations around the world to consider how best to leverage these new ways of working in the future.

Additional progress would build on the Region's strong record in energy management. The program area's annual report for 2019 showed that corporate greenhouse gas emissions were 1% below the target for the year set out in the Energy Conservation and Demand Management Plan. This reflects both efforts by Regional departments and, since 2017, a significant drop in greenhouse gases generated by Ontario's electricity system.

Energy costs fell by 3% or \$1.6 million as a result of lower market prices for gasoline and diesel fuel and successful natural gas and electricity procurement strategies. Regional energy consumption cost \$50.7 million in total and produced 78,628 tonnes of greenhouse gas emissions.

GREENHOUSE GAS EMISSIONS ARE PROJECTED TO STABILIZE (TONNES OF CARBON DIOXIDE EQUIVALENT 000s)



About the graph: Volatility in the Region's greenhouse gas emissions is expected to level off. As Regional activities continue to increase with a growing population, stabilizing emissions directly links to the Sustainable Environment strategic priority. It is also a step towards the Region's *Vision 2051* goal of net-zero greenhouse gas emissions.

Transit and vehicle fleets account for 77% of corporate emissions. In the case of transit, increased ridership avoids the higher emissions that would be associated with private vehicles. Nonetheless, an important focus of energy management is reducing emissions from all corporate vehicles, including buses. The Transportation Services chapter discusses its recent investment in electric buses, which is part of that department’s Transit Fleet Electrification Plan.

For energy used to heat buildings, the only area of increase in 2019 was natural gas consumption, which rose by 5% from 2018, reflecting higher demand.

A key performance indicator in the Region’s *2019 to 2023 Strategic Plan* is emissions per capita, which is a measure of how the Region is delivering environmentally sustainable services to its residents. Since 2006, the Region’s population has grown by 27%, but total corporate emissions have increased by only 4%, reducing emissions per capita to 65.4 kilograms. This reflects greater energy efficiency and new energy-saving technologies.

All departments have shown commitment, innovation and collaboration in reducing energy use. The Region is also focusing on energy management efforts with local municipalities, federal and provincial governments and agencies and external partners.

Capital investment in energy-saving technology generally reduces ongoing operating costs for fuel and electricity, which can result in lower life-cycle costs.

Some investments yield additional savings by reducing wear because equipment does not run as often. Examples of energy-efficiency projects include retrofitting lighting with LEDs, upgrading heating and ventilation equipment and windows.

While the Region’s corporate emissions represent only 1 to 3% of total community emissions, staff recognize the importance of their role as leaders in reducing emissions to inspire residents and others.

Budget overview

Energy Management’s total operating expense of \$1.4 million for 2021 represents 0.2% of the department’s total. Some 77% of this comes from the tax levy, with the balance reflecting sales of solar-generated electricity to the grid and recovery of operating costs from the capital budget for some projects.

The program’s 10-year capital budget will total \$22.9 million. 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 net operating budget remains essentially unchanged from last year’s outlook.

Energy Management

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$1.5M	\$1.5M	\$1.4M	\$1.5M
Net	\$1.1M	\$1.1M	\$1.1M	\$1.1M
Budget Change		\$0.0M	\$0.0M	\$0.1M
FTE - Total	5.0	6.0	6.0	6.0
- New			-	-
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$0.0M)	(\$0.0M)
FTE			-	-
CAPITAL BUDGET				
2021 Budget				\$0.9M
Capital Spending Authority				\$2.1M
10-Year Capital				\$22.9M

Looking Ahead

Vision 2051 set an aspirational goal of net-zero greenhouse gas emissions by 2051 to help the Region achieve a sustainable future. Reaching this goal will require continued adoption of new technologies and practices across the organization.

Because corporate vehicles are the largest source of emissions, a key step will be optimizing fleets through training, right-sizing, reduced idling and, ultimately, electrification of vehicles. Transportation and Environmental Services, as operators of the largest vehicle fleets, have committed to advancing the integration of electric vehicles where business cases clearly demonstrate value for money.

Buildings and other facilities represent another important area of energy use. A number of pilot projects are underway aimed at improving energy efficiency while also ensuring value for money, functionality and quality user experience. Pilots and any future projects they inform will be backed by performance measurement and verification of savings.

Increasingly, investing up-front in energy efficiency yields savings over the life cycle of an asset, as well as providing environmental benefits. As examples, widespread interest in electric vehicle batteries and LED lighting is lowering costs and improving performance, strengthening the business cases for these investments.



COMMUNITY AND HEALTH SERVICES

helps residents achieve their best possible life – to be healthy, safe, engaged in community life, and contributing to the economy. As the extraordinary events of 2020 underscored, its work touches the lives of residents every day and at every stage of life.

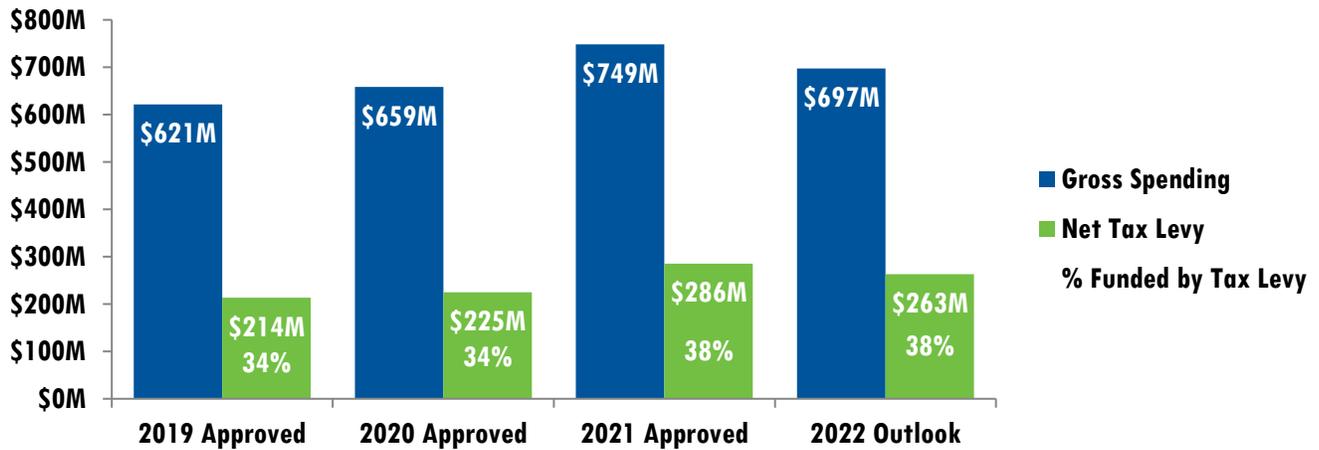


THE COMMUNITY AND HEALTH SERVICES OPERATING BUDGET IS...

**29% OF TOTAL
REGIONAL EXPENDITURES**

**23¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE COMMUNITY AND HEALTH SERVICES CAPITAL BUDGET IS...

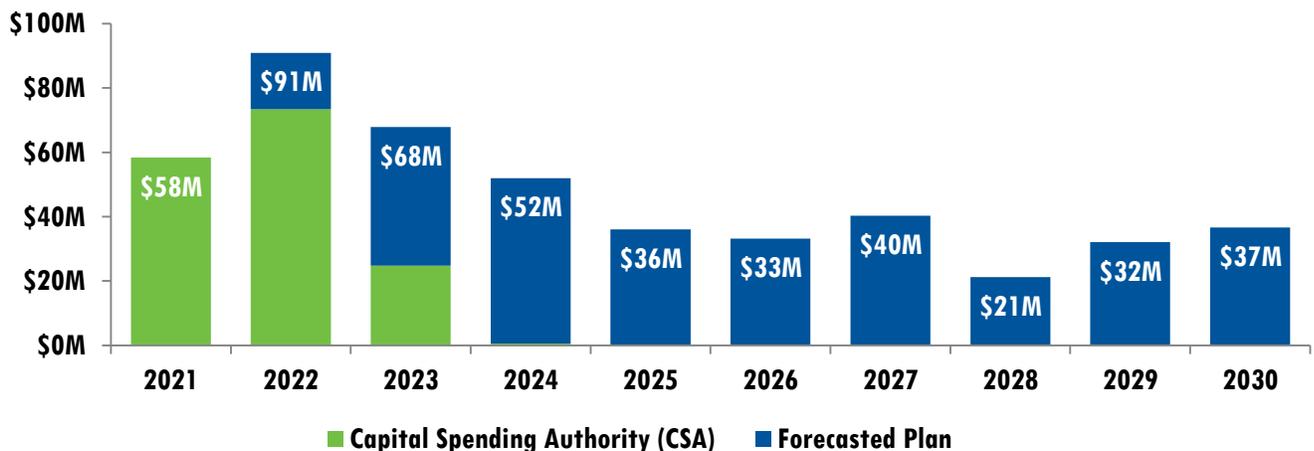
**6.0% OF THE
REGION'S 10-YEAR PLAN**

**5.3% OF
TOTAL CSA**

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

\$469M OVER 10 YEARS

\$157M OF CSA



HELPING RESIDENTS ACHIEVE THEIR BEST POSSIBLE LIFE

Community and Health Services plans, delivers and oversees health, housing and social services, with the goal of improving services and programs available to residents.

Some department programs benefit all residents, others are tailored to meet an identified need, but all contribute to the quality of life in York Region by:

- Protecting the health and safety of York Region residents
- Strengthening the Region's network of human services
- Creating welcoming and inclusive communities
- Supporting housing affordability and stability
- Improving access to health and social support services

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.

2020 UPDATE

Early in the year, as COVID-19 became a global pandemic, Public Health was quick to mobilize with a broad range of health and human services partners within and outside the department.

After the province mandated a lockdown to curb the virus's spread, impacts rippled throughout the Region's communities. The needs and issues facing vulnerable populations intensified as community food programs, drop-ins, libraries, schools, and community centres closed, transit services were cut back, jobs were lost, and isolation increased. Residents living in congregate living settings, such as group homes, emergency housing and long-term care homes, were identified as being at heightened risk. People with limited financial resources, the homeless and precariously housed, individuals at risk of domestic violence, older people, newcomers already navigating the challenges of immigration — all came to rely, as never before, on a broad range of human services.

Community and Health Services took a lead role in responding. The department coordinated and collaborated with existing partners and, where unexpected needs and unforeseen challenges emerged, forged innovative solutions, sometimes through new partnerships. Examples include:

- Implementing a range of public health emergency responses to manage spread of the virus, including case and contact management, outbreak management, and infection prevention and control measures such as on-site inspections, as well as education, training and messaging
- Setting up emergency child care for healthcare and other essential workers so they could stay on the job
- Delivering new emergency income supports to low-income households

- Creating a self-isolation shelter and a transitional shelter to keep people who are homeless safe
- Working with the United Way Greater Toronto to establish partnership tables to quickly identify and address emerging issues in the community
- Pausing some regular Community Paramedics programming to focus on implementing infection prevention and control measures in congregate settings in response to emergency needs
- Helping emergency housing and housing-with-supports providers adapt to meet new infection prevention and control requirements and providing funding to help address pandemic-related needs

Because the department’s budget is supported heavily by the province and to a lesser extent the federal government, its activities throughout the pandemic have been designed to complement senior governments’ actions and meet both the immediate and longer-term needs of residents.

The department will continue to work with senior governments and other partners to limit the impacts of COVID-19, particularly given the second wave of infections that emerged in September and grew through the autumn. As noted in the Budget Context chapter, Health Canada approved the first two vaccines for use in Canada in December. Distribution of vaccine and immunization of high-priority groups began in York Region shortly after the approvals, with the first health-care workers receiving vaccinations in December 2020 and rollout to long-term care residents initiated on January 2, 2021.

The province’s COVID-19 Vaccine Distribution Task Force is planning widespread rollout across the province as more doses become available. York Region Public Health has been planning its role in mass vaccination.

In addition to successfully adapting many of its programs and services to deliver COVID-19 responses, the department was recognized for its work and achieved a number of accomplishments:

- Being recognized with a Silver Award for Innovative Management from the Institute of Public Administration Canada for the new Ontario Works service delivery model
- Through Paramedic Services, responding to over 77,000 incidents in 2020, and transporting patients to hospital within Council-approved mandated timelines
- Receiving reaccreditation of York Region Adult Day Programs, Long-Term Care Homes and Psychogeriatric Resource Consultant Program from the Commission on Accreditation of Rehabilitation Facilities International for the maximum period of three years, extending to May 31, 2023
- Updating York Region’s Multi-Year Accessibility Plan to build on accomplishments of previous accessibility plans and activities to implement the *Accessibility for Ontarians with Disabilities Act*

WHAT SHAPES THE DEPARTMENT’S BUDGET



The budget of Community and Health Services focuses strongly on the Strategic Plan priority of supporting community health, safety and well-being. Its specific objectives are supporting safe communities, delivering and promoting affordable housing, and improving access to health and social support services.

The department's work is essential to achieving one of the key goals of *Vision 2051: A Region where everyone can thrive*. It provides the social, housing, health and related services identified in the Strategic Plan.

For 2021, the expectation of ongoing pandemic impacts played a central role in developing the department's budget. Community and Health Services established the following principles to guide development of its 2021 budget and 2022 outlook:

- Maintain a strong COVID-19 response to contain the virus and protect the health and safety of residents
- Develop and deliver a mass immunization program across York Region
- Continue to deliver critical core programs and services, and deliver them safely
- Maximize the impacts of new and existing provincial and federal funding to deliver services sustainably and reduce impacts on the tax levy
- Look for and respond to opportunities to operate more effectively and efficiently, including provincial modernization initiatives
- Ensure the health and safety of staff, whether on the front lines, in an office or working from home

The pandemic served as a reminder of how Community and Health Services works to anticipate societal changes and respond innovatively and effectively when the unforeseen happens. This served the department well in responding to COVID-19, and is critical as the Region's population continues to grow and change.

Using resources provided by senior governments effectively is a key aspect of its activities, and one that will continue beyond the end of the pandemic. The provincial government provides a major share of the department's funding, with a smaller share coming from the federal government.

Operating budget

The department's proposed 2021 gross operating budget is \$748.7 million, or 29.0%, of the Region's 2021 total. This would be 13.7% higher than the amount budgeted for 2020, almost entirely due to pandemic-related cost pressures.

Public Health accounts for about two-thirds of the pressure. The branch will need to continue its strong COVID-19 response and deliver a mass vaccination program. The COVID-19 response will continue to increase costs in Long-Term Care and Paramedic Services to comply with infection prevention and control requirements and strengthened regulations in congregate care settings, and to respond to changes anticipated as a result of Ontario's independent Long-Term Care COVID-19 Commission.

The department expects to provide ongoing pandemic-related support for vulnerable residents in 2021, use a temporary increase in the Community Investment Fund to support community partners, and address an anticipated spike in the social assistance caseload as federal income support programs are phased out.

These pandemic-related pressures are expected to total \$64.3 million in 2021 and \$12.3 million in 2022 after offsets through temporary reallocations from other budget items and delaying a planned emergency men's shelter. The department identified significant savings in 2021 and 2022, as shown on the line labelled "Efficiencies, Reductions & Other Adjustments" in the table below, through a line-by-line review of actual expenditures. New savings of \$5.1 million in 2021 are reflected in the "Status Quo" line of the same table.

Applying confirmed senior government pandemic-related funding of \$9.4 for 2021 further reduced pressures and resulted in a potential tax levy budget impact of \$54.9 million in that year.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	658,572	225,020	748,690	285,710
Status Quo	3,823	3,864	8,623	11,054
Revenues:				
Revenues (excl. senior government funding)	(330)	(1)	(25)	(93)
Senior Government Funding	3,967	(1,986)	(6,934)	6,097
Subtotal	3,638	(1,986)	(6,959)	6,004
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	(9,331)	(1,930)	(6,105)	(129)
Program and Service Level Adjustments	(2,167)	233	(361)	(361)
Subtotal	(11,498)	(1,696)	(6,466)	(489)
Debt Servicing Net of Development Charges	671	(293)	88	(282)
Fiscal Strategy	2,279	2,279	2,820	2,820
Maintaining Service Levels for Growth	25,941	2,674	1,889	1,470
Enhancements and Transformation	933	933	756	(225)
Impacts of COVID-19	64,332	54,915	(52,073)	(42,655)
Approved Budget	748,690	285,710	697,368	263,405
Total Budget Change	\$	90,119	(51,322)	(22,305)
	%	13.68%	(6.85%)	(7.81%)
Outlook Restated	655,737	240,707	665,110	252,533
Increase/ (Decrease) from Outlook	92,953	45,003	32,259	10,873

Staffing changes

(Full-Time Equivalents)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	1,954.4		1,993.4	
New	37.0	1.89%	24.0	1.20%
Conversions	2.0	0.10%	3.0	0.15%
Program Reductions	-	-	-	-
Approved Budget	1,993.4		2,020.4	
Budget Change	39.0	2.00%	27.0	1.35%
Outlook Restated	1,976.4		2,002.4	
Increase/ (Decrease) from Outlook	17.0		18.0	

The Financial Initiatives chapter outlines that remaining pandemic-related pressures on the tax levy across Regional government will be addressed through additional senior government funding, which is expected, and additional provincial funding announced after the budget was tabled but before it was approved. As of December 2020, for Public Health, potential additional provincial funding was \$37.5 million in 2021 and \$5.8 million in 2022.

In addition to the priority of responding to the pandemic, Community and Health Services must meet ongoing needs in its regular program areas as the Region's population grows. This would require an increase in total spending of \$25.9 million in 2021 to maintain service levels to a larger population.

Because many of its programs are funded by senior levels of government, the department's net operating budget is \$285.7 million, representing about 23% of the tax levy budget. A portion of tax levy spending is mandated by the province through cost-sharing arrangements and legislation. Provincial government funding is expected to increase by \$2.0 million in 2021, based on amounts confirmed by December 2020.

Compared to the outlook last year, the department's net operating budget has increased by 18.7%, reflecting the impacts of the pandemic. The sections outlining each program area's budget overview discuss plans, needs and changes from outlook in more detail.

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 two largest service areas by staffing are Paramedic Services and Public Health.

Before the onset of COVID-19, the department employed about 2,500 people. By the end of 2020, that number had reached more than 2,600, largely through temporary external hiring and redeployment from other areas of the organization. These additional resources are needed to maintain the COVID-19 response and deliver immunization programs in 2021 and possibly into 2022.

Last year's outlook proposed adding 22 full-time positions in 2021. While that number has increased by 17 in the proposed budget, eight of the additional positions were approved by Regional Council in 2020. The remaining 31 were approved through the 2021 budget process. A further 27 would be added in 2022.

Capital budget

The 10-year capital plan for Community and Health Services amounts to \$468.7 million, or 6.0% of the Region's total. This is an increase of \$138.4 million from the 2020 10-year capital plan, largely to support a new Housing York Inc. Strategic Plan. New housing projects are developed with funding from senior levels of government, Regional reserves, debt that is repaid from Housing York Inc. revenues (mainly rent), and development charges.

Housing projects undertaken for Housing York Inc., a separate corporation, account for close to 74% of the department's 10-year capital plan. (The Accrual Budget Presentation chapter explains on page 65 how the budget for Housing York is reflected in the Community and Health Services departmental budget.)

Apart from housing, there are two other areas of major capital investment for Community and Health Services:

- Building and equipping stations for Paramedic Services accounts for 21% of the total capital plan
- Capital spending for the Region’s long-term care homes and seniors community programs, mostly on upgrading and replacing equipment and technology, makes up about 5%

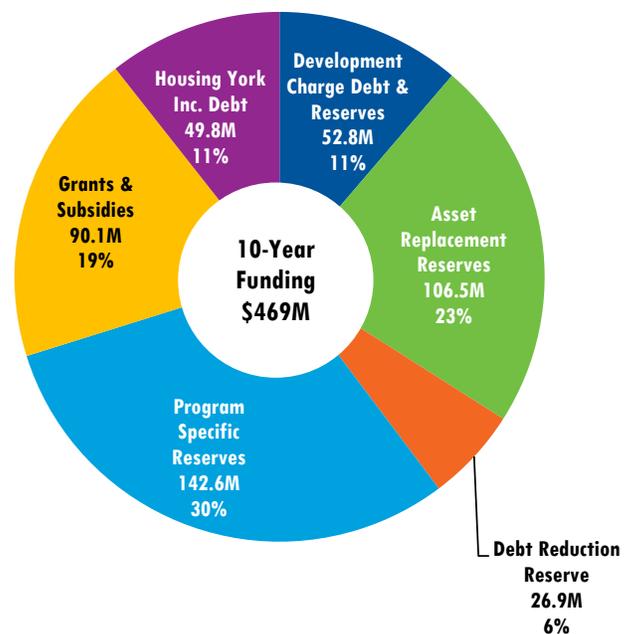
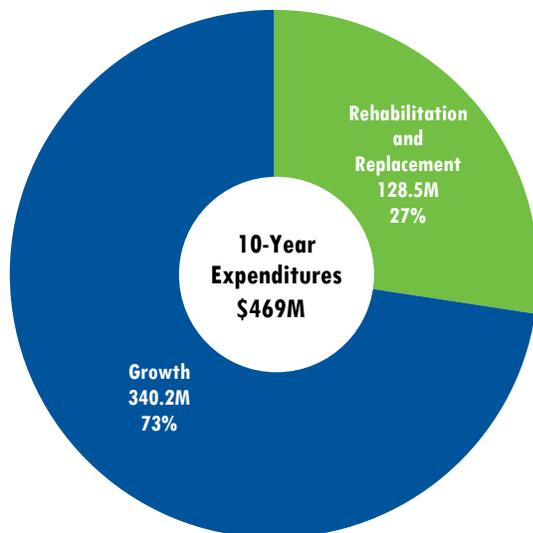
Public Health spending on capital assets accounts for the small remaining balance. This includes supporting the development of The Link, a community hub in the Town of Georgina providing public health, social services and other programs.

Capital spending for Paramedic Services, long-term care homes and Public Health is largely funded by the Region’s 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, which drive the need for new paramedic stations and equipment in particular.

10-year capital budget by program group

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
Public Health	1,620	-	-	-	-	-	1,620	1,620
Paramedic Services	17,557	19,711	8,567	15,358	5,251	33,196	99,640	41,365
Long-Term Care/Seniors' Services	9,471	3,688	952	730	742	5,975	21,558	11,292
Housing Services	29,736	67,530	58,334	35,913	30,000	124,325	345,838	102,900
Total Community and Health Services	58,384	90,929	67,853	52,001	35,993	163,496	468,656	157,177



Investing in its existing stock of assets, especially housing, is also important. Over the 10-year plan, about \$340.2 million would be for new or expanded assets to serve growth, while \$128.5 million would go towards renewal and replacement.

The program area discussions that follow provide more detail on major capital projects.

The operating impacts of capital

For Community and Health Services, the greatest impact of capital investment is on the quality of related service it provides, which in turn can dramatically 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 more 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.

Within that important requirement, Community and Health Services works to ensure its capital assets do not unduly increase operating costs.

Looking ahead

Grounded in uncertainty, the years ahead will be marked by change and transition as Community and Health Services seeks to balance response to COVID-19 with recovery. The department will continue to work to limit the spread of the virus, protect public health and safety, and restore its full range of services. While the immediate focus will be on containing the virus until a vaccine has been administered to all residents who want it, the growing mental health toll of pandemic-related bereavement, stress, isolation and job loss is likely to require response beyond the pandemic's end.

To achieve the required balance between response and recovery, Community and Health Services will:

- Leverage existing resources, partnerships and community assets, and coordinate with stakeholders to maximize impact
- Develop innovative ways to meet the needs of the people it serves, especially through greater use of technology
- Build on the experiences of staff who accepted redeployments, learned new skills and otherwise adapted to the pandemic in ways that allowed the department to continue to function effectively, including virtual adaptability
- Respond quickly and professionally to deploy vaccines as directed by the province

Beyond the pandemic and its impacts, demand for services provided by the department 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.

Provincial requirements for service delivery are also a key driver of the department's work. Several major provincial initiatives were delayed by the pandemic, but are expected to resume before the end of the Region's current budget cycle:

- Potential reorganization of public health units and modernization of emergency health services that, if acted on, would bring major change to these program areas
- Further modernization of social assistance to enhance service options, better focus on clients by reducing paperwork, and enable greater financial independence by providing life stabilization supports and improved employment services
- A new provincial triage and dispatch system for Paramedic Services based on medical need and evidence that is intended to make more efficient use of resources

In addition to the above initiatives, which were already in process, a provincial commission was created in 2020 to inquire into the pandemic's impacts on long-term care homes. It is expected to report back to the provincial government in early 2021, and its recommendations will likely have additional cost and funding implications for the Region's two long-term care homes.

The department is accustomed to responding and adjusting to changes, including funding changes made by the province. It continues to stress to the province that:

- Programs and services, particularly those that are mandated, need to be adequately funded
- Engagement with key partners is required to help find solutions to issues and challenges
- Residents need to have continued access to services they rely on

The department will continue to stress to provincial and federal partners the value that partnering with municipal government provides in achieving beneficial outcomes for residents that contribute to vibrant and thriving communities.

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

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Approved		2020 Approved		2021 Approved		2022 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Public Health	68.4	18.4	75.0	17.7	118.2	57.9	82.0	33.9	
Paramedic Services	83.7	39.6	88.5	43.7	98.6	51.0	97.2	49.2	
Long-Term Care/Seniors' Services	36.8	14.5	37.6	15.0	46.8	24.2	44.6	21.8	
Social Assistance	84.4	9.0	100.1	10.4	125.1	12.0	123.4	11.2	
Homelessness Community Programs	26.5	10.2	27.4	11.1	35.8	12.5	29.9	13.5	
Children's Services	176.1	17.0	181.5	22.4	178.3	24.1	175.0	25.7	
Housing Services	107.2	68.1	110.1	67.3	110.6	69.4	107.9	72.0	
Strategies and Partnerships	15.4	15.2	15.7	15.3	16.5	16.1	16.0	15.6	
Integrated Business Services	22.9	21.7	22.6	22.2	18.6	18.5	21.5	20.5	
Total Operating Budget	621.3	213.9	658.6	225.0	748.7	285.7	697.4	263.4	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2021	CSA	10-Year	2021	CSA	10-Year	2021	CSA	10-Year
Public Health	-	-	-	1.6	1.6	1.6	1.6	1.6	1.6
Paramedic Services	9.7	20.4	61.3	7.9	21.0	38.4	17.6	41.4	99.6
Long-Term Care/Seniors' Services	8.8	9.6	19.9	0.7	1.7	1.7	9.5	11.3	21.6
Housing Services	1.0	14.4	47.4	28.7	88.5	298.5	29.7	102.9	345.8
Total Capital Budget	19.4	44.4	128.5	38.9	112.8	340.2	58.4	157.2	468.7

PUBLIC HEALTH

The Public Health branch is leading York Region's response to the COVID-19 pandemic, including preparing for a role in mass immunizations in 2021, while providing ongoing services that support other important aspects of residents' health and well-being.

The branch operates under the guidance of the Ontario Public Health Standards: Requirements for Programs, Services and Accountability. It has worked closely with the provincial Ministry of Health to put pandemic-related policies and measures into action as they were developed.

Key functions of the branch are to respond to, and reduce the spread of the virus through the following:

Response measures:

- Case and contact management. The source of infection for confirmed COVID-19 cases is identified and individuals who might have been exposed are asked to self-isolate. This containment strategy is a proven way of controlling outbreaks.
- Outbreak management. People displaying symptoms are tested and if positive are required to self-isolate. Where necessary, for example in a facility with shared living space, additional control measures are put in place.
- Infection prevention and control measures. These measure include on-site inspections, follow-up on inspection recommendations, on-site and or/virtual education and messaging for emergency child care centres, external agents, long term-care homes, retirement homes, group homes, shelters, transitional housing, seasonal farming operations and other congregate living settings.
- Testing. Three COVID-19 assessment centres operated by York Region hospitals were set up in 2020 and continue to operate. Public Health is responsible to notify York Region residents of positive results as

a first step in case management. Public Health also had a lead role working with Paramedic Services and the hospitals to support testing at congregate living homes, including emergency housing and group homes.

- Physical distancing. This strategy was implemented globally to reduce the spread of the illness. The Region began physical distancing outreach and education early in the pandemic.
- Face coverings. The use of face coverings like masks is another preventive measure. Masks became mandatory in the Region in July for indoor public spaces.

These measures will continue to be needed in 2021 and into 2022, until widespread immunization is complete.

The box on the right outlines key activities undertaken by the branch over the course of the pandemic. The scope of the COVID-19 emergency response required significant resources that were not in the branch's approved 2020 budget.

The initial emergency response relied heavily on redeployments from within Public Health and across the organization. By early June, 456 staff were supporting the Public Health response to COVID-19. They had worked more than 31,000 hours of overtime, putting in long hours while juggling multiple roles with few or no days off. Under provincial law, public health units are authorized to redeploy staff, hire extra staff or contractors, and take other reasonable measures to respond to COVID-19.

To support a response that would need to go beyond the initial phase and allow redeployed staff to return to their home positions, in June 2020 Regional Council approved hiring up to 172 temporary staff, in addition to the 17 who had already been hired. Positions included public health inspectors and registered nurses, as well as staff for case investigation, outbreak management, epidemiology and surveillance, data entry, records management, and support tasks. To provide long-term capacity for pandemic response, Public Health also hired eight permanent staff with expertise in epidemiology, infection prevention and outbreak management.

PUBLIC HEALTH TOOK LEAD ROLE IN RESPONDING TO COVID-19

In January 2020, more than a month before York Region's first case of COVID-19 was announced, the York Region Public Health Emergency Operation Centre was activated at the direction of the Region's Medical Officer of Health.

The higher risks in congregate living settings, such as group homes, shelters and long-term care homes, where living spaces are shared, were recognized early. Working as a team, Public Health, health sector organizations, social services and housing providers, and Paramedic Services identified these locations and organized proactive testing of residents and staff. The Region's Data Analytics and Visualization Service helped with mapping needs, as discussed on page 170.

As response to the virus expanded, Public Health provided additional services, including on-site inspections and follow-up education, as well as training and messaging for staff of congregate living settings, emergency child care centres, external agencies, and seasonal farming operations, and for Regional staff responsible for collecting and/or distributing test swabs and personal protective equipment.

Public Health shifted public health inspectors, nurses, family visitors, dental hygienists and assistants, and others, into temporary response roles. By August 2020, Public Health's COVID-19 team included hundreds of people, including redeployed staff and new hires.

Planning for vaccinating the Region's 1.2 million residents began in 2020. In preparation, Public Health collaborated with Paramedic and Senior Services, York Regional Police, Transportation Services, the Regional Emergency Operation Centre, and the Health Emergency Operation Centre to pilot a drive-through flu clinic in October 2020. It is also working with school boards, local municipalities and other organizations to identify mass immunization clinic sites.

In putting the request forward, the branch noted the additional resources were needed because a second wave of infection was likely to emerge in the fall at the same time as flu season and as provincial restrictions were eased further and schools reopened.

The second wave became evident in September, earlier than anticipated, and was characterized by more cases and different patterns of infection than the first wave. By October the Region was regularly seeing 100 or more daily cases, well above a peak of 70 in the spring. Cases were more evenly distributed by age, and transmission seemed to reflect community-based activity — for example, holiday gatherings in households — more than institutional spread. Although some outbreaks were recorded in schools, these were not widespread.

The second wave required the province to reinstate restrictions that had been eased over the summer. To support case and contact management, new methods of rapid outreach were implemented to reach those who tested positive and identify individuals they had been in contact with. To support contact tracing, the Ministry of Health made 48 contract workers available and Public Health partnered with other public health units that had capacity available to help.

Along with the reopening of schools in September, the provincial government announced a school nurse initiative. For York Region, this involved hiring 50 additional nurses and seven related positions on a temporary basis, with a portion of funding confirmed by the province in 2020. It is expected that additional costs will be reimbursed as part of the 2020 year-end financial settlement process with the Ministry of Health.

The additional staff resources, extra costs for personal protective equipment, and other pandemic-related measures had a major financial impact on Public Health. By 2020 year-end, it was estimated the branch's total operating spending would increase from the budgeted \$75 million to roughly \$87 million.

The province committed to funding extraordinary public health costs to respond to the pandemic. It confirmed pandemic-related extraordinary funding for 2020 late that year, and has similarly committed to fund extraordinary COVID-19 costs in 2021.

In addition to managing the emergency COVID-19 response in 2020 and preparing to deliver mass immunizations, Public Health had several other important roles, including running immunization clinics for other communicable diseases, providing dental services for children and youth, offering programs and guidance on breastfeeding, overseeing food safety and inspections of premises, working to reduce harmful behaviours and prevent accidents, supporting home visits to new parents who require assistance, and building understanding of healthy living and healthy environments. Some of these services were reduced or paused to free up staff for the emergency response.

With the easing of some provincial restrictions in the summer, Public Health resumed and/or expanded several essential core services to meet the needs of residents and regulatory requirements. These included:

- Case and contact management of sexual and blood-borne infections
- High-risk compliance inspections of restaurants
- Response to immediate health hazards related to small water drinking systems
- Ensuring “cold chain” storage of vaccines is properly maintained, both for ongoing vaccination clinics and delivery of COVID-19 vaccinations

Budget overview

The 2021 Public Health budget reflects the following assumptions:

- A higher-than-historic level of Public Health activity will be required until the pandemic ends.
- Once a vaccine is available for mass immunization, Public Health will be required by the Ministry of Health to support implementation while continuing containment efforts.
- Widespread mass immunization across the Region will likely take until late 2021 or early 2022.
- Until mass immunization is complete, efforts will continue to focus on stopping the spread of the virus.

Reflecting these assumptions and known provincial requirements, in 2021 Public Health will continue to need significant resources. These include funding for:

- Staffing, personal protective equipment and related costs to continue containment efforts
- Usage fees for 120 mobile devices required to access provincial case contact and management software
- Forecasting software to support data analysis and planning
- Continuation of the provincially-mandated school nurses program
- Support for COVID-19 mass immunization clinics, including hiring an additional registered pharmacy technician

The approved gross budget for the branch is \$118.2 million in 2021. In 2020, its gross budget for operations was originally \$75.0 million, but as noted above, actual spending was higher because of the pandemic.

The 2021 budget reflects the continued need for temporary staff and addition of the eight positions discussed on page 132, as well as one registered pharmacy technician, to the branch's permanent complement.

The 2019 provincial budget announced that the mandated municipal share of Public Health costs would increase to 40% in 2021 from 30% in 2020. This change was deferred due to the pandemic, but could happen in 2022.

As noted, the provincial government committed in 2020 to covering extraordinary public health costs resulting from the pandemic. Future Public Health funding from the province confirmed in 2020 is reflected in the table above. Further potential but unconfirmed funding of \$37.5 million and \$5.8 million in 2022 is included in the Financial Initiatives budget.

Public Health

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$68.4M	\$75.0M	\$118.2M	\$82.0M
Net	\$18.4M	\$17.7M	\$57.9M	\$33.9M
Budget Change		(\$0.7M)	\$40.2M	(\$24.0M)
FTE - Total	476.3	491.2	500.2	500.2
- New			9.0	-
Increase/ (Decrease) from Outlook:				
Net (\$)			\$32.4M	\$7.2M
FTE			8.0	8.0
CAPITAL BUDGET				
2021 Budget				\$1.6M
Capital Spending Authority				\$1.6M
10-Year Capital				\$1.6M

Change from outlook

The outlook for Public Health 2021 net operating spending in last year's budget was for an increase of \$7.9 million from 2020. The current net budget represents an increase of \$40.2 million, which is \$32.4 million more than expected. The change is due to the pandemic response, including staff resources required to continue case and contact management, outbreak management, the cost of COVID-19 immunization clinics, personal protective equipment and other non-staff needs.

PARAMEDIC SERVICES

York Region paramedics respond to emergency medical calls, carry out patient assessments, deliver lifesaving treatment when needed, and stabilize, monitor and transport patients to hospitals. Paramedic Services also provides community paramedicine services to help reduce 911 calls through proactive interventions.

As the box on the next page explains, Paramedic Services played an integral role in delivering health care starting from the beginning of the pandemic. During the first wave, there was a decrease in call volumes compared to previous years, but volumes returned to expected levels by July 2020. Paramedic Services responded to calls while continuing to work with partners to manage the impacts of the pandemic and stop the spread of the virus. Another key role was collaborating with Health System partners, including Ontario Health Teams (and the Ontario Health), Planning and Implementation tables and local emergency services to provide coordinated supports.

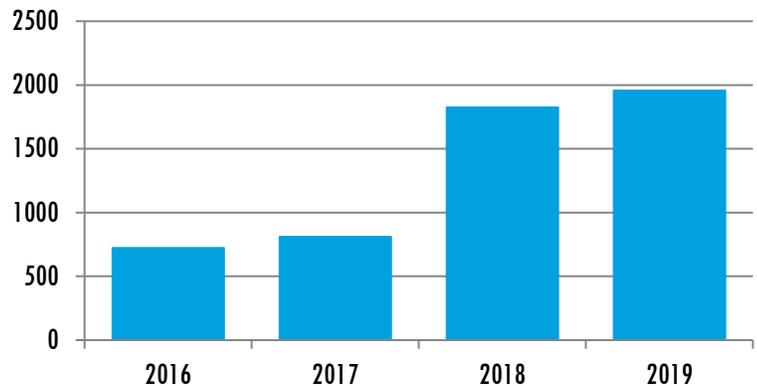
During the initial wave, Community Paramedicine paused some of its regular programs to focus on implementing infection prevention and control measures in congregate settings. Paramedics also supported COVID-19 testing in collaboration with Public Health and the Central Local Health Integration Network, and led testing of first responders and health care workers to facilitate their return to work.

The box on the next page provides more details of the range of services that Paramedic Services provided and continues to provide.

Paramedic Services is required to meet response times as mandated by the province under the *Ambulance Act* and approved by Regional Council. Despite a 17% increase in call volumes and heavier road traffic from 2014 to 2019, York Region Paramedic Services met required response times. Response time data for 2020 will be reported to Council in early 2021.

Meeting response times has been facilitated in part by continuous improvements in transfer-of-care times in hospitals and by referring patients to a range of resources in the community. York Region Paramedic Services continues to meet transfer-of-care time targets at all three Regional hospitals.

**REFERRALS TO OTHER COMMUNITY PROVIDERS FROM
COMMUNITY PARAMEDICS**



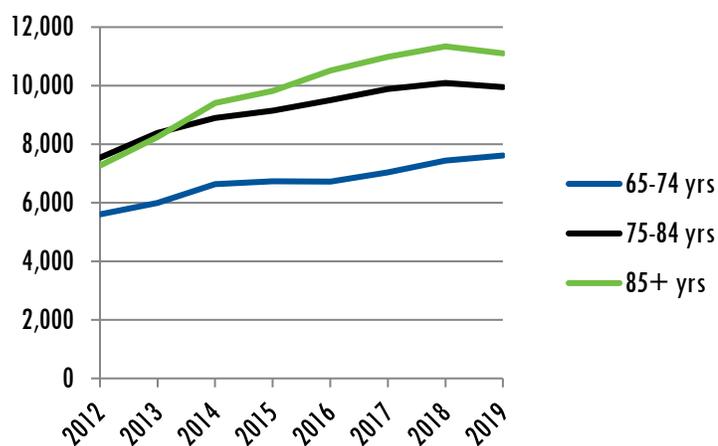
About the graph: With total call volume increasing, referrals to community paramedicine from front-line paramedics is also increasing. These referrals are assessed and passed down to the appropriate community agencies. Doing so ensures comprehensive services to vulnerable populations, as the community paramedics work closely with Regional programs and areas such as homelessness and social services. Providing reliable access to health and social services is a component of the Healthy Communities priority in the Strategic Plan.

In 2020, Paramedic Services began work to update the Paramedic Services Master Plan from 2021 to 2031. The purpose of the plan is to identify fleet, staffing and growth-related infrastructure needs to ensure the Region has the paramedics and response stations needed to respond to anticipated population growth and demographic changes.

York Region was one of five municipalities across the province whose paramedic service was selected in 2020 to develop and implement a pilot program focused on supporting people waiting to enter long-term care. This pilot, funded by the provincial government, is expected to begin in early 2021.

Continued investments in strategically located paramedic response stations and additional front-line paramedics are needed to ensure Paramedic Services can meet current and future demand.

PARAMEDIC TRANSPORTS OF PEOPLE 65 AND OLDER HAVE BEEN INCREASING STEADILY YEAR OVER YEAR



About the graph: Paramedic transports of people aged 65+ can be attributed to two overarching factors: overall population growth and a demographically aging population. York Region’s senior population has increased by 34% from 2011 to 2016, a larger rate than all other cohorts. It is projected that one in five residents will be 65 years or older by 2031. Call volume and demographic trends suggest reliance on paramedic services will continue to increase. The program area will require additional resources to maintain paramedic response times, as set by Regional Council and corresponding to the Healthy Communities priority in the Strategic Plan.

RESPONSE IS A REMINDER OF RANGE OF PARAMEDIC SERVICES

The work of Paramedic Services during the COVID-19 pandemic serves as a reminder of the range of support they provide through Community and Health Services beyond their most visible role as first responders.

In the early stage of the pandemic, paramedics distributed personal protective equipment to health care workers in York Region facing critical shortages, drawing down their own inventory.

While total 911 calls were slightly lower than normal during the first wave, the call volume from retirement homes went up. Response to these calls was important, given the prevalence and seriousness of COVID-19 in those settings.

Paramedic Services also worked with the Public Health emergency operations centre on testing needs. Initially they did surveillance testing in settings that included long-term care homes, transitional housing and other congregate care settings, Paramedic Services headquarters (for healthcare workers), and community clinics, and responded to outbreaks. Over time focus has shifted to testing immobile/homebound clients, and administering any urgent outbreak-related testing.

Paramedic Services also work with partners at the Region’s new transitional shelter, focusing mainly on testing new clients to ensure they are free from COVID-19 and can safely enter the emergency shelter system or be re-housed. They also carry out primary health assessments on site.

Their frontline work has been made more difficult by the possibility that patients might be infected with COVID-19, requiring paramedics to garb and respond appropriately to ensure they themselves did not become infected.

Ensuring the right equipment will be available as the COVID-19 response continues is a key element of the proposed 2021 budget.

By 2022 the Region plans to open two new and two replacement paramedic stations, and add seven vehicles to the fleet. As in other program areas, supply chain disruptions and pandemic-related worksite protocols are increasing building costs, at least in the short term.

The pandemic also caused the provincial government to delay introducing a new provincial triage and dispatch system intended to make more efficient use of resources. The new model, based on medical need and evidence and overseen by a provincially appointed medical director, is now expected to be launched late 2021.

In addition, consultations on a provincial government proposal to modernize emergency medical services across Ontario were put on hold. The Region provided written feedback on the proposal in early 2020.

Budget overview

Paramedic Services' gross operating budget of \$98.6 million for 2021 represents 13.2% of the department's total. Just over half is funded by the tax levy.

The 11.4% change in the gross spending budget from 2020 is the result of continuing efforts to control the spread of COVID-19 and manage its impacts, as well as to manage ongoing pressures so that paramedics can meet mandated response times as call volumes grow. Some of the 2021 spending represents continuation of pandemic-related spending in 2020 that was not in the original budget.

In 2021 Paramedic Services plans to hire, on a temporary basis, eight paramedics, three staff for logistics support, a superintendent to oversee pandemic-related activities and a program manager. The budget also includes personal protective equipment funding for front-line staff in their ongoing response and preparedness for major COVID-19 outbreaks.

Call volume is projected to increase from roughly 83,000 in 2019 to just over 101,000 in 2022, a rise of 22%. In light of the increase, Paramedic Services plans to add 12 full-time frontline paramedics and two supervisors in 2021 and proposes a further 12 frontline paramedics in 2022, on a permanent basis, to help meet response time targets and staff new stations. An additional two positions in 2021 will support procurement and program analysis, and in 2022 two Lead Community/Advanced Care Paramedics and a logistics technician would be added.

The projected growth in emergency calls largely reflects the impact of an aging population on the health care system. The number of York Region residents aged 65 or over is increasing far faster than general population, a trend that will continue beyond this budget cycle.

The health care system is working to manage increased calls for emergency department trips as the senior population grows.

Paramedic Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$83.7M	\$88.5M	\$98.6M	\$97.2M
Net	\$39.6M	\$43.7M	\$51.0M	\$49.2M
Budget Change		\$4.2M	\$7.2M	(\$1.8M)
FTE - Total	505.0	526.0	542.0	557.0
- New			16.0	15.0
Increase/ (Decrease) from Outlook:				
Net (\$)			\$4.0M	(\$1.0M)
FTE			2.0	2.0
CAPITAL BUDGET				
2021 Budget				\$17.6M
Capital Spending Authority				\$41.4M
10-Year Capital				\$99.6M

For example, in spring 2021 York Region Paramedic Services will re-launch their new palliative care initiative to train frontline paramedics to support palliative needs in the community, with the goal of reducing emergency department transports for these patients whenever possible. Educational content was developed, and Phase 1 was delivered in January and February 2020. However, Phase 2 of the program was delayed due to COVID-19.

Full funding for this training was provided by the Canadian Partnership Against Cancer and Canadian Foundation for Healthcare Improvement.

Through similar initiatives, Nova Scotia, Prince Edward Island and Alberta have successfully reduced emergency department transports. An interim analysis shows that in Nova Scotia, for example, paramedics are able to keep patients with palliative care plans at home 55% of the time. Allowing palliative care patients, who are generally older, to remain at home longer reduces demands on emergency departments, long-term care homes and similar supports, and is often preferred by patients and their families.

Paramedic Services' capital budget, which is mainly for vehicles and stations, is aligned with expected future growth to ensure the service can continue to manage call volume within established response time targets.

Change from outlook

The approved net operating budget for 2021 represents an increase of \$4.0 million from the outlook endorsed by Regional Council in last year's budget, owing to the addition of staff for ongoing COVID-19 efforts and increased costs of personal protective equipment.

LONG-TERM CARE / SENIORS' SERVICES

This program area supports seniors, adults with disabilities, their caregivers and healthcare providers 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 ensure their health, safety and well-being. Together, the Newmarket Health Centre and Maple Health Centre serve over 500 clients annually, with 232 beds: 34 convalescent care beds, six short-stay respite beds, and 192 long-stay beds (including four veterans' priority access beds, and four reunification priority access beds for spouses/partners of existing residents).
- Five Adult Day Programs, in Maple and Keswick, that provide supervised activities and supports for people with cognitive impairment, communications disabilities and acquired brain injury to enable them to remain in their own homes for as long as possible and provide much-needed respite for their caregivers.
- 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 to all 28 long-term care homes in York Region and community support agencies funded by the province.
- The York Region Seniors Strategy, approved by Council in November 2016 to define the Region's role in serving an aging population over the next 10 to 20 years. The strategy will be updated in 2022.

Long-term care services are highly regulated by the provincial Ministry of Long-Term Care, the *Long-Term Care Homes Act* and associated regulations.

The box on the right outlines the Region’s submission and recommendations to a provincial Long-Term Care COVID-19 Commission, established in mid-2020 in response to the impacts of the pandemic. The commission, which is expected to present its final report no later than April 30, 2021, was directed by the province to take into account the 91 recommendations of a 2019 Long-Term Care Homes Public Inquiry.

Long-term care homes were a focus of concern from the start of the pandemic because the elderly are more likely to contract COVID-19 and, if they do, to experience more severe symptoms.

The risks and unique challenges of the pandemic, as well as continuously changing provincial requirements, led to changes in the way the Region’s two long-term care homes operate, including:

- Enhancing staffing and supplies to meet increased demand for screening and testing protocols within the realities of constantly changing shiftwork
- Making changes to buildings and other spaces, including setting up COVID-19 isolation areas on the floors, adding infrastructure to support outdoor visits, and adjusting dining, bathing and entertainment spaces, to ensure residents are physically distanced
- Providing more one-to-one dining support for residents as a result of distancing requirements, and implementing new technologies to provide virtual programming and care and to help residents stay connected with loved ones
- Reinforcing vigilance in hand hygiene, donning and doffing of personal protective equipment, and enhanced cleaning and disinfection processes
- Adopting a real-time electronic tracking system to manage personal protective equipment inventory
- Dealing with multiple changes to visitor policies
- Providing additional mental health and wellness supports for staff facing greater workloads, longer hours, more documentation requirements, the demands of remaining alert and vigilant to pandemic-related risks, and testing fatigue due to the frequency of the COVID-19 test and its invasive nature

REGION URGES STRONGER LONG-TERM CARE SUPPORT

Long-term care is the sector hit hardest by COVID-19 in Ontario and across Canada. The pandemic exacerbated several significant and longstanding issues, most notably underfunding and understaffing.

In response, the provincial government announced creation of the Long-Term Care COVID-19 Commission in mid-2020 to provide guidance on improvements to better protect residents and staff. It was to investigate how COVID-19 spread within long-term care homes; how residents, staff, families and others were affected; and the adequacy of provincial and other measures to prevent, isolate and contain the spread.

The Region prepared a submission to the commission outlining challenges faced by its own two long-term care homes and setting out 28 recommendations for provincial action. These include the immediate need to provide funding and resources for testing and outbreak management.

The submission also recommended changing the funding model for long-term care, and for more investment in staffing, education and training, noting that today’s long-term care residents increasingly face serious cognitive and medical challenges that require greater support.

The Region stresses that long-term care is only one component on the continuum of care for seniors. Ensuring appropriate support for seniors no matter what level of care they need will require partnerships among all levels of government and community organizations and effort to bridge gaps among fragmented seniors’ services. The province has an opportunity to take a leadership role in this area as it develops and implements the Ontario Seniors Strategy.

All of these changes have had a profound operational and financial impact on the homes, particularly given limited resources and capacity.

Provincial policy required each staff member to work in only one home, which led to a loss of 23% of staff. Further unexpected staffing shortages and challenges have required the use of redeployed staff from other areas of the organization to fill staffing gaps.

Community and Health Services paused Adult Day Programs in 2020 as community spread of the virus grew and the province restricted indoor gatherings. Given need for more staff in the homes, Adult Day Program staff were redeployed to support long-term care and are expected to be in the homes until the programs reopen in 2021. As well, agency staff had to be brought in for the first time.

Some restrictions in the homes were relaxed over the summer, for example by allowing outdoor and indoor family visits. With the emergence of the second wave, however, protocols and practices became stricter: essential visitors were permitted to make indoor visits only after receiving education and training and providing proof of a negative COVID-19 swab, with screening in and out of the home required on each visit.

An outbreak at one home that began in November 2020 required a response to limit the spread. This was hampered, however, by lack of immediate access to a reliable pool of professionally trained staff, such as the Mobile Enhancement and Support Teams established by hospitals, and by staffing shortages resulting from the need for staff who tested positive to self-isolate.

By late 2020, the 2020 cost impacts of responding to the COVID-19 pandemic were estimated to be \$4.8 million for Long-Term Care.

The province provided \$1.2 million to offset incremental COVID-19 costs in 2020. Temporary staff, additional personal protective equipment and other items will continue to be needed to protect staff and residents in 2021.

In the long term, the homes will likely need to add staff to address changes stemming from recommendations of the new provincial Long-Term Care Commission.

Long-Term Care / Seniors' Services

Budget overview

The gross operating budget in this program area, at \$46.8 million for 2021, accounts for 6.3% of the department's total. This is an increase of 24.4% from the budgeted amount for 2020, owing to the continuing need to protect staff and residents from the COVID-19 virus. The tax levy will cover about half the gross budget, up from the expected one-third in 2020. Provincial funding and residents' payments would account for the balance. Additional provincial funding may be made available in 2021 to reduce the tax levy share, but details are not yet known and it is therefore not included in the budget.

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$36.8M	\$37.6M	\$46.8M	\$44.6M
Net	\$14.5M	\$15.0M	\$24.2M	\$21.8M
Budget Change		\$0.5M	\$9.1M	(\$2.4M)
FTE - Total	271.8	267.8	268.8	268.8
- New			1.0	-
Increase/ (Decrease) from Outlook:				
Net (\$)			\$8.5M	\$5.6M
FTE			1.0	1.0
CAPITAL BUDGET				
2021 Budget				\$9.5M
Capital Spending Authority				\$11.3M
10-Year Capital				\$21.6M

The approved budget includes 46 temporary positions, including nurses, personal support workers, specialized cleaners and other supports. It also includes a permanent Infection Prevention and Control Specialist for one of the Region's long-term care homes (the other home already has a Specialist in place). These resources are needed to replace redeployed staff and volunteers and to respond to COVID-19 with increased infection prevention and control measures, new outbreak management protocols, enhanced onsite contact tracing capacity, active screening, support for essential visits, and additional training and education for staff.

Funding is needed to continue to procure enough personal protective equipment for ongoing work and to be prepared in case of a major COVID-19 outbreak. As well, COVID-19 isolation areas have been setup on the floors, which require dedicated beds within the homes and need to be fully stocked and staffed on a dedicated basis. The program area must also be prepared to respond to recommendations of the Long-Term Care COVID-19 Commission discussed above.

In 2022, the gross operating budget would decline slightly to \$44.6 million, with a parallel decrease of \$2.4 million in tax levy support, representing the expected end of the pandemic.

The capital budget for this program area is \$9.5 million for 2021 and \$21.6 million over the next 10 years. Spending goes mainly to replacing equipment and investing in technology to improve service in the long-term care homes. Examples include replacing the nurse call system and resident beds and lifts to ensure residents' safety.

Change from outlook

The approved net operating budget represents an increase of \$8.5 million from the outlook in last year's budget, largely due to COVID-19 impacts on operations.

SOCIAL ASSISTANCE

Through administering the provincial Ontario Works program, this program area provides financial assistance to unemployed or marginally employed residents for basic living costs and helps people get and keep jobs.

The COVID-19 crisis hit financially vulnerable people especially hard. For example, in April, about one-third of calls made to the Region's call centre, Access York, were about a need for financial help.

While focusing on containing the disease, the Region also moved to improve the economic stability of vulnerable residents. Actions included:

- Providing emergency discretionary benefits to eligible Ontario Works clients from March to July, which were fully funded by the province
- Quickly processing Emergency Assistance applications, which is fully funded by the province, for people in need who were not receiving social assistance
- Working with Ontario Works clients to ensure they were accessing all available financial supports, such as the Canada Emergency Response Benefit

The Canada Emergency Response Benefit was available to employed or self-employed people directly affected by COVID-19 between March and early October. A simplified Employment Insurance program was provided in late September for those eligible but unable to find work, along with a new suite of temporary and taxable recovery benefits to further support workers as the emergency benefit was phased out.

The branch managed a steady increase in the Ontario Works caseload due to the pandemic in large part because of efficiencies that were created through the transformation of the service delivery model completed in late 2019.

Transforming the service delivery model was a three-year exercise. Its goals were to better meet the needs of clients, create lasting impact, and streamline administrative processes. Before the disruption created by the pandemic, staff reported the new system allowed them to spend more time with people, helping them find and keep jobs, and less time on paperwork.

A key part of the new approach is helping Ontario Works clients build their financial literacy and empowerment. One example is helping clients complete their tax returns to ensure they receive the benefits to which they are entitled. In 2020, this assistance is expected to provide 247 clients with a total of \$1.92 million in tax refunds and benefits.

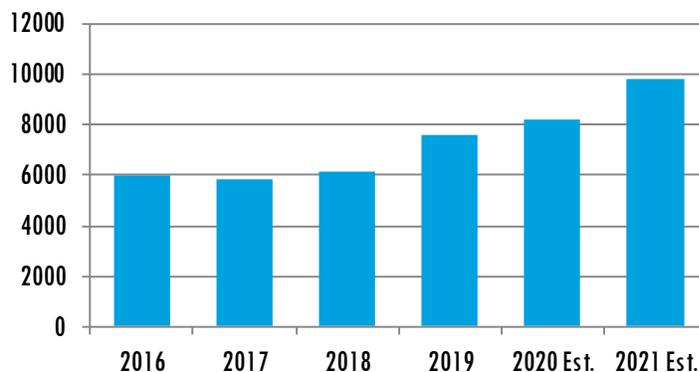
During the pandemic, the branch's move to providing virtual supports and services, including a reloadable payment card that provided direct access to benefits, meant services clients rely on were delivered more efficiently.

In 2018, the province announced a plan to reform social assistance. The plan emphasized getting people working by providing life stabilization supports and improving employment services. The pace and intensity of reforms have increased because they are seen as key to post-pandemic social assistance recovery and renewal. The changes are well-aligned with steps the Region has taken to create a more client-centred model of service delivery.

In 2020, York Region was selected as a partner in the province's new centralized intake process, which is expected to further reduce the time Ontario Works staff spend on paperwork. The prototype is underway, and expected to be completed spring 2021.

Also in late 2020, Social Assistance began participation in a provincial program to provide financial assistance to groups in York Region shown to be especially vulnerable to COVID-19 who could not otherwise afford taking time from work to self-isolate.

AVERAGE MONTHLY ONTARIO WORKS CASELOAD



■ Average Monthly Ontario Works Caseload

Note: 2020 data is representative of January to November 2020.

About the graph: The 2021 average monthly caseload forecast is 9,812, up from the 8,202 monthly average in 2020. The department seeks additional temporary funding of \$1.2 million in 2021 to cover the anticipated spike in Ontario Works caseloads arising from the COVID-19 pandemic. Improving access to social support services is an objective of the Healthy Communities priority in the Strategic Plan.

Budget overview

The 2021 gross budget for Social Assistance is \$125.1 million, an increase of \$25.1 million from the amount originally budgeted in 2020. The increase reflects the expectation that the caseload will grow as a result of job losses related to the pandemic. As the Budget Context chapter discusses, the Region's economy is not expected to return to its pre-pandemic growth path until 2022.

The impact on the tax levy budget would be an increase of \$1.6 million. The tax levy support would provide temporary funding to help cover the Region's portion of the costs of managing the anticipated spike in increased discretionary benefit supports to the growing caseload and additional employment-related expenses.

Change to outlook

The approved 2021 net budget is \$1.1 million higher than last year's outlook, largely reflecting the temporary pandemic-related funding discussed above.

HOMELESSNESS COMMUNITY PROGRAMS

This program area ensures York Region's locally planned and delivered services to prevent and address homelessness align with provincial policy goals and the Region's vision for its homelessness and housing stability system. It provides supports that include financial help, case management and counseling, emergency and transitional housing, drop-in and after-care services, and family reunification and homemaking help. In 2019, more than 3,000 households in York Region received support.

This program area also oversees the Housing with Supports system (formerly domiciliary hostels), consisting of licensed, permanent homes for people whose daily living activities need supervision. Residents are generally frail and elderly or have a mental health diagnosis, physical disability and/or developmental disability.

The needs and issues facing vulnerable populations in York Region became more pronounced as a result of COVID-19, owing to mobility restrictions, job loss and social isolation.

Among other concerns, it became clear that people living in congregate living settings, such as emergency housing or housing with supports, with shared areas like kitchens and bathrooms would be at greater risk. Pandemic-related challenges for homeless facilities included lack of space to practice physical distancing, the need for activities that allowed people to remain on site, and access to food, clothing and showers.

In response to these challenges, Homelessness Community Programs worked collaboratively with external and internal partners. As the box on the next page explains, the United Way Greater Toronto was a key partner.

Social Assistance

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$84.4M	\$100.1M	\$125.1M	\$123.4M
Net	\$9.0M	\$10.4M	\$12.0M	\$11.2M
Budget Change		\$1.3M	\$1.6M	(\$0.8M)
FTE - Total	139.0	146.0	146.0	146.0
- New			-	-
Increase/ (Decrease) from Outlook:				
Net (\$)			\$1.1M	\$0.1M
FTE			-	-

A Homelessness Cluster Table was formed in April through the United Way initiative and has been meeting regularly since. The table quickly coordinated efforts and deepened collaboration among Regional resources such as Public Health and Community Paramedics. This avoided duplication of effort and helped ensure better integration of services and more cost-effective delivery. Above all, it resulted in creative and responsive solutions like those described in the box on the right.

In response to the pandemic, the program area revised its cold weather plan so that people experiencing homelessness are directed to the new transitional shelter described in the box on the right, as overflow beds at emergency and seasonal shelters are unavailable owing to physical distancing requirements.

Homelessness Community Programs created a strategy in April 2020 with the goals of preventing and stopping the spread of COVID-19, and preventing housing loss as a result of the pandemic. At the same time, it worked proactively to ensure supports and services were available to those experiencing homelessness during the pandemic.

These activities were largely funded through the provincial Social Services Relief Fund, which provided the program area with \$6.2 million in 2020 as part of a pandemic response aimed at expanding services and supports for vulnerable populations based on local need.

The program area worked with community partners on immediate pandemic-related needs, including outbreak management, while continuing to encourage longer-term housing solutions. Guidance documents were created explaining how to operate as safely as possible, and the Region worked with service providers to allow residents to take loved ones home during the pandemic and return safely, if this option was available and appropriate. These actions prevented major outbreaks from occurring in the Region's homelessness system and will continue into 2021 under Phase 3 of the Social Services Relief Fund.

REGION CREATED INNOVATIVE SUPPORT FOR HIGHER-RISK GROUP

Community and Health Services recognized that COVID-19 posed higher risks for vulnerable residents. One such group is those experiencing or at risk of homelessness. Finding new ways for them to shelter safely while seeking more stable housing was a priority.

Working with the United Way Greater Toronto, local municipalities, private companies, community organizations and other partners, the Region was able to quickly open two new temporary shelters.

April saw the opening of a 15-unit self-isolation shelter in East Gwillimbury run by Blue Door Shelters. People experiencing homelessness that are suspected or confirmed to have COVID-19 could shelter there, monitored by health professionals, while awaiting test results. By early December the site had supported 39 clients.

A 50-unit transitional shelter run by the Salvation Army opened in May at the Kingbridge Conference Centre and Hotel in King City, which was rented at cost to keep Kingbridge staff employed while serving the community. It was for people experiencing homelessness who were not positive for COVID-19. The first residents came from two temporary seasonal shelters funded by the Region that normally close in March but had stayed open in response to the pandemic. By early December, the site had helped over 480 clients. Many were accessing shelter and related services for the first time, and almost 200 who stayed at this facility were helped to find new permanent housing.

The Region's priority continues to be helping people to avoid becoming homeless, and helping those who are homeless to find temporary or permanent housing as quickly as possible, including support to remain housed. The ground-breaking achievements of the self-isolation shelter and transitional shelter will help inform permanent new programs and change future program delivery.

In addition to provincial funding and Social Services Relief Funding, the Region received funding from the federal Reaching Home program administered by the United Way. In 2020, additional funding was made available to service providers to enhance delivery of emergency and respite services (such as food/meals, clothing, showers, and laundry) and mobile supports to residents experiencing homelessness.

The Region continues to work with service delivery partners to strengthen the network of supports available to help people at risk of homelessness stay in their own home and those experiencing homelessness find and keep housing. The most challenging aspect of understanding homelessness is its hidden nature. The Region's first homeless count connected with almost 400 people who were sleeping outdoors or staying in emergency housing shelters, short-term transitional housing or temporarily with others (couch surfing). The count likely understated the total. Among other concerns, it did not include people at risk of homelessness, temporarily in hospital or foster care, or precariously housed, as there is no effective way to count this population.

The Region's housing-first program, Home Now, created in April 2018, has helped more than 100 chronically homeless clients with finding housing. Home For Good provincial funding, which partially funds the Home Now Program, has been extended to 2022.

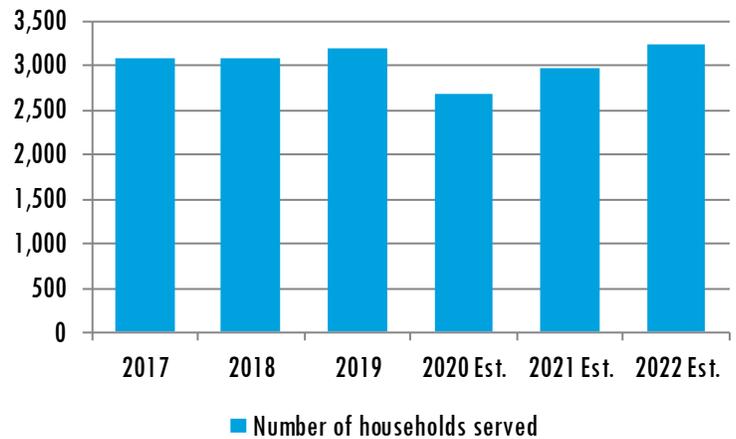
The program area also provides housing stability supports to help people stay in their current home or find new housing. In 2019, the Housing Stability Program provided an average of \$646 to each household it helped, with 98% of households retaining housing six months after receiving support and 95% not needing to apply for additional support three years later.

Budget overview

The 2021 approved total operating budget for Homelessness Community Programs is \$35.8 million, an increase of \$8.4 million from the amount budgeted for 2020. Provincial support of \$6.5 million from Phase 2 of the Social Services Relief Fund in 2021 is expected to help address continuing pandemic-related pressures.

The tax levy budget will be \$12.5 million, an increase of \$1.5 million from the amount budgeted for 2020.

HOUSEHOLDS SERVED BY HOMELESSNESS COMMUNITY PROGRAMS



About the graph: The need for specialized services offering case management and intensive supports for persons experiencing or at risk of homeless has increased from 2017 to 2019. Projected increases in York Region's lower income population is expected to further increase reliance on homelessness programs. Clients benefit from a range of supports that help address barriers to fully participating in the community, preventing costlier crisis intervention methods such as hospital admissions or emergency housing. Homelessness support programs are related to the Healthy Communities priority in the Strategic Plan.

The program area has approval to add five positions in 2021, two of which are conversions of temporary positions, and proposes to add another four in 2022 to continue working on finding permanent solutions for those experiencing homelessness in the Region. These positions are needed to effectively deliver provincially funded homelessness programs, including meeting provincial service and reporting requirements. Staff will maintain accountability for community agencies delivering the programs, ensure clients have access to high quality services, and support community agencies in meeting deliverables and achieving outcomes effectively and efficiently.

The new fifth position in 2021 reflects the transfer of the Homelessness Prevention Program and its staff member from the Strategies and Partnerships Branch.

In addition, new transitional housing in the form of prefabricated units is planned for Homelessness Community Programs to be completed in 2021 through funding from the Province's Social Services Relief Fund Phase 2.

Change from outlook

The 2021 net budget is shown as increasing by \$1.0 million from last year's outlook. This reflects the internal program transfer noted above.

CHILDREN'S SERVICES

This program area helps families stay socially and economically engaged, oversees and supports child care services and free drop-in programs, including the EarlyON centres, and directly delivers services to children with special needs.

With the pandemic-related closure of schools, EarlyON centres, child care operations and workplaces, and restrictions on in-home visits, many families found themselves without much-needed children's services. Children's Services responded with measures that included:

- Opening six emergency child care centres funded by the province for essential healthcare and other frontline workers, and working with Public Health to develop safety protocols
- Providing virtual support to staff of the emergency child care centres to help children with special needs and others struggling with the unfamiliarity of the setting
- Posting a comprehensive list of parenting and child development resources on the Region's website and sharing the same resources with EarlyON providers
- Collaborating with EarlyON providers to virtually connect isolated families with the Region's Early Interventionists to answer parents' questions about children's development

Homelessness Community Programs

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$26.5M	\$27.4M	\$35.8M	\$29.9M
Net	\$10.2M	\$11.1M	\$12.5M	\$13.5M
Budget Change		\$0.8M	\$1.5M	\$0.9M
FTE - Total	42.0	46.0	51.0	55.0
- New			5.0	4.0
Increase/ (Decrease) from Outlook:				
Net (\$)			\$1.0M	\$0.2M
FTE			1.0	1.0

- Enabling virtual visits to families of children with special needs, with staff making close to 100 video visits in the first week and, to reduce social isolation, expanding the program to enable virtual group sessions with more than one family at a time
- Launching more than 100 online professional development learning sessions that had over 7,000 participants
- Partnering with the Region’s Economic Development branch to get information and resources to child care operators about federal and provincial supports and benefits, to help ensure they would be sustained until reopening
- Partnering with all three local hospitals to offer virtual neonatal follow-up clinics, so that families with children at higher risk of medical complications or developmental delays were seen by a multi-disciplinary team, including Children’s Services staff

In addition to responding to the pandemic, Children’s Services is working to address changing demographics in the Region as part of its mandate as service system manager under the *Child Care and Early Years Act*. The birth-to-age-12 cohort is growing more slowly than total population, and while there is a decline in the number of children under age four, in some areas of the Region this population is increasing. In addition, about 14% of children up to the age of 12 in York Region live in low-income households, which has implications for such programs as the child care fee subsidy.

Provincial changes to cost-sharing and other funding were announced in 2019 and are being phased in over three years beginning in 2020. The financial impacts on the program are discussed in the Budget overview below. The Region has worked to address these changes and is continuing to build a sustainable system guided by the priorities in its Child Care and Early Years Service System Plan.

Budget overview

The total operating budget for this program area is \$178.3 million in 2021, a decrease of \$3.2 million from the amount budgeted for 2020. This reflects removal from the budget of one-time capital funding from the province.

The net tax levy budget is \$24.1 million, an increase from what was budgeted in 2020. The Child Care rate subsidy, funded in part by the tax levy and intended to ensure that spaces remain open to families with low and moderate income, will increase in 2021, as will the cost-of-living increases to salaries and benefits for Regional employees supporting the program. In addition, a new 50/50 cost sharing arrangement now required by the province to maintain existing services will come into effect.

Change from outlook

No change from the outlook last year is expected.

Children’s Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$176.1M	\$181.5M	\$178.3M	\$175.0M
Net	\$17.0M	\$22.4M	\$24.1M	\$25.7M
Budget Change		\$5.4M	\$1.7M	\$1.6M
FTE - Total	157.0	159.0	160.0	160.0
- New			1.0	-
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$0.0M)	(\$0.0M)
FTE			-	-

HOUSING SERVICES

Under the *Housing Services Act, 2011* York Region is the service manager and funder for more than 6,900 housing units owned by 45 non-profit and co-operative housing providers in York Region, including Housing York Inc., which is owned by the Region.

The Region also oversees the operations of Housing York Inc., which is described in more detail on the next two pages.

In addition to ensuring compliance with provincial requirements, the branch is responsible for local rules and oversight of community housing providers. It provides tools, training and other support to strengthen capacity of non-profit and co-operative housing providers. It also manages the Region's subsidized housing wait list, delivers rent subsidy programs, and oversees development of new affordable housing projects.

As workplaces were closed in response to the pandemic, many residents in community housing found it hard to make rent payments. In response, the Region put in place a COVID-19 In-Situ Program to provide a short-term rent benefit to lower-income market-rent households in community housing with pandemic-related income losses and developed resources to help tenants apply for COVID-19 income benefits and supports. Community housing providers worked with residents to connect them to income supports, adjusted subsidized rents where appropriate, and made referrals to the Region's Housing Stability Program, Homelessness Prevention Program and the COVID-19 In-Situ Program.

The impacts on community housing residents as a result of the pandemic underscored the growing gap between incomes and housing in the Region. Growth in average house prices continues to outpace inflation and growth in family incomes, and the Region's rental market is too tight to affordably meet the needs of households that might rent instead.

As a result of the tight rental market and low housing affordability, there are roughly 17,500 households on York Region's wait list for income-subsidized housing. Only 245 households from the wait list were housed in 2019, down from 301 in 2018. Applicants housed in 2019 had waited between 8.7 and 11.5 years.

In 2020, the Region planned to use one-time funding to help subsidized housing applicants by enhancing information and self-serve options and developing client pathways to support better outcomes. Although this work was put on hold for several months because of the pandemic, by year end the program area had created a photo database for the seniors' social housing portfolio, upgraded technology for housing providers to support remote work and was ready to launch an online housing application in early 2021.

SUBSIDIZED HOUSING WAIT LIST MORE THAN DOUBLED (000s)



About the graph: Demand for housing subsidies has more than doubled since 2010. Once an applicant accepts a subsidized housing offer they are considered affordably housed and removed from the wait list. Delivering and promoting affordable housing is an objective of the Healthy Communities priority in the Strategic Plan, with the goal of increasing the number of residents receiving assistance in improving their housing stability.

Housing York Inc.: Managing Region-owned affordable housing communities

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

Housing York, an *Ontario Business Corporations Act* corporation with the Region as its sole shareholder, is responsible for Regionally owned community housing. Housing York is the Region's largest affordable housing provider and the seventh largest in the province. In addition to its residential properties, the corporation also owns and maintains five emergency and transitional housing facilities on the Region's behalf.

It directly operates close to 3,600 units in 36 rental properties, with about 20% of these at 15 locations offered at market rent. Rental income from market rate and subsidized units funds more than half of Housing York's operating expenses.

Housing York's new multi-year plan, *Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan*, was finalized and approved by its board in 2020. The plan builds on Housing York's strong foundation as a progressive housing provider. It would increase the number of new affordable units over the next 20 years to over 1,000 from the previously-planned 645. These investments would be made as part of the Housing Services capital budget, while the buildings would be owned and operated by Housing York Inc.

The Region has increased housing units for individuals and families with several projects in recent years, such as a redevelopment in Woodbridge to provide a new mixed-income building that opened in 2019, offering 162 affordable units for families, seniors and individuals.

Projects on the horizon include:

- Development of a portion of the Unionville Home Society campus to include an affordable rental building for seniors. With the first residents expected to arrive at the end of 2022, the new Housing York building will include 265 apartments, as well as space for programs and activities for all seniors in the community.
- Development of a six-storey apartment building with 97 residential units and ground-floor non-residential space in Whitchurch-Stouffville. The building will contain a mix of one-, two-, and three-bedroom rental apartments for seniors, families, and individuals, with some units rented at market rate and others subsidized. The Region worked with the town for municipal planning approvals in 2020, with construction expected to begin in 2021 and be complete in 2023.
- Development of a new men's emergency housing facility expected to be complete in 2024 that will replace the existing Porter Place building in East Gwillimbury. The new facility will increase the number of clients who can be served and offer a wider range of supports to help them find and keep housing.

The board of directors of Housing York is drawn from and appointed by Regional Council. The board reviews and approves the Housing York annual budget. The Region approves staffing for Housing York and governance and operating principles for its board through the shareholder agreement.

The Housing York budget is partially reflected in the Region's operating and capital budgets through Housing Services. Items that are fully reflected include:

- \$13.8 million to Housing York to operate, maintain and manage its rental housing portfolio, including asset management needs of \$3.6 million

- \$345.8 million for new buildings and redevelopments, including a planned \$1.0 million for modular housing units for use by Homelessness Community Programs (once completed, the assets are transferred to Housing York)
- \$1.6 million for operating and maintaining emergency and transitional housing facilities (funding for programs delivered in these facilities is provided through Homelessness Community Programs)

Housing York staff are Regional employees. Staffing costs are recorded in the Region’s budget as a gross expense, amounting to \$8.6 million for 2021. Housing York fully reimburses the Region for these costs, resulting in a zero net tax levy impact.

The Accrual Budget chapter provides information on how the Region reports the results of Housing York in its consolidated statements.

Budget overview

The total operating budget for this program area is \$110.6 million in 2021, an increase of \$0.5 million from the amount budgeted for 2020. This reflects the planned addition of four new full-time positions. After accounting for one position being transferred to the Strategies and Partnerships Branch to support emergency planning, the net increase is three positions.

Increasing the Region’s affordable housing stock is a well-established priority of Regional Council and forms the central element of the new multi-year Housing York Inc. strategic plan. A key aim of the plan is to have 480 units in planning and development by 2024 at a stage ready for implementation based on funding, double the previous rate of growth. With projects increasing in both number and complexity, two new housing development planners are needed to support the delivery of projects, including coordinating planning applications, obtaining permits, working with the local municipalities to get development approvals, developing financial plans and managing contracts.

The third position, a supervisor of housing program delivery, is needed to enable the Housing Services branch to effectively capitalize on the increasing volume of senior government funding and associated programs, many of which involve short timelines, complex requirements and a significant administrative burden.

The final position in 2021 is an accounting clerk required to manage growth associated with the opening of new Housing York Inc. developments in 2022. There is no tax levy impact from this position.

The higher budget for 2021 also reflects an increase in asset management reserve contributions to ensure existing buildings are properly cared for.

Housing Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$107.2M	\$110.1M	\$110.6M	\$107.9M
Net	\$68.1M	\$67.3M	\$69.4M	\$72.0M
Budget Change		(\$0.8M)	\$2.2M	\$2.6M
FTE - Total	111.0	115.0	118.0	123.0
- New			3.0	5.0
Increase/ (Decrease) from Outlook:				
Net (\$)			\$0.4M	\$0.3M
FTE			3.0	3.0
CAPITAL BUDGET				
2021 Budget				\$29.7M
Capital Spending Authority				\$102.9M
10-Year Capital				\$345.8M

The net operating budget is \$69.4 million, an increase of \$2.2 million from what was budgeted in 2020. The increase represents three tax-levy-funded positions discussed above and cost-of-living increases in salaries and benefits, partially offset by a decrease in the cost of debt financing for capital projects.

The capital budget for housing is \$29.7 million in 2021 and \$345.8 million over the next 10 years. Major projects are described on page 149.

Change from outlook

The approved net budget represents an increase of \$0.4 million from last year's outlook.

STRONG PARTNERSHIPS HELPED PROTECT THE MOST VULNERABLE

Recognizing that older people and those experiencing homelessness, low income and other challenges faced higher risk to their health and safety, Community and Health Services moved quickly when the pandemic was declared to develop a well-coordinated response with key partners.

An important early step was creating the COVID-19 Community Coordination Initiative with United Way Greater Toronto and other organizations. Using Access York and FindHelp 211 data, as well as information from surveys and consultation with agencies, the partners identified major concerns across the Region.

Based on the results, specific tables formed to focus on seniors, homelessness, and emergency access to food, as well as to coordinate other human services efforts. Partners then looked for opportunities to work together to coordinate and leverage services and funding opportunities.

The Seniors Cluster Table met weekly starting in early April to discuss a range of issues, including enhancing seniors' access to food and other necessities. A number of agencies at the table submitted applications to the United Way's Emergency Seniors Response Fund, and one partnership received \$50,000 to help give seniors from four different ethnic communities access to culturally specific food.

The table also worked to identify isolated, hard-to-reach seniors and help keep them engaged, active and healthy during COVID-19 and beyond with the use of seniors-friendly technology and supports.

Through the efforts of the Emergency Food Access Table, the York Region Food Bank received funding for a refrigerated truck to safely distribute increased amounts of food to food banks and other meal programs throughout the Region. The table also helped the York Region Food Network provide more prepared meals for vulnerable residents through agency partners like the Canadian Mental Health Association, and connected residents across the Region to emergency food resources.

The box on page 144 provides more details of how the Region and its partners responded innovatively to homelessness challenges.

STRATEGIES AND PARTNERSHIPS

The Strategies and Partnerships branch works to develop, deliver and communicate policies and programs that support the Region's vision of strong, caring, safe communities. Its initiatives aim to achieve broader organizational and community goals, including greater accessibility, diversity and inclusion, newcomer integration, and emergency social services.

Recognizing that human services are complex and involve multiple players, the branch engages and brings together a variety of partners from within and outside Regional government. It is responsible for three committees on behalf of Council – York Region Accessibility Advisory Committee, Human Services Planning Board and Community Partnership Council. It manages the federally-funded Local Immigration Partnership program and spearheads the Region's partnership with the three Ontario Health Teams serving York Region.

Because the branch leads coordination of business continuity plans for the department and delivery of emergency social services, it has had a critical role in the social service response to COVID-19. It led formation and management of the department's Emergency Operations Centre starting in March 2020, to respond to issues and address emerging needs. The Operations Centre team helped with:

- Setting up and supporting the temporary transitional shelter discussed in the box on page 144 that allowed vulnerable residents to self-isolate before safely moving into housing in the community
- Getting a supply of reusable masks to residents unable to access or afford face coverings
- Supporting staff of the Region's long-term care homes with infection prevention and outbreak response through redeployment, communications and logistics

The branch also manages and develops policy for the Region's Community Investment Fund, which provides funding to community agencies for projects and initiatives that address local service gaps and complement Regional services and priorities.

As York Region felt the impacts of the pandemic, staff assessed the 45 projects approved for 2020 to determine if they remained necessary and, if so, whether they could continue to be provided safely.

The fund continued to support 42 projects, with some using virtual and remote delivery. As a further element of COVID-19 response, more than \$280,000 in funding was redirected to support pandemic-related and other program enhancements at 22 agencies. This supported response to priority community needs identified through collaborative tables, including the COVID-19 Community Coordination Initiative established by Strategies and Partnerships branch and United Way Greater Toronto. The box on page 151 provides more details.

In addition, many staff of this branch were redeployed in 2020 to support the COVID-19 response and will continue to be redeployed in 2021.

Working with the Region's Human Services Planning Board, York Regional Police, the local municipalities and other community partners, the branch is leading development of a provincially-mandated community safety and well-being plan. The plan will identify, prioritize and address risks and outline ways of addressing crime, harm and victimization, focusing on geographic locations that, based on data, appear most likely to benefit from this approach. The province has extended the original deadline of January 1, 2021, and the plan is now expected to be completed early in 2022. The impacts on the budget are discussed on the next page.

Through a Regional advisory committee, the branch spearheaded development of a 2020 to 2023 Multi-Year Accessibility Plan to ensure the Region complies with the *Accessibility for Ontarians with Disabilities Act*. It also led the development of an inclusion charter for the Region that has been endorsed by over 30 organizations since its launch in 2018, creating a shared commitment to equality and inclusion among businesses, community organizations, municipalities, police services, hospitals, school boards, conservation authorities and agencies. A related communications and engagement strategy focuses on two priorities: strengthening sense of belonging and reducing incidence of hate crime.

Budget overview

The total operating budget for this program area is \$16.5 million in 2021, an increase of \$0.8 million from the amount budgeted for 2020. The approved net tax levy budget is \$16.1 million, an increase of \$0.9 million from the 2020 budget.

The main reason for the change in both the total and net budgets is a one-time increase of \$1.0 million to the Community Investment Fund in 2021, mainly to continue funding the 42 projects discussed above. This will help stabilize the human services system by maintaining support for local programs and initiatives that vulnerable residents in the Region rely on, especially during the pandemic. The Community Investment Fund will also include new, flexible program funding for eligible projects and initiatives as new needs arise.

Regional Council endorsed this approach in October 2020 through its regular annual review of the Community Investment Fund, with final approval provided through the 2021-2022 budget process.

Looking further ahead, a review of the fund is underway to identify opportunities to strengthen the program to achieve the Region's human services priorities, including those that emerge as a result of the pandemic.

The budget also reflects the addition of:

- Two temporary positions in 2021 to oversee and manage the Region's involvement in the new Ontario Health Teams. These new teams will play a critical role in local health care delivery, including funding, managing long-term care wait lists, directing community-based health services and targeting resources to priorities like mental health and seniors. The relationship with the Ontario Health Teams has helped the Region carry out various COVID-19 actions. The department proposes converting these two positions to permanent in 2022, subject to review as the full scope of health teams is determined.
- Two new positions in 2021 and one in 2022 to support completion and implementation of the provincially-mandated community safety and well-being plan discussed above. A review found that peer municipalities are adding four or more full-time employees to support their new plans.
- One position in 2021 to lead the department's new, consolidated Emergency Management Unit to ensure timely, holistic, balanced and strategic emergency management and business continuity forecasting, planning and response support and coordination.

Strategies and Partnerships

OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$15.4M	\$15.7M	\$16.5M	\$16.0M
Net	\$15.2M	\$15.3M	\$16.1M	\$15.6M
Budget Change		\$0.0M	\$0.9M	(\$0.5M)
FTE - Total	52.0	52.0	55.0	58.0
- New			3.0	3.0
Increase/ (Decrease) from Outlook:				
Net (\$)			\$1.2M	\$0.6M
FTE			3.0	6.0

These additions will be partially offset by the transfer of the Homelessness Prevention Program and one related position to Homelessness Community Programs.

Change from outlook

The net budget will increase by \$1.2 million from last year's outlook, which reflects the changes noted above.

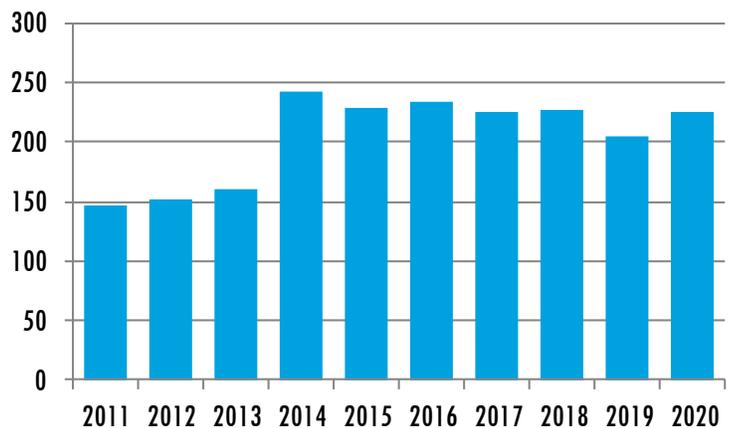
INTEGRATED BUSINESS SERVICES

This branch provides operational supports and business solutions that help the 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, makes sure staff have the space they need, and improves the technology available to them so they can work more efficiently.

The branch is also responsible for the corporate-wide Access York Contact Centre, which has evolved into York Region's Corporate Contact Centre, providing a "no wrong door" approach to customer service. Access York handles 322 corporate-wide call types (Regional programs) across 160 different business lines, and provides services in more than 30 languages. Requests come via various channels including telephone, in-person, and email and web services. Access York also handles referrals and intake for applications for programs and services offered by York Region and links to resources in the community.

As the graph on the right shows, Access York saw a decline in direct contacts in 2019 as more self-serve options for residents were made available online. In early 2020, however, volume surged as residents sought information about the impacts of the pandemic. In March 2020, for example, telephone calls were up about 40% from the previous year. Call volume remained higher for most months through the balance of 2020, with an even higher spike in September as a second wave began.

ACCESS YORK CASE VOLUME INCREASED IN 2020 DUE TO PANDEMIC-RELATED INQUIRIES (000s)



About the graph: The case volume from January 1, 2020 to December 31, 2020 was 225,303. This is up from 2019, where Access York responded to 205,207 contacts with over 300 unique inquiry types in the Customer Relation Management system. This increase in inquiries is tied to the global COVID-19 pandemic. Providing residents easier access to support channels is an objective of the Healthy Communities priority in the Strategic Plan.

The branch played a key role internally in the department's pandemic response by providing technology and staffing, safe accommodation for staff who had to continue working in a Regional building, and a range of administrative and financial management services. Its responsibilities included responding to an increased demand for privacy expertise: to manage requests for information and advise on practices for collecting, using and storing Public Health information; to assess privacy architecture in new information systems; and to support the Regional emergency response and reporting requirements through membership on various working groups. The branch also developed departmental resources and ensured business continuity and remote communication to support roughly 1,450 staff, including managers, who could work from home.

Budget overview

The approved net operating budget for this program area, at \$18.5 million, represents a decrease of \$3.7 million from the amount budgeted for 2020. This reflects new savings for 2021. The savings will be partially offset by two temporary positions to support pandemic response and recovery, one permanent position to strengthen financial oversight, temporary resources to support the move to 17150 Yonge Street, and investment in technology to increase efficiency and enhance customer service.

Change from outlook

The approved 2021 budget represents a decrease of \$3.6 million from last year's outlook.

Integrated Business Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$22.9M	\$22.6M	\$18.6M	\$21.5M
Net	\$21.7M	\$22.2M	\$18.5M	\$20.5M
Budget Change		\$0.5M	(\$3.7M)	\$2.0M
FTE - Total	156.9	151.4	152.4	152.4
- New			1.0	-
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$3.6M)	(\$2.1M)
FTE			(1.0)	(3.0)

INTENTIONAL BLANK



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.

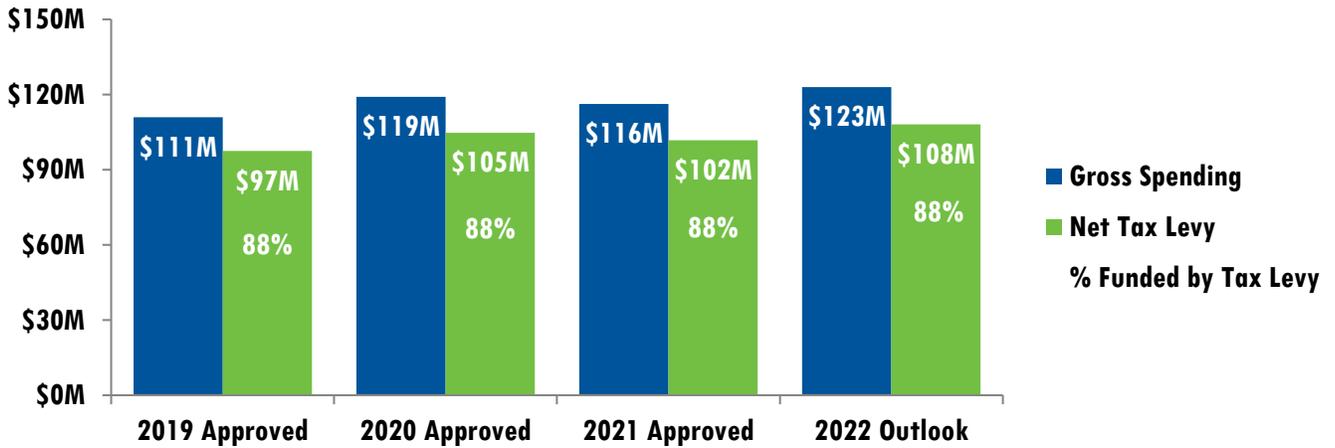


THE CORPORATE MANAGEMENT AND GOVERNANCE OPERATING BUDGET IS...

4.5% OF TOTAL REGIONAL EXPENDITURES

8¢ ON THE TAX DOLLAR

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE CORPORATE MANAGEMENT AND GOVERNANCE CAPITAL BUDGET IS...

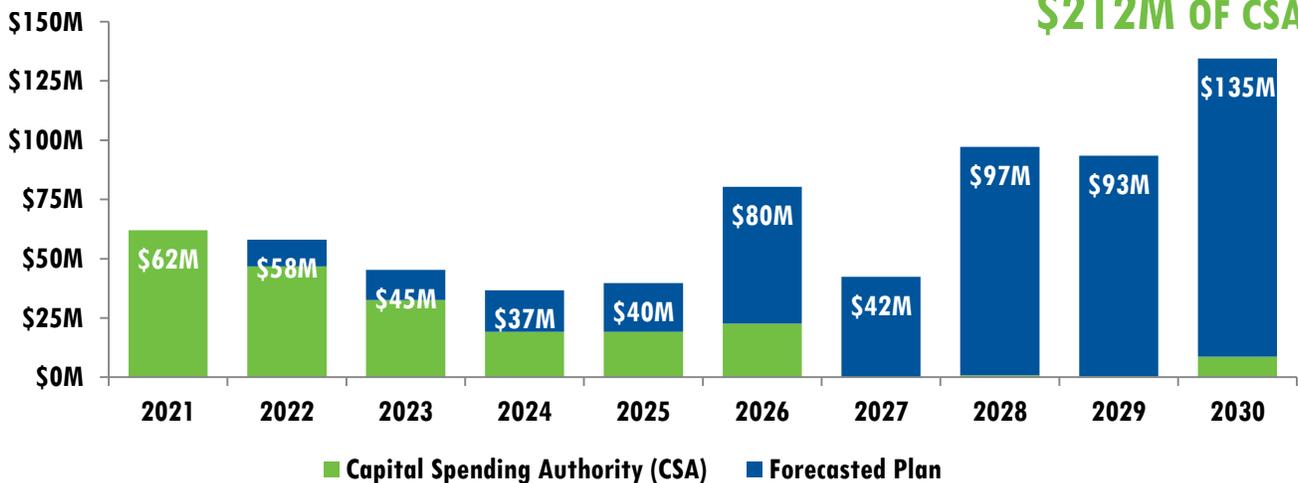
8.9% OF THE REGION'S 10-YEAR PLAN

7.1% OF TOTAL CSA

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

\$689M OVER 10 YEARS

\$212M OF 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. The Office of the Chief Administrative Officer (CAO), Legal Services, Corporate Services and Finance departments advise and offer guidance to Council and the organization as a whole, providing the corporate management function for the Region.

Corporate management involves gathering and analyzing information from within the Region and elsewhere to support better decisions. It also provides guidance and support to Regional departments in such areas as budgeting, accounting, continuous improvement, legal advice, human resources and accommodation.

With the changing priorities of senior governments, corporate management plays an important role in understanding and ensuring compliance with legislation and advocating for policy and regulatory improvements. It also works closely with the nine local municipalities in numerous areas, including land use planning and economic development, audit and emergency management.

2020 UPDATE

Corporate management has played a central role in the Regional COVID-19 pandemic response and recovery activities and continues to do so.

Several areas have come together to provide strategic communications support, analyze critical data, recruit essential Public Health staff, mobilize redeployments across the organization, implement COVID-19 safety measures in Regional facilities, transition to virtual York Region Committee and Council meetings, lead the transition of the workforce to work remotely and build the Region's capacity to recover.

Staff also regularly monitored and advised Council on the fiscal impacts of COVID-19 and led advocacy efforts to secure senior government funding. Lawyers analyzed the implications of numerous provincial directives and measures and, along with risk management professionals, provided advice to Council and staff on the implications of the pandemic and helped plan the Regional response. Emergency management coordinated the creation of emergency response and recovery teams across the organization.

These efforts, often carried out in concert with other parts of the organization and external partners, are outlined in more detail in the box on page 25 of the Budget Context chapter.

Corporate management also recorded several accomplishments during the year for activities not directly related to the pandemic response:

- Legal Services led planning for loss mitigation strategies and legal support for project property settlements related to bus rapid transit projects, provided support and training to ensure compliance with amendments to the *Construction Act*, and developed contract language to implement new provincial excess soil requirements for large-scale construction projects.
- Finance received awards from the Government Finance Officers Association for high-quality budget and financial reporting that makes information more accessible and easier to understand.

- Data Analytics and Visualization Services was the first Canadian recipient of the Esri President’s Award for GIS, presented to York Region for making a positive impact through data-informed decision-making. The box on page 170 provides details.
- York Region was once again recognized as Communications Department of the Year from the International Association of Business Communicators. This is the fifth year York Region’s corporate and departmental communications teams have been collectively recognized with this award.
- The Region’s new online development tracking system, YorkTrax, received two major municipal awards for innovation and excellence (details are also provided in the box on page 170).
- The Region was recognized as one of Greater Toronto’s Top Employers, Canada’s Top Employers for Young People, Canada’s Best Diversity Employers and Canada’s Greenest Employers in 2020 – the first time the Region received all four special recognitions in the same year.

WHAT SHAPES THE CORPORATE MANAGEMENT BUDGET



The main Strategic Plan priority that corporate management supports is Good Government. The professional guidance provided by Finance, Legal Services, Corporate Services and the Office of the CAO supports all of the Region’s core services by helping staff and key partners with strategic planning, emergency preparedness, budgets, audit, technology, legal advice, recruitment, accommodation, and communication of Regional plans and activities to residents.



ECONOMIC
VITALITY



SUSTAINABLE
ENVIRONMENT

In addition, Corporate Services directly delivers the services of Planning and Economic Development identified in the Strategic Plan. These services support the priorities of Sustainable Environment and Economic Vitality.

Operating budget

The 2021 operating budget for corporate management, which is funded 87.6% from the tax levy, accounts for 4.5% of the Regional total. All areas of corporate management provide services that help the Region achieve its Strategic Plan priorities. Another important goal is to improve the way the organization does business so that it can keep services responsive and efficient, which sometimes requires Regional investment.

The operating budget reflects the skills and expertise of staff from a wide range of disciplines, such as human resources, planning, finance and risk management, legal, communications, facility management, data analytics, information management and technology. It also covers corporate-wide services that are outsourced, such as facilities cleaning, grounds maintenance and software support.

The approved 2021 net operating budget is \$101.9 million, which is 2.8% lower than in 2020 largely because of new and previously identified savings, partially offset by inflation and the need to serve a larger population. As the table on the next page shows, savings and efficiencies will total \$5.4 million in 2021. In addition, new savings totalling \$6.1 million are embedded in the Status Quo line. These amounts will be partially offset by \$2.3 million in spending to maintain service levels as the Region grows and \$0.3 million to enhance services.

Compared to the outlook last year, the approved net budget for 2021 is \$3.4 million lower. The table below outlines the Corporate Management budget, including the variance from outlook.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	119,111	104,806	116,321	101,853
Status Quo	(3,779)	(3,761)	4,198	4,134
Revenues:				
Revenues (excl. senior government funding)	(60)	129	-	(119)
Senior Government Funding	-	-	-	-
Subtotal	(60)	129	-	(119)
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	(5,168)	(5,358)	(502)	(507)
Program and Service Level Adjustments	-	-	-	-
Subtotal	(5,168)	(5,358)	(502)	(507)
Debt Servicing Net of Development Charges	172	0	83	-
Fiscal Strategy	731	731	953	953
Maintaining Service Levels for Growth	2,288	2,281	1,400	1,283
Enhancements and Transformation	297	297	540	540
Impacts of COVID-19	2,728	2,728	(51)	(51)
Approved Budget	116,321	101,853	122,943	108,086
Total Budget Change	\$	(2,990)	6,622	6,233
	%	(2.34%)	5.69%	6.12%
Outlook Restated	119,603	105,208	125,158	109,533
Increase/ (Decrease) from Outlook	(3,282)	(3,355)	(2,214)	(1,447)

Staffing changes

(Full-Time Equivalents)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	699.0		724.0	
New	19.0	2.72%	11.0	1.52%
Conversions	8.0	1.14%	-	-
Program Reductions	(2.0)	(0.29%)	(1.0)	(0.14%)
Approved Budget	724.0		734.0	
Budget Change	25.0	3.58%	10.0	1.38%
Outlook Restated	706.0		716.0	
Increase/ (Decrease) from Outlook	18.0		18.0	

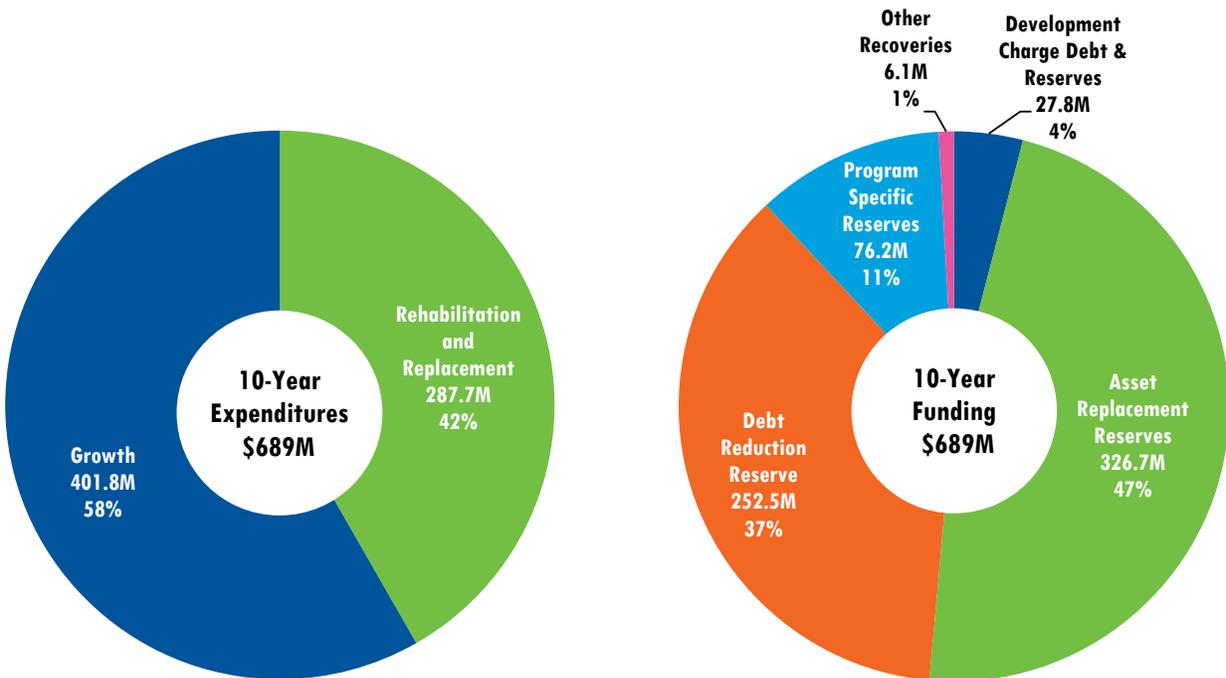
Capital budget

In 2021, the Region will invest \$62.0 million in capital assets to support corporate management, which is 8.1% of the Region’s total capital program for the year. Over the next 10 years, the investment will total \$689.5 million, or 8.9% of the Region’s 10-year capital plan.

The capital budget for corporate management generally reflects two types of assets, both of which benefit the organization as a whole and the people it serves: buildings that house Regional services and information technology, which enables staff across the corporation to do their jobs more effectively and makes information more readily available to residents.

10-year capital budget by program group

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
Finance	24,424	27,796	22,043	19,165	19,187	106,007	218,622	135,251
Property Services:								
Rehabilitation and Replacement	9,719	6,353	7,214	3,019	9,049	33,719	69,073	11,438
Business Initiatives	27,890	23,864	16,086	14,480	11,450	307,995	401,765	65,546
	37,609	30,217	23,300	17,499	20,499	341,714	470,838	76,984
Total Corporate Management and Governance	62,033	58,013	45,343	36,664	39,686	447,721	689,460	212,235



Operating impacts of capital

The opening of 17150 Yonge Street, a new Regional building next to the existing Regional Administrative Centre, is the culmination of York Region's long-term plan to consolidate a variety of community, health and court services into one central, fully accessible, modern facility. It provides select Regional services in person, with appropriate health and safety protocols in place during the pandemic. Located at a major transit hub at the intersection of Yonge Street and Eagle Street, the new state-of-art facility will provide ease of access for residents and visitors.

The move to 17150 Yonge Street, which started in September 2020 with the opening of new court facilities, will be phased as the Region develops its "back to work" protocols. As staff move in, the Region will no longer pay for leased space elsewhere. Six currently leased locations are being vacated, reducing the Region's portfolio of leased space by 25%. The move will save an estimated \$26 million over 30 years through reduced leasing costs and other savings.

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, for which Finance is responsible, the main goal of capital investments is to streamline operations and service delivery, free up staff time for greater value-added work and give residents better access to information. While these investments result in higher operating costs related to licensing, and system support and maintenance, they also offer the possibility of overall cost savings by improving productivity.

Looking ahead

As noted throughout this budget book, the COVID-19 pandemic brought about changes to the ways people work and gather that are unprecedented in the modern world. Many are likely to be temporary, but others — such as working remotely at least some of the time — may become widely accepted beyond the end of the pandemic. Investments in technology, paperless processes, web-based solutions and business intelligence, as well as the new security requirements these bring, will continue to be key to more modern service delivery and protection of information.

Corporate management will evolve to meet the changing work patterns as required, with the continued goal of providing high-quality services through innovative approaches that help to manage costs.

Corporate management will continue to collaborate with local municipalities on such activities as audit and emergency planning that offer cost savings, more seamless service, or both.

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

- Finance
- Corporate Services

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Approved		2020 Approved		2021 Approved		2022 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Chair & Council	2.4	2.4	2.5	2.5	2.5	2.5	2.6	2.6
Office of the CAO	6.8	6.5	7.3	7.0	7.0	6.7	7.5	7.1
Legal Services	7.2	6.7	7.5	7.0	7.4	6.8	7.8	7.2
Financial Management	21.2	18.9	22.3	19.7	21.8	19.2	23.5	20.7
Information Technology Services	30.2	30.2	30.4	30.4	31.4	31.4	34.0	34.0
Communications, Information and Data	15.9	15.7	17.3	17.1	16.2	16.1	17.2	17.0
Human Resources	9.8	9.7	9.9	9.8	10.1	10.1	10.5	10.5
Planning and Economic Development	11.6	7.5	12.5	8.5	13.1	8.6	12.9	8.8
Property Services	5.9	5.2	9.6	8.3	6.8	5.4	7.1	5.6
Less: User Rate Recovery		(5.4)		(5.4)		(4.9)		(5.4)
Total Operating Budget	111.0	97.5	119.1	104.8	116.3	101.9	122.9	108.1

CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2021	CSA	10-Year	2021	CSA	10-Year	2021	CSA	10-Year
Finance	24.4	135.3	218.6	-	-	-	24.4	135.3	218.6
Property Services	9.7	11.4	69.1	27.9	65.5	401.8	37.6	77.0	470.8
Total Capital Budget	34.1	146.7	287.7	27.9	65.5	401.8	62.0	212.2	689.5

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

Two branches within the Office of the CAO provide key services:

- Strategies and Initiatives leads the Region's strategic planning, emergency management, community opinion polling and continuous improvement programming and provides direct administrative and special project support, including research, analysis and coordination, as required and directed by the Chief Administrative Officer.
- 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.

Budget overview

The 2021 operating expense for the Office of the CAO represents 6.0% of the corporate management total for the year, and is expected to decrease by 3.3% from 2020. This reflects savings in administrative and other costs.

Two new full-time positions have been approved, neither of which will have a tax levy impact: one to address historical pressures and evolving demands in emergency management, funded by finding other savings, and the other a conversion of a temporary position to support continuous improvement across the organization.

Office of the CAO

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$6.8M	\$7.3M	\$7.0M	\$7.5M
Net	\$6.5M	\$7.0M	\$6.7M	\$7.1M
Budget Change		\$0.4M	(\$0.3M)	\$0.5M
FTE - Total	32.0	34.0	36.0	36.0
- New			2.0	-
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$0.5M)	(\$0.3M)
FTE			2.0	2.0

Change from outlook

The change from last year’s outlook for the Office of the CAO’s 2021 net operating budget is a reduction of \$0.5 million.

LEGAL SERVICES

Legal Services focuses on delivering readily accessible, cost-effective in-house legal expertise to meet the diverse needs of Regional departments and corporations, as well as the Police Services Board.

Legal staff represent the Region in hearings and court proceedings, resolve disputes, deliver opinions, negotiate and draft agreements, work to ensure regulatory compliance, guard against legal risk and enforce the Region’s rights. Staff provide advice and support on a wide range of legal areas critical to the Corporation: corporate, construction, development, employment, environmental, health, Indigenous consultation, infrastructure, information technology, labour, litigation, municipal, planning, privacy, procurement and real estate law.

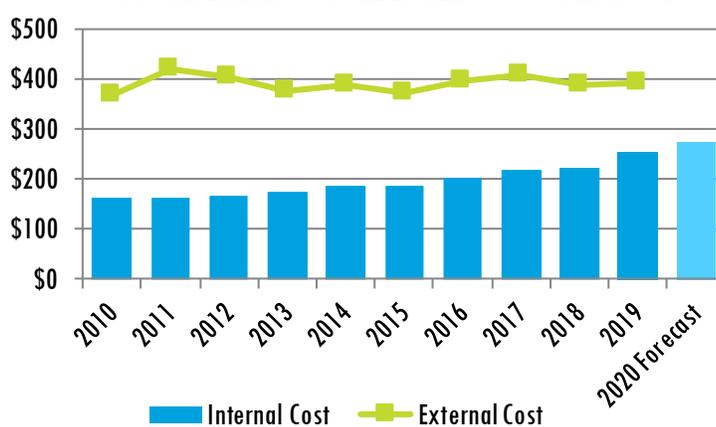
Budget overview

Legal Services’ 2021 operating expense represents 6.3% of the corporate management total for the year, and is expected to decrease by 1.9% from 2020. The decrease reflects administrative and other savings. These savings also allowed for the addition of an associate counsel with expertise in municipal, information technology procurement and privacy law to meet new needs. The increase in the final year of the budget cycle would be 5.5%.

Change from outlook

The change from last year’s outlook for Legal Services’ 2021 net operating budget is a decrease of \$0.4 million, owing to new savings identified through this year’s budget process.

USING INTERNAL COUNSEL LOWERS COSTS PER HOUR



About the graph: The region has a responsibility to deliver services in an efficient manner. Using internal counsel significantly reduces costs, and utilizes in-house counsel and organization-wide assets. Delivering efficient and reliable services that maintain public confidence directly corresponds to the Good Government priority in the Strategic Plan.

Legal Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$7.2M	\$7.5M	\$7.4M	\$7.8M
Net	\$6.7M	\$7.0M	\$6.8M	\$7.2M
Budget Change		\$0.3M	(\$0.2M)	\$0.4M
FTE - Total	61.0	61.0	62.0	62.0
- New			1.0	-
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$0.4M)	(\$0.4M)
FTE			1.0	1.0

FINANCE

The Finance department provides high-quality financial and technology direction, advice and corporate services to clients, including Regional Council and other Regional departments. Its main priority is ensuring a fiscally-sustainable and efficient Region, and providing stewardship of the Region's assets, including technology, for the benefit of residents.

The department provides overall leadership over several corporate policies and processes, including budget development, management of the Region's debt, reserves and investments, financial administration and reporting, procurement, and comprehensive information technology (IT) services.

The COVID-19 crisis underscored the importance of robust and secure IT systems. The IT branch faced a number of unbudgeted pandemic-related costs, including additional software and licences, internet capacity, and network infrastructure to support working from home. As well, there were increased maintenance and support costs for technology assets that could not be refreshed due to COVID-19. The branch was able to offset these costs within its 2020 operating budget. The next section discusses ongoing pressures in the 2021 budget.

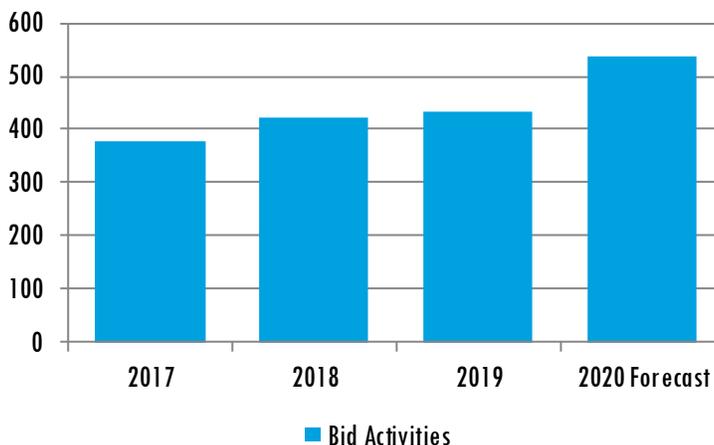
Budget overview

The 2021 operating expense for Finance represents 45.7% of the corporate management total for the year, and is expected to increase by 0.8% from 2020. The increase in 2022, the final year of the budget cycle, would be 8.2%.

The increases reflect ongoing pandemic-related pressures, as well as cost of living adjustments and higher software and technology costs.

The department plans to add 17 permanent positions in 2021, 14 more than in last year's outlook, mainly to provide additional support for IT and cyber-security. An additional five positions are proposed for 2022.

PROCUREMENT ACTIVITY HAS BEEN GRADUALLY INCREASING PER YEAR



About the graph: Procurement active bids have been increasing in both volume and complexity over the last four years. A sharp increase in 2020 reflects the need for pandemic-related procurements, including personal protective equipment and other responses to the pandemic. This underlines the essential role of procurement in supporting the Region's strategic priorities. Procurement supports the Good Government priority through procurement processes that allow suppliers to deliver goods and services in ways that are timely, trustworthy and provide value for money.

Finance

OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$51.4M	\$52.7M	\$53.1M	\$57.5M
Net	\$49.1M	\$50.1M	\$50.5M	\$54.7M
Budget Change		\$1.0M	\$0.4M	\$4.2M
FTE - Total	240.0	243.0	260.0	265.0
- New			17.0	5.0
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$1.6M)	(\$0.5M)
FTE			14.0	14.0

CAPITAL BUDGET

2021 Budget	\$24.4M
Capital Spending Authority	\$135.3M
10-Year Capital	\$218.6M

Demands on the IT service desk have been growing, with the pandemic adding new pressure in 2020. The graph on the right shows the increase in tickets opened to address IT issues. In 2021, IT will continue to support remote work and virtual meetings. In 2021, eight new permanent positions and two temporary positions are needed to ensure the overall workload remains manageable and the organization is protected from cyber-threats.

Higher IT expenses also reflect continuing growth in software licensing and support and maintenance of infrastructure across all Regional departments, as a result of both the COVID-19 pandemic and ongoing changes in technology and IT use.

Three positions in 2021 will continue an initiative to modernize the Region’s procurement function and make it more strategic and efficient. As the graph on page 166 shows, procurement activity is increasing. Bids are becoming more complex, as well. Modernizing the procurement function will result in lower risks to the Region, simpler processes for vendors and the potential for greater innovation.

Other new Finance positions will support payroll, financial management and communications to address greater and more complex needs in these areas.

In 2021, the IT network and data centre is the largest single component of Finance’s capital program, at \$6.9 million, reflecting a project to update data storage. The capital budget also includes funding for application development and implementation, and replacement of information technology assets, including workstation computers, printers, cellular devices, servers and related infrastructure. Reflecting pandemic-related risks, the next rollout of laptop computers is planned to be done touchlessly. Although this approach is more costly, the branch found offsetting savings to accommodate it.

Over the next few years, the Region will face the need to refresh or replace several key enterprise-wide systems.

Change from outlook

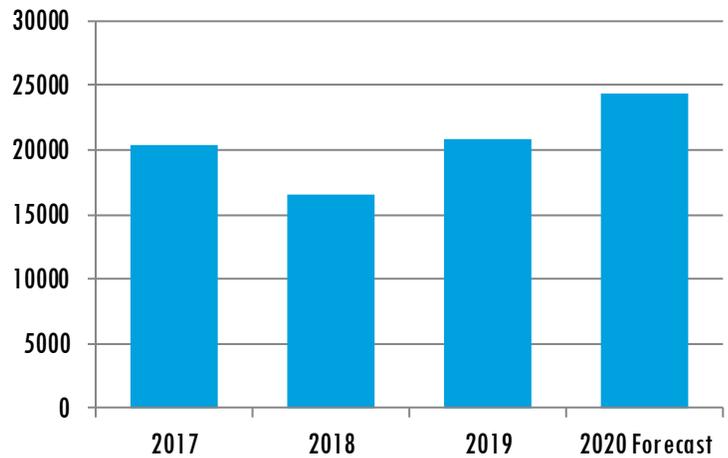
The change from last year’s outlook for the department’s 2021 net operating budget is a decrease of \$1.6 million, reflecting new savings identified through this year’s budget process.

CORPORATE SERVICES

Corporate Services department carries out a wide range of important functions through its branches:

- Property Services acquires and disposes of real estate, manages facilities-related construction projects, plans and designs space, oversees delivery of day-to-day operations and maintenance of 272 facilities across the Region, 59 of which house Regional employees.

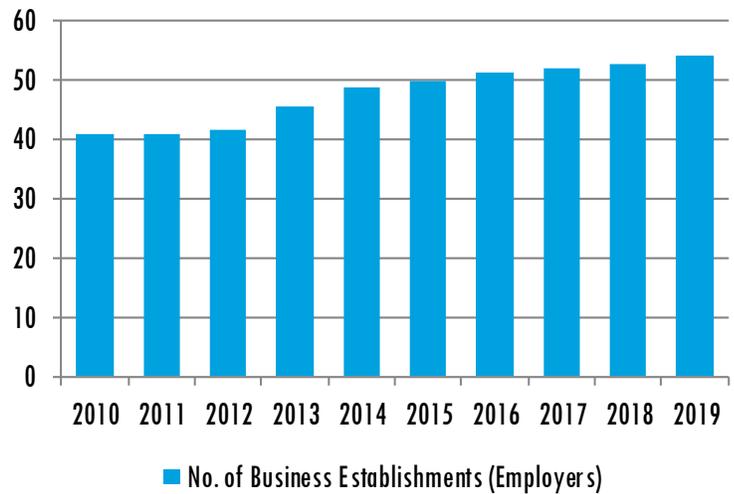
INCREASE IN IT SERVICE DESK INCIDENT TICKETS



About the graph: IT works to ensure all departments are technologically capable of delivering efficient and reliable services, supporting the Good Government priority in the Strategic Plan. Reliance on the IT service desk has grown with new applications and tools. With unexpected support needed for staff working remotely, the COVID-19 pandemic has further increased these pressures as shown above.

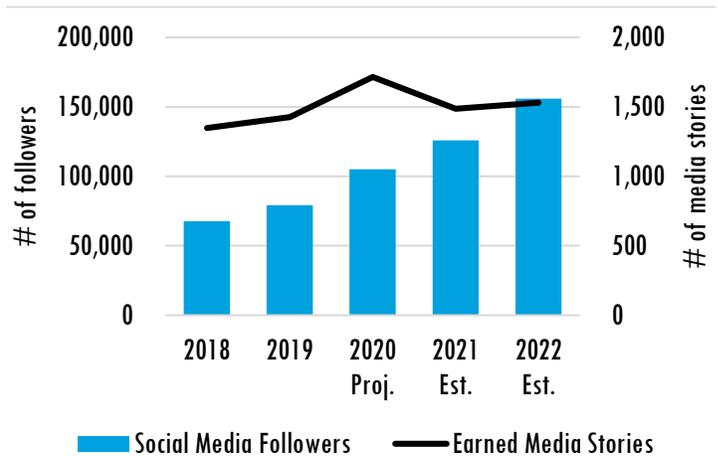
- Human Resources supports the Region by providing such services as talent acquisition, employee and labour relations, compensation, recognition, benefits, employee/organizational development, workplace health and safety and wellness programming.
- Planning and Economic Development aligns the Regional Official Plan with the goals of *Vision 2051* and ensures conformity with provincial policies and plans. It coordinates growth management through the Municipal Comprehensive Review in partnership with the local municipalities and ensures development complies with provincial and regional planning frameworks. Its new YorkTrax online development tracking system allows planners and engineers from Regional departments to collaborate on reviewing and approving development applications, even when working from home. Through its Economic Strategy division, the branch also works to enable economic growth by supporting new and existing enterprises, talent development and attracting business investments to the Region.
- Communications, Information & Data includes Corporate Communications, the Office of the Regional Clerk, Data, Analytics and Visualization Services and Business Services. Corporate Communications provides strategic internal and external communications, media and social media relations support, graphic design/branding services and oversees the Region's intranet and public website. The Office of the Regional Clerk acts as corporate secretary to Regional Council and its committees, and heads its information management, freedom of information and privacy programs. Data, Analytics and Visualization Services provides data management, analytics and visualization across the organization and to partners, including local municipalities and York Regional Police.
- Business Services provides financial management, communications and business support to the department and its many corporate partners.

THE NUMBER OF BUSINESSES IN THE REGION HAS BEEN GRADUALLY INCREASING (000s)



About the graph: Steady year-over-year growth in the number of businesses in the Region correlates with action by Planning and Economic Development to achieve the Economic Vitality priority in the current and previous strategic plans. Measures taken to foster business growth include direct-to-business advisory, economic research, innovation eco-system development, business and talent attraction marketing as well as significant investment in infrastructure and transportation services.

SOCIAL MEDIA FOLLOWERS AND EARNED MEDIA STORIES



About the Graph: The increase in social media followers and media stories reflects a multifaceted communications strategy in support of the Region's goal to maintain public confidence, one of the objectives for the Good Government priority in the Strategic Plan. Social media is a vital tool in communicating pandemic-related information to both residents and the business community.

Through the combined efforts of its branches, Corporate Services has played a pivotal role in the Region's pandemic response efforts by supporting Public Health with internal and external communications, logistics, data analytics and reporting, staff recruitment and redeployment, as well as providing broader support to the organization through implementation of virtual Council meetings and measures to support the health and safety for staff and visitors. Corporate Services support to the pandemic will continue to be a cornerstone of its work and investment of staff time throughout 2021.

Budget overview

At \$46.3 million, gross 2021 operating expense for Corporate Services represents 39.8% of the corporate management total for the year and is expected to decrease by 5.8% from 2020. Approved total spending for 2022 is \$47.6 million, a 2.9% increase from 2021.

On a net basis, the 2021 budget is \$40.2 million, a decrease of \$3.5 million. This would increase by \$1.6 million in 2022.

Lower operating costs in 2021 reflect savings from winding down of lease obligations as services consolidate into the 17150 Yonge Street location.

Corporate Services plans to add 10 positions over the 2021-2022 period:

- Three positions in Property Services would address the ongoing needs of facilities operations and increased pandemic safety measures.
- Three positions in Human Resources would provide more effective human resource planning and practices, corporate wellness and essential recruitment.
- Four positions would support strategic financial management, improved collection, storage and retrieval of the Region's electronic information, a continuing corporate commitment to social responsibility and ongoing coordination of development activities.

The Corporate Services capital budget includes investment of \$37.6 million in 2021 and \$470.8 million over the next 10 years. In addition to rehabilitation, replacement and renovation work at Regional facilities, the key capital projects managed by Corporate Services include land acquisitions, construction of a new roads patrol yard, six new paramedic response stations, transit elevator pavilion at the Cortellucci Vaughan Hospital and expansion of the transit operations, maintenance and storage facility.

Change from outlook

The change to the department's 2021 net operating budget from last year's outlook is a decrease of \$1.6 million. The change reflects anticipated new savings, partially offset with higher anticipated costs to continue supporting corporate pandemic response and recovery efforts.

Corporate Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$43.2M	\$49.2M	\$46.3M	\$47.6M
Net	\$38.1M	\$43.7M	\$40.2M	\$41.8M
Budget Change		\$5.6M	(\$3.5M)	\$1.6M
FTE - Total	349.0	358.0	363.0	368.0
- New			5.0	5.0
Increase/ (Decrease) from Outlook:				
Net (\$)			(\$1.6M)	(\$1.0M)
FTE			1.0	1.0
CAPITAL BUDGET				
2021 Budget				\$37.6M
Capital Spending Authority				\$77.0M
10-Year Capital				\$470.8M

REGION RECOGNIZED FOR LEADERSHIP IN LEVERAGING GEOGRAPHICAL DATA

York Region's leadership in collecting, managing and analyzing data has been recognized with a global award.

The President's Award from Esri, the global leader in geographic information systems (GIS), is awarded to one organization each year and the Region is the first Canadian recipient of this honour.

The award recognizes the Region, one of Esri's 350,000 customers, is committed to collaborating with its partners and using data to solve problems and make a difference in its communities.

In 2018, the Data, Analytics and Visualization Services (DAVS) branch led the creation of a Data and Analytics Master Plan, a cross-department roadmap to use data more effectively and strategically.

The first two years of the plan, 2019 and 2020, focused on building a strong data and analytics foundation. In 2021, the focus will be on moving from data to insights to support action, and the goal for 2022 is to foster data-driven innovation and partnerships.

While the plan is the latest evolution in deriving value from data, York Region was a pioneer in the use of GIS to support planning and development.

A recent example is YorkTrax, an online system for tracking developing applications. The Region's solution, developed in-house, was a collaboration that included DAVS, IT Services, Community Planning and Development Services and various other departments.

YorkTrax connects users, including planners and engineers in various departments, in real time so everyone knows the location of an application and what stage it is at.

Winner of both the Peter J. Marshall Innovation Award from the Association of Municipalities of Ontario and the Excellence in Municipal Systems Award from Municipal Information Systems Association, YorkTrax is described as "a game changer" by staff for the way it has improved workflow and digital access to information.



COURT SERVICES

administers the provincial offences court program in York Region, which deals with a range of non-criminal charges and provides related prosecution services.

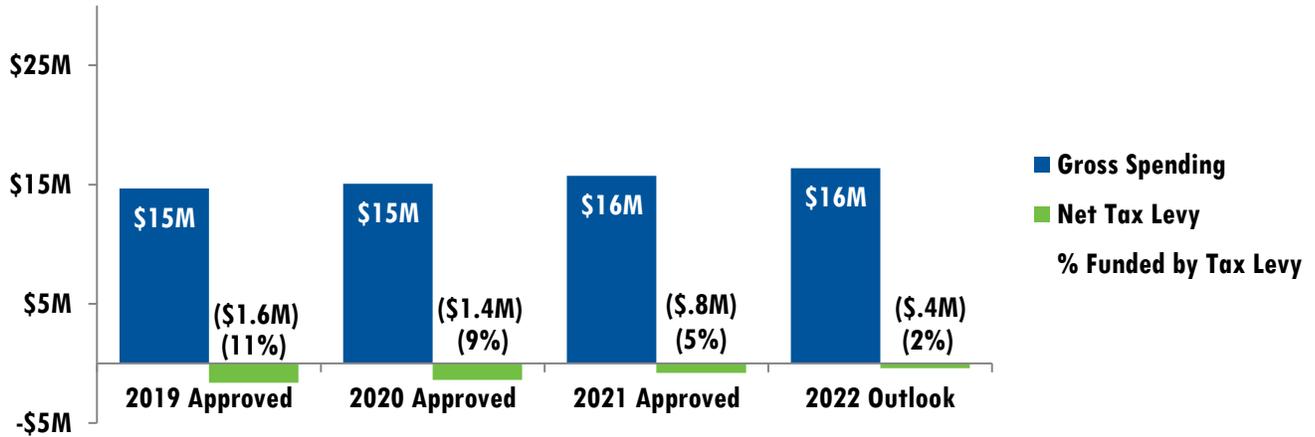


THE COURT SERVICES OPERATING BUDGET IS...

**0.6% OF TOTAL
REGIONAL EXPENDITURES**

**0¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

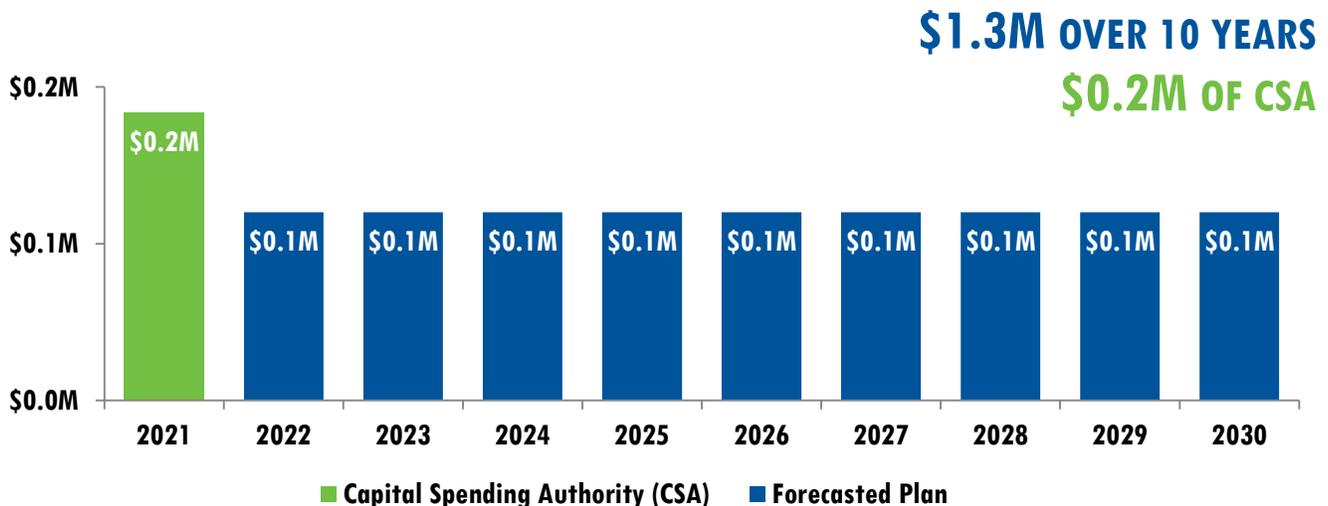


THE COURT SERVICES CAPITAL BUDGET IS...

**0.02% OF THE
REGION'S 10-YEAR PLAN**

**0.006% OF
TOTAL CSA**

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



PANDEMIC-RELATED LOCKDOWN SHARPLY REDUCES REVENUE

Court Services operates the second largest provincial offences court program in Ontario by number of charges filed. Approximately 150,000 charges were laid in 2019, the last full year for which information is available, a slight decline against the previous year. Court Services is responsible for collecting fines and, when the person charged chooses to dispute the offence, arranging prosecution.

The majority of charges relate to traffic offences under Part I of the *Provincial Offences Act*. (There are three types of proceedings under the act: minor infractions, except those related to parking, are under Part I; parking offences are under Part II; and Part III covers more serious offences, such as driving without insurance.)

The Region operates two court locations, in Newmarket and Richmond Hill, that together offer eight trial courtrooms and three intake courtrooms.

Courts Services comprises two divisions:

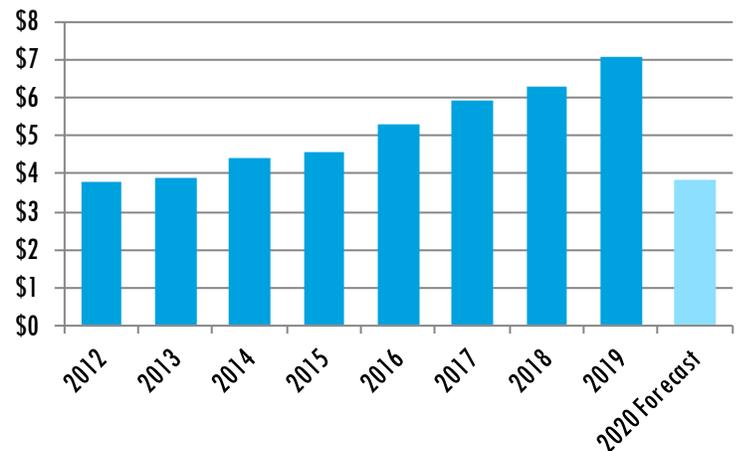
- Court Operations responds to inquiries by phone and at customer service counters, schedules trials, supplies interpreters if needed, produces transcripts as requested, and enforces court-ordered fines. In 2019, it handled over 160,000 inquiries.
- Prosecution Services are provided by paralegals and lawyers, who review briefs from enforcement agencies, correspond with defendants and agents, prosecute at trial and conduct appeals. More than 134,000 matters were addressed in trial courts in 2019, a 15% increase from 2018.

A major activity of Prosecution Services is responding to defendants' requests for disclosure, which involves providing a copy of the evidence, including police officer notes and in-car camera videos.

2020 UPDATE

The closure of schools and workplaces ordered by the provincial government to stem the spread of COVID-19 meant that fewer vehicles were on the roads, and as a result fewer traffic tickets were issued.

COVID-19 PANDEMIC STALLS PROGRESS IN COLLECTIONS
(\$ MILLIONS)



About the graph: Strategic implementation of targeted collection enforcement methods and the expansion of the collections unit resulted in a steady year-over-year rise in collected fine revenue. Collection revenue has allowed Court Services to be fully funded from its own revenue, avoiding a burden on taxpayers. This supports the Strategic Plan priority of Good Government by delivering trusted and efficient services. In early 2020, the Ontario Court of Justice temporarily extended fine payment time because of COVID-19, resulting in lower-than-normal revenue. A slow recovery is expected when the order is lifted.

In addition, in-person court appearances from mid-March 2020 to mid-January 2021 were adjourned and re-scheduled, which reduced fine revenues from earlier offences.

The use of red-light cameras continued, but processing of related tickets was suspended until late summer. As the graph on the previous page shows, an order by the Ontario Court of Justice early in 2020 extending the time to pay fines also lowered revenues.

Court Services faced additional pressures related to COVID-19:

- Administrative backlog. The closing of courtrooms resulted in a backlog of more than 110,000 hearings and other matters that had to be changed to remote hearings and/or re-scheduled. This included matters from before and during the court closure period, as well as new trial and similar requests over the remainder of the year.
- New protocols. Reopening court offices and courtrooms involved new requirements for public and staff health and safety. In addition to hand sanitizing and signage about masks and distancing, a new appointment management and queuing system was developed to reduce physical crowding in court offices.
- New processes. Recognizing that reducing the need for people to visit the courthouse in person is the most effective way to reduce COVID-19 transmission, the key focus of longer-term recovery is further digitalization of services.

In-person front counter services were closed, but reopened on September 14, 2020 with training for counter staff and the installation of protective measures. As COVID-19 restrictions eased, pre-trial and non-trial proceedings (for example, guilty pleas, first appearances and adjournments) were allowed to go ahead remotely by audio and, later, video conferencing, in line with recent amendments to the *Provincial Offences Act*.

The amendments also allow anyone involved in a matter to attend remotely by audio or video, unless the presiding judicial official orders otherwise. In-person hearings were not expected to resume until early 2021.

The estimated net revenue loss was \$6.4 million over the year, while the costs of new COVID-19 processes and protocols were \$161,000. Taking some lower costs into account, the net deficit impact in 2020 was \$4.9 million.

Before the pandemic, Court Services had been striving for several years to improve efficiency. Recent accomplishments include:

- Introducing a new Digital Evidence Management System that allows York Regional Police officers to upload and securely share all digital disclosure, including in-car video, with crown prosecutors and defendants.
- Collaborating with York Regional Police on other key initiatives such as issuing electronic summonses at roadside, expanding remote-video testimony by police officers to additional districts, and introducing automated speed enforcement in school zones in late 2020.
- Further digitizing Court Services to enhance the customer experience and streamline processes

- Working with the justice system on an approach that allows the prosecution and defendant to agree in writing to the resolution of a Part I or Part II appeal, which a judge may then approve in chambers instead of court. The majority of appeals are now resolved this way, reducing time to hearing an appeal for matters that are still contested.
- Through the Prosecutions division, successfully arguing a number of precedent-setting cases that will increase the likelihood of success in prosecuting offences.

WHAT SHAPES THE COURT SERVICES BUDGET



GOOD
GOVERNMENT

Court Services supports the Strategic Plan priority of delivering trusted and efficient services. In the plan, providing court services is identified as a service commitment of the Region.

The Region operates the *Provincial Offences Act* court system as the result of a provincial policy decision in 1999 that gave this responsibility to municipalities. It is bound by a Memorandum of Understanding with the province to provide a standard of service equal to the province's.

Supporting an efficient Court Services is important to ensure respect for the rights of those accused of infractions, and to meet the Region's obligations under the Memorandum of Understanding, the *Provincial Offences Act* and the *Canadian Charter of Rights and Freedoms*.

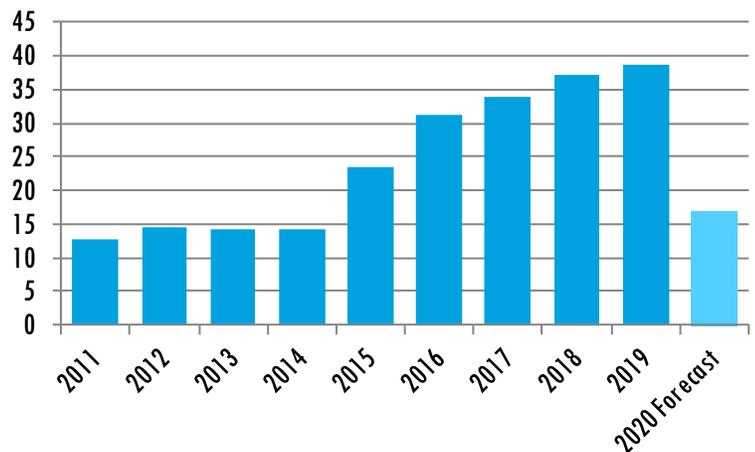
Court Services staff, including prosecutors, are Regional employees. The Attorney General of Ontario, however, has overall responsibility for administering the Ontario justice system, and the independence of prosecutors and the judiciary is a central tenet.

Operating budget

Court Services' total operating expense in 2021 is projected at \$15.7 million, accounting for 0.6% of the total for the Region.

Court Services is intended to pay all of its expenses, including an amount to the Region for shared corporate services, from fine revenues. It is forecast to show a net contribution of \$0.8 million in 2021, a drop from its budgeted contribution of \$1.4 million in 2020. This reflects the impacts of COVID-19 discussed above.

DISCLOSURE REQUESTS HAVE RISEN SHARPLY (000s)



About the graph: Disclosure requests tripled from 2011 to 2019. The COVID-19 pandemic resulted in the closure of Provincial Offences Courts in March 2020, significantly reducing the number of requests received. Requests are being processed within 15 days (an internal benchmark), which is imperative to achieving the priority of Good Government in the Strategic Plan, through delivering timely and reliable services.

Even without the pandemic's impacts, the cost-revenue balance presents continuing challenges for Court Services, because many costs are driven by factors it cannot control:

- **Dispute Rate.** Disputing a charge by going to trial instead of paying the fine puts pressure on court resources. With roughly half of Part I charges disputed, York Region has one of the highest dispute rates in Ontario, possibly because so many offences are traffic-related and defendants are concerned about insurance costs and demerit points.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	15,058	(1,365)	15,743	(787)
Status Quo	(225)	(225)	576	576
Revenues:				
Revenues (excl. senior government funding)	-	(239)	-	(246)
Senior Government Funding	-	-	-	-
Subtotal	-	(239)	-	(246)
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	(206)	(206)	(102)	(102)
Program and Service Level Adjustments	-	-	-	-
Subtotal	(206)	(206)	(102)	(102)
Debt Servicing Net of Development Charges	-	-	-	-
Fiscal Strategy	7	7	10	10
Maintaining Service Levels for Growth	269	401	157	157
Enhancements and Transformation	-	-	-	-
Impacts of COVID-19	840	840	-	-
Approved Budget	15,743	(787)	16,384	(392)
Total Budget Change	\$	685	578	641
	%	4.55%	(42.35%)	4.07%
				(50.20%)
Outlook Restated	15,328	(1,201)	15,684	(1,091)
Increase/ (Decrease) from Outlook	415	415	699	699

Staffing changes

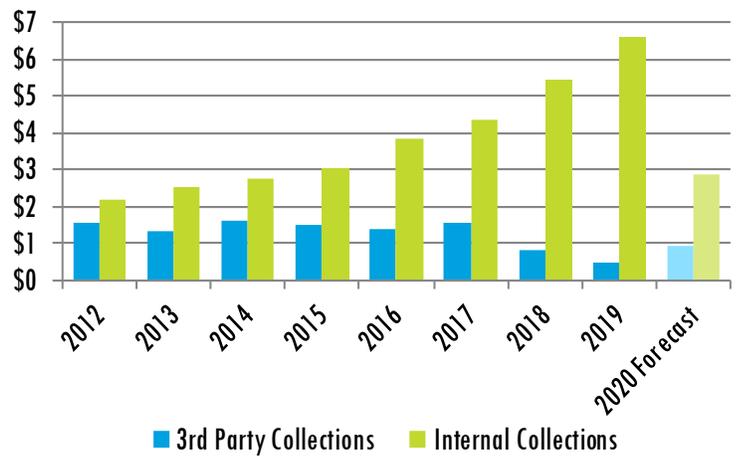
(Full-Time Equivalents)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	85.0		88.0	
New	2.0	2.35%	1.0	1.14%
Conversions	1.0	1.18%	-	-
Program Reductions	-	-	-	-
Approved Budget	88.0		89.0	
Budget Change	3.0	3.53%	1.0	1.14%
Outlook Restated	86.0		86.0	
Increase/ (Decrease) from Outlook	2.0		3.0	

- In addition, the Region had to stop offering early resolution due to lack of judicial resources and courtroom space, which means that going to trial is the only option for those who want to dispute their matter. This has required Court Services to redistribute workload to keep time to trial within constitutional timeframes as established by the courts.

- Disclosure. Requests for disclosure tripled in recent years, as the graph on page 175 shows, before court operations were closed by the pandemic in 2020. The introduction of electronic disclosure has reduced processing time for each request, and was one of the factors that enabled Court Services to clear the backlog that developed while operations were suspended. Nevertheless, as disclosure requests continue to rise with resumption of court operations, the system will be hard-pressed to address the growing volume.

- Collections. Court Services developed a strategy to address the historically low collections rate for fines, which had created a significant backlog. Property-tax agreements, which allow unpaid fines to be added to the property-tax bill, are in place with six local municipalities and the City of Toronto. Other tools include drivers licence suspension, plate denial and civil enforcement. Court Services is analyzing further options, such as offering payment plans. As noted, payment times were extended during the COVID-19 lockdown, but extension is expected to end in 2021. The approved budget will convert a temporary collections clerk position to permanent in 2021 to support the timely enforcement of current fines and review older cases to continue clearing the backlog. The conversion reflects the higher revenues from internal collection efforts, illustrated in the graph above.

INTERNAL COLLECTION EFFORTS MORE EFFECTIVE (\$M)



About the graph: York Region has focused on improving internal collection efforts in recent years. As the graph illustrates, revenue collected through internal efforts has increased steadily, while collections using third-party agencies have declined from the levels of 2017 and earlier. (As noted, 2020 is an anomalous year because fine payment time was extended.) Using the most cost-effective means to collect revenues supports the Strategic Plan priority of Good Government.

Change from outlook

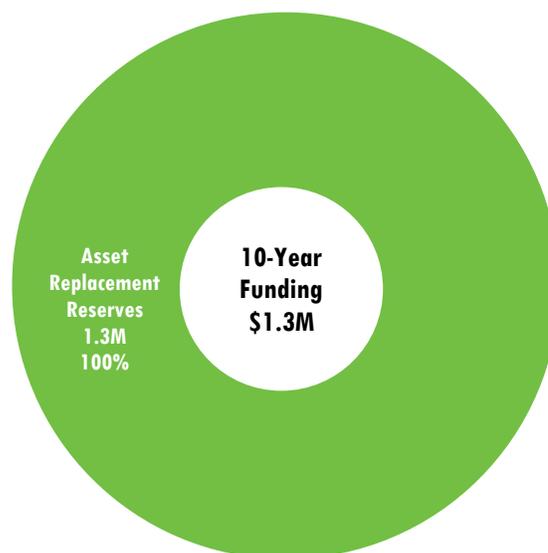
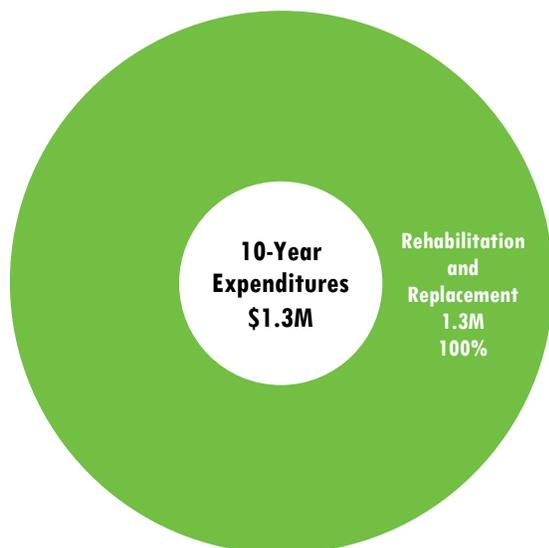
Court Services’ expected net contribution to the Region is down by \$0.4 million from the outlook last year of \$1.2 million. This is largely the result of unexpected costs in 2021 and 2022 to operate under COVID-19 protocols for both in-person and remote proceedings.

Capital budget

Courts Services’ capital budget, totalling an expected \$1.3 million over the next 10 years, is used mainly to improve efficiency through new technology and meet accessibility and other requirements. In 2021, the focus of the \$0.2 million budget will be on renovating Richmond Hill Court Services offices to align with corporate standards and meet health and safety requirements. This work, originally scheduled for 2020, was delayed by measures to curb the spread of the pandemic.

10-year capital budget

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
Court Services:								
Total Project Expenditures	184	120	120	120	120	600	1,264	184



OPERATING IMPACT OF CAPITAL

As noted, Court Services’ small capital budget is used to deliver services more efficiently by saving the time of staff and others who deal with the courts, including prosecutors, witnesses, defendants and counsel.

Court Services’ operating costs can be affected by capital investments by its partners. For example, the addition of video cameras to police vehicles has increased staff time and costs to provide disclosure.

LOOKING AHEAD

New or amended legislation (such as the *Cannabis Act, 2018* and *Reopening Ontario Act, 2020*), as well as policy changes and enforcement activity can all create pressures on Court Services.

The greater use of administrative penalties could reduce pressures on the court system. The administrative penalty is a civil measure often used in place of a fine for non-compliance with a regulation or bylaw and does not require court enforcement. Amendments to the *Provincial Offences Act* already allow for the use of this type of penalty for unpaid fines that have gone into default.

The Region is advocating for the use of administrative penalties in more situations. For example, in November 2020 the Region deployed automated speed enforcement, a new provincially-allowed measure that uses radar and cameras to deter speeding in school and community safety zones on municipal roads.

In 2021, Court Services will complete a feasibility study and develop a roadmap to transition automated speed enforcement, red light camera changes and other *Provincial Offences Act* matters into an administrative penalty system.

Court Services continues to look for other innovative ways to provide a high quality of work and customer service, especially by leveraging technology. In 2021, as part of a focus on COVID-19 recovery, Court Services will develop and act on a digital plan to support access to justice electronically as well as in person, for example through remote hearings. It will also implement a new appointment system to control occupancy levels and support physical distancing.

INTENTIONAL BLANK



FINANCIAL INITIATIVES

include strategic support for special initiatives, contributions to Regional reserves and funding to manage risk, and organization-wide expenses.

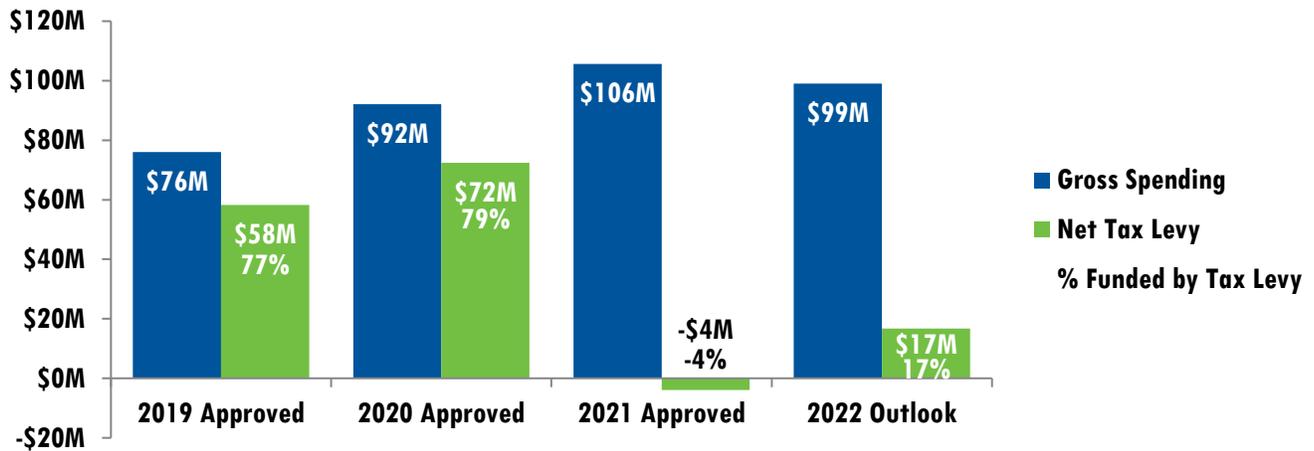


THE FINANCIAL INITIATIVES OPERATING BUDGET IS...

**4.1% OF TOTAL
REGIONAL EXPENDITURES**

**0¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



SUPPORTING FINANCIAL SUSTAINABILITY

The Financial Initiatives budget is made up of the following ongoing elements:

- Contributions to reserves discussed in the Long-Term Financial Planning chapter, including the Debt Reduction reserve
- Allocations for organization-wide needs such as recruiting, corporate memberships and contingencies

In 2021 and 2022, the Financial Initiatives budget also includes the new Pandemic Management Reserve Fund, created in December 2020, and other resources to address continuing operating pressures.

WHAT SHAPES THE FINANCIAL INITIATIVES BUDGET



Financial Initiatives support the Community Result Area of Good Government in the Strategic Plan.

Contributing to 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.

Operating budget

The 2021 approved gross budget for Financial Initiatives is \$105.7 million, or 4.1% of the total Regional budget. This is an increase of 14.7% from the budgeted amount of \$92.1 million in 2020.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	92,094	72,391	105,650	(3,892)
Status Quo	380	266	380	264
Revenues:				
Revenues (excl. senior government funding)	-	-	-	-
Senior Government Funding	-	-	-	-
Subtotal	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	1,585	(22)	(326)	(18)
Program and Service Level Adjustments	-	-	-	-
Subtotal	1,585	(22)	(326)	(18)
Debt Servicing Net of Development Charges	-	-	-	-
Fiscal Strategy	3,669	8,043	1,225	(1,775)
Maintaining Service Levels for Growth	-	-	-	-
Enhancements and Transformation	-	-	-	-
Impacts of COVID-19	7,922	(84,570)	(7,922)	22,145
Approved Budget	105,650	(3,892)	99,008	16,724
Total Budget Change	\$	13,556	(76,283)	(6,642)
	%	14.72%	(105.38%)	(6.29%)
Outlook Restated	95,269	75,093	94,292	73,565
Increase/ (Decrease) from Outlook	10,381	(78,985)	4,716	(56,841)

Operating budget by initiative

OPERATING BUDGET (\$ in Millions)	2019 Approved		2020 Approved		2021 Approved		2022 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Fiscal Strategy	57.2	50.3	71.5	63.1	71.8	67.8	75.3	68.3
Non-Program Items	18.8	8.0	20.6	9.3	33.8	(71.7)	23.7	(51.6)
Total Operating Budget	76.1	58.3	92.1	72.4	105.7	(3.9)	99.0	16.7

The net tax levy budget for 2021 would be \$(3.9) million, a decrease of 105.4% from the amount budgeted for 2020. Most of the change is accounted for through the line labelled “Impacts of COVID-19” in the net budget column of the operating budget table above. This is a new item in 2021, which explains the large variance from the 2020 budget for Financial Initiatives.

In the table, the “Impacts of COVID-19” line reflects funding of \$92.5 million that is expected to help manage continuing pressures resulting from the pandemic in 2021. In the budget as tabled February 25, 2021, senior government funding was expected to provide \$54.6 million of this, with the balance provided by a draw from the new Pandemic Management Reserve Fund that was approved by Regional Council in December 2020. With the subsequent announcement of additional provincial funding, the draw from the reserve is not expected to be needed.

Senior government funding is included as revenues in the Financial Initiatives budget, rather than individual departments, because pandemic-related transfers for 2021, while expected, had not been confirmed as the budget was finalized.

Including the funding here reduces the Financial Initiatives draw on the tax levy. Its use would offset expected tax levy operating pressures related to the pandemic across the organization that are outlined in the preceding chapters. In 2022, pressures are expected to fall, so the year-to-year change in “Impacts of COVID-19” is an increase for Financial Initiatives.

Operating pressures in 2021 and 2022 compared to outlook

(\$ in Millions)	2021	2022
Community and Health Services	45.0	10.9
Transportation Services	21.9	20.6
York Regional Police	-	4.6
Other Departments	0.5	2.3
Assessment Growth	0.3	6.6
Reduction in 2021 Tax Levy Increase*	16.9	17.4
Risk Management (contingency)*	7.9	-
Total Net Budget Increase/ (Decrease) from Outlook	92.5	62.4

* Changes resulted from funding announcements following budget tabling

The table above summarizes spending and/or revenue pressures by department or program area for 2021 and 2022. With the exception of the \$4.6 million pressure for York Regional Police in 2022, the majority of the pressures reflects the impacts of the pandemic.

As noted, senior government funding is expected to offset the 2021 pressures, allowing the tax levy increase to drop to 1.54% from the expected 2.96% and enabling the Region to apply all resulting tax levy revenues to capital reserves.

The outlook for 2022 includes a draw of \$56.6 million from the Pandemic Management Reserve to address pandemic-related pressures. The balance would come from other sources, as yet to be determined.

The current outlook for 2022 is a tax levy increase of 2.96%. In the budget as tabled, this would have been applied to the base provided by a 2.96% increase in 2021. Using the additional provincial funding to reduce the tax levy increase in 2021 lowers the tax levy base going into 2022. Without any other changes, a higher percentage tax levy increase in 2022 would therefore be needed to reach the net expenditures foreseen in the tabled budget.

To avoid this, Regional Council endorsed a draw of \$17.4 million from the Pandemic Management Reserve in 2022. The additional draw is expected to be within the projected balance of the Pandemic Management Reserve, in part because no draw is expected in 2021.

As in 2021, the associated decrease in the net budget of Financial Initiatives would match increases in departmental budgets.

Among items in the Financial Initiatives budget not directly related to COVID-19, the Fiscal Strategy would increase the 2021 net budget by \$8.0 million. The largest budget component related to the Fiscal Strategy is a contribution of \$4.4 million to the Debt Reduction Reserve. The reserve is discussed in more detail in the Long-Term Financial Planning chapter.

In addition, contingency funding will increase by \$5.6 million in 2021. The purpose of contingency funding is to help manage unforeseen pressures that might arise during the year. Any unspent funds at the end of the year are added to the operating surplus, which is then allocated in line with the Region’s Reserve and

Reserve Fund Policy. (Note, however, that in December 2020, Regional Council approved temporary allocation of any operating surpluses directly to the Pandemic Management Reserve Fund.)

In the budget as tabled, decreases in contingency funding in 2021 and 2022 reflected planned allocations over the four-year budget cycle. With the announcement of additional provincial funding and the high degree of uncertainty around ongoing pandemic impacts, however, the 2021 decrease was reversed to better position the Region to manage risks.

Starting in 2021, an allowance for operating savings arising largely from the time it typically takes to fill a vacant position is being allocated to individual departments. This change results in a one-time increase of \$5.6 million in the Financial Initiatives budget in 2021, but has no impact on the tax levy budget overall. As discussed in the Operating Budget chapter, the change at the department level is captured as a component of “new savings,” which includes other initiatives outlined in that chapter.

In 2022, total spending would rise to \$99.0 million, and the tax levy budget would increase to \$16.7 million. This largely reflects the expected use of a Pandemic Management Reserve Fund draw and provincial funding, although at a lower level than in 2021. This shows as a net decrease of \$56.8 million from the 2021 outlook last year as depicted in the table on page 183 headed “Year-over-year operating budget changes.”

LOOKING AHEAD

Future contributions to reserves, organizational expenses and contingency planning will continue to be determined through the annual budget and debt management plan.

INTENTIONAL BLANK



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.

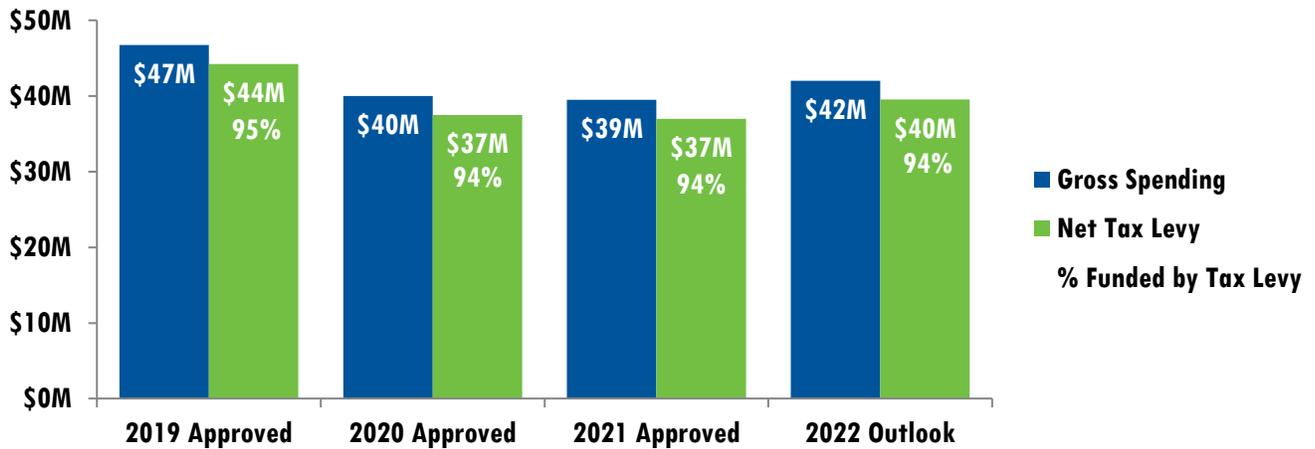


THE EXTERNAL PARTNERS OPERATING BUDGET IS...

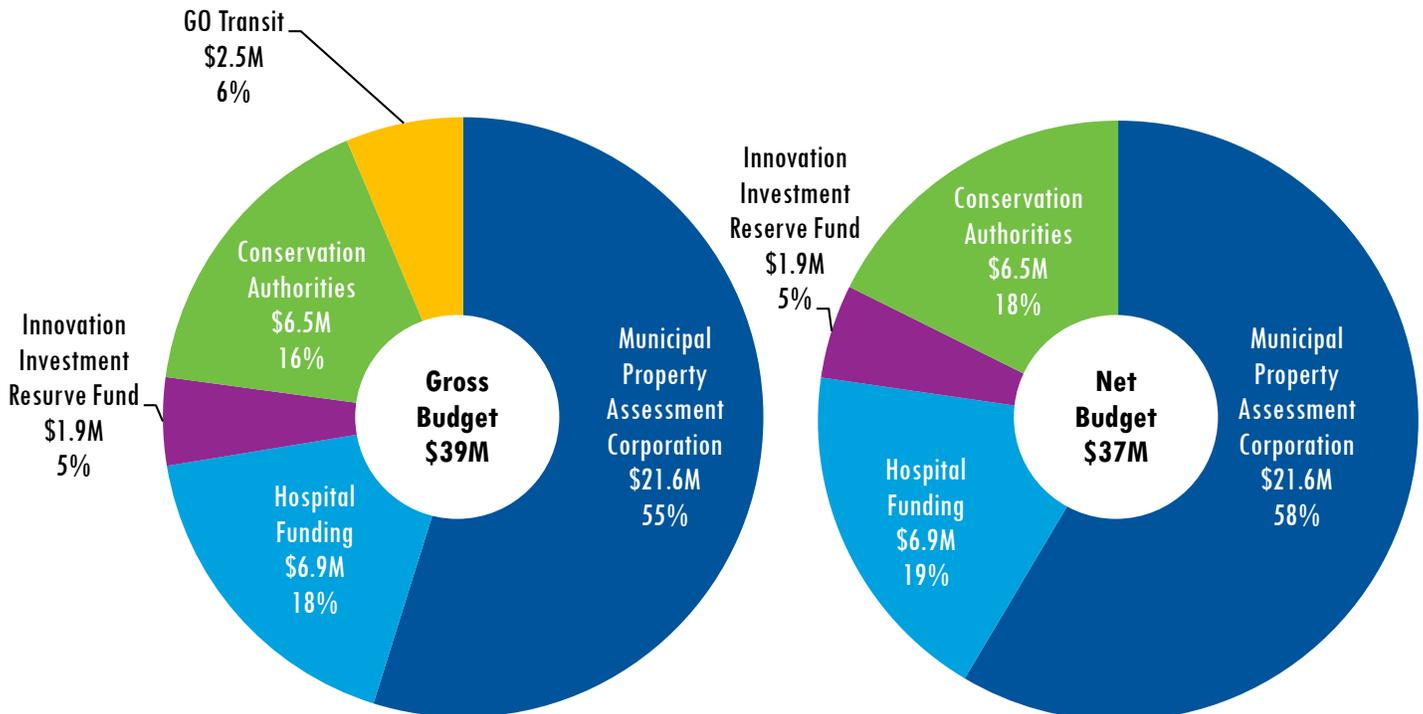
**2% OF TOTAL
REGIONAL EXPENDITURES**

**3¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



2021 GROSS AND NET OPERATING BUDGET BY PROGRAM



FUNDING FOR YORK REGION PARTNERSHIPS

Through External Partnerships, York Regional Council funds initiatives and public services in the Region provided by the following outside partners:

- The Municipal Property Assessment Corporation
- The four hospitals within the Region's borders
- The Innovation Investment Reserve Fund
- GO Transit
- The Toronto and Region Conservation Authority and Lake Simcoe Region Conservation Authority

WHAT SHAPES THE EXTERNAL PARTNERS BUDGET



Contributions to the Innovation Investment Fund support the Community Result Area of 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. Because the organizations use the funds in line with their own priorities, they are not formally aligned with the Strategic Plan.

Operating budget

Total funding for external partners, which generally reflects a provincial mandate or a Regional Council agreement, is expected to be \$39.5 million in 2021, or 1.5% of the Region's total operating spending. This is a decrease of \$0.5 million, or 1.3%, from 2020.

The decrease of \$0.4 million in the Status Quo line of the table on page 190 largely reflects lower fees payable to the Municipal Property Assessment Corporation for 2021, and a reduction in hospital capital funding, reflecting the Region's fulfillment of its commitment to support the redevelopment of the Markham Stouffville Hospital. These reductions were partially offset by general inflationary pressures.

Other savings include reduced conservation authority funding, reflected in Efficiencies, and lower contributions to the Innovation Investment Reserve Fund, reflected in Program and Service Level Adjustments.

Funding decreases were partially offset by an increase related to Maintaining Service Levels for Growth, which reflects additional capital funding for the remaining hospital project based on assessment growth.

The tax levy will fund \$37.0 million, which is slightly less than the outlook presented in last year's budget.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	39,985	37,485	39,485	36,985
Status Quo	(350)	(350)	2,848	2,848
Revenues:				
Revenues (excl. senior government funding)	-	-	-	-
Senior Government Funding	-	-	-	-
Subtotal	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	(111)	(111)	(113)	(113)
Program and Service Level Adjustments	(150)	(150)	(250)	(250)
Subtotal	(261)	(261)	(363)	(363)
Debt Servicing Net of Development Charges	-	-	-	-
Fiscal Strategy	-	-	-	-
Maintaining Service Levels for Growth	111	111	58	58
Enhancements and Transformation	-	-	-	-
Impacts of COVID-19	-	-	-	-
Approved Budget	39,485	36,985	42,028	39,528
Total Budget Change	\$ (500)	(500)	2,543	2,543
	% (1.25%)	(1.33%)	6.44%	6.87%
Outlook Restated	41,115	38,615	42,173	39,673
Increase/ (Decrease) from Outlook	(1,630)	(1,630)	(145)	(145)

Operating budget summary by program

OPERATING BUDGET (\$ in Millions)	2019 Approved		2020 Approved		2021 Approved		2022 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Boards:								
Municipal Property Assessment Corp.	20.9	20.9	22.1	22.1	21.6	21.6	24.3	24.3
Hospital Funding	15.0	15.0	7.0	7.0	6.9	6.9	7.0	7.0
Innovation Investment Reserve Fund	2.0	2.0	2.0	2.0	1.9	1.9	1.6	1.6
GO Transit	2.5	-	2.5	-	2.5	-	2.5	-
	40.4	37.9	33.5	31.0	33.0	30.5	35.4	32.9
Conservation Authorities:								
Toronto and Region Conservation Authority	3.4	3.4	3.5	3.5	3.5	3.5	3.5	3.5
Lake Simcoe Region Conservation Authority	2.9	2.9	3.0	3.0	3.0	3.0	3.1	3.1
	6.3	6.3	6.4	6.4	6.5	6.5	6.6	6.6
Total Operating Budget	46.7	44.2	40.0	37.5	39.5	37.0	42.0	39.5

Municipal Property Assessment Corporation

Funding to the Municipal Property Assessment Corporation, which carries out property assessments in Ontario, is budgeted to decrease by \$0.4 million, or 1.8%, in 2021 and increase by 12.3% in 2022.

Like all other Ontario municipalities, York Region is member of this non-profit corporation and is required to provide a share of its funding. Municipalities are legislated to provide funding based on the number of properties in a given municipality and their assessed values relative to all of Ontario.

Hospital Funding

Funding for hospital capital is provided through reserve contributions towards projects approved by Regional Council. This funding has supported a number of projects across the Region. The figure continues to decrease to reflect fulfillment of Regional commitments to the Cancer Clinic at Southlake Regional Health Centre in 2017 and the Markham Stouffville hospital project in 2020.

The approved 2021-2022 budget includes contributions of \$6.9 million in 2021 and \$7.0 million in 2022 for the new Cortellucci Vaughan Hospital, with further commitments running to 2031.

Innovation Investment Reserve 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.

It also includes an annual contribution towards the Region's \$25 million commitment to the new York University campus in Markham. With construction on the campus now underway, funds from the reserve will begin to flow in early 2021 and will continue until expected project completion in 2023.

In 2020, in response to the COVID-19 pandemic, York Regional Council authorized \$500,000 from the Innovation Investment Reserve Fund to provide support to local small businesses. The Region's nine local municipalities could leverage their allocation of the \$500,000 either through existing municipal Community Improvement Plans or by expanding the Starter Company Plus program. In 2020, \$110,000 was distributed to 22 local businesses. At the time of writing, an additional \$55,000 is to be allocated across 11 businesses located in Aurora, Georgina and East Gwillimbury in 2021.

The allocation of part of the Innovation Investment Reserve Fund was one of several measures the Region took to support economic recovery.

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 its operating costs and fare revenues, it shares capital costs with the federal government and the municipalities it serves, including York Region. GO Transit is undertaking several projects in York Region to upgrade and improve its services. The expected funding to be provided by York Region of \$2.5 million in both 2021 and 2022, has no tax levy impact because the funding comes from development charge revenue collected on behalf of GO Transit.

Conservation Authorities

Under provincial legislation, conservation authorities are responsible for protection, restoration and related activity that helps safeguard the province's watersheds, and have specific responsibilities under such legislation as the *Lake Simcoe Protection Act* and the *Clean Water Act*. They are largely funded by the municipalities in their watersheds. The Region regularly partners with the conservation authorities to deliver water-related projects cost-effectively, and draws on their expertise and experience in other areas including forestry and climate change.

Because two watersheds lie within its borders, the Region supports the Lake Simcoe Region Conservation Authority and the Toronto and Region Conservation Authority.

Total Regional funding to both conservation authorities is shown below. The approved External Partners contribution to the Toronto and Region Conservation Area's operations is \$3.5 million each year. For the Lake Simcoe Region Conservation Authority, the amount is \$3.0 million each year. Contributions will remain essentially unchanged from 2020. Environmental Services provides additional funding to the conservation authorities for capital projects and green infrastructure, supported mainly by user rates.

York Region budget for Toronto and Region Conservation Authority

(\$ in 000s)	2019	2020	2021	2022
Gross Expenditures:				
Operating - General Levy	3,419	3,458	3,496	3,531
Special Capital Levy*	6,020	5,072	5,655	5,163
Total Operating and Capital	9,438	8,530	9,151	8,694
Other Expenditures - Reforestation**	40	50	50	50
Total Gross Expenditures	9,478	8,580	9,201	8,744
Funded by:				
Tax Levy	3,459	3,508	3,546	3,581
User Rate - Water and Wastewater	6,020	5,072	5,655	5,163
Total Funding	9,478	8,580	9,201	8,744

York Region budget for Lake Simcoe Region Conservation Authority

(\$ in 000s)	2019	2020	2021	2022
Gross Expenditures:				
Operating - General Levy	2,928	2,983	3,030	3,061
Special Capital Levy*	2,712	2,603	3,223	2,821
Total Operating and Capital	5,640	5,586	6,253	5,882
Other Expenditures - Reforestation**	40	50	50	50
Total Gross Expenditures	5,680	5,636	6,303	5,932
Funded by:				
Tax Levy	2,968	3,033	3,080	3,111
User Rate - Water and Wastewater	2,712	2,603	3,223	2,821
Total Funding	5,680	5,636	6,303	5,932

* Special capital levy is included in the Water and Wastewater capital budget in Environmental Services

** Reforestation is included in the Forestry operating budget in Environmental Services



YORKNET

is the day-to-day business name of the YTN Telecom Network Inc., a wholly-owned Regional corporation that operates and manages expansion of the Region's fibre optic network.

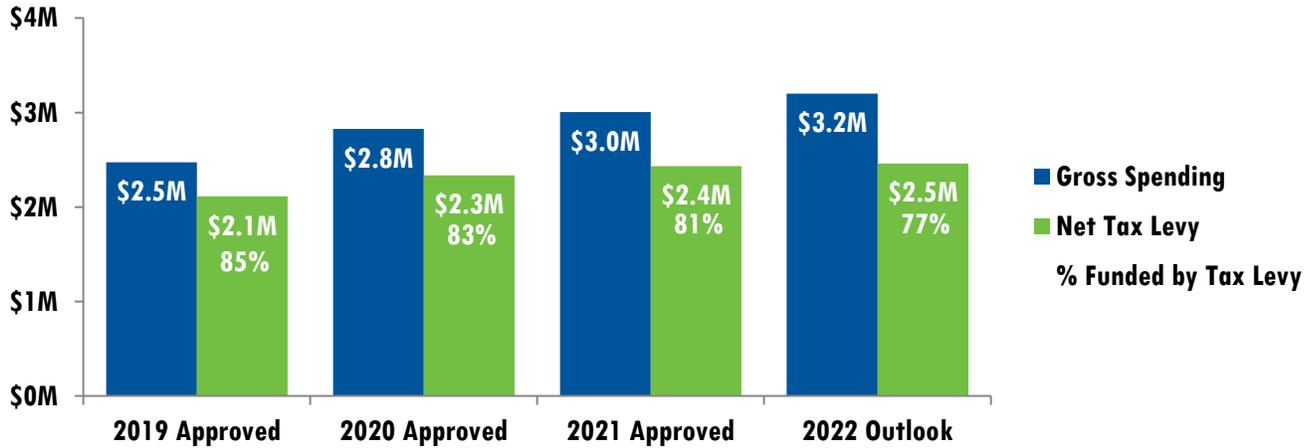


THE YORKNET OPERATING BUDGET IS...

**0.1% OF TOTAL
REGIONAL EXPENDITURES**

**0.2¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

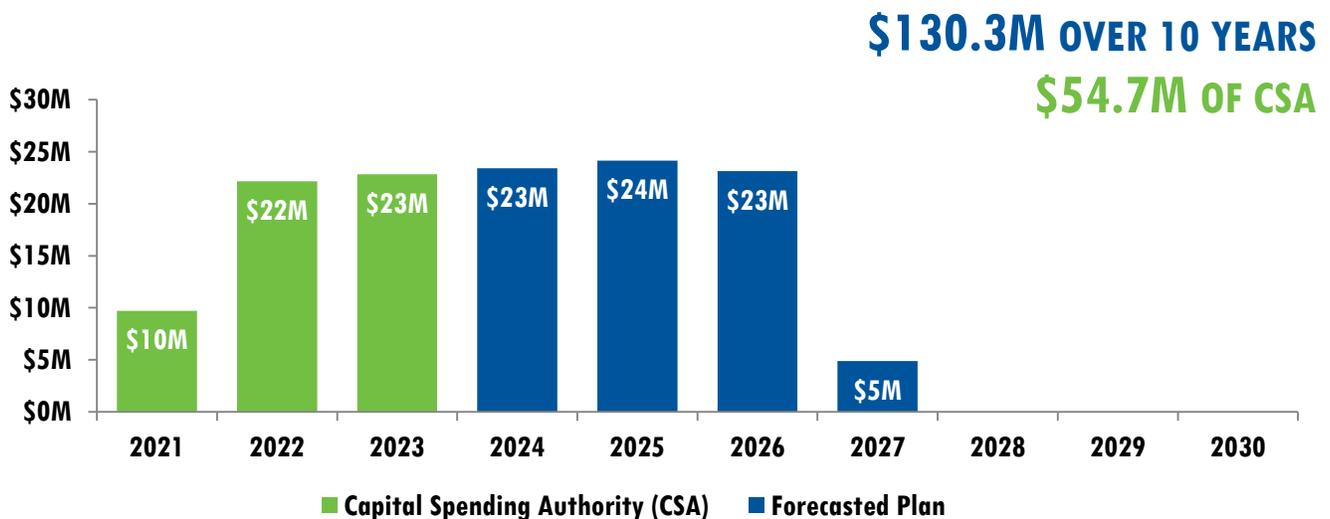


THE YORKNET CAPITAL BUDGET IS...

**1.7% OF THE
REGION'S 10-YEAR PLAN**

**1.8% OF
TOTAL CSA**

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



SERVING RESIDENTS BETTER THROUGH CONNECTIVITY

YorkNet's mandate is to:

- Continue to grow the Region's fibre network to improve the delivery of Regional services, such as traffic management, policing, and monitoring of critical infrastructure, and make online services more readily available to residents
- Work with municipalities, schools, hospitals and other public-sector organizations in the Region to leverage the network to improve the services they provide to residents
- Provide private-sector open access to the network to drive economic and social benefits that will give residents, businesses and public-sector customers enhanced service, better pricing, or both, particularly in rural areas of the Region

The Region began building the fibre network in 2002 to link its facilities and other infrastructure. In 2016, Regional Council endorsed the creation of a separate municipal services corporation to take responsibility for the network. After being incorporated in 2017, YorkNet began operations in January 2018.

Under legal agreements between the parties, the Region continues to own the network, while YorkNet is responsible for planning, operating and maintaining it. YorkNet also acts as project manager for design and construction.

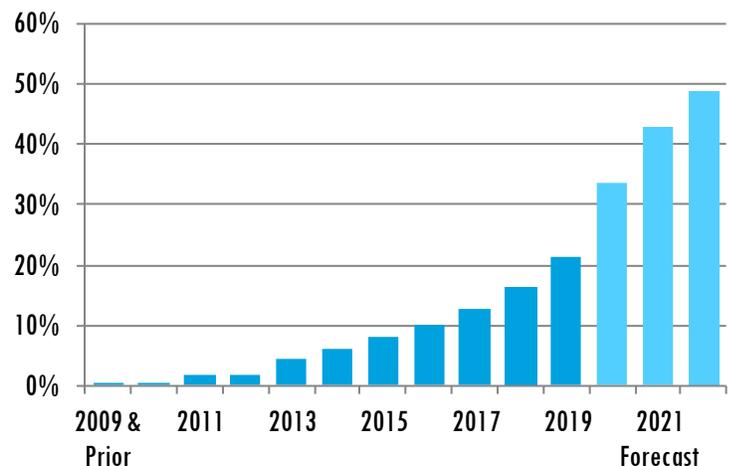
In 2018 the network consisted of about 200 kilometres of fibre along Regional roads. By year-end 2019, it had grown to 280 kilometres and was projected to reach 345 kilometres in length by the end of 2020.

2020 UPDATE

While the COVID-19 pandemic had little impact on YorkNet's operations or building program, it dramatically highlighted the need for a robust broadband network in the Region. With many residents having to work from home, network capacity was strained, especially in more rural and remote areas. The box on page 200 provides more detail.

In light of this need, YorkNet's major accomplishment in 2020 was to move ahead on a 56-kilometre addition to the network in the northern part of the Region, leveraging federal Connect to Innovate funding targeted to rural and remote areas. The project will connect Udora and the Chippewas of Georgina Island directly to the network and provide opportunities for third parties to connect along the route. As of late 2020, the project was within budget and ahead of schedule.

PERCENTAGE OF MUNICIPAL FACILITIES CONNECTED BY YEAR



About the graph: As the number of connected municipal facilities continues to rise, the improved connectivity will allow the Region to deliver online services more reliably. Continued connections between municipal facilities will be imperative in achieving the Strategic Plan priority of Good Government by providing residents with reliable services and maintaining public confidence.

YorkNet is set to deliver almost 90% of its 2020 capital plan, despite minor delays at the start of the COVID-19 lockdown. Operating expenses are expected to be slightly under budget, reflecting a shift to virtual meetings and gatherings and a Regional hiring freeze for some positions.

Other 2020 accomplishments included:

- Procuring cable and other materials separately from installation, saving 10-20% in costs and allowing more fibre to be installed for the same budget
- Pursuing new funding opportunities that, if successful, would allow YorkNet to address the needs of underserved and unserved areas (the capital budget discussion and box on page 200 provide further details)
- Negotiating a long-term agreement with Mackenzie Health for use of fibre installed by YorkNet to link Mackenzie Richmond Hill Hospital and the new Cortellucci Vaughan Hospital

WHAT SHAPES THE YORKNET BUDGET



GOOD
GOVERNMENT

YorkNet aligns with the Strategic Plan priorities of Delivering Trusted and Efficient Services, Increasing Economic Prosperity and Supporting Community Health, Safety and Well-Being.

Improved connectivity allows the Region and its public-sector partners to deliver online services to residents more widely, quickly and reliably. The network supports more efficient operations in several service areas, including roads and traffic, water, wastewater and housing.



ECONOMIC
VITALITY

The network also supports economic prosperity. Robust fibre infrastructure helps businesses, especially in underserved areas, to expand their customer reach and operate more efficiently. It will also allow new businesses to start up where limited bandwidth would previously have made this difficult or even impossible.



HEALTHY
COMMUNITIES

Households without reliable and affordable broadband are increasingly at risk of being left behind as more health, education, government and other services are delivered online. Especially in remote areas, being able to access these services and socialize through online communities is essential to health and well-being.

Operating budget

The YorkNet 2021 net operating budget, at \$2.4 million, represents 0.2% of the total for the Region, an increase of \$0.1 million or 4.2 % from 2020. There is no change from the outlook for 2021 in last year's budget. In 2022, the net operating budget would grow to \$2.5 million.

A portion of YorkNet's operations is funded from revenues, which are projected to total \$0.6 million in 2021. Revenue is expected to grow more slowly than forecast in 2021 and 2022, owing to delays in connecting municipalities to the network. YorkNet will compensate with offsetting savings.

Under current funding arrangements, YorkNet plans to add a network architect in 2021 and an additional project manager in 2022 to support continued growth of the network.

If YorkNet is successful in its applications for funding from the federal Universal Broadband Fund and the provincial Improving Connectivity for Ontario program, both launched in 2020, it would be able to move ahead quickly on meeting the needs of the Region's underserved areas, as discussed in the capital budget section that follows and the box on page 200. Three additional staff, one of which is a temporary position, starting in 2022 would be recoverable from the capital budget. Revenues from connecting internet service providers could start as early as 2023 as the first sections of the network are completed.

YorkNet continues to increase its contribution to asset management reserves year-over-year as part of a phase-in that will continue until contributions reach the level needed to support full replacement cost.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	2,827	2,337	3,005	2,435
Status Quo	(76)	(76)	69	69
Revenues:				
Revenues (excl. senior government funding)	-	-	-	-
Senior Government Funding	-	-	-	-
Subtotal	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:				
Efficiencies	10	(120)	(30)	(30)
Program and Service Level Adjustments	-	-	-	-
Subtotal	10	(120)	(30)	(30)
Debt Servicing Net of Development Charges	-	-	-	-
Fiscal Strategy	-	-	-	-
Maintaining Service Levels for Growth	43	43	125	125
Enhancements and Transformation	201	251	30	(139)
Impacts of COVID-19	-	-	-	-
Approved Budget	3,005	2,435	3,199	2,460
Total Budget Change	\$	179	97	194
	%	6.33%	4.17%	6.45%
				1.05%
Outlook Restated	2,993	2,435	3,145	2,460
Increase/ (Decrease) from Outlook	12	-	54	-

Staffing changes

(Full-Time Equivalents)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	9.0		10.0	
New	1.0	11.11%	3.0	30.00%
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Approved Budget	10.0		13.0	
Budget Change	1.0	11.11%	3.0	30.00%
Outlook Restated	9.0		9.0	
Increase/ (Decrease) from Outlook	1.0		4.0	

Capital budget

YorkNet's approved capital budget for 2021 is \$9.7 million, or 1.3% of the Region's total for the year. This spending will enable the addition of another 114 kilometres of fibre to the network and make 206 new connections to Regional and local municipal facilities, including fire halls, paramedic stations, police stations, libraries and community centres. The Connect to Innovate project, which will be complete in 2021, accounts for 29% of the plan for the year.

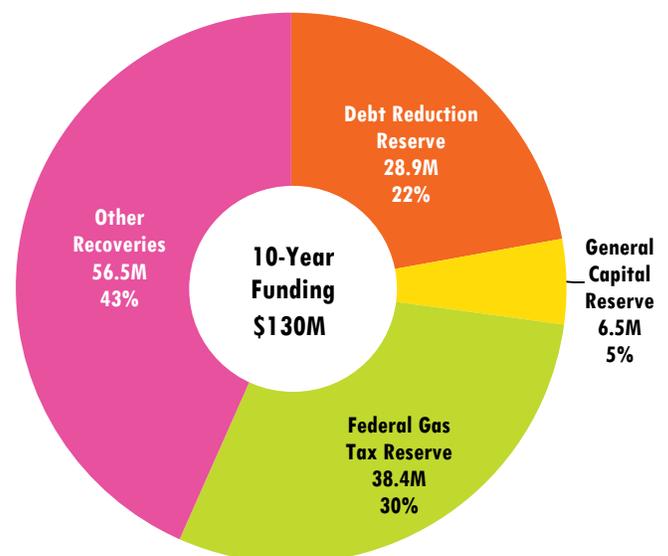
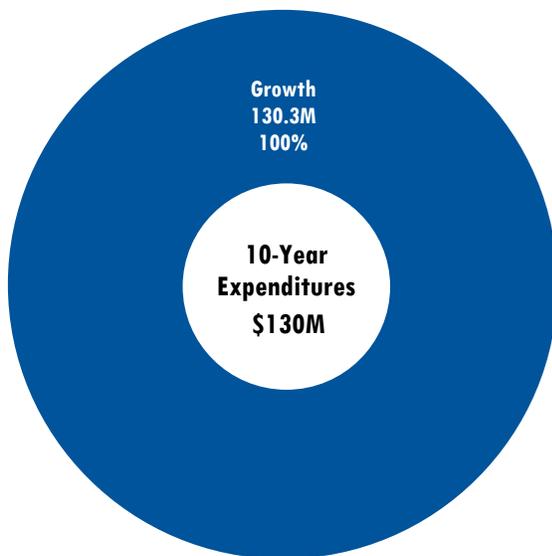
The YorkNet 10-year capital plan is \$130.3 million or 1.7 % of the Regional total. It is made up of a portfolio of projects included in last year's 10-year plan and a new initiative to improve rural connectivity.

The new initiative is conditional on third party funding, including new senior government programs:

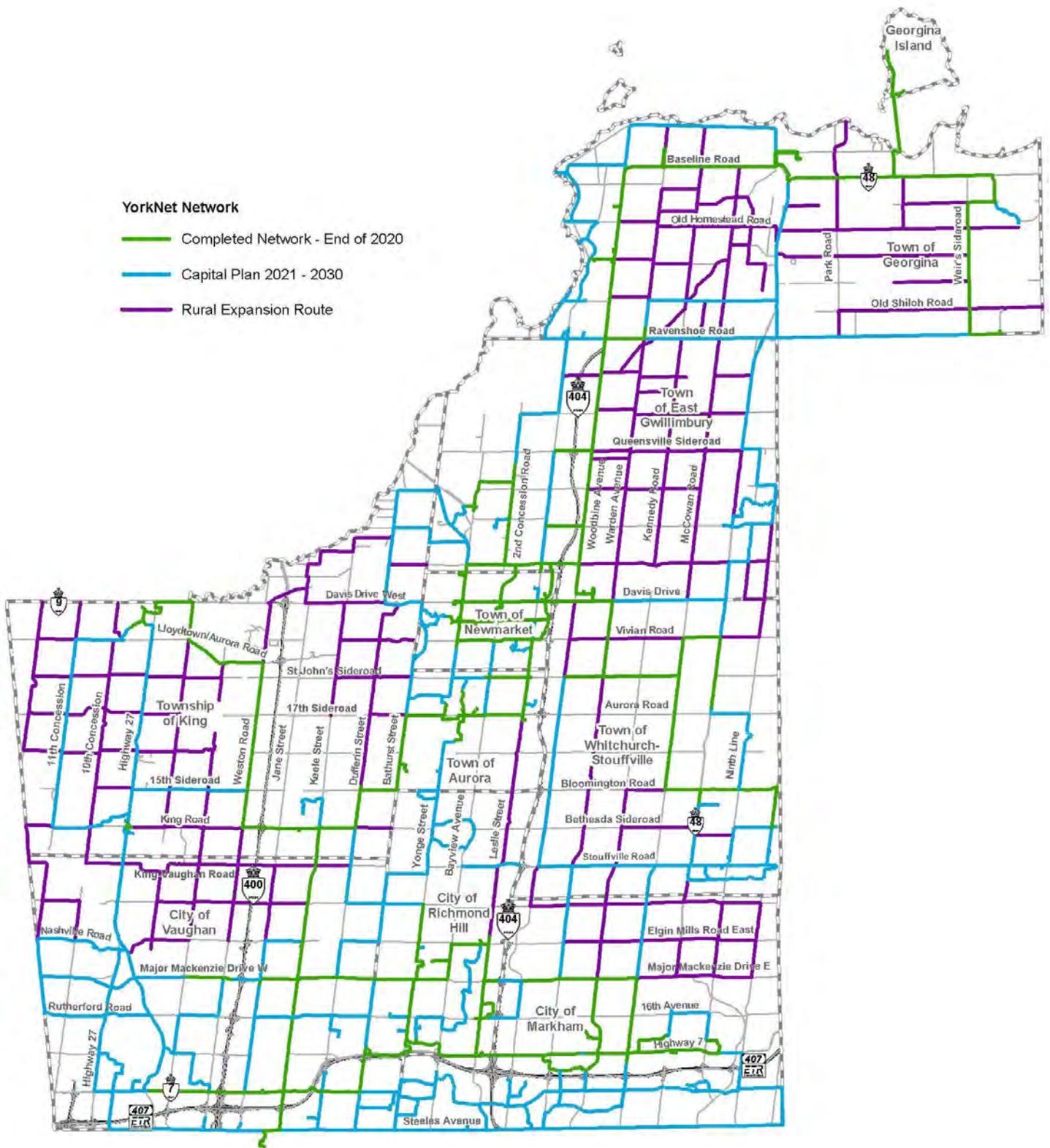
- The Improving Connectivity in Ontario program was announced in August 2020 as part of the provincial government's response to COVID-19 impacts and broadband gaps that were highlighted by working from home. YorkNet's application for funding proceeded through the first stage of evaluation and its Stage 2 application was submitted in early 2021.
- YorkNet also applied in early 2021 for funding under the Universal Broadband Fund, which was launched by the federal government in November 2020 to address the connectivity gap in rural and remote areas.

10-year capital budget

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
YorkNet								
Total Project Expenditures	9,704	22,152	22,830	23,424	24,133	28,039	130,282	54,686



YORKNET 10-YEAR CAPITAL PLAN MAP



The box on the right discusses disparities in broadband access within the Region that this funding would address.

The new rural initiative would cost \$83.6 million, including a small portion of the work from last year that had a rural focus. The capital plan assumes funding from the federal and provincial governments will be approved and other third-party funding will be available, which would make the Region's share roughly 35%.

The balance of capital funding, \$46.7 million, would support the existing plan. YorkNet proposes completing this work by 2028, several years earlier than planned, in order to save ongoing costs paid to other network providers. The total cost of this work would be the same, and the new rural initiative would be completed within the same time frame.

The map on page 199 shows the existing network and the sections needed to complete it. As well as extending the network, the capital plan includes building additional loops and redundancies to reduce the risk of service disruptions.

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 and water systems, more productive and to avoid costs associated with relying on external providers.

Investments in the fibre network make it possible to collect and analyze real-time data about usage and condition of transportation, water and wastewater and other infrastructure. Having this data helps Regional departments pinpoint potential problems early and develop more efficient and effective repair and maintenance programs for these complex and costly systems, with the goal of reducing lifecycle costs.

YorkNet is currently carrying out a cost-benefit analysis of network ownership that is expected to confirm that ownership gives the Region greater control over network diversity, capacity and availability, while avoiding costs to third-party service providers. Ownership also offers the potential of generating revenues.

COVID-19 HIGHLIGHTS RURAL NEEDS

COVID-19 highlighted dramatically why access to reliable high-speed internet is essential. Across the world, with widespread closures, people went online to work, get food delivered, and stay connected.

Experts predict that work from home and online service delivery, including learning and health care, will remain important options after the pandemic. Emerging digital trends such as artificial intelligence and smart grids will continue to radically reshape the nature of work and how people live day to day.

Online options will be especially valuable for people in remote areas, who often face long trips to work, school and other destinations — trips that can be hazardous or impossible in severe winter weather.

Benefiting from those opportunities will be difficult without reliable, affordable broadband. Unfortunately, the disparity in broadband access between the Region's rural and urban communities is a serious and growing concern.

A Canadian Internet Registration Authority study in summer 2020 showed the median urban download speed in the Region, at 51.54 megabits per second (Mbps), was almost ten times faster than the 5.62 Mbps recorded in rural areas. Moreover, urban download speeds had doubled from the start of the pandemic, while speed in rural areas was unchanged.

Mapping data shows about 14,000 households along 730 kilometres of Regional roads — in large areas of East Gwillimbury, Georgina and King, and pockets of Aurora, Markham, Richmond Hill, Vaughan and Whitchurch-Stouffville — are underserved.

New provincial and federal funding is available to address such service gaps, as discussed on page 198. If the Region succeeds in its applications, fibre will be installed along underserved roads much sooner than originally planned, providing internet service providers with the core infrastructure to deliver high-speed broadband at affordable rates.

LOOKING AHEAD

While YorkNet's main focus at present is on providing service to Regional government, its business plan includes expanding its presence with local municipalities and others to reduce their costs while providing revenues to continue improving service.

Ongoing changes in technology are offering greater network flexibility, which should improve opportunities for revenue generation. YorkNet has also identified ways to build the network more efficiently, for example by procuring materials separately to avoid markups, and working closely with designers to ensure the best route and construction options are selected.

The disruptions created by the pandemic response and need to work from home highlighted the central role that connectivity plays in ensuring economic well-being and reducing the risk of social isolation for residents across the Region, especially in rural, remote and other areas that lack reliable, robust service.

YorkNet seeks opportunities to leverage funding for broadband expansion, especially for residents and businesses underserved by Canadian standards. The federal Connect to Innovate funding will soon enable high-speed service in the Udora-Georgina Island area. Successful Regional applications for funding from the newly announced federal Universal Broadband Fund and provincial Improving Connectivity in Ontario program would greatly accelerate high-speed connectivity for all currently underserved or unserved areas.

INTENTIONAL BLANK



YORK REGIONAL POLICE

has as its mission to ensure the Region's citizens feel safe and secure through excellence in policing.

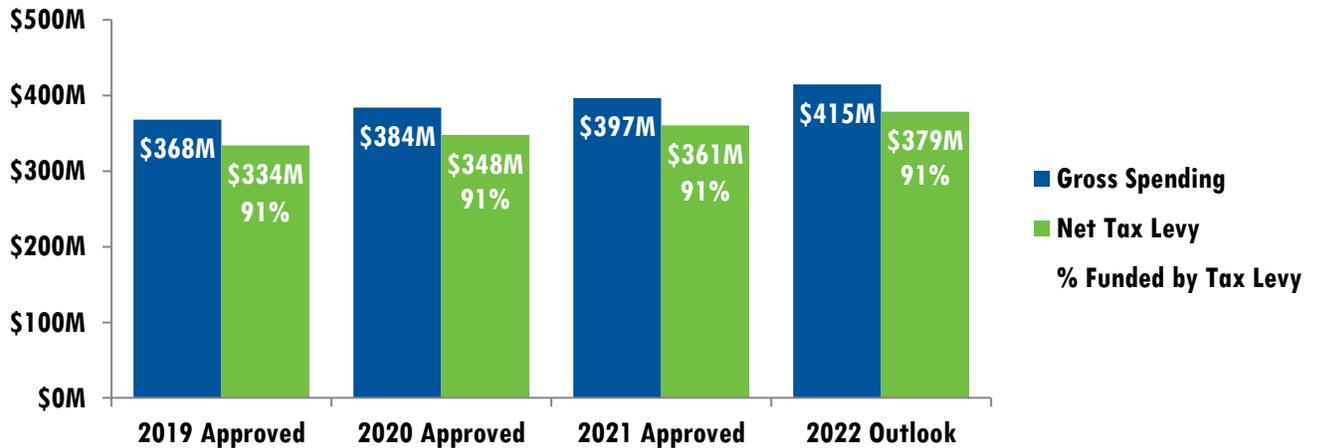


THE YORK REGIONAL POLICE OPERATING BUDGET IS...

**15% OF TOTAL
REGIONAL EXPENDITURES**

**29¢ ON THE
TAX DOLLAR**

2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

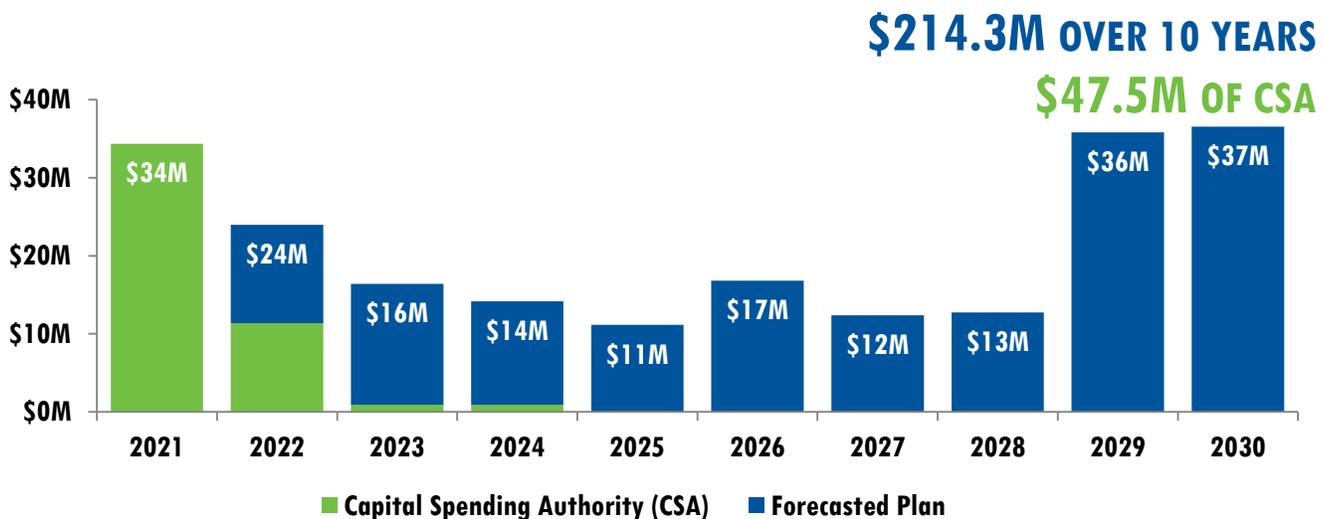


THE YORK REGIONAL POLICE CAPITAL BUDGET IS...

**2.8% OF THE
REGION'S 10-YEAR PLAN**

**1.6% OF
TOTAL CSA**

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (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 responding to new demands and challenges.

The service is governed by the provincial *Police Services Act*, which sets out principles designed to ensure the safety and security of people and property, the safeguarding of fundamental rights, cooperation with local communities, respect for and understanding of the needs of the victims of crime, and being sensitive to diversity. A seven-member civilian Police Services Board provides oversight, including reviewing and approving the police budget before it is presented to Council for final approval.

Operational services provided through the five district headquarters and two substations include patrol, criminal investigation, and community-oriented units that deal with crime prevention and first-line response.

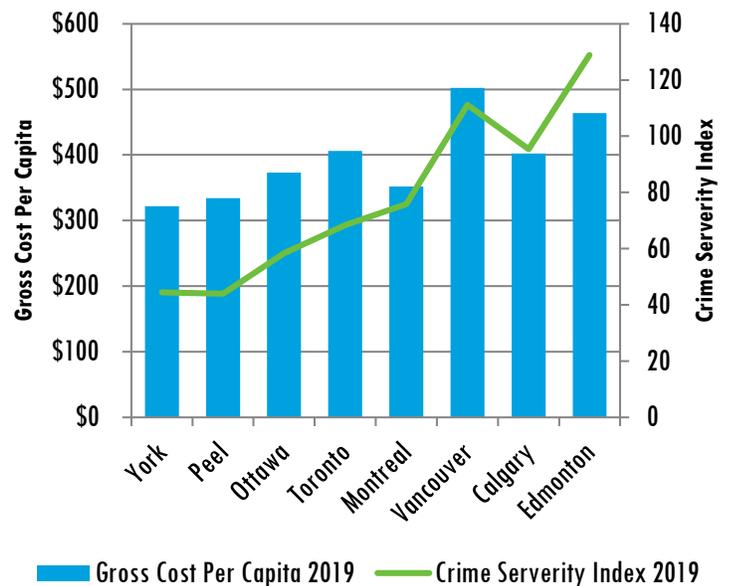
Additional services are provided out of police headquarters in Aurora:

- The support branch is responsible for field support, road safety and marine units, a real-time operations centre and 911 communications centre, and 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 of Police and several functions that support service-wide goals and standards.
- An administrative branch provides financial, infrastructure, staff and corporate development services.

2020 UPDATE

The restrictions put in place during the pandemic had a significant impact on crime trends in the Region. With many people at home, certain crime types were down, including crimes against persons, break and enters, and impaired operations. Others increased, however, including domestic violence and drug violations such as possession and trafficking. As noted in the Transportation Services chapter, stunt driving and street racing were also a problem, as roads generally carried less traffic.

NATIONAL POLICING COMPARATORS



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. Supporting safe communities at the most efficient cost directly relates to the Healthy Communities priority in the Strategic Plan.

The police service initially faced challenges procuring personal protective equipment and additional cleaning of facilities and vehicles, both of which were essential to continued operation. To support those who could work remotely, additional software licences were needed. These items added to operating expenses, but a range of savings, including fewer kilometres driven, less training and fewer special events, provided an offset.

With the closure of the Community Resource Centre for almost four months, the volume of requests for clearance checks, vulnerable sector screenings and fingerprint requests decreased significantly, reducing revenues. Other sources of revenue, such as paid officer duty at events and funerals also declined. These revenue shortfalls were difficult to mitigate within the year.

Despite the overall drop in crime, major and violent crimes linked to gangs and criminal organization were unabated during the pandemic. Investigations into this type of activity have become a focus for York Regional Police in recent years, usually in collaboration with other police services.

Recent accomplishments related to major investigations include:

- In April and May 2020, York Regional police executed 30 search warrants as part of Project Platinum, a joint-forces investigation into the tow truck industry. The investigation was launched because the competition for control of the towing market had resulted in murders, attempted murders, assaults, arsons, threats and property damage. Eleven tow trucks and more than 40 illegal firearms were seized.
- Careful scrutiny of surveillance video of a home invasion in Vaughan led York Regional Police to dismantling of a large gun and drug trafficking ring as part of Project Stanley. Recognizing that a crowbar used in the home invasion was sold at only one local store, police were able to identify the purchasers through the store's video footage. Seventeen people were charged with drug and weapon-related offences and 15 firearms were seized. The complex, around-the-clock investigation involved officers from three internal units, as well the Ontario Provincial Police and police services from Durham, Toronto, Peel, Sudbury, Hamilton and Halton.
- Project End Game began after police received information identifying underground casinos scattered throughout the City of Markham. The money moving through these underground casinos leads to huge profits for criminals that fund other ventures such as prostitution and drug trafficking. This illegal high-stakes gambling also leads to gun violence, armed robberies, kidnappings, extortion and other serious violent offences. Twenty-nine people face more than 70 charges as a result of the investigation, and \$10 million in assets and 11 firearms were also seized.
- Investigators from the Guns, Gangs and Drug Enforcement Unit of the Organized Crime Bureau seized roughly \$150 million worth of illegal cannabis, made 37 arrests and laid 67 charges as a result of Project Green Sweep. The seizures, arrests and charges came after police executed 15 search warrants at various indoor and outdoor grow operations in locations throughout the Region, including the City of Markham, King Township, and the towns of Whitchurch-Stouffville and East Gwillimbury.

WHAT SHAPES THE POLICE BUDGET



From the Region's perspective, York Regional Police Service supports the Community Result Area of Healthy Communities in the Strategic Plan. The service is also guided by its own business plan, available at <https://businessplan.yrp.ca/>.

The goals and objectives of the plan, which runs from 2020 to 2022, were developed through extensive consultation. Priorities identified by residents included greater police presence and visibility in neighbourhoods, engaging with diverse communities to build partnerships and relationships, communicating through different channels and in multiple languages, continuing to demonstrate cultural sensitivity and respect during interactions, preventing impaired, distracted and careless driving and promoting diversity and inclusion in hiring and training practices.

For members of the police service, continuing to develop organizational efficiencies and open, transparent communication were key priorities, along with attention to professional development, wellness, and inclusion. Members supported the goal of maintaining a superior police service amid a changing policing landscape.

In responding to this input, the plan places a strong focus on continuous operational improvement. It commits the police service to deploying and utilizing resources effectively to ensure workload balance, evaluating and developing infrastructure plans that meet the needs of the organization, and modernizing key business processes.

The Police Services Board approved the York Regional Police operating and capital budgets in November 2020. The operating budget represents 15.4% of the Region's 2021 total gross operating budget. Its capital program over the next 10 years, at \$214.3 million, accounts for 2.8% of the Region's 10-year capital plan.

YORK REGIONAL POLICE BUSINESS PLAN: OBJECTIVES AND ACTIONS

Our People:

- Professional Development – to encourage personal and professional growth to maximize the potential of all members
- Member Support – to cultivate an environment of professionalism, respect and wellbeing
- Technology and Innovation – to promote a culture that supports innovation to achieve strategic and operational objectives
- Continuous Improvement – to identify opportunities to improve services and processes

Our Community:

- Community Engagement – to maintain public trust and confidence through ongoing positive interaction and outreach with our community
- Operational Service Delivery – to enhance and modernize operations that ensure the safety and security of our community
- Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community
- Equity and Inclusion – to strengthen positive practices that reduce barriers and foster belonging between police and community

For the complete plan, please go to <https://businessplan.yrp.ca/>.

Operating budget

In line with the 2020-22 business plan, the York Regional Police operating budget focuses on front-line modernization to improve efficiency while maintaining quality service. The box on the next page, titled Project Nova, provides more details of this initiative.

Year-over-year operating budget changes

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Opening Budget	384,225	347,951	396,764	360,652
Status Quo	10,967	10,583	16,070	16,570
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	383	383	465	465
Maintaining Service Levels for Growth	1,027	1,027	1,662	1,662
Enhancements and Transformation	-	-	-	-
Impacts of COVID-19	162	709	(55)	(506)
Approved Budget	396,764	360,652	414,906	378,843
Total Budget Change	\$	12,539	12,702	18,142
	%	3.26%	3.65%	4.57%
			5.04%	
Outlook Restated	396,561	360,652	411,396	374,199
Increase/ (Decrease) from Outlook	203	(0)	3,510	4,644

Staffing changes

(Full-Time Equivalents)	2021		2022	
	FTE	% Change	FTE	% Change
Opening	2,354.0		2,377.0	
New	23.0	0.98%	34.0	1.43%
Conversions	-	-	-	-
Program Reductions	-	-	-	-
Approved Budget	2,377.0		2,411.0	
Budget Change	23.0	0.98%	34.0	1.43%
Outlook Restated	2,388.0		2,422.0	
Increase/ (Decrease) from Outlook	(11.0)		(11.0)	

The gross budget for 2021 of \$396.8 million represents a 3.3% increase from 2020. The increase for 2022, the final year of the current budget cycle, is 4.6%.

The tax levy funds 90.9% of the gross police operating budget. Provincial grants and subsidies are expected to provide \$14.3 million, or 3.6% of operating funding. This is an increase of \$205,058 from the outlook last year, reflecting increases in the Proceeds of Crime and Court Security and Prisoner Transportation grants of \$115,058 and \$90,000 respectively.

Other non-tax revenue sources include paid duties, information management, responding to alarms, and providing motor vehicle accident reports for insurance purposes. Together other non-tax revenue sources account for 5.6% of total funding.

In 2020, York Regional Police changed how they respond to alarm calls, 99.5% of which are typically false alarms. In line with the practice of neighbouring police services, greater verification is now needed before officers are dispatched. Because the alarm system owner is charged for a false alarm response, revenue from this source has been reduced. Over time, however, the police service expects to achieve better overall outcomes by “right-sizing” staffing and focusing resources on more productive activities.

The approved 2021 net operating budget is \$12.7 million, or 3.7% higher than in 2020, due mainly to higher costs for goods, services, salaries and benefits, ongoing impacts of COVID-19 on cleaning and other costs, and staffing increases to meet policing needs that are becoming more complex. In 2021, 11 of 23 new positions will focus on tackling violent and organized crimes. A further 11 will support member wellness by enhancing internal psychological services and increasing staffing in some areas to help manage workload demands. The final position will respond to recent judicial decisions that will require more resources for crime reconstruction.

While the approved 2021 net operating budget remains unchanged from the outlook, several unexpected factors increased the outlook for costs and reduced projected revenues. The police service was able to offset these pressures by reducing new hires to 23 from the previous outlook of 34, finding efficiencies through Project Nova, and incorporating new savings.

PROJECT NOVA: DELIVERING ON FRONT-LINE MODERNIZATION

Project Nova is developing innovative solutions by bringing together a diverse team of experts, engaging police service members and leveraging evidence-based research. The initiative has already:

- Made 4,100 more hours of officer time available for higher priorities and resulted in 10,000 fewer dispatches of cruisers by requiring greater verification of alarm calls.
- Carried out a two-month pilot project involving the Call Diversion Unit and a crisis support worker to handle mental health-related calls. This allowed almost three-quarters of calls to be diverted and saved close to \$73,000 in frontline resources.
- Found savings by contracting with a third party to pick up and deliver prisoner meals and no longer requiring uniform officers to act as couriers for arrest warrants

In 2021, Project Nova will continue to focus on alternative service delivery strategies, including prisoner management, frontline supervision and scheduling, to make the best use of frontline policing.

Capital budget

The police capital budget for 2021 is \$34.3 million, of which \$20.1 million is for building and renewing facilities. The balance is for information technology and vehicles (\$5.2 million and \$4.5 million respectively), and \$4.6 million in specialized and communications equipment.

Development charges will fund \$15.5 million of capital needs in 2021, coming from reserves.

The \$214.3 million 10-year capital plan includes investments of \$54.1 million in facilities, including a new substation and renovation of existing facilities, and \$46.2 million in information technology to refresh and modernize service delivery, including enhancements to a business intelligence solution.

The service will also spend \$59.6 million on fleet, including air and water-based vehicles, and a further \$54.4 million on specialized and communications equipment over 10 years.

The capital plan includes:

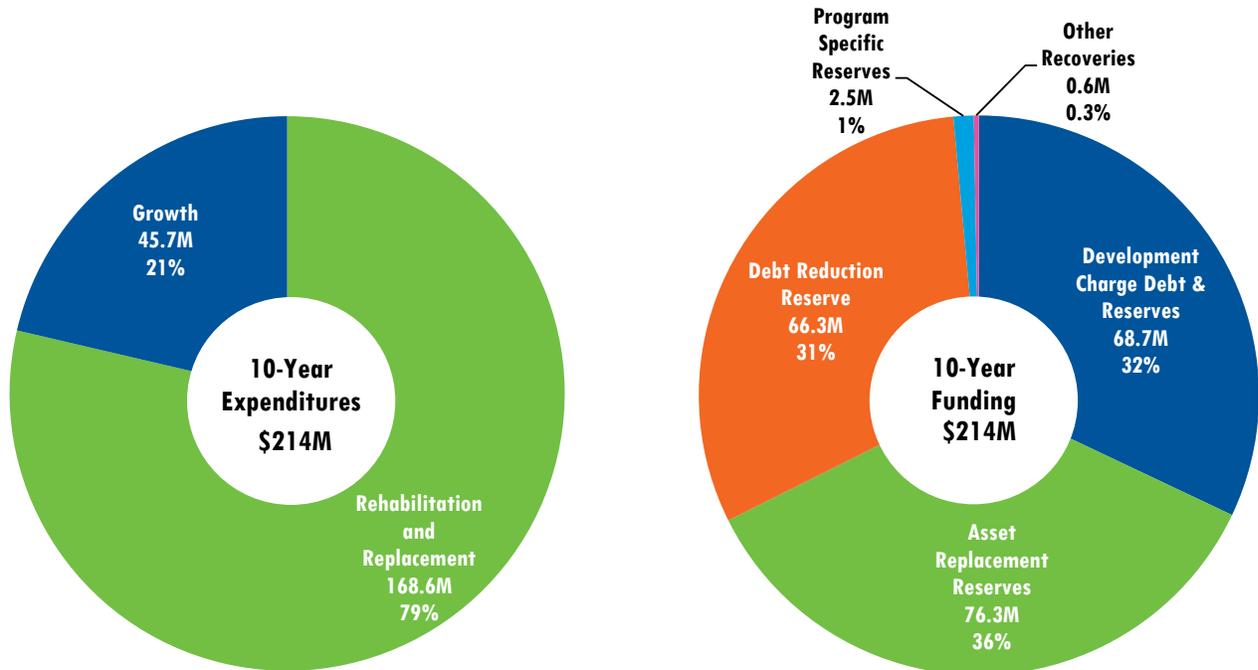
- New District 1 Headquarters. This project will replace the existing headquarters, which is almost 60 years old. At 43,000 square feet, including parking for 200 vehicles, the larger facility will support population growth in the district. Timelines have been extended as a result of pandemic-related delays in tendering the project.
- Land bank acquisition. The proposed purchase of land for a police substation would support population growth, as identified in the 20-year Facilities Master Plan.
- Information technology software and equipment. As part of the Connected Officer modernization project, laptops in police vehicles are being replaced with tablets, with work expected to be completed in 2021. The police service is also investing in digital evidence management software to streamline the collection, analysis and sharing of digital evidence with the Crown, other police agencies and members of the public, with the potential to greatly enhance service.
- Furniture, body armour and conductive energy equipment for additional staff as the police service grows to serve a larger population.

The 10-year capital plan is backed up by a 100-year outlook to ensure assets are purchased, constructed and maintained in a responsible way that meets future demand and gives taxpayers the best value for money. Asset management is guided by a State of Infrastructure Report that identified initiatives to renovate facilities and modernize software to minimize life cycle costs.

Over the 10 years of the capital plan, 78.7% of capital spending will go to renewal and replacement. This proportion is high compared to most other service areas because of the relatively short service life of police vehicles and the ongoing need for equipment refresh.

10-year capital budget

(in \$000s)	2021	2022	2023	2024	2025	2026-2030	10-Year Total	Capital Spending Authority
York Regional Police:								
Total Project Expenditures	34,344	23,972	16,420	14,161	11,139	114,272	214,308	47,486



OPERATING IMPACT OF CAPITAL

As the population grows, York Regional Police must maintain front-line positions and ensure they have the assets needed to do their job, such as vehicles and facilities. The way that these investments are made can result in more efficient operations, which helps to manage operating costs as the size of the asset base grows. The service also makes capital investments like new communications tools and other front-line equipment to improve service quality and ensure greater safety for officers and the public.

LOOKING AHEAD

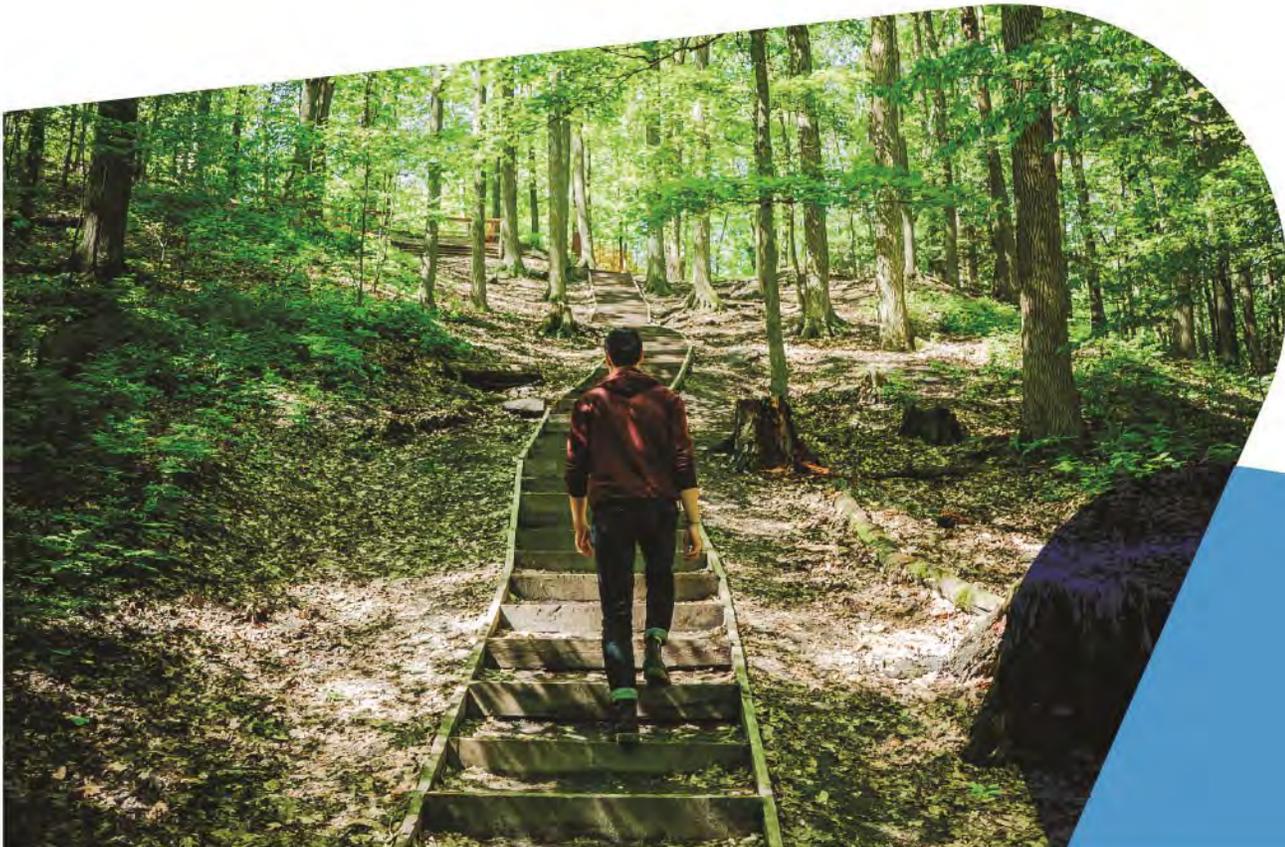
York Regional Police operates under the guidance of a corporate business plan published every three years. The current plan, covering the years 2020 to 2022 inclusive, is available at <https://businessplan.yrp.ca/>.

INTENTIONAL BLANK



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

To this point, the budget book has focused mainly on how the budget will be spent, whether on day-to-day programs and services or on major assets that may last for decades.

How the Region pays for these things is equally important. As the Planning and Budgeting chapter noted, the Region has essentially four sources of revenue: the tax levy; development charges; grants and subsidies from senior levels of government; and other non-tax revenues, including user rates, fees and other charges. The proceeds of debt and drawdowns from reserves are sources of cash for budgeting, but they are not in themselves revenues.

The budget balance involves meeting residents' needs with the appropriate source of funding. For the operating budget, this is usually straightforward, because operating costs are driven largely by inflation and population growth, and therefore change fairly predictably from year to year. Property taxes and non-tax revenues often grow in a similar pattern, making for a relatively good match. It is also a match in terms of fairness, because today's residents benefit from today's operating spending.

As 2020 showed, however, unexpected events of significant magnitude can disrupt the expectation of steady change in costs and revenues. The Region's quick attention to cutting internal costs and its commitment to maintaining reserves for unforeseen fiscal shifts served it well in 2020 and will continue to do so. Nonetheless, additional senior government funding was needed so that the Region could balance its operating budget as required under the provincial *Municipal Act*.

Where capital spending is concerned, development charges are the main source of funding for projects to service new growth. Projects usually need to be built, however, before related development charges are collected. This creates a timing mismatch. It also involves uncertainty because development charge collections vary based on actual development, which can be challenging to forecast. As well, recent provincial changes to the development charge framework have created challenges for the Region's ability to pay for new growth-related infrastructure, as discussed in the Budget Context chapter.

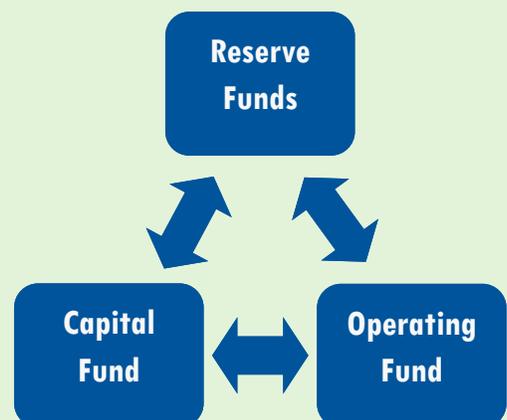
BUDGETING BY FUNDS EMPHASIZES ACCOUNTABILITY

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 fund:

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, 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 218.



Once growth-related assets are built, funds must be available to care for and, in many cases, eventually replace them. These asset management costs are large and take place at irregular intervals well into the future. Funding them as needed each year would require property taxes and other revenue sources to fluctuate constantly, which is impractical. It also raises the question of fairness to the residents who would pay in a given year, because the benefits last for decades.

The Region, like other municipalities in Ontario, has two main ways of smoothing out funding for capital spending needs:

- Under provincial legislation, it may borrow up to a specified limit to pay for capital projects. This amount is called the Annual Repayment Limit. Borrowings and interest must be repaid from revenues. If this share becomes too great, it cuts into the resources available for other services and puts financial sustainability at risk.
- The Region may also build up reserves over time. This does not involve future borrowing repayment or interest costs. It does mean, however, that a share of current revenues is being set aside for future needs.

Operating and capital budgets by fund use and source

(\$ in 000s)	2021 Approved		2022 Outlook	
	Operating	Capital	Operating	Capital
Usage of Funds:				
Transportation Services	488,143	354,867	523,179	437,717
York Region Rapid Transit Corporation	36,419	35,162	35,554	10,889
Environmental Services	635,090	208,509	645,306	265,064
Community and Health Services	748,690	58,384	697,368	90,929
Corporate Management and Governance	116,321	62,033	122,943	58,013
Court Services	15,743	184	16,384	120
Financial Initiatives	105,650	-	99,008	-
External Partners	39,485	-	42,028	-
YorkNet	3,005	9,704	3,199	22,152
York Regional Police	396,764	34,344	414,906	23,972
Total	2,585,311	763,186	2,599,876	908,856
Source of Funds:				
General Tax Levy	1,223,126	-	1,269,580	-
User Rates	393,733	-	414,390	-
Fees and Charges	64,039	-	65,427	-
Reserves	43,739	429,563	101,191	533,598
Development Charge Reserve Draws	284,381	153,081	286,833	173,762
Grants and Subsidies	543,794	30,562	430,247	20,860
Debenture Proceeds	-	116,086	-	117,553
Other Revenues/Recoveries*	32,499	33,895	32,208	63,083
Total	2,585,311	763,186	2,599,876	908,856

* Included in Other Revenues/Recoveries: Fine Revenue and Third Party Funding

The Regional Fiscal Strategy, first adopted by Council for the 2014 budget and updated annually since, sets out the balanced use of these financing tools with the goals of ensuring both financial sustainability and fairness over time (fairness over time is also referred to as “intergenerational equity”).

THREE ELEMENTS OF THE REGIONAL FISCAL STRATEGY

The fiscal strategy consists of three related elements, as shown in the diagram below.

The balancing of these elements creates financial sustainability, which is the means by which the Region continues to provide needed services to residents without being exposed to undue fiscal risk.

Financial sustainability generally favours the building up of reserves over the use of debt to avoid diverting too much of the budget into debt servicing costs. It does recognize that debt can be used judiciously to close a gap between the need to spend money on a capital project before the funding arrives. This is typically the case with growth-related capital. Use of debt, however, must be carefully managed.

In acting on the fiscal strategy, decision-makers also apply the principle of fairness over time. This principle aims to ensure no taxpayer at a given point in time benefits at the expense of a taxpayer at another point in time. This works in both directions — today’s residents should not be unduly burdened to pay for projects that will largely benefit later residents, and future residents should not be unduly burdened with the costs of projects that largely benefited past residents.

Financial sustainability and fairness over time affect how the fiscal strategy works in practice:

- Debt is used only as a tool to bridge the timing difference between when a growth-related asset is built and when it is paid for by development charges.
- Reserves are used to pay for the portion of growth-related assets not recovered from development charges. Adequate funds need to be set aside for when those costs occur.
- Reserves are also used to pay for asset management. To ensure all residents pay a fair share, 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 first point has further implications for the fiscal strategy. 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 through managing the capital plan.

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 \$3.2 billion for asset management and \$4.6 billion in growth-related projects.

Asset management spending relies largely on asset replacement reserves funded by the tax levy and user rates. As asset management needs increase, however, and new growth-related projects are added to the capital plan, contributions to the reserve are falling below the level needed to ensure fiscal sustainability and fairness to future taxpayers.

On the growth side, roughly 60% of spending is expected to be funded from development charge debt and reserves, with the rest coming from tax levy reserves, federal gas tax funding, cost recoveries from local municipalities, and federal and provincial grants.

Pacing growth-related projects in line with a realistic population forecast is critical. *A Place to Grow*, the provincial growth plan, sets out population and employment targets for municipalities in south-central Ontario. The Regional Official Plan, master plans of the Transportation Services and Environmental Services departments, and Region's capital plan incorporate these targets.

For close to a decade, however, the Region has not been growing as fast as forecast. From mid-2011 to mid-2019, population grew by just over 15,000 residents a year, or about 60% of the forecast level. This has been a major reason for lower-than-expected development charge collections.

Initially, the Region used more debt financing so that projects could go ahead while waiting for development to catch up. As the gap persisted, however, the Region deferred some planned spending and adopted other prudent capital planning processes. These measures helped to ensure projects align more closely with expected growth to limit the amount and duration of borrowing.

As discussed in the Budget Context chapter, the provincial growth plan targets were recently updated to forecast a population of just over two million people and almost one million jobs in the Region by 2051. The Region is currently undertaking a Municipal Comprehensive Review to update the Regional Official Plan and related master plans to reflect these new figures. The updated master plans will, in turn, inform the Region's 2022 development charge bylaw.

York 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 affecting collections, such as the provincial legislative changes discussed in the Budget Context chapter.

The current forecast is that development charge collections will total \$3.6 billion from 2021 to 2030. This is an increase of \$0.3 billion from the 10-year forecast a year ago largely because of changes in provincial legislation in the interim. The Budget Context chapter provides details.

At the same time, given below-forecast growth since 2011, planning must also recognize the potential impacts if growth does not occur as forecast. For long-term financial sustainability, the Region is looking at ways to better align new infrastructure investment with the pace and location of growth.

RESERVE MANAGEMENT

Reserves are a valuable component of the fiscal strategy. 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. In addition, because the Region’s reserves include significant liquidity in the form of cash and cash equivalents, they promote investor confidence and help to preserve its credit ratings.

Because pressures related to COVID-19 would continue in 2021 and 2022, in December 2020 Regional Council approved creation of a new Pandemic Management Reserve Fund. The report estimated the 2020 year-end balance to be \$62.9 million. This figure may change once 2020 year-end results are finalized.

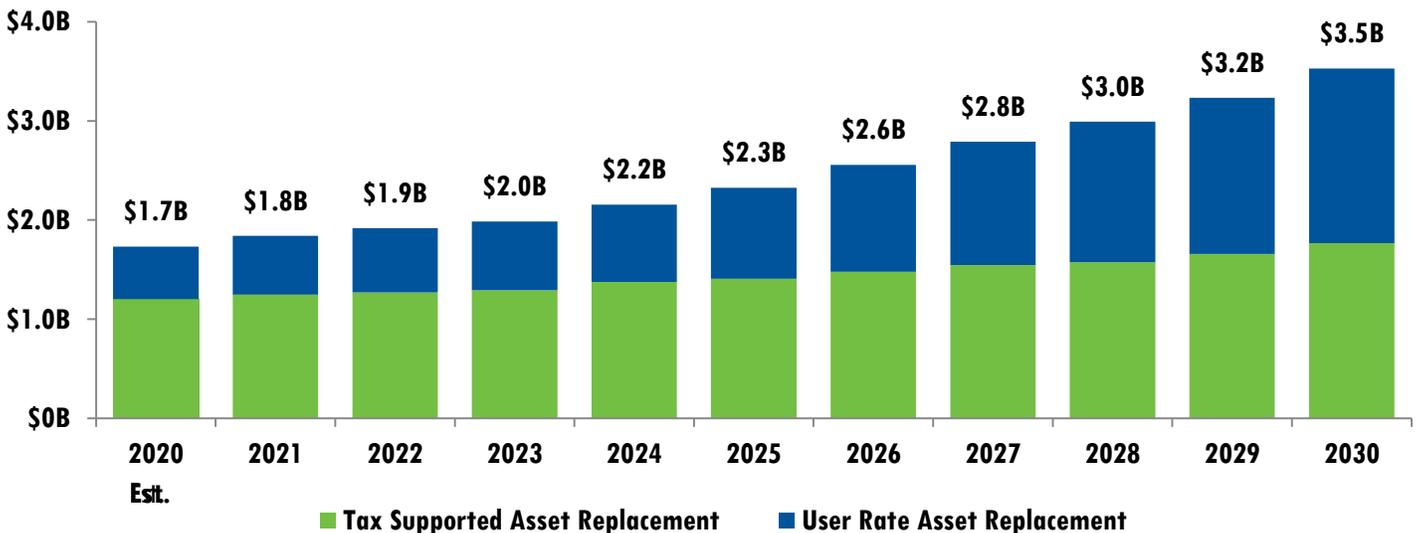
At the time of establishing the reserve, Regional Council temporarily suspended the existing Surplus Management Policy, so that any operating surplus achieved by the Region could go directly into the new reserve fund. The creation of reserve fund also complies with a provincial requirement that municipalities hold in a dedicated reserve any excess 2020 funding from the Phase 1 Safe Restart Agreement to offset future pressures. The same requirement applies to any further pandemic-related funding from senior levels of government not earmarked for specific programs.

The Region’s 60 reserves, including the new Pandemic Management Reserve, are expected to hold a total of \$3.2 billion at December 31, 2020.

There are 37 capital-related reserves, which together account for 77% of the total:

- Development charges are collected on new development and intended to cover much of the costs of growth-related capital investments, including roads, water and wastewater, and transit. Held separately as required by law and drawn down to pay for projects as needed, these reserves are expected to total \$275.7 million at 2020 year-end.

Asset replacement reserves are growing, but must keep pace with needs



- Asset replacement reserves, which are set aside to rehabilitate and replace capital assets, are expected to total \$1.7 billion at 2020 year-end. Of that amount, \$1.2 billion is for tax-levy-funded spending on assets like roads and paramedic response stations, while \$0.5 billion is for user-rate-funded spending on water and wastewater assets.
- Capital reserves are expected to total \$457.3 million by 2020 year-end:
 - ◊ Program-specific reserves are earmarked to fund potential future needs in such areas as social housing, non-profit housing capital repairs and maintenance, and waste management. Together, these reserves are expected to total \$335.9 million at 2020 year-end.
 - ◊ The Federal Gas Tax Reserve reflects ongoing funding that the Region uses mainly to fund transit and road infrastructure and expand the fibre optic network. The balance is expected to total \$86.1 million at 2020 year-end.
 - ◊ The Roads Capital Acceleration Reserve was created to allow priority roads projects to be accelerated. It is forecast to total \$35.2 million at 2020 year-end. The reserve is expected to fund roughly \$200 million of the \$331.6 million total cost of 14 priority roads projects in the 10-year capital plan, with other sources making up the balance.

Reserve Schedule to 2022

(\$ in 000s)	2020 Estimate	2021 Approved		2022 Outlook	
	Ending	Change	Ending	Change	Ending
Development Charge Reserves	275,748	(55,893)	219,856	6,830	226,686
Asset Replacement Reserves:					
Tax Levy Funded Assets	1,203,270	44,231	1,247,502	4,122	1,251,624
User Rate Funded Assets	528,355	64,378	592,733	53,382	646,115
	1,731,626	108,609	1,840,235	57,504	1,897,739
Capital Reserves:					
Program Specific and Other	335,944	(14,470)	321,474	(35,787)	285,687
Federal Gas Tax	86,087	(40,917)	45,170	(30,647)	14,522
Roads Capital Acceleration	35,242	11,891	47,133	2,091	49,224
	457,273	(43,496)	413,777	(64,344)	349,433
Corporate Reserves:					
Debt Reduction Reserve	241,660	58,864	300,524	45,574	346,098
Fiscal Stabilization	50,154	1,354	51,508	1,523	53,031
Tax Stabilization	58,744	(571)	58,173	(302)	57,871
Water Rate Stabilization	24,597	472	25,069	520	25,588
Wastewater Rate Stabilization	33,926	663	34,589	739	35,327
Pandemic Management Reserve	62,900	943	63,843	(55,936)	7,908
Working Capital	44,552	-	44,552	-	44,552
Other Reserves	104,974	853	105,827	(860)	104,967
	621,507	62,578	684,085	(8,743)	675,343
Human Resources Reserves	115,501	3,939	119,440	2,875	122,315
Total	3,201,655	75,738	3,277,392	(5,877)	3,271,515

Corporate reserves are expected to total \$621.5 million by 2020 year-end. Intended to support better financial management and manage operational risks, they include:

- The Debt Reduction Reserve, which was established to reduce or eliminate the need to issue previously approved tax-levy funded debt and avoid such debt in future. This reserve is expected to total \$241.7 million at 2020 year-end. Funded by contributions from the tax levy, it pays for capital enhancements and the share of growth-related projects not fully funded by development charges. Since its creation in 2014, it has funded over \$383.6 million in capital investments that would have otherwise be funded by debt. Over the next 10 years, it is expected to fund a further \$435.5 million in investments, including \$42 million for roads over 2026 to 2028 through the Roads Capital Acceleration Reserve.
- Several stabilization reserves that are designed to manage risks arising from short-term unforeseeable changes in costs, revenues, or both, and that would be available if pandemic-related costs were to continue after the Pandemic Management Reserve Fund was fully drawn down.
- A Working Capital Reserve to help offset borrowing costs which arise during the year due to timing differences between tax revenue receipts and spending needs.

Human resource reserves, which are expected to total \$115.5 million by 2020 year-end, address such future liabilities as long-term disability and worker's compensation.

Through the 2021 budget, total reserves are expected to increase to \$3.3 billion by 2021 year-end and continue to grow beyond then. Total reserves are expected to reach \$5.2 billion in 2030. Major changes would include:

- Asset replacement reserves are planned to increase by \$108.6 million in 2021. As a result of ongoing contributions, the reserve balances are expected to grow to \$3.7 billion by 2030. Nonetheless, further contributions will be needed. The replacement value of the Region's assets is more than \$15 billion, and the current 10-year capital plan includes a need to spend \$3.2 billion on asset renewal out to 2030. Over that same period, about \$4.5 billion in new growth-related projects will be added to the Region's capital stock, adding to asset renewal needs as soon as they go into service.
- Development charge reserves are expected to decrease by \$55.9 million in 2021. Based on the current forecast, development charge collections are predicted to be less than debt charges in some years. When this happens, development charge reserves are drawn to pay the debt charges.
- The 2021 contribution to the Roads Capital Acceleration Reserve is expected to be \$16.5 million, with the balance reaching \$47.1 million by 2021 year-end. As priority projects move ahead, the reserve will be drawn down. As a result, it is expected to have a minimal balance by 2029.
- Other capital reserves will decrease by \$22.0 million over 10 years, to reach a total of \$400.2 million in 2030.
- The Debt Reduction Reserve will grow by \$429.8 million over 10 years, to reach a total of \$671.5 million in 2030.
- Other corporate reserves are expected to decrease by a total of \$14.9 million over 10 years, reaching a total of \$295.7 million in 2030.

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 estimated to be \$832 million at December 31, 2020.

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. Recognizing York Region's unique borrowing needs related to growth, the province also 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 Region plans to remain well within this limit. In 2021, the annual repayment limit is \$684 million while debt repayments and financial obligations are planned at \$397 million.

To qualify for the supplement, the Region must meet two conditions:

- Maintain at least an AA low (or equivalent) credit rating
- As part of the preparation of the annual budget, have Council adopt or affirm a plan for the management of long-term debt and financial obligations

The debt management plan in this budget shows the Region needing to issue about \$2.3 billion in new debt and repaying \$2.5 billion of its existing and new debt over the next 10 years. The table on the right shows debt principal and interest repayments until 2022. Net debt at the end of 2030 is expected to be around \$2.6 billion. (In this context, "net debt" is defined as gross outstanding debt less the sinking fund.)

It should be noted, however, that the current debt management plan does not include additional debt needed to fund the Region's share of the Yonge Subway Extension. A preliminary agreement with the provincial government has been reached on the project and Regional staff are developing potential funding plans.

The Region continues to improve 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 then, the total outstanding debt, net of the sinking fund, peaked at \$2.9 billion in 2017. The Region issued \$410 million in new debt in 2020.

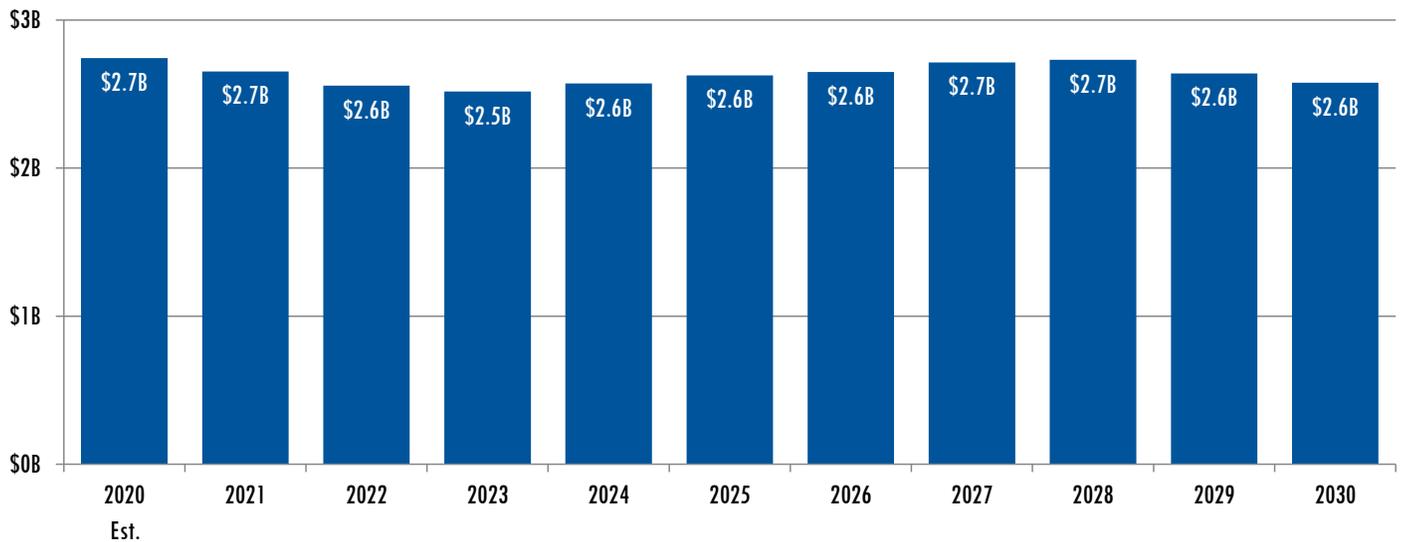
DEBT PRINCIPAL AND INTEREST REPAYMENTS			
(\$ in 000s)	2020 Estimate	2021	2022
Development Charge Reserves:			
Principal	145,735	176,876	180,894
Interest	104,498	100,517	98,914
	250,233	277,393	279,808
Water and Wastewater User Rate:			
Principal	7,212	6,421	6,716
Interest	5,790	5,397	5,237
	13,002	11,818	11,953
Tax Levy:			
Principal	5,482	3,902	3,110
Interest	2,871	2,334	2,190
	8,353	6,236	5,300
Housing York Rental Fees:			
Principal	955	975	996
Interest	926	906	998
	1,881	1,881	1,994
Provincial Funding:			
Principal	231	236	305
Interest	207	173	138
	438	409	443
York Region Total			
Principal	159,615	188,410	192,021
Interest	114,292	109,327	107,477
Total	273,907	297,737	299,498

As a result of avoiding debt and building reserves, the Region became a net investor — that is, it had more reserves than debt — by 2019 year-end and maintained that status in 2020, as shown in the graph below.

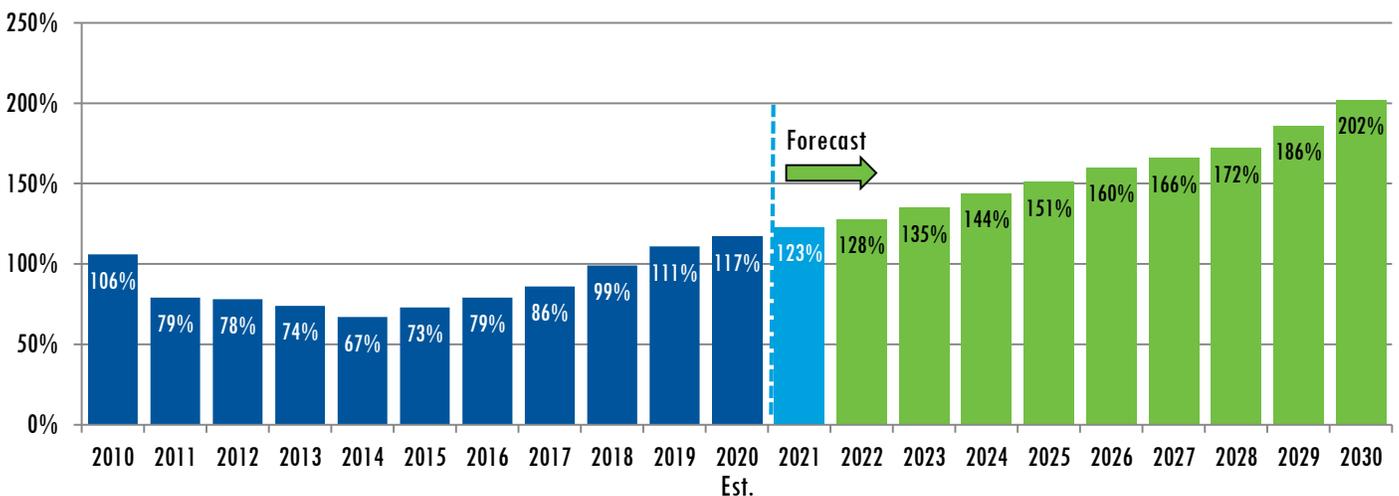
CREDIT AGENCIES CONFIRM HIGH RATINGS DESPITE PANDEMIC IMPACTS

In 2020, both Moody's Investors Service and S&P Global Ratings reaffirmed their credit ratings for York Region. The Moody's rating is Aaa/ Stable, the highest possible. While S&P's is slightly lower at AA+, the rating agency's outlook for York Region is positive. In affirming the outlook in 2020, S&P noted that despite the pandemic improvement to AAA was possible "should economic growth continue to support a larger assessment base and that a high level of growth-related capital revenue supports York's evolving capital program."

Outlook for debt, net of sinking fund



Ratio of reserves to debt passed 100% in 2019, is expected to continue growing



Both agencies cited the Region's:

- High level of cash and investments
- Prudent and far-sighted financial management, including its commitment to fiscal sustainability and improved capital planning
- Track record of positive operating outcomes
- Diversified and expanding economy
- Considerable budgetary flexibility

Both agencies expressed the view of these factors would enable the Region to weather the effects of the pandemic without significant fiscal impact. While both agencies highlighted the Region's considerable level of cash and other liquid assets, they continued to be concerned with its high level of debt, especially relative to other Canadian municipalities.

To regain a AAA rating with S&P and maintain its current Moody's rating, the Region must continue to closely monitor the capital plan to ensure capital spending remains consistent with population growth, and maintain its commitment to fiscal sustainability. These are key parts of the fiscal strategy.

INTENTIONAL BLANK

LIST OF APPENDICES

Operating Budget Appendix	227
----------------------------------	-----

Capital Budget Appendices	
----------------------------------	--

Transportation Services	
Transit Services	229
Roads	235

York Region Rapid Transit Corporation	255
---------------------------------------	-----

Environmental Services	
Water	259
Wastewater	266
Waste Management	274
Forestry	278
Energy Management	281

Community and Health Services	
Housing Services	285
Paramedic Services	288
Long-term Care/Seniors' Services	291
Public Health	294

Corporate Management and Governance	
Finance	297
Property Services	300

Court Services	305
----------------	-----

YorkNet	309
---------	-----

York Regional Police	313
----------------------	-----

INTENTIONAL BLANK

OPERATING BUDGET APPENDIX

The figures reflected in the operating budget appendix are prepared on the modified accrual basis of accounting used for the budget. The intent of these schedules is to show the operating results compared to the budget. For the full accrual budget, which incorporates both operating and capital budgets, please see the Accrual Budget Presentation chapter.

Operating financial summary

(in \$000s)	2018 Actual	2019 Actual	2020 Actual	2021 Approved	2022 Outlook
Operating Expenditures:					
Salaries and Benefits	745,721	778,965	821,040	909,347	905,779
Program Specific Costs	534,965	558,036	593,593	621,192	617,163
Professional/Contracted Services	122,735	130,444	127,228	137,615	132,875
General Expenses	77,683	77,973	68,556	87,013	91,383
Financial Charges and Insurance	6,641	17,561	(5,017)	24,157	14,608
Occupancy Costs	58,043	58,070	60,953	73,712	75,908
Contribution to Reserves	497,097	603,512	673,277	504,426	529,573
Internal Charges/Recoveries	-	-	(27)	24	24
Minor Capital	3,093	2,082	2,728	5,629	3,453
Debt Principal and Interest	292,339	333,680	293,986	297,738	299,500
Direct Charges & Intradepartmental Costs	(73,617)	(74,855)	(70,236)	(75,542)	(70,391)
Total Expenditures	2,264,700	2,485,468	2,566,081	2,585,311	2,599,876
Revenues:					
Grants and Subsidies	(409,563)	(419,655)	(477,181)	(543,794)	(430,247)
User Fees	(390,377)	(430,068)	(407,066)	(393,733)	(414,390)
Fees and Charges	(93,871)	(113,925)	(74,288)	(64,039)	(65,427)
Development Charges	(243,009)	(237,093)	(251,475)	(284,381)	(286,833)
Contribution from Reserves	(35,973)	(112,645)	(136,151)	(43,739)	(101,191)
Third Party Recoveries	(14,509)	(15,744)	(18,381)	(16,708)	(16,170)
Court Fine Revenues	(17,332)	(18,076)	(9,059)	(15,791)	(16,037)
Total Revenues	(1,204,634)	(1,347,206)	(1,373,601)	(1,362,184)	(1,330,296)
Net Tax Levy Requirements	1,060,066	1,138,262	1,192,480	1,223,126	1,269,580

Incremental staff complement summary (base year 2018)

Full Time Equivalents	2018 Total	2019 Approved	2020 Approved	2021 Proposed	2022 Outlook	Total FTEs
Transportation Services	495.7	14.0	20.5	5.0	13.5	548.7
Environmental Services	412.0	16.0	16.0	15.0	15.0	474.0
Community and Health Services	1,867.5	43.5	43.4	39.0	27.0	2,020.4
Corporate Management and Governance	664.0	21.0	14.0	25.0	10.0	734.0
Court Services	79.0	6.0	-	3.0	1.0	89.0
York Region Rapid Transit Corporation	48.0	-	-	-	(18.0)	30.0
YorkNet	6.0	2.0	1.0	1.0	3.0	13.0
York Regional Police	2,267.0	53.0	34.0	23.0	34.0	2,411.0
Total York Region	5,839.2	155.5	128.9	111.0	85.5	6,320.1

Net operating impact of capital

(in \$000s)	2021		2022	
	Gross	Net	Gross	Net
Net Debenture Financing of Capital Projects				
Transportation Services	15,306	-	7,838	-
York Region Rapid Transit Corporation	(165)	(903)	(1,357)	(3)
Environmental Services	7,734	(1,184)	(4,894)	135
Community and Health Services	671	(293)	88	(282)
Corporate Management and Governance	172	-	84	-
York Regional Police	-	-	-	-
	23,718	(2,380)	1,759	(150)
Operating Impact of New Capital				
Transportation Services	1,595	1,595	1,813	1,813
York Region Rapid Transit Corporation	-	-	-	-
Community and Health Services	(146)	105	(749)	(614)
Corporate Management and Governance	36	36	-	-
	1,485	1,735	1,063	1,198
Resources Required to Implement the Capital Plan				
Community and Health Services	506	421	667	113
Corporate Management and Governance	-	-	-	-
YorkNet	-	-	146	146
	506	421	813	259
Total Net Operating Impact of Capital	25,710	(224)	3,636	1,307

Transit Services

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
TT82153 : Electric Bus Infrastructure	-	-	2,840	-	-	-	-	-	-	-	-	-	2,840	-	2,840	2,840
TT82770 : Support Vehicles	2,282	9	241	50	100	-	50	50	50	50	50	50	691	500	3,482	241
TT84399 : Mobility Plus Bus Expansion	1,624	780	-	1,040	1,300	520	520	520	520	520	520	520	5,980	5,200	13,584	2,340
TT84599 : Conventional Bus Expansion	27,817	-	-	21,600	21,600	-	13,200	-	3,780	6,300	8,820	6,300	81,600	47,010	156,427	43,200
TT84799 : Viva Bus Expansion	8,915	-	-	6,000	6,000	3,600	4,800	-	-	-	3,600	-	24,000	19,200	52,115	12,000
TT81582 : Transit Vehicle Garage - North	34,314	4,516	1,884	-	-	-	-	-	-	-	1,500	1,500	4,884	45,000	88,714	1,884
TT81583 : Transit Garage Southeast	164	-	-	22,460	-	-	-	-	-	2,500	4,000	30,000	58,960	60,000	119,124	22,460
TT81584 : Transit Garage South	-	-	-	1,500	1,500	15,600	15,600	-	-	-	27,000	-	61,200	99,000	160,200	-
TT81585 : 55 Orlando Garage Expansion	2,196	1,715	31,850	29,250	-	-	-	-	-	-	-	-	61,100	-	65,011	61,100
TT82150 : Bus Terminals, Loops & Stops - Expansion	24,973	996	1,154	1,181	803	803	803	803	756	756	678	678	8,415	6,780	41,164	1,154
TT82151 : Newmarket Bus Terminal	-	14,967	450	-	-	-	-	-	-	-	-	-	450	-	15,417	450
TT82155 : Mackenzie-Vau Hospital Terminal	1,027	489	13,211	-	-	-	-	-	-	-	-	-	13,211	-	14,727	13,211
TS86107 : Intelligent TRN System Expansion	13,116	900	1,220	820	820	770	770	770	820	820	920	870	8,550	10,250	32,816	1,220
TS86116 : Automated Fare Collection System Expansion	4,414	350	400	550	450	250	250	250	250	300	250	250	3,200	2,500	10,464	400
Total Growth	120,841	24,722	53,250	84,451	32,573	21,543	35,993	2,393	6,126	11,246	47,338	40,168	335,081	295,440	776,084	162,500
Funding Sources:																
Program Specific Reserves	4,037	-	-	-	-	-	-	-	-	-	-	-	-	-	4,037	-
Debt Reduction Reserve	9,265	-	-	12,508	-	-	-	-	-	-	4,590	-	17,098	-	26,363	12,508
General Capital Reserve	-	14,417	-	-	-	-	-	-	-	-	-	-	-	-	14,417	-
Development Charge Reserves	16,759	926	12,743	19,073	7,951	16,214	18,055	278	506	1,775	28,186	14,148	118,929	136,421	273,035	36,699
Grants & Subsidies	1,524	-	-	-	-	-	-	-	-	-	-	-	-	-	1,524	-
Other Recoveries	362	-	-	-	-	-	-	-	-	-	-	-	-	-	362	-
Planned Debenture Proceeds	4,176	532	-	-	-	-	-	-	-	-	-	-	-	-	4,708	-
Federal Gas Tax Reserve	84,718	8,847	40,507	52,870	24,622	5,329	17,938	2,115	5,620	9,471	14,562	26,020	199,054	159,019	451,638	113,293
Total Growth	120,841	24,722	53,250	84,451	32,573	21,543	35,993	2,393	6,126	11,246	47,338	40,168	335,081	295,440	776,084	162,500
Program Group: Rehabilitation and Replacement																
Gross Expenditures:																
TS86117 : Transportation Services Office Expansion	3,581	200	250	250	350	250	400	400	400	400	400	400	3,500	-	7,281	250

Transit Services

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TT181589 : YRT Garage Rehabilitation and Replacement	1,667	1,521	1,881	3,474	2,043	4,222	4,543	1,627	1,321	910	3,195	24,190	47,406	-	50,594	1,881
TT82190 : Bus Terminals, Loops & Stops - Replacement	15,158	1,446	1,811	1,838	1,160	1,510	1,210	1,060	1,330	1,030	1,597	1,497	14,043	-	30,647	1,811
TT83970 : Bike Racks - Bus	544	60	-	-	-	-	-	-	-	-	-	-	-	-	604	-
TT86103 : Bike Racks & Lockers - Transit Facilities	217	50	60	-	-	-	-	-	-	-	-	-	60	-	327	60
TS86114 : Intelligent TRN System Replacement	2,620	500	620	570	750	890	840	840	2,770	4,120	4,170	3,070	18,640	-	21,760	620
TS86115 : Automated Fare Collection System Replacement	3,267	4,250	6,100	100	100	100	100	100	2,050	4,100	3,300	8,100	24,150	-	31,667	6,100
TT84499 : Mobility Plus Bus Replacement	2,766	-	-	-	1,820	-	3,380	2,080	520	1,820	1,040	1,300	11,960	-	14,726	1,820
TT84698 : Electric Bus Pilot Project	5,482	1,700	-	-	-	-	-	-	-	-	-	-	3,400	-	7,182	-
TT84699 : Conventional Bus Replacement	24,372	26,183	8,000	46,510	34,920	5,670	18,900	11,970	28,350	23,940	12,600	-	190,860	-	241,415	89,430
TT84899 : Viva Bus Replacement	7,324	-	-	31,200	28,000	-	32,400	-	-	-	6,000	-	97,600	-	104,924	59,200
TT86102 : 60 Foot Bus Refresh	8,713	850	-	-	425	-	850	2,380	935	5,270	1,955	255	12,070	-	21,633	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	36,666	8,690	7,645	4,540	4,605	7,210	5,015	7,380	4,630	7,775	5,990	2,325	57,115	-	102,471	16,790
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	7,625	-	-	-	-	-	-	-	-	-	3,400	-	3,400	-	11,025	-
Total Rehabilitation and Replacement	120,001	45,450	26,367	88,482	74,173	19,852	67,638	27,837	42,306	49,365	43,647	41,137	480,804	-	646,255	177,962
Funding Sources:																
Program Specific Reserves	51,495	-	-	-	-	-	-	-	-	-	-	-	-	-	51,495	-
Asset Replacement Reserves	65,230	45,340	26,307	88,482	74,173	19,852	67,638	27,837	42,306	49,365	43,647	41,137	480,744	-	591,314	177,902
Development Charge Reserves	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5	-
Grants & Subsidies	2,948	110	60	-	-	-	-	-	-	-	-	-	60	-	3,118	60
Other Recoveries	153	-	-	-	-	-	-	-	-	-	-	-	-	-	153	-
Planned Debiture Proceeds	170	-	-	-	-	-	-	-	-	-	-	-	170	-	-	-
Total Rehabilitation and Replacement	120,001	45,450	26,367	88,482	74,173	19,852	67,638	27,837	42,306	49,365	43,647	41,137	480,804	-	646,255	177,962
Total Expenditures	240,842	70,172	79,617	172,933	106,746	41,395	103,631	30,230	48,432	60,611	90,985	81,305	815,865	295,440	1,422,339	340,462
Funding Sources:																
Program Specific Reserves	55,532	-	-	-	-	-	-	-	-	-	-	-	-	-	55,532	-
Debt Reduction Reserve	9,265	-	-	12,508	-	-	-	-	-	-	4,590	-	17,098	-	26,363	12,508
Asset Replacement Reserves	65,230	45,340	26,307	88,482	74,173	19,852	67,638	27,837	42,306	49,365	43,647	41,137	480,744	-	591,314	177,902
General Capital Reserve	-	14,417	-	-	-	-	-	-	-	-	-	-	-	-	14,417	-
Development Charge Reserves	16,764	926	12,743	19,073	7,951	16,214	18,055	278	506	1,775	28,186	14,148	118,929	136,421	273,040	36,699
Grants & Subsidies	4,472	110	60	-	-	-	-	-	-	-	-	-	60	-	4,642	60

Transit Services
2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Other Recoveries	515	-	-	-	-	-	-	-	-	-	-	-	-	-	515	-
Planned Debuture Proceeds	4,346	532	-	-	-	-	-	-	-	-	-	-	-	-	4,878	-
Federal Gas Tax Reserve	84,718	8,847	40,507	52,870	24,622	5,329	17,938	2,115	5,620	9,471	14,562	26,020	199,054	159,019	451,638	113,293
Total Funding	240,842	70,172	79,617	172,933	106,746	41,395	103,631	30,230	48,432	60,611	90,985	81,305	815,885	295,440	1,422,339	340,462

Transit Services
2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
Program Group: Growth												
TT82153 : Electric Bus Infrastructure	2,840	-	-	-	-	-	-	-	-	-	2,840	
TT82770 : Support Vehicles	691	-	-	-	-	-	-	-	-	-	691	
TT84399 : Mobility Plus Bus Expansion	5,980	-	-	-	-	506	-	-	-	-	5,474	
TT84599 : Conventional Bus Expansion	81,600	-	-	-	-	5,221	-	-	-	-	76,379	
TT84799 : Viva Bus Expansion	24,000	-	-	-	-	19,920	-	-	-	-	4,080	
TT81582 : Transit Vehicle Garage - North	4,884	-	-	-	-	684	-	-	-	-	4,200	
TT81583 : Transit Garage Southeast	58,960	-	12,508	-	-	26,125	-	-	-	-	20,327	
TT81584 : Transit Garage South	61,200	-	4,590	-	-	50,796	-	-	-	-	5,814	
TT81585 : 55 Orlando Garage Expansion	61,100	-	-	-	-	2,260	-	-	-	-	58,840	
TT82150 : Bus Terminals, Loops & Stops - Expansion	8,415	-	-	-	-	2,452	-	-	-	-	5,963	
TT82151 : Newmarket Bus Terminal	450	-	-	-	-	-	-	-	-	-	450	
TT82155 : Mackenzie-Vau Hospital Terminal	13,211	-	-	-	-	10,965	-	-	-	-	2,246	
TS86107 : Intelligent TRN System Expansion	8,550	-	-	-	-	-	-	-	-	-	8,550	
TS86116 : Automated Fare Collection System Expansion	3,200	-	-	-	-	-	-	-	-	-	3,200	
Total Growth	335,081	-	17,098	-	-	118,929	-	-	-	-	199,054	

Program Group: Rehabilitation and Replacement

TS86117 : Transportation Services Office Expansion	3,500	-	-	3,500	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	47,406	-	-	47,406	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	14,043	-	-	14,043	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	60	-	-	-	-	-	60	-	-	-	-
TS86114 : Intelligent TRN System Replacement	18,640	-	-	18,640	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	24,150	-	-	24,150	-	-	-	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	11,960	-	-	11,960	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	190,860	-	-	190,860	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	97,600	-	-	97,600	-	-	-	-	-	-	-
TT86102 : 60 Foot Bus Refresh	12,070	-	-	12,070	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	57,115	-	-	57,115	-	-	-	-	-	-	-

**Transit Services
2021 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	3,400	-	-	3,400	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	480,804	-	-	480,744	-	-	60	-	-	-	-
Total Funding	815,885	17,098	480,744	118,929	60	199,054					

Transit Services

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program Group: Growth											
TT82153 : Electric Bus Infrastructure	2,840	-	-	-	-	-	-	-	-	-	2,840
TT82770 : Support Vehicles	241	-	-	-	-	-	-	-	-	-	241
TT84399 : Mobility Plus Bus Expansion	2,340	-	-	-	-	198	-	-	-	-	2,142
TT84599 : Conventional Bus Expansion	43,200	-	-	-	-	2,764	-	-	-	-	40,436
TT84799 : Viva Bus Expansion	12,000	-	-	-	-	9,960	-	-	-	-	2,040
TT81582 : Transit Vehicle Garage - North	1,884	-	-	-	-	264	-	-	-	-	1,620
TT81583 : Transit Garage Southeast	22,460	-	12,508	-	-	9,952	-	-	-	-	-
TT81585 : 55 Orlando Garage Expansion	61,100	-	-	-	-	2,260	-	-	-	-	58,840
TT82150 : Bus Terminals, Loops & Stops - Expansion	1,154	-	-	-	-	336	-	-	-	-	818
TT82151 : Newmarket Bus Terminal	450	-	-	-	-	-	-	-	-	-	450
TT82155 : Mackenzie-Vau Hospital Terminal	13,211	-	-	-	-	10,965	-	-	-	-	2,246
TS86107 : Intelligent TRN System Expansion	1,220	-	-	-	-	-	-	-	-	-	1,220
TS86116 : Automated Fare Collection System Expansion	400	-	-	-	-	-	-	-	-	-	400
Total Growth	162,500	-	12,508	-	-	36,699	-	-	-	-	113,293

Program Group: Rehabilitation and Replacement

TS86117 : Transportation Services Office Expansion	250	-	-	250	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	1,881	-	-	1,881	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	1,811	-	-	1,811	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	60	-	-	-	-	-	60	-	-	-	-
TS86114 : Intelligent TRN System Replacement	620	-	-	620	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	6,100	-	-	6,100	-	-	-	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	1,820	-	-	1,820	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	89,430	-	-	89,430	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	59,200	-	-	59,200	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	16,790	-	-	16,790	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	177,962	-	-	177,902	-	-	60	-	-	-	-
Total Funding	340,462	-	12,508	177,902	-	36,699	60	-	-	-	113,293

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
-------------	----------------------	---------------	------	------	------	------	------	------	------	------	------	------	----------------	---------------------	--------------------	----------------------------

Program Group: Growth

Gross Expenditures:																
TR39910 : Miscellaneous Design & Survey for Future Projects	19,250	1,277	999	747	747	747	747	747	747	747	747	747	7,722	7,470	35,719	999
TR39920 : Property Acquisition for Future Capital Projects	5,264	498	498	498	498	498	498	498	498	498	498	498	4,980	4,980	15,722	498
TR39950 : Intersection Improvement Program	40,661	4,033	4,544	3,937	3,986	3,986	4,128	4,855	4,855	4,855	4,855	4,855	44,856	48,550	138,100	4,544
TR39970 : Miscellaneous Payments to Developers	42,385	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	126,385	4,000
TR39990 : Traffic Control Signal Electronic Improvements	32,221	2,053	2,053	1,396	657	657	657	657	657	657	657	657	8,705	6,570	49,549	5,420
TR80105 : Signal Modernization Program	4,951	1,095	-	-	-	-	-	-	-	-	-	-	-	-	6,046	-
TR80106 : Various Maintenance Facility Upgrades	-	309	361	237	373	55	-	27	-	27	-	27	1,107	524	1,940	361
TR80116 : Teston Road - Pine Valley Drive to Weston Road	2,481	1,000	5,382	14,487	6,868	-	-	-	-	-	-	-	26,737	-	30,218	26,737
TR80118 : Southwest Main Yard	6,968	-	307	1,829	1,150	-	-	-	-	-	-	-	3,286	-	10,254	3,286
TR80121 : Development Transportation Demand Management	1,246	150	379	379	379	379	379	379	379	1,200	1,200	1,200	6,253	12,000	19,649	379
TR80221 : LED Streetlight Conversion	2	110	2,190	2,519	110	110	110	110	110	110	110	110	5,589	1,100	6,801	2,190
TR80430 : Regional Streetscaping	14,480	1,476	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	12,980	12,980	41,916	1,298
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	15,552	38	22	14	-	-	-	-	-	-	-	-	36	-	15,626	36
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	30,189	38	22	14	-	-	-	-	-	-	-	-	36	-	30,263	36
TR80720 : Donald Cousens Parkway - Major Mackenzie Drive to Highway 48	6,701	-	-	-	-	-	-	-	-	-	-	-	-	-	6,701	-
TR81010 : King Road and Weston Road	4,538	3,500	569	-	-	-	-	-	-	-	-	-	569	-	8,607	569
TR81030 : Leslie Street and 19th Avenue	6,444	110	-	-	82	82	-	-	-	-	-	-	164	-	6,718	-
TR81045 : Central Snow Management Facility	4,467	996	16	56	-	-	-	-	-	-	-	-	72	-	5,535	72
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	30,881	19,775	17,691	5,000	74	-	-	-	-	-	-	-	22,765	-	73,421	22,765
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	53	-	-	-	-	-	-	-	-	-	-	-	-	-	53	-
TR81362 : Dufferin Street and Rutherford Road	0	403	1,652	6,901	924	-	-	-	-	-	-	-	9,477	-	9,880	9,477
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	13,474	2,003	654	569	5,869	12,773	11,122	286	-	-	-	-	31,273	-	46,750	1,223
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	18	-	-	-	-	-	-	219	276	701	701	701	1,897	24,620	26,535	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	-	-	-	-	-	-	-	90	119	5,524	1,767	1,767	7,500	3,156	10,656	-
TR81420 : Bayview Avenue - John Street to Highway 7	322	-	-	-	-	-	-	-	964	964	4,447	4,447	6,375	30,762	37,459	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	244	336	583	5,404	-	-	-	-	-	-	-	-	5,987	-	6,567	5,987

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR81911 : Dufferin Street - Teston Road to King Road	-	-	-	-	-	-	-	-	-	834	834	-	1,668	-	1,668	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	2,964	12,269	7,501	407	11	11	11	21	-	-	-	-	7,962	-	23,195	7,962
TR81932 : Major Capital Intersection Improvements Program	13,591	6,220	232	3,292	-	-	-	-	-	-	-	-	3,524	-	23,335	232
TR81944 : Major Mackenzie Drive - Weston Road to Highway 404	7,745	16	-	-	-	-	-	-	-	-	-	-	-	-	7,761	-
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	48	55	-	-	-	-	-	-	-	-	-	-	-	-	103	-
TR81952 : Dufferin Street - Langstaff Road to Major Mackenzie Drive	700	-	-	-	-	-	-	-	-	-	-	-	-	-	700	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	69	170	-	-	-	-	-	-	-	-	-	-	-	-	239	-
TR81958 : Jane Street - Teston Road to Kirby Road	-	-	-	-	-	176	176	182	276	368	3,215	3,591	7,984	6,506	14,490	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	1,423	10,697	15,498	3,235	21	20	-	-	-	-	-	-	18,774	-	30,894	18,774
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	25,430	500	3,270	8,753	16,835	17,380	17,773	-	-	-	-	-	64,011	-	89,941	3,270
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	1,493	-	569	1,875	1,770	2,627	1,254	9,551	9,547	-	-	-	27,193	-	28,686	8,095
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	897	165	1,095	1,757	3,824	2,129	5,883	9,472	10,567	5,819	382	16	40,944	32	42,038	8,805
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	-	-	-	-	-	986	945	930	1,517	7,413	11,791	7,713	19,504	-
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	47	38	-	-	-	-	-	-	-	-	-	-	-	-	85	-
TR81990 : Keele Street - Highway 407 to Highway 7	-	-	-	-	-	-	-	-	-	-	383	279	662	12,399	13,061	-
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	-	-	-	-	-	-	5,256	-	-	-	-	-	5,256	-	5,256	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	38,832	-	110	110	-	-	-	-	-	-	-	-	220	-	39,052	220
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	26,760	-	55	55	-	-	-	-	-	-	-	-	110	-	26,870	110
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	512	301	1,362	1,362	3,599	3,599	9,854	10,156	55	-	-	-	29,987	-	30,800	9,922
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	381	10	1,076	718	694	6,249	6,247	-	-	-	-	-	14,984	-	15,375	2,488
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	4,315	2,471	656	569	116	4,522	14,627	15,043	286	-	-	-	35,819	-	42,605	1,341
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	894	-	189	189	1,301	1,301	2,762	3,946	1,185	20,808	21,212	55	52,948	-	53,842	378
TR83450 : Major Mackenzie Drive - Highway 50 to Canadian Pacific Railway	4,611	6,707	615	-	-	-	-	-	-	-	-	-	615	-	11,933	615
TR83480 : Transportation Master Plan Update	1,918	-	419	438	438	-	-	-	-	219	438	438	2,390	1,095	5,403	1,295
TR83490 : Smart Commute Initiative	3,982	224	223	223	223	223	223	223	223	223	223	223	2,230	2,230	8,666	223
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	317	-	-	-	-	1,800	-	-	-	-	-	-	1,800	-	2,117	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,005	-	-	-	4,795	4,211	3,786	-	-	-	-	-	12,792	-	13,797	-

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	269	-	-	8,441	2,665	6,663	4,746	-	-	-	-	-	22,515	-	22,784	-
TR83920 : Traffic Safety Program Improvements	329	219	329	329	329	307	307	307	307	307	307	307	3,136	3,070	6,754	329
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	0	88	192	274	383	548	850	420	420	9,247	3,107	16	19,554	32	19,674	466
TR83998 : Highway 27 - Nashville Road to King Road	-	-	-	-	-	-	416	-	420	1,548	1,548	830	5,613	14,852	20,678	-
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	213	-	-	-	-	-	844	843	4,688	5,820	186	-	12,487	-	12,498	1,793
TR84006 : Weston Road - North and South of Rutherford Road	11	-	597	598	438	160	-	-	4,688	5,820	186	-	548	18,631	19,179	-
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	-	548	21,260	-	22,310	21,260
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	550	500	1,270	7,524	6,652	5,583	231	-	-	-	-	-	482	20,179	20,661	-
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	-	-	-	-	-	-	-	-	159	159	164	-	24,010	285	24,295	491
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	-	-	164	274	53	240	438	690	869	5,681	9,291	6,310	2,500	-	30,001	2,500
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	23,074	4,427	2,500	-	-	-	-	-	-	-	-	-	15	-	3,829	15
TR84045 : Lake to Lake Cycling Facilities	3,799	15	-	-	-	-	-	70	72	111	147	6,798	7,268	6,754	14,022	-
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	-	-	-	-	-	-	-	-	-	-	-	-	514	53,523	54,485	-
TR84120 : Keele Street - Highway 7 to Rutherford Road	448	-	-	-	-	-	-	-	-	-	-	-	3,286	38,590	43,574	-
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,698	-	-	-	-	-	-	-	-	-	1,643	1,643	374	28,654	29,689	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	661	-	-	-	-	-	-	-	-	-	187	187	2,835	-	35,113	2,835
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	27,278	5,000	2,769	33	33	-	-	-	-	-	-	-	-	-	12,266	-
TR84190 : Leslie Street - John's Sideroad to Mullock Drive	12,259	7	-	-	-	-	-	-	-	-	-	-	-	-	64,052	-
TR84200 : Doane Road - Highway 404 to Yonge Street	4,546	-	-	-	-	-	-	-	767	767	753	-	2,287	57,219	64,052	-
TR84860 : Bathurst Street and Davis Drive	6,626	120	4	32	2	2	-	-	-	-	-	-	40	-	6,786	40
TR84890 : Kennedy Road - 14th Avenue to Highway 407	176	477	727	2,272	1,482	11,607	3,760	12	11	11	11	-	31,489	-	32,142	4,481
TR84940 : Pedestrian Cycling Program	3,939	3,359	2,462	1,369	1,369	1,369	986	548	548	548	548	548	10,295	5,480	23,073	2,462
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	3,600	209	553	219	-	-	-	-	-	-	-	-	772	-	4,581	772
TR85570 : Rutherford Road - Jane Street to Westburne Drive	8,529	3,800	6,070	27,906	13,086	85	84	103	-	-	-	-	47,334	-	59,663	47,334
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	17,738	1,746	3,859	55	13,901	14,884	286	-	-	-	-	-	32,985	-	52,469	3,914
TR85590 : Carville Road - Bathurst Street to Yonge Street	565	-	-	-	-	-	1,314	1,314	1,314	-	-	-	2,628	-	3,193	-
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	485	-	-	-	-	-	161	161	161	55	1,243	2,782	4,402	26,769	31,656	-

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR85610 : 16th Avenue - Leslie Street to Highway 404	358	33	2,169	5,349	3,029	5,386	2,896	-	-	-	-	-	18,829	-	19,220	7,518
TR85620 : 2nd Concession - Green Lane to Doane Road	76,706	33	33	11	-	-	-	-	-	-	-	-	44	-	76,783	44
TR85630 : Keele Street - Langstaff Road to Rutherford Road	3	-	-	-	-	-	-	-	-	272	263	-	535	-	538	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	63,375	20,348	5,815	243	33	33	-	-	-	-	-	-	6,124	-	89,847	6,124
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	27,405	82	-	-	-	-	-	-	-	-	-	-	-	-	27,487	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	2,521	4,893	15,727	17,064	11	11	11	-	-	-	-	-	32,824	-	40,238	32,824
TR85710 : Yonge Street - Davis Drive to Green Lane	7,277	1,000	6,958	15,109	20,324	2,279	45	44	-	-	-	-	44,759	-	53,036	6,958
TR85790 : Southeast Main Yard	28,047	2	-	-	-	-	-	-	-	-	-	-	-	-	28,049	-
TR85810 : Arterial Corridor Transportation Studies	1,939	280	648	268	268	268	268	268	268	268	268	268	3,060	2,680	7,959	648
TR85830 : Retrofit Noise Mitigation	132	5	5	5	5	5	5	5	5	5	5	5	50	50	237	5
TR86730 : Highway 404 Interchange at Doane Road	13,613	-	-	-	-	-	-	-	-	-	-	-	-	-	13,613	-
TR86890 : Pedestrian Cycling Partnership Program	4,576	690	933	548	548	548	548	548	548	548	548	548	5,865	5,480	16,611	933
TR86910 : Dufferin Street and King Vaughan Road	323	-	-	-	-	-	-	-	219	275	92	472	1,058	5,336	6,717	-
TR86920 : Keele Street and King Vaughan Road	500	-	-	-	-	-	-	-	-	439	433	331	1,203	5,815	7,518	-
TR86930 : Jane Street and King Vaughan Road	530	-	-	-	-	-	-	-	-	-	-	-	-	-	530	-
TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	-	-	493	4,480	4,475	-	-	-	-	-	-	-	9,448	-	9,448	493
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	-	406	4,327	-	-	-	-	-	-	-	-	-	4,327	-	4,733	4,327
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	632	20	219	-	-	-	-	-	-	-	-	-	219	-	871	219
TR88166 : Southeast Satellite Yard	-	-	-	-	-	-	-	-	986	986	1,215	4,873	8,060	9,658	17,718	-
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	-	-	-	-	-	-	-	-	-	295	295	302	892	17,344	18,236	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	-	-	-	597	-	-	6,165	-	-	-	-	-	6,762	-	6,762	-
TR88173 : Yonge Street North of Industrial Parkway	-	-	4,350	-	-	-	-	-	-	-	-	-	4,350	-	4,350	4,350
TR88179 : North Existing Yard	133	104	241	-	219	2,354	2,354	-	-	-	-	-	5,168	-	5,405	241
TR88180 : Minor Capital - Bottlenecks & Pinch Points	0	1,043	1,643	3,493	3,493	3,493	3,548	3,548	3,548	3,548	3,548	3,548	33,410	58,943	93,396	1,643
TR88181 : Southwest Satellite Yard	9	-	31,206	329	3,559	3,559	-	821	821	11,826	11,826	-	63,947	-	63,956	31,206
TR88182 : Central Main Yard	3,651	164	241	219	1,807	1,998	-	-	-	-	-	-	4,265	-	8,080	241
TR88183 : Central Satellite Yard	-	-	-	-	-	-	-	-	-	9,198	1,095	9,746	20,039	21,352	41,391	-

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	-	-	-	6,023	6,023	-	-	-	-	-	-	-	12,046	-	12,046	-
TR88185 : Bathurst Street - Gamble Road to Shafisbury Avenue	0	517	27	-	-	-	-	-	-	-	-	-	27	-	544	27
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	-	-	-	3,833	8,760	8,213	2,738	-	-	-	-	-	23,544	-	23,544	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	24	120	548	2,286	986	8,363	175	-	-	-	-	-	12,358	-	12,502	1,315
TR88192 : Markham Whistling Cessation	2,770	-	843	-	-	-	-	-	-	-	-	-	843	-	3,613	843
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	-	100	602	657	712	2,354	2,135	12,671	16,145	16,142	-	-	51,418	-	51,518	602
TR88196 : Weston Road - Highway 407 to North of Highway 7	-	55	416	449	274	4,869	1,166	143	-	-	-	-	7,317	-	7,372	1,139
TR88197 : Highway 7 West of Kipling Avenue	-	-	22	22	197	965	865	1,535	1,449	-	-	-	5,055	-	5,055	2,071
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,360	-	-	-	-	-	-	-	-	-	219	372	591	-	4,951	-
TR96020 : Bathurst Street - Green Lane West to Yonge Street	30,583	175	-	-	-	-	-	-	-	-	-	-	-	-	30,758	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	10,321	1,300	11,095	11,308	10,000	196	80	80	-	-	-	-	32,759	-	44,380	32,759
TR96791 : York Durham Line Intersection at Bloomington	-	-	-	-	-	-	279	143	2,479	-	-	-	2,901	-	2,901	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	1,795	200	986	1,334	1,505	475	16,206	11,562	329	38	37	22	32,494	-	34,489	4,300
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	45,848	436	69	22	4	-	-	-	-	-	-	-	95	-	46,379	95
TR98320 : Leslie Street - Green Lane to Colonel Waiying Boulevard	245	-	-	-	-	267	267	414	414	1,612	1,801	189	4,964	6,794	12,003	-
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	1,435	-	-	-	-	-	-	-	-	-	-	-	-	-	1,435	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	134	33	1,445	4,867	5,263	4,610	2,981	81	11	11	-	-	19,269	-	19,436	11,575
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	363	-	-	-	-	-	-	-	161	161	1,104	1,104	2,530	21,208	24,101	-
TR99210 : Bayview Avenue - Bloomington Road to Wellington Street	147	-	-	-	-	-	-	-	-	-	-	-	-	-	147	-
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	2,461	88	142	-	-	-	-	-	-	-	-	-	142	-	2,691	142
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	3,072	2,233	3,303	8,053	5,674	10,185	5,302	-	-	-	-	-	32,517	-	37,822	11,356
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	21,935	-	350	-	-	-	-	-	-	-	-	-	350	-	22,285	350
TR99540 : Langstaff Road - Keele Street to Dufferin Street	798	82	329	622	548	876	1,035	11,603	11,462	369	-	-	26,844	-	27,724	3,410
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	2,298	55	101	-	-	-	-	-	-	-	-	-	101	-	2,454	101
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	72	104	164	487	1,541	1,502	1,533	4,057	15,106	11,746	343	22	36,501	22	36,699	5,227
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	4	-	-	-	-	-	-	-	-	405	330	-	735	-	740	-
TR99805 : Langstaff Road - Weston Road to Jane Street	678	100	55	-	-	-	-	-	-	-	-	-	55	-	833	55

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR99806 : Langstaff Road - Jane Street to Keele Street	589	100	55	-	-	-	-	-	-	-	-	-	55	-	744	55
TR99816 : Teston Road - Keele Street to Dufferin Street	305	450	876	876	657	210	-	-	-	-	-	-	2,619	143,994	147,368	2,619
TR99890 : Intelligent Transportation System	11,153	500	1,643	1,643	1,643	1,643	1,478	1,478	1,478	1,478	1,478	1,643	15,605	16,430	43,688	8,050
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	1,930	1,785	-	-	-	-	-	-	-	-	-	-	-	-	3,715	-
TR99900 : Fleet New Additions	7,893	438	438	438	438	438	438	438	438	438	438	438	4,380	4,380	17,091	438
TS36110 : Technology Data	4,492	1,300	2,601	1,934	2,028	1,870	2,156	1,938	1,849	2,227	1,703	2,459	20,765	19,769	46,326	2,601
Total Growth	924,956	142,284	198,719	199,699	190,835	179,276	166,867	127,623	107,094	130,913	97,103	82,224	1,480,353	866,133	3,413,726	429,203
Funding Sources:																
Program Specific Reserves	103,180	14,347	17,477	20,157	18,924	15,617	14,053	10,946	8,711	11,078	9,432	7,538	133,993	71,150	322,610	37,313
Debt Reduction Reserve	14,580	-	-	-	-	-	-	-	-	-	-	-	-	-	14,580	-
Asset Replacement Reserves	33	-	3,992	-	-	-	-	-	-	-	-	-	3,992	-	4,025	3,992
General Capital Reserve	510	-	-	-	-	-	-	-	-	-	-	-	-	-	510	-
Development Charge Reserves	399,060	6,461	50,940	41,506	47,672	5,092	4,914	5,125	5,191	5,127	4,991	5,321	175,879	644,819	1,226,218	129,650
Grants & Subsidies	2,417	-	-	-	-	-	-	-	-	-	-	-	-	-	2,417	-
Other Recoveries	79,988	2,978	13,908	22,885	27,934	20,349	17,057	4,316	2,044	2,283	2,413	1,258	114,447	36,483	233,896	41,394
Planned Debenture Proceeds	322,265	117,211	105,702	104,512	81,222	115,516	99,406	66,139	64,641	82,535	62,395	79,786	861,854	275,450	1,576,781	186,823
Roads Capital Acceleration Reserve	-	629	5,470	9,730	14,170	21,789	30,524	39,159	24,658	27,940	16,169	(13,837)	175,772	(176,322)	79	28,801
Federal Gas Tax Reserve	2,924	658	1,230	909	913	913	913	1,938	1,849	1,950	1,703	2,158	14,476	14,553	32,611	1,230
Total Growth	924,956	142,284	198,719	199,699	190,835	179,276	166,867	127,623	107,094	130,913	97,103	82,224	1,480,353	866,133	3,413,726	429,203

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
TR39930 : Structures Rehabilitation Program	26,409	6,369	8,030	4,751	4,400	4,361	4,220	4,567	5,042	5,192	5,418	5,813	51,794	-	84,572	10,406
TR39960 : Road Asset Renewal and Replacement	205,638	12,912	15,186	14,153	14,208	14,317	14,317	14,240	14,153	26,444	27,539	28,689	183,246	-	401,796	22,263
TR39980 : Various Road Improvements	56,756	3,365	3,297	3,587	3,687	3,787	3,886	3,986	4,085	4,235	4,384	4,534	39,468	-	99,589	5,091
TR80101 : King Road - Yonge Street to Bond Crescent	-	38	753	4,577	4,860	-	-	-	-	-	-	-	10,190	-	10,228	753
TR80220 : LED Replacement Traffic Signals	2,265	337	329	329	329	-	-	329	329	329	329	329	2,632	-	5,234	987
TR80791 : Woodbine Avenue Culvert Repair Denison Street	-	-	958	-	164	-	-	2,190	-	-	-	-	3,312	-	3,312	958
TR80792 : Yonge Street Culvert Repair Eagle Street	-	-	3,066	-	-	-	-	-	-	-	-	-	3,066	-	3,066	3,066
TR80793 : Yonge street Embankment Repair Silverline Airport	-	-	2,409	-	-	-	-	-	-	-	-	-	2,409	-	2,409	2,409

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	to Dec 31/19	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030				
TR83910 : Roads Asset Management	6,891	1,500	1,778	1,478	1,478	1,478	1,588	1,588	1,588	1,588	1,697	1,697	15,958	-	24,349	1,778
TR84950 : Drainage System Program	3,750	150	1,562	1,500	2,240	2,295	2,390	2,474	2,560	2,649	2,746	2,850	23,266	-	27,166	2,312
TR87300 : East Humber River Bridge - Jane Street, North of King Road	63	1,558	-	-	-	-	-	-	-	-	-	-	-	-	1,621	-
TR87310 : King Home Bridge - King Road, East of Highway 400	2	2,450	1,060	-	-	-	-	-	-	-	-	-	1,060	-	3,512	1,060
TR88173 : Yonge Street North of Industrial Parkway	1,120	1,891	-	-	-	-	-	-	-	-	-	-	-	-	3,011	-
TR88176 : Emergency Projects	1,124	500	800	1	1	1	1	1	1	1	1	1	809	-	2,433	800
TR88188 : Asset Renewal and Replacement	13,766	23,250	31,510	29,215	38,703	42,006	48,625	60,671	66,757	89,530	79,137	72,439	558,593	-	595,609	46,117
TR88189 : Asset Renewal and Replacement - Intersection Projects	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	10,000	1,500
TR88195 : Asset Renewal Replacement Guide Rails	-	-	500	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,250	-	9,250	875
TR88198 : Intersection Improvement at Vaughan City Hall	-	2,260	-	-	-	-	-	-	-	-	-	-	-	-	2,260	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	4,096	-	-	-	-	-	-	-	-	-	-	-	-	-	4,096	-
TR99801 : Rapidways Asset Management	637	119	164	164	274	274	274	274	301	301	301	301	2,628	-	3,384	164
TR99870 : Various Railway Crossing Improvements	4,671	200	391	399	406	415	423	431	440	449	458	468	4,280	-	9,151	591
TR99910 : Fleet Replacement	25,046	2,397	3,399	3,115	3,220	2,341	5,835	2,432	4,860	2,627	1,911	2,673	32,413	-	59,856	3,399
TS36210 : Technology Data Rehabilitation	-	-	339	66	66	66	66	449	493	66	66	66	1,743	-	1,743	339
Total Rehabilitation and Replacement	352,235	59,296	76,531	65,085	76,036	73,341	83,625	95,632	102,609	135,411	125,987	121,860	956,117	-	1,367,648	104,868
Funding Sources:																
Program Specific Reserves	246,807	23	1,247	2,746	811	-	-	-	-	-	-	-	4,804	-	251,634	1,247
Debt Reduction Reserve	24,000	3,649	304	1,500	-	134	-	-	-	-	-	-	1,938	-	29,587	1,054
Asset Replacement Reserves	52,933	49,006	65,462	57,354	61,606	48,633	76,284	87,205	93,492	119,932	109,587	104,760	824,315	-	926,254	92,454
General Capital Reserve	2,363	-	-	-	-	-	-	-	-	-	-	-	-	-	2,363	-
Development Charge Reserves	10,278	69	856	210	37	37	37	37	40	40	40	40	1,374	-	11,721	1,044
Grants & Subsidies	3,188	-	-	-	-	-	-	-	-	-	-	-	-	-	3,188	-
Other Recoveries	3,823	1,817	134	75	3,634	125	125	125	138	138	138	138	4,770	-	10,410	134
Planned Debiture Proceeds	8,843	1,970	2,490	3,200	4,648	5,612	7,179	8,265	8,939	15,301	16,222	16,922	88,778	-	99,591	2,897
Federal Gas Tax Reserve	-	2,762	6,038	-	5,300	18,800	-	-	-	-	-	-	30,138	-	32,900	6,038
Total Rehabilitation and Replacement	352,235	59,296	76,531	65,085	76,036	73,341	83,625	95,632	102,609	135,411	125,987	121,860	956,117	-	1,367,648	104,868
Total Expenditures	1,277,191	201,580	275,250	264,784	266,871	252,617	250,492	223,255	209,703	266,324	223,090	204,084	2,436,470	866,133	4,781,374	534,071
Funding Sources:																
Program Specific Reserves	349,986	14,370	18,724	22,903	19,735	15,617	14,053	10,946	8,711	11,078	9,432	7,538	138,737	71,150	574,243	38,560

Roads

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Debt Reduction Reserve	38,580	3,649	304	1,500	-	134	-	-	-	-	-	-	1,938	-	44,167	1,054
Asset Replacement Reserves	52,966	49,006	69,454	57,354	61,606	48,633	76,284	87,205	93,492	119,932	109,587	104,760	828,307	-	930,279	96,446
General Capital Reserve	2,873	-	-	-	-	-	-	-	-	-	-	-	-	-	2,873	-
Development Charge Reserves	409,338	6,530	51,796	41,716	47,709	5,129	4,951	5,162	5,231	5,167	5,031	5,361	177,253	644,819	1,237,939	130,694
Grants & Subsidies	5,605	-	-	-	-	-	-	-	-	-	-	-	-	-	5,605	-
Other Recoveries	83,811	4,795	14,042	22,960	31,568	20,474	17,182	4,441	2,182	2,421	2,551	1,396	119,217	36,483	244,306	41,528
Planned Debenture Proceeds	331,108	119,181	108,192	107,712	85,870	121,128	106,585	74,404	73,580	97,836	78,617	96,708	950,632	275,450	1,676,372	189,720
Roads Capital Acceleration Reserve	-	629	5,470	9,730	14,170	21,789	30,524	39,159	24,658	27,940	16,169	(13,837)	175,772	(176,322)	79	28,801
Federal Gas Tax Reserve	2,924	3,420	7,268	909	6,213	19,713	913	1,938	1,849	1,950	1,703	2,158	44,614	14,553	65,511	7,268
Total Funding	1,277,191	201,580	275,250	264,784	266,871	252,617	250,492	223,255	209,703	266,324	223,090	204,084	2,436,470	866,133	4,781,374	534,071

Roads

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program Group: Growth											
TR39910 : Miscellaneous Design & Survey for Future Projects	7,722	775	-	-	-	-	-	-	6,947	-	-
TR39920 : Property Acquisition for Future Capital Projects	4,980	500	-	-	-	-	-	-	4,480	-	-
TR39950 : Intersection Improvement Program	44,856	4,429	-	-	-	-	-	600	39,827	-	-
TR39970 : Miscellaneous Payments to Developers	40,000	4,000	-	-	-	36,000	-	-	-	-	-
TR39990 : Traffic Control Signal Electronic Improvements	8,705	873	-	-	-	-	-	-	7,832	-	-
TR80106 : Various Maintenance Facility Upgrades	1,107	1,107	-	-	-	-	-	-	-	-	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	26,737	2,577	-	-	-	-	-	1,054	23,106	-	-
TR80118 : Southwest Main Yard	3,286	164	-	-	-	-	-	-	3,122	-	-
TR80121 : Development Transportation Demand Management	6,253	626	-	-	-	-	-	-	5,627	-	-
TR80221 : LED Streetlight Conversion	5,589	559	-	-	-	5,030	-	-	-	-	-
TR80430 : Regional Streetscaping	12,980	2,600	-	-	-	-	-	-	10,380	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	36	3	-	-	-	33	-	-	-	-	-
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	36	3	-	-	-	33	-	-	-	-	-
TR81010 : King Road and Weston Road	569	62	-	-	-	-	-	-	507	-	-
TR81030 : Leslie Street and 19th Avenue	164	18	-	-	-	146	-	-	-	-	-
TR81045 : Central Snow Management Facility	72	4	-	-	-	68	-	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	22,765	1,838	-	-	-	67	-	4,106	16,754	-	-
TR81362 : Dufferin Street and Rutherford Road	9,477	947	-	-	-	-	-	164	8,366	-	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	31,273	2,981	-	-	-	-	-	1,466	26,826	-	-
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	1,897	190	-	-	-	197	-	-	1,510	-	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	7,500	750	-	-	-	188	-	-	6,562	-	-
TR81420 : Bayview Avenue - John Street to Highway 7	6,375	637	-	-	-	-	-	-	5,738	-	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	5,987	-	-	-	-	-	-	3,478	2,509	-	-
TR81911 : Dufferin Street - Teston Road to King Road	1,668	1,668	-	-	-	-	-	-	-	-	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	7,962	746	-	-	-	49	-	550	6,617	-	-
TR81932 : Major Capital Intersection Improvements	3,524	352	-	-	-	209	-	-	2,963	-	-

Roads

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program											
TR81958 : Jane Street - Teston Road to Kirby Road	7,984	753	-	-	-	449	-	444	6,338	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	18,774	1,846	-	-	-	37	-	315	16,576	-	-
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	64,011	-	-	-	-	-	-	44,370	19,651	(10)	-
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	27,193	2,417	-	-	-	493	-	3,032	2,894	18,357	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	40,944	3,986	-	-	-	14	-	1,089	35,855	-	-
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	11,791	1,180	-	-	-	-	-	-	10,611	-	-
TR81990 : Keele Street - Highway 407 to Highway 7	662	66	-	-	-	-	-	-	596	-	-
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	5,256	-	-	-	-	-	-	-	1,517	3,739	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	220	-	-	-	-	220	-	-	-	-	-
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	110	12	-	-	-	98	-	-	-	-	-
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	29,987	2,984	-	-	-	-	-	148	-	26,855	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	14,984	1,499	-	-	-	-	-	-	2,850	10,635	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	35,819	3,197	-	-	-	104	-	3,858	28,660	-	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	52,948	5,249	-	-	-	81	-	470	14,012	33,136	-
TR83450 : Major Mackenzie Drive - Highway 50 to Canadian Pacific Railway	615	27	-	-	-	-	-	341	247	-	-
TR83480 : Transportation Master Plan Update	2,390	240	-	-	-	574	-	-	1,576	-	-
TR83490 : Smart Commute Initiative	2,230	220	-	-	-	2,010	-	-	-	-	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	1,800	180	-	-	-	-	-	-	1,620	-	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	12,792	1,280	-	-	-	-	-	-	11,512	-	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	22,515	2,252	-	-	-	-	-	-	20,263	-	-
TR83920 : Traffic Safety Program Improvements	3,136	346	-	-	-	-	-	-	2,790	-	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	19,554	1,778	-	-	-	14	-	1,782	11,986	3,994	-
TR83998 : Highway 27 - Nashville Road to King Road	5,576	558	-	-	-	-	-	-	5,018	-	-
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	5,613	561	-	-	-	-	-	-	5,052	-	-
TR84006 : Weston Road - North and South of Rutherford Road	12,487	1,245	-	-	-	-	-	54	306	10,882	-

Roads

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	548	55	-	-	-	-	-	-	493	-	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	21,260	-	-	-	-	-	21,260	-	-	-	-
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	482	45	-	-	-	403	-	34	-	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	24,010	2,230	-	-	-	148	-	1,697	148	19,787	-
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	2,500	250	-	-	-	-	-	-	2,250	-	-
TR84045 : Lake to Lake Cycling Facilities	15	2	-	-	-	13	-	-	-	-	-
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	7,268	727	-	-	-	423	-	-	6,118	-	-
TR84120 : Keele Street - Highway 7 to Rutherford Road	514	51	-	-	-	-	-	-	463	-	-
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	3,286	328	-	-	-	-	-	-	2,958	-	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	374	-	-	-	-	124	-	250	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	2,835	283	-	-	-	60	-	-	2,492	-	-
TR84200 : Doane Road - Highway 404 to Yonge Street	2,287	229	-	-	-	-	-	-	2,058	-	-
TR84860 : Bathurst Street and Davis Drive	40	3	-	-	-	37	-	-	-	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	31,489	3,005	-	-	-	31	-	1,431	27,022	-	-
TR84940 : Pedestrian Cycling Program	10,295	1,031	-	-	-	-	-	-	9,264	-	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	772	-	-	-	-	-	-	277	495	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	47,334	4,672	-	-	-	234	-	1,473	40,955	-	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	32,985	3,242	-	-	-	49	-	579	29,115	-	-
TR85590 : Carville Road - Bathurst Street to Yonge Street	2,628	262	-	-	-	-	-	-	2,366	-	-
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	4,402	440	-	-	-	339	-	-	3,623	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	18,829	1,862	-	-	-	-	-	211	16,756	-	-
TR85620 : 2nd Concession - Green Lane to Doane Road	44	4	-	-	-	40	-	-	-	-	-
TR85630 : Keele Street - Langstaff Road to Rutherford Road	535	53	-	-	-	-	-	-	482	-	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	6,124	320	-	-	-	279	-	2,920	2,605	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	32,824	3,282	-	-	-	30	-	-	29,512	-	-
TR85710 : Yonge Street - Davis Drive to Green Lane	44,759	3,259	-	-	-	80	-	12,170	29,250	-	-

Roads

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR85810 : Arterial Corridor Transportation Studies	3,060	308	-	-	-	-	-	-	2,752	-	-
TR85830 : Retrofit Noise Mitigation	50	10	-	-	-	40	-	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	5,865	589	-	-	-	-	-	-	5,276	-	-
TR86910 : Dufferin Street and King Vaughan Road	1,058	116	-	-	-	277	-	-	665	-	-
TR86920 : Keele Street and King Vaughan Road	1,203	131	-	-	-	-	-	-	1,072	-	-
TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	9,448	5,493	-	-	-	-	294	-	-	3,661	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	4,327	-	-	-	-	-	-	-	4,327	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	219	22	-	-	-	197	-	-	-	-	-
TR88166 : Southeast Satellite Yard	8,060	403	-	-	-	-	-	-	7,657	-	-
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	892	88	-	-	-	-	9	-	795	-	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	6,762	-	-	-	-	-	-	-	6,762	-	-
TR88173 : Yonge Street North of Industrial Parkway	4,350	-	-	3,992	-	-	358	-	-	-	-
TR88179 : North Existing Yard	5,168	259	-	-	-	437	-	-	4,472	-	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	33,410	3,341	-	-	-	-	-	-	30,069	-	-
TR88181 : Southwest Satellite Yard	63,947	3,196	-	-	-	-	-	-	60,751	-	-
TR88182 : Central Main Yard	4,265	225	-	-	-	425	-	-	3,615	-	-
TR88183 : Central Satellite Yard	20,039	1,002	-	-	-	-	-	-	19,037	-	-
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	12,046	1,204	-	-	-	-	-	-	10,842	-	-
TR88185 : Bathurst Street - Gamble Road to Shaftsbury Avenue	27	3	-	-	-	24	-	-	-	-	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	23,544	2,354	-	-	-	-	-	-	21,190	-	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	12,358	1,173	-	-	-	354	-	642	10,189	-	-
TR88192 : Markham Whistling Cessation	843	23	-	-	-	211	-	609	-	-	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	51,418	-	-	-	-	-	-	-	51,418	-	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	7,317	719	-	-	-	-	-	124	-	6,474	-
TR88197 : Highway 7 West of Kipling Avenue	5,055	507	-	-	-	-	-	-	866	3,682	-
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	591	59	-	-	-	197	-	-	335	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	32,759	3,266	-	-	-	320	-	-	29,173	-	-

Roads

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR96791 : York Durham Line Intersection at Bloomington	2,901	290	-	-	-	129	-	-	2,482	-	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	32,494	3,084	-	-	-	87	-	1,676	15,411	12,236	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	95	9	-	-	-	86	-	-	-	-	-
TR98320 : Leslie Street - Green Lane to Colonel Weyling Boulevard	4,964	496	-	-	-	170	-	-	4,298	-	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	19,269	1,905	-	-	-	93	-	224	17,047	-	-
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	2,530	252	-	-	-	290	-	-	1,988	-	-
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	142	14	-	-	-	128	-	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	32,517	3,232	-	-	-	-	-	199	29,086	-	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	350	35	-	-	-	-	-	-	315	-	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	26,844	2,685	-	-	-	-	-	-	1,815	22,344	-
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	101	10	-	-	-	91	-	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	36,501	3,581	-	-	-	168	-	689	32,063	-	-
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	735	74	-	-	-	-	-	-	661	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	55	6	-	-	-	49	-	-	-	-	-
TR99806 : Langstaff Road - Jane Street to Keele Street	55	-	-	-	-	55	-	-	-	-	-
TR99816 : Teston Road - Keele Street to Dufferin Street	2,619	-	-	-	-	210	-	-	2,409	-	-
TR99890 : Intelligent Transportation System	15,605	1,560	-	-	-	-	-	-	14,045	-	-
TR99900 : Fleet New Additions	4,380	-	-	-	-	4,380	-	-	-	-	-
TS36110 : Technology Data	20,765	6,289	-	-	-	-	-	-	-	-	14,476
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	119,057	-	-	(119,057)	-	-
Total Growth	1,480,353	133,933	-	3,992	-	175,879	-	114,447	861,854	175,772	14,476

Program Group: Rehabilitation and Replacement

TR39930 : Structures Rehabilitation Program	51,794	-	1,938	37,400	-	-	-	-	12,456	-	-
TR39960 : Road Asset Renewal and Replacement	183,246	-	-	118,640	-	-	-	-	64,606	-	-
TR39980 : Various Road Improvements	39,468	-	-	39,468	-	-	-	-	-	-	-
TR80101 : King Road - Yonge Street to Bond Crescent	10,190	4,009	-	-	-	-	-	3,509	2,672	-	-

Roads

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR80220 : LED Replacement Traffic Signals	2,632	-	-	2,632	-	-	-	-	-	-	-
TR80791 : Woodbine Avenue Culvert Repair Denison Street	3,312	-	-	3,312	-	-	-	-	-	-	-
TR80792 : Yonge Street Culvert Repair Eagle Street	3,066	-	-	3,066	-	-	-	-	-	-	-
TR80793 : Yonge street Embankment Repair Silverline Airport	2,409	-	-	2,409	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	15,958	-	-	11,971	-	-	-	-	3,987	-	-
TR84950 : Drainage System Program	23,266	-	-	17,452	-	140	-	-	5,674	-	-
TR87310 : King Horne Bridge - King Road, East of Highway 400	1,060	795	-	-	-	-	-	-	265	-	-
TR88176 : Emergency Projects	809	-	-	809	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	558,593	-	-	528,455	-	-	-	-	-	-	30,138
TR88189 : Asset Renewal and Replacement - Intersection Projects	10,000	-	-	10,000	-	-	-	-	-	-	-
TR88195 : Asset Renewal Replacement Guide Rails	9,250	-	-	9,250	-	-	-	-	-	-	-
TR99801 : Rapidways Asset Management	2,628	-	-	1,074	-	352	-	1,202	-	-	-
TR99870 : Various Railway Crossing Improvements	4,280	-	-	4,280	-	-	-	-	-	-	-
TR99910 : Fleet Replacement	32,413	-	-	32,354	-	-	-	59	-	-	-
TS36210 : Technology Data Rehabilitation	1,743	-	-	1,743	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	882	-	-	(882)	-	-
Total Rehabilitation and Replacement	956,117	4,804	1,938	824,315	-	1,374	-	4,770	88,778	-	30,138
Total Funding	2,436,470	138,737	1,938	828,307	177,253	119,217	950,632	175,772	44,614		

Roads

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program Group: Growth											
TR39910 : Miscellaneous Design & Survey for Future Projects	999	100	-	-	-	-	-	-	899	-	-
TR39920 : Property Acquisition for Future Capital Projects	498	50	-	-	-	-	-	-	448	-	-
TR39950 : Intersection Improvement Program	4,544	394	-	-	-	-	600	-	3,550	-	-
TR39970 : Miscellaneous Payments to Developers	4,000	400	-	-	-	3,600	-	-	-	-	-
TR39990 : Traffic Control Signal Electronic Improvements	5,420	543	-	-	-	-	-	-	4,877	-	-
TR80106 : Various Maintenance Facility Upgrades	361	361	-	-	-	-	-	-	-	-	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	26,737	2,577	-	-	-	-	1,054	-	23,106	-	-
TR80118 : Southwest Main Yard	3,286	164	-	-	-	-	-	-	3,122	-	-
TR80121 : Development Transportation Demand Management	379	38	-	-	-	-	-	-	341	-	-
TR80221 : LED Streetlight Conversion	2,190	219	-	-	-	1,971	-	-	-	-	-
TR80430 : Regional Streetscaping	1,298	260	-	-	-	-	-	-	1,038	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	36	3	-	-	-	33	-	-	-	-	-
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	36	3	-	-	-	33	-	-	-	-	-
TR81010 : King Road and Weston Road	569	62	-	-	-	-	-	-	507	-	-
TR81045 : Central Snow Management Facility	72	4	-	-	-	68	-	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	22,765	1,838	-	-	-	67	-	4,106	16,754	-	-
TR81362 : Dufferin Street and Rutherford Road	9,477	947	-	-	-	-	-	164	8,366	-	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	1,223	122	-	-	-	-	-	-	1,101	-	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	5,987	-	-	-	-	-	-	3,478	2,509	-	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	7,962	746	-	-	-	49	-	550	6,617	-	-
TR81932 : Major Capital Intersection Improvements Program	232	23	-	-	-	209	-	-	-	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	18,774	1,846	-	-	-	37	-	315	16,576	-	-
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	3,270	-	-	-	-	-	-	2,270	-	1,000	-
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	8,095	810	-	-	-	-	-	-	446	6,839	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	8,805	881	-	-	-	-	-	-	7,924	-	-

Roads

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	220	-	-	-	-	220	-	-	-	-	-
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	110	12	-	-	-	98	-	-	-	-	-
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	9,922	992	-	-	-	-	-	-	-	8,930	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	2,488	249	-	-	-	-	-	-	558	1,681	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,341	135	-	-	-	104	-	-	1,102	-	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	378	38	-	-	-	32	-	-	-	308	-
TR83450 : Major Mackenzie Drive - Highway 50 to Canadian Pacific Railway	615	27	-	-	-	-	-	341	247	-	-
TR83480 : Transportation Master Plan Update	1,295	130	-	-	-	377	-	-	788	-	-
TR83490 : Smart Commute Initiative	223	22	-	-	-	201	-	-	-	-	-
TR83920 : Traffic Safety Program Improvements	329	36	-	-	-	-	-	-	293	-	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	466	46	-	-	-	-	-	-	-	420	-
TR84006 : Weston Road - North and South of Rutherford Road	1,793	180	-	-	-	-	-	-	-	1,613	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	21,260	-	-	-	-	-	-	21,260	-	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	491	48	-	-	-	148	-	-	148	147	-
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	2,500	250	-	-	-	-	-	-	2,250	-	-
TR84045 : Lake to Lake Cycling Facilities	15	2	-	-	-	13	-	-	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	2,835	283	-	-	-	60	-	-	2,492	-	-
TR84860 : Bathurst Street and Davis Drive	40	3	-	-	-	37	-	-	-	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	4,481	447	-	-	-	-	-	-	4,034	-	-
TR84940 : Pedestrian Cycling Program	2,462	246	-	-	-	-	-	-	2,216	-	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	772	-	-	-	-	-	-	277	495	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	47,334	4,672	-	-	-	234	-	1,473	40,955	-	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	3,914	392	-	-	-	49	-	-	3,473	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	7,518	750	-	-	-	-	-	15	6,753	-	-
TR85620 : 2nd Concession - Green Lane to Doane Road	44	4	-	-	-	40	-	-	-	-	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	6,124	320	-	-	-	279	-	2,920	2,605	-	-

Roads

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	32,824	3,282	-	-	-	30	-	-	29,512	-	-
TR85710 : Yonge Street - Davis Drive to Green Lane	6,958	535	-	-	-	-	1,604	-	4,819	-	-
TR85810 : Arterial Corridor Transportation Studies	648	65	-	-	-	-	-	-	583	-	-
TR85830 : Retrofit Noise Mitigation	5	1	-	-	-	4	-	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	933	94	-	-	-	-	-	-	839	-	-
TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	493	296	-	-	-	-	-	-	-	197	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	4,327	-	-	-	-	-	-	-	4,327	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	219	22	-	-	-	197	-	-	-	-	-
TR88173 : Yonge Street North of Industrial Parkway	4,350	-	-	3,992	-	-	-	358	-	-	-
TR88179 : North Existing Yard	241	12	-	-	-	229	-	-	-	-	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	1,643	164	-	-	-	-	-	-	1,479	-	-
TR88181 : Southwest Satellite Yard	31,206	1,560	-	-	-	-	-	-	29,646	-	-
TR88182 : Central Main Yard	241	24	-	-	-	217	-	-	-	-	-
TR88185 : Bathurst Street - Gamble Road to Shaftsbury Avenue	27	3	-	-	-	24	-	-	-	-	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	1,315	132	-	-	-	197	-	-	986	-	-
TR88192 : Markham Whistling Cessation	843	23	-	-	-	211	-	609	-	-	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	602	-	-	-	-	-	-	-	602	-	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	1,139	114	-	-	-	-	-	-	-	1,025	-
TR88197 : Highway 7 West of Kipling Avenue	2,071	208	-	-	-	-	-	-	12	1,851	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	32,759	3,266	-	-	-	320	-	-	29,173	-	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	4,300	431	-	-	-	-	-	-	1,429	2,440	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	95	9	-	-	-	86	-	-	-	-	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	11,575	1,158	-	-	-	-	-	-	10,417	-	-
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	142	14	-	-	-	128	-	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	11,356	1,135	-	-	-	-	-	-	10,221	-	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	350	35	-	-	-	-	-	-	315	-	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	3,410	342	-	-	-	-	-	-	718	2,350	-

Roads

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	101	10	-	-	-	91	-	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	5,227	522	-	-	-	148	-	-	4,557	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	55	6	-	-	-	49	-	-	-	-	-
TR99806 : Langstaff Road - Jane Street to Keele Street	55	-	-	-	-	55	-	-	-	-	-
TR99816 : Teston Road - Keele Street to Dufferin Street	2,619	-	-	-	-	210	-	-	2,409	-	-
TR99890 : Intelligent Transportation System	8,050	804	-	-	-	438	-	-	7,246	-	-
TR99900 : Fleet New Additions	438	-	-	-	-	438	-	-	-	-	-
TS36110 : Technology Data	2,601	1,371	-	-	-	-	-	-	-	-	1,230
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	119,057	-	-	(119,057)	-	-
Total Growth	429,203	37,313	-	3,992	-	129,650	-	41,394	186,823	28,801	1,230

Program Group: Rehabilitation and Replacement

TR39930 : Structures Rehabilitation Program	10,406	-	1,054	7,021	-	-	-	-	2,331	-	-
TR39960 : Road Asset Renewal and Replacement	22,263	-	-	22,263	-	-	-	-	-	-	-
TR39980 : Various Road Improvements	5,091	-	-	5,091	-	-	-	-	-	-	-
TR80101 : King Road - Yonge Street to Bond Crescent	753	452	-	-	-	-	-	-	301	-	-
TR80220 : LED Replacement Traffic Signals	987	-	-	987	-	-	-	-	-	-	-
TR80791 : Woodbine Avenue Culvert Repair Denison Street	958	-	-	958	-	-	-	-	-	-	-
TR80792 : Yonge Street Culvert Repair Eagle Street	3,066	-	-	3,066	-	-	-	-	-	-	-
TR80793 : Yonge street Embankment Repair Silverline Airport	2,409	-	-	2,409	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	1,778	-	-	1,334	-	-	-	-	444	-	-
TR84950 : Drainage System Program	2,312	-	-	1,734	-	140	-	-	438	-	-
TR87310 : King Horne Bridge - King Road, East of Highway 400	1,060	795	-	-	-	-	-	-	265	-	-
TR88176 : Emergency Projects	800	-	-	800	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	46,117	-	-	40,079	-	-	-	-	-	-	6,038
TR88189 : Asset Renewal and Replacement - Intersection Projects	1,500	-	-	1,500	-	-	-	-	-	-	-
TR88195 : Asset Renewal Replacement Guide Rails	875	-	-	875	-	-	-	-	-	-	-
TR99801 : Rapidways Asset Management	164	-	-	67	-	22	-	75	-	-	-

Roads

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR99870 : Various Railway Crossing Improvements	591	-	-	591	-	-	-	-	-	-	-
TR99910 : Fleet Replacement	3,399	-	-	3,340	-	-	-	59	-	-	-
TS36210 : Technology Data Rehabilitation	339	-	-	339	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	882	-	-	(882)	-	-
Total Rehabilitation and Replacement	104,868	1,247	1,054	92,454	-	1,044	-	134	2,897	-	6,038
Total Funding	534,071	38,560	1,054	96,446	130,694	189,720	41,528	28,801	7,268		

INTENTIONAL BLANK

**York Region Rapid Transit Corporation
2021 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
90992 : Bus Rapid Transit Facilities and Terminals	193,755	11,276	8,078	820	-	-	-	-	-	-	-	-	8,898	-	213,929	8,898
90993 : Rapid Transit Vehicles	46,731	-	-	-	-	-	-	-	-	-	-	-	-	-	46,731	-
90996 : Toronto-York Spadina Subway Extension	1,281,008	19,817	22,700	5,720	-	-	-	-	-	-	-	-	28,420	-	1,329,245	28,420
90997 : Yonge Subway Extension CD & Preliminary Engineering	22,739	17,913	-	-	-	-	-	-	-	-	-	-	-	-	40,652	-
90999 : Rapid Transit Initiatives	2,782	4	4,384	4,349	-	-	-	-	-	-	-	-	8,733	-	11,519	8,733
Total Expenditures	1,547,015	49,010	35,162	10,889									46,051		1,642,076	46,051
Funding Sources:																
Program Specific Reserves	63,247	2,223	76	-	-	-	-	-	-	-	-	-	76	-	65,546	76
Debt Reduction Reserve	8,193	-	-	-	-	-	-	-	-	-	-	-	-	-	8,193	-
General Capital Reserve	45,206	194	329	-	-	-	-	-	-	-	-	-	329	-	45,729	329
Development Charge Reserves	161,838	830	9,457	5,581	-	-	-	-	-	-	-	-	15,038	-	177,706	15,038
Grants & Subsidies	801,859	23,119	6,762	3,300	-	-	-	-	-	-	-	-	10,062	-	835,040	10,062
Other Recoveries	3,471	1,682	592	-	-	-	-	-	-	-	-	-	592	-	5,745	592
Planned Debenture Proceeds	377,361	16,405	-	-	-	-	-	-	-	-	-	-	-	-	393,766	-
Federal Gas Tax Reserve	85,840	4,557	17,946	2,008	-	-	-	-	-	-	-	-	19,954	-	110,351	19,954
Total Funding	1,547,015	49,010	35,162	10,889									46,051		1,642,076	46,051

York Region Rapid Transit Corporation 2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
90992 : Bus Rapid Transit Facilities and Terminals	8,898	-	-	-	-	2,225	4,762	592	-	-	1,319
90996 : Toronto-York Spadina Subway Extension	28,420	76	-	-	208	-	-	-	9,963	-	18,173
90999 : Rapid Transit Initiatives	8,733	-	-	-	121	2,850	5,300	-	-	-	462
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	9,963	-	-	(9,963)	-	-
Total Funding	46,051	76	-	-	329	15,038	10,062	592	-	-	19,954

**York Region Rapid Transit Corporation
2021 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
90992 : Bus Rapid Transit Facilities and Terminals	8,898	-	-	-	-	2,225	4,762	592	-	-	1,319
90996 : Toronto-York Spadina Subway Extension	28,420	76	-	-	208	-	-	-	9,963	-	18,173
90999 : Rapid Transit Initiatives	8,733	-	-	-	121	2,850	5,300	-	-	-	462
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	9,963	-	-	(9,963)	-	-
Total Funding	46,051	76	76	329	15,038	10,062	592	9,963	19,954		

INTENTIONAL BLANK

Water

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
71250 : Queensville Elevated Tank No. 2	-	-	-	-	-	-	-	120	359	598	4,186	6,578	11,841	120	11,961	-
72390 : Water for Tomorrow Program	21,888	1,125	965	990	975	1,000	925	1,175	1,200	1,225	1,250	1,195	10,900	13,450	47,363	1,955
72450 : Aurora Elevated Tank	13,263	450	1,690	9,117	2,217	39	24	-	-	-	-	-	13,087	-	26,800	13,087
72560 : Bloomington Road Bayview Avenue AC Watermain	-	-	-	-	-	-	-	-	-	-	-	470	470	46,430	46,900	-
73300 : Water Master Plan Update	3,242	507	571	339	303	200	300	250	175	175	200	300	2,813	2,200	8,762	1,213
73580 : Toronto Water Supply - Cost Shared Works	241,048	5,478	4,500	2,500	3,000	3,500	2,000	2,000	2,000	1,500	1,000	1,000	23,000	52,472	321,998	23,000
73790 : Peel Water Supply - Cost Shared Works	549,925	(23,864)	697	1,659	1,133	334	15	15	15	15	15	15	3,913	2,050	532,024	3,778
75390 : West Vaughan Water Servicing	727	12	20	200	-	-	-	-	-	-	-	-	220	14,530	15,489	220
75440 : Eagle to Kirby Pumping Station Watermain	1	-	-	-	-	213	213	213	426	2,130	3,728	3,728	10,438	213	10,652	-
75460 : Yonge Green Lane Watermain	69	-	-	-	-	-	-	-	-	-	-	432	432	42,758	43,259	-
75480 : Newmarket West Elevated Tank and Watermain	207	-	-	-	-	-	-	-	-	-	-	123	123	12,219	12,549	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	876	243	-	-	-	-	-	-	254	509	2,965	4,659	8,387	85	9,591	-
75530 : Northeast Vaughan Water Servicing	8,258	4,954	2,420	2,420	45,690	18,035	22,120	11,720	122	80	-	-	102,607	-	115,819	13,707
75600 : Green Lane Leslie Street Watermain	461	-	-	-	-	-	-	393	300	499	5,900	9,129	16,221	19,339	36,021	-
75680 : North Markham Water Servicing Upgrades	3,178	-	10	-	-	-	-	-	-	400	426	2,352	3,178	49,422	52,600	-
75690 : South Maple Pumping Station	-	35	-	-	-	-	-	-	-	-	-	-	10	-	3,223	10
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	455	-	60	60	60	3,350	10	10	-	-	-	-	3,550	-	4,005	240
75710 : York Peel Feedermain Upgrade	-	-	-	300	750	2,000	1,750	200	-	-	-	-	5,000	-	5,000	-
75740 : East Gwillimbury Water Servicing	-	-	-	-	-	-	-	344	1,722	1,765	8,400	13,428	25,659	8,772	34,431	-
75790 : Environmental Services General Facility Upgrades	3,101	1,000	2,850	-	-	-	-	-	-	-	-	-	2,850	-	6,951	2,850
75800 : Water & Wastewater Vehicle Purchases	484	600	250	250	-	-	-	-	-	-	-	-	500	-	1,584	250
75850 : Aurora East Booster Pumping Station Upgrade	-	-	-	-	-	-	-	-	203	406	1,015	5,177	6,801	13,495	20,296	-
78270 : Ballantrae Well Expansion	709	124	105	-	-	-	-	-	-	-	-	-	105	-	938	105
78310 : Nobleton Water Wastewater Servicing	678	-	-	-	-	-	-	-	-	503	554	1,059	2,116	1,936	4,730	-
78360 : Orchard Heights Reservoir Inlet Upgrade	225	9	-	-	-	-	-	390	1,000	-	-	-	1,390	-	1,624	-
78380 : Kirby Pumping Station Expansion And Watermain	-	-	-	-	-	-	-	-	294	490	2,937	3,385	7,106	2,685	9,791	-

Water

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals 2020 Forecast 31/19	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
79670 : Water System Capacity Assessment	2,384	651	651	710	710	710	710	710	710	710	710	6,982	7,100	16,716	3,432
Total Growth	851,182	(9,077)	14,789	18,486	54,838	29,168	28,067	17,540	8,780	11,005	33,286	269,699	289,276	1,401,080	63,847
Funding Sources:															
Asset Replacement Reserves	3,327	1,600	3,100	250	-	-	-	-	-	-	-	3,350	-	8,277	3,100
Development Charge Reserves	38,248	(22,716)	9,269	15,501	8,383	1,910	1,935	2,135	2,085	2,110	2,160	47,693	112,093	175,318	33,598
Other Recoveries	870	-	2,420	2,420	42,000	16,000	4,960	-	-	-	-	67,800	-	68,670	12,585
Planned Debenture Proceeds	807,522	12,039	-	315	4,455	11,258	21,172	15,405	6,695	8,895	31,126	150,856	177,183	1,147,600	14,564
Total Growth	851,182	(9,077)	14,789	18,486	54,838	29,168	28,067	17,540	8,780	11,005	33,286	269,699	289,276	1,401,080	63,847

Program Group: Rehabilitation and Replacement

Gross Expenditures:

70470 : Rehab and Replacement Discrete Condition Assessment	7,405	1,943	1,705	1,670	1,680	1,595	1,955	1,720	1,735	1,745	2,055	1,715	-	26,923	6,035
70550 : Facility Security Upgrade	1,638	600	600	-	-	-	-	-	-	-	-	600	-	2,838	600
72150 : Water Conservation Authority Joint Initiatives	50,043	5,776	6,658	5,988	6,287	6,202	6,139	6,299	6,406	6,489	6,681	6,777	-	119,744	6,658
75540 : Water Modeling Update	1,847	550	541	274	169	169	169	169	169	169	169	2,167	-	4,564	1,322
78510 : Surface Water Treatment	7,251	686	2,780	3,386	10,529	11,218	2,165	859	1,280	1,500	500	35,967	-	43,904	29,717
78511 : Ground Water Treatment	14,088	3,443	4,908	6,045	3,532	11,900	18,640	18,240	16,060	5,940	1,940	90,445	-	107,976	14,495
78513 : Storage at Grade	-	-	-	250	-	-	-	250	-	-	2,000	2,750	-	2,750	250
78514 : Storage Elevated Tank	20,469	3,756	1,566	4,105	3,368	3,049	2,725	1,500	3,000	3,000	3,000	26,813	-	51,038	13,213
78515 : Rehab Pumping	18,828	7,761	2,993	285	250	250	250	250	250	250	250	5,278	-	31,867	3,778
78516 : Storage Reservoir	5,875	1,833	11,488	9,507	7,843	3,754	1,000	4,500	2,000	5,000	6,500	56,092	-	63,800	33,592
78519 : Transmission Main	55,101	1,713	2,798	10,635	18,210	11,195	6,020	8,500	4,150	3,286	14,396	80,040	-	136,854	30,058
78555 : SCADA Communication Network Rehabilitation	10,061	141	165	350	100	-	-	-	-	-	-	615	-	10,817	615
78565 : Tech Integration Rehabilitation	2,917	700	700	700	700	700	700	700	700	700	700	7,000	-	10,617	700
78575 : Tech Development Implementation Rehabilitation	6,393	700	700	700	700	700	700	700	700	700	700	7,000	-	14,093	700
78585 : Asset Management Plan Review and Update	14,999	970	1,253	1,065	1,105	1,060	1,066	1,078	1,091	1,103	1,116	11,066	-	27,035	2,318
Total Rehabilitation and Replacement	216,914	30,572	38,855	44,960	54,473	51,792	41,529	44,765	37,541	29,882	40,007	407,333	-	654,819	144,051
Funding Sources:															
Asset Replacement Reserves	143,636	30,572	38,855	44,760	54,223	50,792	39,479	42,515	35,291	29,882	40,007	399,333	-	573,541	143,601
Grants & Subsidies	7,128	-	-	200	250	1,000	2,050	2,250	2,250	-	-	8,000	-	15,128	450
Other Recoveries	787	-	-	-	-	-	-	-	-	-	-	-	-	787	-

Water

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Planned Debenture Proceeds	22,378	-	-	-	-	-	-	-	-	-	-	-	-	-	22,378	-
Total Rehabilitation and Replacement	216,914	30,572	38,855	44,960	54,473	51,792	41,529	44,765	37,541	29,882	40,007	23,530	407,333	-	654,819	144,051
Total Expenditures	1,068,096	21,495	53,644	63,446	109,311	80,960	69,596	62,305	46,321	40,887	73,293	77,270	677,032	289,276	2,055,899	207,898
Funding Sources:																
Asset Replacement Reserves	146,963	32,172	41,955	45,010	54,223	50,792	39,479	42,515	35,291	29,882	40,007	23,530	402,683	-	581,818	146,701
Development Charge Reserves	38,248	(22,716)	9,269	15,501	8,383	1,910	1,935	2,135	2,085	2,110	2,160	2,205	47,693	112,093	175,318	33,598
Grants & Subsidies	7,128	-	-	200	250	1,000	2,050	2,250	2,250	-	-	-	8,000	-	15,128	450
Other Recoveries	1,656	-	2,420	2,420	42,000	16,000	4,960	-	-	-	-	-	67,800	-	69,456	12,585
Planned Debenture Proceeds	829,900	12,039	-	315	4,455	11,258	21,172	15,405	6,695	8,895	31,126	51,535	150,856	177,183	1,169,978	14,564
Total Funding	1,068,096	21,495	53,644	63,446	109,311	80,960	69,596	62,305	46,321	40,887	73,293	77,270	677,032	289,276	2,055,899	207,898

Water

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program Group: Growth											
71250 : Queensville Elevated Tank No. 2	11,841	-	-	-	-	-	-	-	11,841	-	-
72390 : Water for Tomorrow Program	10,900	-	-	-	-	10,900	-	-	-	-	-
72450 : Aurora Elevated Tank	13,087	-	-	-	-	-	-	-	13,087	-	-
72560 : Bloomington Road Bayview Avenue AC Watermain	470	-	-	-	-	-	-	-	470	-	-
73300 : Water Master Plan Update	2,813	-	-	-	-	2,813	-	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	23,000	-	-	-	-	-	-	-	23,000	-	-
73790 : Peel Water Supply - Cost Shared Works	3,913	-	-	-	-	-	-	-	3,913	-	-
75390 : West Vaughan Water Servicing	220	-	-	-	-	-	-	-	220	-	-
75440 : Eagle to Kirby Pumping Station Watermain	10,438	-	-	-	-	-	-	-	10,438	-	-
75460 : Yonge Green Lane Watermain	432	-	-	-	-	-	-	-	432	-	-
75480 : Newmarket West Elevated Tank and Watermain	123	-	-	-	-	-	-	-	123	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	8,387	-	-	-	-	-	-	-	8,387	-	-
75530 : Northeast Vaughan Water Servicing	102,607	-	-	-	-	-	-	67,800	34,807	-	-
75600 : Green Lane Leslie Street Watermain	16,221	-	-	-	-	-	-	-	16,221	-	-
75680 : North Markham Water Servicing	3,178	-	-	-	-	-	-	-	3,178	-	-
75690 : South Maple Pumping Station Upgrades	10	-	-	-	-	10	-	-	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	3,550	-	-	-	-	-	-	-	3,550	-	-
75710 : York Peel Feedermain Upgrade	5,000	-	-	-	-	-	-	-	5,000	-	-
75740 : East Gwillimbury Water Servicing	25,659	-	-	-	-	-	-	-	25,659	-	-
75790 : Environmental Services General Facility Upgrades	2,850	-	-	2,850	-	-	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	500	-	-	500	-	-	-	-	-	-	-
75850 : Aurora East Booster Pumping Station Upgrade	6,801	-	-	-	-	-	-	-	6,801	-	-
78270 : Ballantrae Well Expansion	105	-	-	-	-	105	-	-	-	-	-
78310 : Nobleton Water Wastewater Servicing	2,116	-	-	-	-	-	-	-	2,116	-	-
78360 : Orchard Heights Reservoir Inlet Upgrade	1,390	-	-	-	-	-	-	-	1,390	-	-
78380 : Kirby Pumping Station Expansion And Watermain	7,106	-	-	-	-	-	-	-	7,106	-	-
79670 : Water System Capacity Assessment	6,982	-	-	-	-	6,982	-	-	-	-	-

Water

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	26,883	-	-	(26,883)	-	-
Total Growth	269,699	-	-	3,350	-	47,693	-	67,800	150,856	-	-

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	17,575	-	-	17,575	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	600	-	-	600	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	63,925	-	-	63,925	-	-	-	-	-	-	-
75540 : Water Modeling Update	2,167	-	-	2,167	-	-	-	-	-	-	-
78510 : Surface Water Treatment	35,967	-	-	35,967	-	-	-	-	-	-	-
78511 : Ground Water Treatment	90,445	-	-	82,445	-	-	8,000	-	-	-	-
78513 : Storage at Grade	2,750	-	-	2,750	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	26,813	-	-	26,813	-	-	-	-	-	-	-
78515 : Rehab Pumping	5,278	-	-	5,278	-	-	-	-	-	-	-
78516 : Storage Reservoir	56,092	-	-	56,092	-	-	-	-	-	-	-
78519 : Transmission Main	80,040	-	-	80,040	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	615	-	-	615	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	7,000	-	-	7,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	7,000	-	-	7,000	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	11,066	-	-	11,066	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	407,333	-	-	399,333	-	47,693	8,000	-	-	-	-

Total Funding	677,032	-	-	402,683	47,693	8,000	67,800	150,856	-	-	-
----------------------	----------------	---	---	----------------	---------------	--------------	---------------	----------------	---	---	---

Water

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
Program Group: Growth												
72390 : Water for Tomorrow Program	1,955	-	-	-	-	1,955	-	-	-	-	-	
72450 : Aurora Elevated Tank	13,087	-	-	-	-	-	-	-	13,087	-	-	
73300 : Water Master Plan Update	1,213	-	-	-	-	1,213	-	-	-	-	-	
73580 : Toronto Water Supply - Cost Shared Works	23,000	-	-	-	-	-	-	-	23,000	-	-	
73790 : Peel Water Supply - Cost Shared Works	3,778	-	-	-	-	-	-	-	3,778	-	-	
75390 : West Vaughan Water Servicing	220	-	-	-	-	-	-	-	220	-	-	
75530 : Northeast Vaughan Water Servicing	13,707	-	-	-	-	-	-	12,585	1,122	-	-	
75690 : South Maple Pumping Station Upgrades	10	-	-	-	-	10	-	-	-	-	-	
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	240	-	-	-	-	-	-	-	240	-	-	
75790 : Environmental Services General Facility Upgrades	2,850	-	-	2,850	-	-	-	-	-	-	-	
75800 : Water & Wastewater Vehicle Purchases	250	-	-	250	-	-	-	-	-	-	-	
78270 : Ballantrae Well Expansion	105	-	-	-	-	105	-	-	-	-	-	
79670 : Water System Capacity Assessment	3,432	-	-	-	-	3,432	-	-	-	-	-	
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	26,883	-	-	(26,883)	-	-	
Total Growth	63,847	-	-	3,100	-	33,598	-	12,585	14,564	-	-	
Program Group: Rehabilitation and Replacement												
70470 : Rehab and Replacement Discrete Condition Assessment	6,035	-	-	6,035	-	-	-	-	-	-	-	
70550 : Facility Security Upgrade	600	-	-	600	-	-	-	-	-	-	-	
72150 : Water Conservation Authority Joint Initiatives	6,658	-	-	6,658	-	-	-	-	-	-	-	
75540 : Water Modeling Update	1,322	-	-	1,322	-	-	-	-	-	-	-	
78510 : Surface Water Treatment	29,717	-	-	29,717	-	-	-	-	-	-	-	
78511 : Ground Water Treatment	14,495	-	-	14,045	-	-	450	-	-	-	-	
78513 : Storage at Grade	250	-	-	250	-	-	-	-	-	-	-	
78514 : Storage Elevated Tank	13,213	-	-	13,213	-	-	-	-	-	-	-	
78515 : Rehab Pumping	3,778	-	-	3,778	-	-	-	-	-	-	-	
78516 : Storage Reservoir	33,592	-	-	33,592	-	-	-	-	-	-	-	
78519 : Transmission Main	30,058	-	-	30,058	-	-	-	-	-	-	-	

Water

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
78555 : SCADA Communication Network Rehabilitation	615	-	-	615	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	2,318	-	-	2,318	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	144,051	-	-	143,601	-	-	450	-	-	-	-
Total Funding	207,898			146,701		33,598	450	12,585	14,564		

Wastewater

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
70530 : Yonge Street Sewer Twinning	-	-	-	-	-	-	-	-	-	522	1,044	1,044	2,610	49,582	52,192	-
70540 : Upper York Servicing Infrastructure Phase 2	0	-	-	-	-	-	-	-	-	-	30	570	600	189,860	190,460	-
70080 : York Durham Sewage System Interim Servicing	5,149	4,764	12,087	7,277	1,082	72	-	-	-	-	-	-	20,518	-	30,431	20,518
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	117,824	1,100	280	600	-	-	-	-	-	-	-	-	880	-	119,804	880
71230 : Holland Landing Lagoon Decommissioning	15	-	-	-	-	-	-	100	1,000	-	-	-	1,100	-	1,115	-
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	-	-	-	500	1,000	1,000	2,000	3,000	2,500	2,000	3,000	3,000	18,000	228,900	246,900	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	9,312	962	2,525	7,127	1,710	37	-	-	-	-	-	-	11,399	-	21,673	11,399
72530 : Duffin Creek Stage 1 & 2 Upgrades	205,559	2,754	20	-	-	-	-	-	-	-	-	-	20	-	208,333	20
72550 : High Street Pumping Station Expansion	-	-	-	-	-	-	-	-	-	-	69	114	183	2,101	2,284	-
73640 : Inflow & Infiltration Reduction	33,206	3,420	3,281	3,366	3,490	3,602	3,719	3,741	3,350	3,350	3,350	3,350	34,599	21,602	92,827	21,199
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	626,468	6,102	7,000	4,050	-	-	-	-	-	-	-	-	11,050	-	643,620	11,050
74270 : Upper York Water Reclamation Centre	90,492	6,804	5,460	8,200	29,810	60,310	90,000	91,289	90,071	63,450	51,282	7,410	497,282	44,000	638,578	497,282
75290 : North Markham Trunk Sewer	-	-	-	-	-	-	-	-	348	696	697	1,045	2,786	32,045	34,831	-
75300 : West Vaughan Sewage Servicing	22,606	5,795	7,109	14,475	27,955	54,900	58,000	64,210	61,050	19,600	2,650	-	309,949	62,400	400,750	309,949
75310 : Northeast Vaughan Wastewater Servicing	2,585	1,137	2,217	17,051	48,964	34,016	200	16,913	21,240	21,240	50	40	161,931	-	165,653	18,131
75320 : Primary Trunk Sewer	42	161	1,208	1,208	440	3,140	10,140	2,070	80,740	80,740	630	230	180,546	43,050	223,799	2,786
75340 : East Queensville Pumping Station and Forcemain	-	-	-	-	-	219	200	433	900	10,074	10,074	-	21,900	-	21,900	-
75350 : Sharon Trunk Sewer	18,971	-	20	-	-	-	-	-	-	-	-	-	20	-	18,991	20
75360 : Newmarket Diversion Sewer	0	-	-	-	-	-	-	205	410	410	614	4,096	5,735	14,746	20,481	-
75640 : Wastewater System Capacity Studies	2,080	440	1,411	1,282	1,282	1,282	1,282	1,252	1,252	1,252	1,252	1,252	12,799	12,520	27,839	6,539
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	3,235	600	7,920	11,440	6,480	1	10	-	-	-	-	-	25,851	-	29,686	25,851
75770 : Leslie St Pumping Station Forcemain	-	-	-	-	-	-	-	490	980	980	1,470	16,800	20,720	29,020	49,740	-
75780 : Duffin Creek Lab Expansion	295	495	1,500	1,750	755	-	-	-	-	-	-	-	4,005	-	4,795	4,005
78310 : Nobleton Water Wastewater Servicing	663	653	616	347	-	-	-	-	-	400	500	671	2,534	16,469	20,319	963
79100 : York Durham Sewage System Wastewater Master Plan Update	3,178	507	571	339	303	200	300	250	175	175	200	300	2,813	2,200	8,698	1,213

Wastewater
2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	2020	2020 to Dec 31/19	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030				
79570 : Sutton Water Resource Recovery Facility Expansion	1,218	-	-	-	1,000	-	-	-	-	814	1,220	1,220	4,254	38,426	43,898	-
79740 : Peel System Cost Shared Works	59,206	89	415	940	1,790	2,115	2,115	1,240	415	165	15	15	9,225	150	68,670	9,090
79760 : York Durham Sewage System Foremain Twinning	38,057	67,000	3,000	7,079	2,068	2,022	-	-	-	-	-	-	14,169	-	119,226	14,169
79890 : York Durham Sewage System Leslie Pumping Station Upgrade	41,779	379	175	-	-	-	-	-	-	-	-	-	175	-	42,333	175
Total Growth	1,281,941	103,162	56,815	87,031	128,129	162,916	167,966	185,193	264,431	205,868	78,147	41,157	1,377,653	787,071	3,549,827	955,239
Funding Sources:																
Asset Replacement Reserves	23,069	1,333	75	115	282	560	819	831	820	577	467	67	4,613	399	29,414	4,613
Development Charge Reserves	74,368	1,326	38,087	60,644	5,619	1,482	1,582	1,502	1,427	1,427	1,452	1,552	114,775	35,414	225,883	106,915
Grants & Subsidies	78,796	26,360	5,448	4,900	807	789	-	-	-	-	-	-	11,944	-	117,100	11,944
Other Recoveries	286,993	2,716	5,311	18,806	46,030	20,635	2,028	514	17,148	16,148	126	46	126,792	8,610	425,111	18,071
Planned Debiture Proceeds	816,536	71,427	7,894	2,566	75,391	139,450	163,537	182,346	245,036	187,716	76,102	39,492	1,119,529	742,648	2,750,140	813,696
Total Growth	1,281,941	103,162	56,815	87,031	128,129	162,916	167,966	185,193	264,431	205,868	78,147	41,157	1,377,653	787,071	3,549,827	955,239

Program Group: Rehabilitation and Replacement

Gross Expenditures:																	
70470 : Rehab and Replacement Discrete Condition Assessment	5,468	1,974	850	850	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	2,300
70520 : Energy Management Efficiency	888	275	10	-	-	-	-	-	-	-	-	-	10	-	1,173	10	10
72590 : Mt-Albert WPCP Corrosion Rehab	2,090	720	915	1,790	240	-	-	-	-	-	-	-	2,945	-	5,755	2,945	2,945
75380 : Wastewater Model Calibration	1,011	120	373	343	343	343	343	343	343	343	343	343	3,460	-	4,591	1,745	1,745
75820 : Duffin Creek Incinerators	6,533	3,022	12,430	26,419	54,905	22,548	24,446	19,491	15,215	19,172	3,228	-	197,854	-	207,409	197,854	197,854
75840 : Existing Southeast Collector Rehabilitation	4,856	1,040	7,549	2,059	14	4	-	-	-	-	-	-	9,626	-	15,522	9,626	9,626
76340 : Duffin Creek Water Pollution Control Plant Upgrade	10,069	2,071	791	4,360	7,760	7,310	4,300	1,850	795	-	-	-	27,166	-	39,306	27,166	27,166
78410 : Sutton Water Resource Recovery Facility Upgrades	1,447	1,497	2,300	1,137	986	75	-	-	-	-	-	-	4,498	-	7,442	4,498	4,498
78440 : Oak Ridges Area Air Management Facility	2,259	1,156	1,684	2,951	2,955	2,750	20	6	-	-	-	-	10,366	-	13,781	10,366	10,366
78515 : Rehab Pumping	45,235	1,883	10,035	17,169	6,169	848	1,300	1,000	900	-	1,800	2,000	41,221	-	88,339	34,321	34,321
78518 : Control Valve Chamber - Water	1,618	180	7	-	-	-	-	-	-	-	-	-	7	-	1,805	7	7
78533 : Wastewater Treatment	20,305	689	1,039	3,720	147	-	-	200	3,000	3,000	-	-	11,106	-	32,100	4,906	4,906
78536 : York Durham Sewage System Rehabilitation Program	81,297	23,633	45,300	35,440	38,982	38,250	11,185	9,500	16,425	30,250	50,300	52,409	328,041	-	432,971	103,082	103,082
78537 : Trunk Foremain	357	-	150	4,300	1,200	300	50	300	300	300	2,800	2,550	12,000	-	12,357	6,000	6,000
78538 : Air Management	3,035	515	46	28	-	100	-	-	-	100	-	-	274	-	3,824	74	74
78555 : SCADA Communication Network Rehabilitation	10,847	146	165	350	100	-	-	-	-	-	-	-	615	-	11,608	615	615

Wastewater 2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
78565 : Tech Integration Rehabilitation	2,998	700	700	700	700	700	700	700	700	700	700	700	7,000	-	10,698	700
78575 : Tech Development Implementation Rehabilitation	6,172	700	700	700	700	700	700	700	700	700	700	700	7,000	-	13,872	700
78584 : Duffin Creek Water Pollution Control Plant Assets	2,340	200	-	100	300	-	-	-	100	200	-	-	700	-	3,240	400
78585 : Asset Management Plan Review and Update	9,798	970	1,253	1,065	1,105	1,060	1,066	1,078	1,091	1,103	1,116	1,129	11,066	-	21,834	2,318
79470 : Wastewater Conservation Authority Joint Initiative	23,410	1,899	2,220	1,996	2,096	2,067	2,046	2,100	2,135	2,163	2,227	2,259	21,309	-	46,618	2,220
79850 : York Durham Sewage System Duffin Creek Minor Capital	35,018	2,681	2,135	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,135	-	57,834	2,135
Total Rehabilitation and Replacement	277,049	46,071	90,652	107,477	121,702	80,055	49,156	40,018	44,704	61,031	66,214	65,090	726,099	-	1,049,219	413,988
Funding Sources:																
Asset Replacement Reserves	183,161	45,092	87,188	99,476	105,546	72,494	41,886	34,688	40,510	56,008	65,368	65,090	668,254	-	896,507	356,143
Grants & Subsidies	20,176	-	-	-	-	-	-	-	-	-	-	-	-	-	20,176	-
Other Recoveries	1,535	979	3,464	8,001	16,156	7,561	7,270	5,330	4,194	5,023	846	-	57,845	-	60,359	57,845
Planned Debuture Proceeds	32,135	-	-	-	-	-	-	-	-	-	-	-	-	-	32,135	-
Total Rehabilitation and Replacement	277,049	46,071	90,652	107,477	121,702	80,055	49,156	40,018	44,704	61,031	66,214	65,090	726,099	-	1,049,219	413,988
Total Expenditures	1,558,990	149,233	147,467	194,508	249,831	242,971	217,122	225,211	309,135	266,899	144,361	106,247	2,103,752	787,071	4,599,046	1,369,227
Funding Sources:																
Asset Replacement Reserves	206,230	46,425	87,263	99,591	105,828	73,054	42,705	35,519	41,330	56,585	65,835	65,157	672,867	399	925,920	360,756
Development Charge Reserves	74,368	1,326	38,087	60,644	5,619	1,482	1,582	1,502	1,427	1,427	1,452	1,552	114,775	35,414	225,883	106,915
Grants & Subsidies	98,972	26,360	5,448	4,900	807	789	-	-	-	-	-	-	11,944	-	137,276	11,944
Other Recoveries	288,528	3,695	8,775	26,807	62,186	28,196	9,298	5,844	21,342	21,171	972	46	184,637	8,610	485,470	75,916
Planned Debuture Proceeds	848,671	71,427	7,894	2,566	75,391	139,450	163,537	182,346	245,036	187,716	76,102	39,492	1,119,529	742,648	2,782,275	813,696
Total Funding	1,558,990	149,233	147,467	194,508	249,831	242,971	217,122	225,211	309,135	266,899	144,361	106,247	2,103,752	787,071	4,599,046	1,369,227

Wastewater

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
Program Group: Growth												
70530 : Yonge Street Sewer Twinning	2,610	-	-	-	-	-	-	-	2,610	-	-	
70540 : Upper York Servicing Infrastructure Phase 2	600	-	-	-	-	-	-	-	600	-	-	
70080 : York Durham Sewage System Interim Servicing	20,518	-	-	-	-	-	6,616	-	13,902	-	-	
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	880	-	-	-	-	-	-	880	-	-	-	
71230 : Holland Landing Lagoon Decommissioning	1,100	-	-	-	-	-	-	1,100	-	-	-	
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	18,000	-	-	-	-	-	-	-	18,000	-	-	
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	11,399	-	-	-	-	-	-	2,279	9,120	-	-	
72530 : Duffin Creek Stage 1 & 2 Upgrades	20	-	-	7	-	-	-	4	9	-	-	
72550 : High Street Pumping Station Expansion	183	-	-	-	-	-	-	-	183	-	-	
73640 : Inflow & Infiltration Reduction	34,599	-	-	-	-	-	-	-	34,599	-	-	
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	11,050	-	-	-	-	-	-	4,199	6,851	-	-	
74270 : Upper York Water Reclamation Centre	497,282	-	-	4,526	-	-	-	-	492,756	-	-	
75290 : North Markham Trunk Sewer	2,786	-	-	-	-	-	-	-	2,786	-	-	
75300 : West Vaughan Sewage Servicing	309,949	-	-	-	-	-	-	-	309,949	-	-	
75310 : Northeast Vaughan Wastewater Servicing	161,931	-	-	-	-	-	-	82,200	79,731	-	-	
75320 : Primary Trunk Sewer	180,546	-	-	-	-	-	-	36,110	144,436	-	-	
75340 : East Queensville Pumping Station and Forcemain	21,900	-	-	-	-	-	-	-	21,900	-	-	
75350 : Sharon Trunk Sewer	20	-	-	-	-	-	-	20	-	-	-	
75360 : Newmarket Diversion Sewer	5,735	-	-	-	-	-	-	-	5,735	-	-	
75640 : Wastewater System Capacity Studies	12,799	-	-	-	-	12,799	-	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	25,851	-	-	-	-	-	-	-	25,851	-	-	
75770 : Leslie St Pumping Station Forcemain	20,720	-	-	-	-	-	-	-	20,720	-	-	
75780 : Duffin Creek Lab Expansion	4,005	-	-	-	-	-	-	-	4,005	-	-	
78310 : Nobleton Water Wastewater Servicing	2,534	-	-	-	-	-	-	-	2,534	-	-	
79100 : York Durham Sewage System Wastewater Master Plan Update	2,813	-	-	-	-	2,813	-	-	-	-	-	
79570 : Sutton Water Resource Recovery Facility Expansion	4,254	-	-	-	-	-	-	-	4,254	-	-	

Wastewater

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
79740 : Peel System Cost Shared Works	9,225	-	-	-	-	-	-	-	9,225	-	-
79760 : York Durham Sewage System Forcemain Twinning	14,169	-	-	80	-	-	5,328	-	8,761	-	-
79890 : York Durham Sewage System Leslie Pumping Station Upgrade	175	-	-	-	-	175	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	98,988	-	-	(98,988)	-	-
Total Growth	1,377,653	-	-	4,613	-	114,775	11,944	126,792	1,119,529	-	-

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	9,700	-	-	9,700	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	10	-	-	10	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	2,945	-	-	2,945	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	3,460	-	-	3,460	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	197,854	-	-	146,015	-	-	-	51,839	-	-	-
75840 : Existing Southeast Collector Rehabilitation	9,626	-	-	9,626	-	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	27,166	-	-	21,160	-	-	-	6,006	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	4,498	-	-	4,498	-	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	10,366	-	-	10,366	-	-	-	-	-	-	-
78515 : Rehab Pumping	41,221	-	-	41,221	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	7	-	-	7	-	-	-	-	-	-	-
78533 : Wastewater Treatment	11,106	-	-	11,106	-	-	-	-	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	328,041	-	-	328,041	-	-	-	-	-	-	-
78537 : Trunk Forcemain	12,000	-	-	12,000	-	-	-	-	-	-	-
78538 : Air Management	274	-	-	274	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	615	-	-	615	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	7,000	-	-	7,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	7,000	-	-	7,000	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	700	-	-	700	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	11,066	-	-	11,066	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	21,309	-	-	21,309	-	-	-	-	-	-	-

Wastewater
2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
79850 : York Durham Sewage System Duffin Creek Minor Capital	20,135	-	-	20,135	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	726,099	-	-	668,254	-	-	-	57,845	-	-	-
Total Funding	2,103,752	-	-	672,867	114,775	11,944	184,637	1,119,529	-	-	-

Wastewater

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
Program Group: Growth												
70080 : York Durham Sewage System Interim Servicing	20,518	-	-	-	-	-	6,616	-	13,902	-	-	
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	880	-	-	-	-	-	-	880	-	-	-	
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	11,399	-	-	-	-	-	-	2,279	9,120	-	-	
72530 : Duffin Creek Stage 1 & 2 Upgrades	20	-	-	7	-	-	-	4	9	-	-	
73640 : Inflow & Infiltration Reduction	21,199	-	-	-	-	-	-	-	21,199	-	-	
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	11,050	-	-	-	-	-	-	4,199	6,851	-	-	
74270 : Upper York Water Reclamation Centre	497,282	-	-	4,526	-	-	-	-	492,756	-	-	
75300 : West Vaughan Sewage Servicing	309,949	-	-	-	-	-	-	-	309,949	-	-	
75310 : Northeast Vaughan Wastewater Servicing	18,131	-	-	-	-	-	-	10,131	8,000	-	-	
75320 : Primary Trunk Sewer	2,786	-	-	-	-	-	-	558	2,228	-	-	
75350 : Sharon Trunk Sewer	20	-	-	-	-	-	-	20	-	-	-	
75640 : Wastewater System Capacity Studies	6,539	-	-	-	-	6,539	-	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	25,851	-	-	-	-	-	-	-	25,851	-	-	
75780 : Duffin Creek Lab Expansion	4,005	-	-	-	-	-	-	-	4,005	-	-	
78310 : Nobleton Water Wastewater Servicing	963	-	-	-	-	-	-	-	963	-	-	
79100 : York Durham Sewage System Wastewater Master Plan Update	1,213	-	-	-	-	1,213	-	-	-	-	-	
79740 : Peel System Cost Shared Works	9,090	-	-	-	-	-	-	-	9,090	-	-	
79760 : York Durham Sewage System Forcemain Twinning	14,169	-	-	80	-	-	5,328	-	8,761	-	-	
79890 : York Durham Sewage System Leslie Pumping Station Upgrade	175	-	-	-	-	175	-	-	-	-	-	
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	98,988	-	-	(98,988)	-	-	
Total Growth	955,239	-	-	4,613	-	106,915	11,944	18,071	813,696	-	-	

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	2,300	-	-	2,300	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	10	-	-	10	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	2,945	-	-	2,945	-	-	-	-	-	-	-

Wastewater

2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
75380 : Wastewater Model Calibration	1,745	-	-	1,745	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	197,854	-	-	146,015	-	-	-	51,839	-	-	-
75840 : Existing Southeast Collector Rehabilitation	9,626	-	-	9,626	-	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	27,166	-	-	21,160	-	-	-	6,006	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	4,498	-	-	4,498	-	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	10,366	-	-	10,366	-	-	-	-	-	-	-
78515 : Rehab Pumping	34,321	-	-	34,321	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	7	-	-	7	-	-	-	-	-	-	-
78533 : Wastewater Treatment	4,906	-	-	4,906	-	-	-	-	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	103,082	-	-	103,082	-	-	-	-	-	-	-
78537 : Trunk Forcemain	6,000	-	-	6,000	-	-	-	-	-	-	-
78538 : Air Management	74	-	-	74	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	615	-	-	615	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	400	-	-	400	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	2,318	-	-	2,318	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,220	-	-	2,220	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,135	-	-	2,135	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	413,988	-	-	356,143	-	-	11,944	57,845	-	-	-
Total Funding	1,369,227	-	-	360,756	-	106,915	11,944	75,916	-	813,696	-

**Waste Management
2021 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
71335 : Source Separated Organics Facility	1,188	50	50	-	-	-	5,000	5,000	45,015	45,015	-	-	100,080	-	101,318	50
72545 : Richmond Hill CEC upgrade – Addition of user scales and HHW depot	3,445	25	10	-	-	-	-	-	-	-	-	-	10	-	3,480	10
79885 : New Waste Management Initiatives	2,316	40	290	100	100	100	100	100	100	100	100	100	1,190	400	3,946	290
Total Growth	6,949	115	350	100	100	100	5,100	5,100	45,115	45,115	100	100	101,280	400	108,744	350
Funding Sources:																
Program Specific Reserves	5,552	115	350	100	100	100	5,100	5,100	45,115	45,115	100	100	101,280	400	107,347	350
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Other Recoveries	186	-	-	-	-	-	-	-	-	-	-	-	-	-	186	-
Total Growth	6,949	115	350	100	100	100	5,100	5,100	45,115	45,115	100	100	101,280	400	108,744	350

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
70195 : Solid Waste Master Plan	1,866	10	-	250	250	-	-	-	250	250	-	-	1,000	-	2,876	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	9,540	170	204	1,152	1,164	493	1,933	410	50	50	50	50	5,556	-	15,266	204
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	764	195	2,040	251	50	54	330	50	353	416	385	389	4,318	-	5,277	2,040
78585 : Asset Management Plan Review and Update	645	100	100	60	10	10	210	15	15	15	15	50	495	-	1,240	160
79935 : McCleary Court Hill CEC upgrade – Addition of user scales and HHW depot	5,301	29	10	-	-	-	-	-	-	-	-	-	10	-	5,340	10
Total Rehabilitation and Replacement	18,115	504	2,354	1,713	1,474	557	2,273	670	668	731	450	489	11,379	-	29,998	2,414
Funding Sources:																
Program Specific Reserves	17,898	504	2,354	1,713	1,474	557	2,273	670	668	731	450	489	11,379	-	29,781	2,414
Development Charge Reserves	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-
Other Recoveries	211	-	-	-	-	-	-	-	-	-	-	-	-	-	211	-
Total Rehabilitation and Replacement	18,115	504	2,354	1,713	1,474	557	2,273	670	668	731	450	489	11,379	-	29,998	2,414
Total Expenditures	25,064	619	2,704	1,813	1,574	657	7,373	5,770	45,783	45,846	550	589	112,659	400	138,742	2,764
Funding Sources:																
Program Specific Reserves	23,449	619	2,704	1,813	1,574	657	7,373	5,770	45,783	45,846	550	589	112,659	400	137,127	2,764
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-

Waste Management
2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Development Charge Reserves	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-
Other Recoveries	398	-	-	-	-	-	-	-	-	-	-	-	-	-	398	-
Total Funding	25,064	619	2,704	1,813	1,574	657	7,373	5,770	45,783	45,846	550	589	112,659	400	138,742	2,764

**Waste Management
2021 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program Group: Growth											
71335 : Source Separated Organics Facility	100,080	100,080	-	-	-	-	-	-	-	-	-
72545 : Richmond Hill CEC upgrade – Addition of user scales and HHW depot	10	10	-	-	-	-	-	-	-	-	-
79885 : New Waste Management Initiatives	1,190	1,190	-	-	-	-	-	-	-	-	-
Total Growth	101,280	101,280	-	-	-	-	-	-	-	-	-
Program Group: Rehabilitation and Replacement											
70195 : Solid Waste Master Plan	1,000	1,000	-	-	-	-	-	-	-	-	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	5,556	5,556	-	-	-	-	-	-	-	-	-
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	4,318	4,318	-	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	495	495	-	-	-	-	-	-	-	-	-
79935 : McCleary Court Hill CEC upgrade – Addition of user scales and HHW depot	10	10	-	-	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	11,379	11,379	-	-	-	-	-	-	-	-	-
Total Funding	112,659	112,659									

Waste Management
2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
Program Group: Growth												
71335 : Source Separated Organics Facility	50	50	-	-	-	-	-	-	-	-	-	
72545 : Richmond Hill CEC upgrade – Addition of user scales and HHW depot	10	10	-	-	-	-	-	-	-	-	-	
79885 : New Waste Management Initiatives	290	290	-	-	-	-	-	-	-	-	-	
Total Growth	350	350	-	-	-	-	-	-	-	-	-	
Program Group: Rehabilitation and Replacement												
71355 : Asset Upgrade/Replacement – Waste Management Centre	204	204	-	-	-	-	-	-	-	-	-	
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	2,040	2,040	-	-	-	-	-	-	-	-	-	
78585 : Asset Management Plan Review and Update	160	160	-	-	-	-	-	-	-	-	-	
79935 : McCleary Court Hill CEC upgrade – Addition of user scales and HHW depot	10	10	-	-	-	-	-	-	-	-	-	
Total Rehabilitation and Replacement	2,414	2,414	-	-	-	-	-	-	-	-	-	
Total Funding	2,764	2,764	-	-	-	-	-	-	-	-	-	

Forestry
2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
72610 : York Greening Initiative	2,842	-	781	781	781	781	781	781	-	-	-	-	4,686	-	7,528	1,562
72620 : Regional Forest Property Upgrade	2,179	525	592	640	551	513	459	514	453	447	448	448	5,065	4,771	12,540	1,794
72650 : Urban Forest Studies	304	56	130	143	151	354	96	8	-	14	141	90	1,127	1,493	2,980	882
99900 : Fleet New Addition	40	-	42	42	-	-	-	50	-	-	50	400	584	150	774	84
72600 : Tree Planting on Region Rights of Way	9,244	1,500	1,967	2,413	2,111	2,105	2,265	2,025	1,495	1,550	1,550	1,550	19,031	-	29,775	10,933
72690 : Trail Linkage	-	-	-	-	-	-	-	-	100	250	250	-	600	-	600	-
72700 : Holiday Tract Bridge	-	-	-	40	120	-	-	-	-	-	-	-	160	-	160	-
78585 : Asset Management Plan Review and Update	546	95	270	85	85	86	87	220	91	92	93	93	1,202	-	1,843	355
Total Expenditures	15,156	2,176	3,782	4,144	3,799	3,839	3,688	3,598	2,139	2,353	2,532	2,581	32,455	6,414	56,201	15,610
Funding Sources:																
Program Specific Reserves	9,727	1,226	1,812	1,751	1,688	1,679	1,448	1,543	987	1,188	1,367	1,416	14,879	6,414	32,246	5,367
Development Charge Reserves	5,074	950	956	1,239	1,014	1,014	1,089	1,089	1,089	1,165	1,165	1,165	10,985	-	17,009	4,900
Grants & Subsidies	209	-	1,014	1,154	1,097	1,146	1,151	966	63	-	-	-	6,591	-	6,800	5,343
Other Recoveries	145	-	-	-	-	-	-	-	-	-	-	-	-	-	145	-
Total Funding	15,156	2,176	3,782	4,144	3,799	3,839	3,688	3,598	2,139	2,353	2,532	2,581	32,455	6,414	56,201	15,610

Forestry
2021 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
72610 : York Greening Initiative	1,562	938	-	-	-	-	624	-	-	-	-
72620 : Regional Forest Property Upgrade	1,794	1,484	-	-	-	-	310	-	-	-	-
72650 : Urban Forest Studies	882	882	-	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	84	84	-	-	-	-	-	-	-	-	-
72600 : Tree Planting on Region Rights of Way	10,933	1,624	-	-	-	4,900	4,409	-	-	-	-
78585 : Asset Management Plan Review and Update	355	355	-	-	-	-	-	-	-	-	-
Total Funding	15,610	5,367				4,900	5,343				

Forestry
2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
72610 : York Greening Initiative	4,686	2,814	-	-	-	-	1,872	-	-	-	-
72620 : Regional Forest Property Upgrade	5,065	4,755	-	-	-	-	310	-	-	-	-
72650 : Urban Forest Studies	1,127	1,127	-	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	584	584	-	-	-	-	-	-	-	-	-
72600 : Tree Planting on Region Rights of Way	19,031	3,637	-	-	-	10,985	4,409	-	-	-	-
72690 : Trail Linkage	600	600	-	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	160	160	-	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	1,202	1,202	-	-	-	-	-	-	-	-	-
Total Funding	32,455	14,879				10,985	6,591				

Energy Management
2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
14702 : Energy Retrofit - Various Existing Buildings	3,541	505	646	679	773	901	737	887	1,881	3,027	1,024	3,499	14,054	10,230	28,330	1,325
70520 : Energy Management Efficiency	-	229	266	474	794	854	934	944	1,409	1,039	1,049	1,109	8,872	-	9,101	740
Total Expenditures	3,541	734	912	1,153	1,567	1,755	1,671	1,831	3,290	4,066	2,073	4,608	22,926	10,230	37,431	2,065
Funding Sources:																
Asset Replacement Reserves	3,537	734	912	1,153	1,567	1,755	1,671	1,831	3,290	4,066	2,073	4,608	22,926	10,230	37,427	2,065
Other Recoveries	4	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-
Total Funding	3,541	734	912	1,153	1,567	1,755	1,671	1,831	3,290	4,066	2,073	4,608	22,926	10,230	37,431	2,065

**Energy Management
2021 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
14702 : Energy Retrofit - Various Existing Buildings	1,325	-	-	1,325	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	740	-	-	740	-	-	-	-	-	-	-
Total Funding	2,065			2,065							

**Energy Management
2021 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
14702 : Energy Retrofit - Various Existing Buildings	14,054	-	-	14,054	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	8,872	-	-	8,872	-	-	-	-	-	-	-
Total Funding	22,926			22,926							

INTENTIONAL BLANK

Housing Services 2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals										2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028															
Gross Expenditures:																									
H67510 : Pre-Development Costs	1,785	80	300	300	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	2,200	-	4,065	300	
H67875 : RegenerationExpansion program	-	-	-	-	1,950	6,300	4,350	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	32,925	38,175	71,100	-	
H67876 : Unionville Seniors Affordable Housing Development	12,363	18,578	22,436	26,337	6,589	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55,362	-	86,303	55,362	
H67877 : Housing Regen Expan-New Build	-	-	-	3,000	18,000	21,750	19,050	12,300	20,925	20,925	20,925	20,925	20,925	20,925	20,925	20,925	20,925	20,925	20,925	20,925	159,450	116,550	276,000	-	
H67916 : Woodbridge Redevelopment	41,822	453	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500	-	42,775	500	
H67918 : Belinda's Place - Emergency Housing	9,926	476	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	10,402	-	
H67919 : Stouffville Affordable Housing Development	13,327	576	4,000	14,799	9,501	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	28,300	-	42,203	28,300	
H67921 : Lakeside Residences Keswick	20,059	610	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	20,669	-	
H67923 : Land Acquisition	-	-	-	-	-	-	-	-	-	10,000	-	-	-	-	-	-	-	-	-	-	10,000	-	10,000	-	
H67924 : Men's Emergency Housing Replacement	511	50	1,000	9,344	3,594	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14,438	-	14,999	14,438	
H67925 : Emergency Housing Improvements	867	170	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,037	-	
H67926 : Modular Housing Demo Project	-	-	1,500	1,500	1,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,000	-	4,000	4,000	
H67930 : Net Zero Affordable Housing Development	-	-	-	12,250	17,500	7,163	1,750	-	-	-	-	-	-	-	-	-	-	-	-	-	38,663	-	38,663	-	
Total Expenditures	100,659	20,993	29,736	67,530	58,334	35,913	30,000	28,250	33,600	14,450	23,075	24,950	24,950	23,075	14,450	33,600	14,450	23,075	24,950	345,838	154,725	622,215	102,900		
Funding Sources:																									
Program Specific Reserves	55,775	9,968	12,100	35,795	18,270	15,214	5,595	10,415	19,145	5,971	10,027	10,027	10,027	10,027	10,027	10,027	10,027	10,027	10,027	142,559	54,802	263,104	35,880		
Asset Replacement Reserves	1,343	220	1,000	9,344	5,544	6,800	6,300	6,300	4,350	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	1,950	47,363	38,175	87,101	14,438		
Development Charge Reserves	4,653	11	2,425	4,345	1,447	12	12	12	12	12	12	12	12	12	12	12	12	12	12	8,301	6,128	19,093	6,520		
Grants & Subsidies	29,011	7,250	14,211	11,086	17,028	8,889	7,102	6,525	5,715	3,690	6,277	6,277	6,277	6,277	6,277	6,277	6,277	6,277	6,277	86,800	34,968	158,029	26,207		
Other Recoveries	2,042	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,042	-	
Planned Debuture Proceeds	7,835	3,544	-	6,960	16,045	4,998	10,991	4,998	4,378	2,827	4,809	4,809	4,809	4,809	4,809	4,809	4,809	4,809	4,809	60,815	20,652	92,846	19,855		
Total Funding	100,659	20,993	29,736	67,530	58,334	35,913	30,000	28,250	33,600	14,450	23,075	24,950	24,950	23,075	14,450	33,600	14,450	23,075	24,950	345,838	154,725	622,215	102,900		

Housing Services 2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H67510 : Pre-Development Costs	2,200	2,083	-	-	-	117	-	-	-	-	-
H67875 : Regeneration/Expansion program	32,925	-	-	32,925	-	-	-	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	55,362	25,396	-	-	-	-	12,770	-	17,196	-	-
H67877 : Housing Regen Expan-New Build	159,450	74,974	-	-	-	-	47,834	-	36,642	-	-
H67916 : Woodbridge Redevelopment	500	500	-	-	-	-	-	-	-	-	-
H67919 : Stouffville Affordable Housing Development	28,300	6,695	-	-	-	-	12,437	-	9,168	-	-
H67923 : Land Acquisition	10,000	10,000	-	-	-	-	-	-	-	-	-
H67924 : Men's Emergency Housing Replacement	14,438	-	-	14,438	-	-	-	-	-	-	-
H67926 : Modular Housing Demo Project	4,000	3,000	-	-	-	-	1,000	-	-	-	-
H67930 : Net Zero Affordable Housing Development	38,663	19,911	-	-	-	-	12,759	-	5,993	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	8,184	-	-	(8,184)	-	-
Total Funding	345,838	142,559	47,363	8,301	86,800	60,815	60,815	60,815	60,815	60,815	60,815

Housing Services 2021 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H67510 : Pre-Development Costs	300	289	-	-	-	11	-	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	55,362	25,396	-	-	-	-	12,770	-	17,196	-	-
H67916 : Woodbridge Redevelopment	500	500	-	-	-	-	-	-	-	-	-
H67919 : Stouffville Affordable Housing Development	28,300	6,695	-	-	-	-	12,437	-	9,168	-	-
H67924 : Men's Emergency Housing Replacement	14,438	-	-	14,438	-	-	-	-	-	-	-
H67926 : Modular Housing Demo Project	4,000	3,000	-	-	-	-	1,000	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	6,509	-	-	(6,509)	-	-
Total Funding	102,900	35,880	14,438	14,438	6,520	6,520	26,207	19,855	19,855	-	-

Paramedic Services
2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H54301 : Vehicles - New	3,010	478	802	496	-	496	-	496	-	496	-	496	3,282	-	6,770	1,298
H54510 : Paramedic Response Station 32 - Maple	147	85	250	3,500	3,136	-	-	-	-	-	-	-	6,886	-	7,118	6,886
H54520 : Vehicles - Replacement	32,292	2,620	4,461	2,693	3,382	2,693	3,226	2,693	3,360	3,211	3,071	3,071	31,861	-	66,773	7,154
H54580 : Paramedic Response Station 31 - Vaughan S/W	2,022	(48)	-	-	-	-	-	-	-	-	-	-	-	-	1,974	-
H54600 : Medical Equipment Replacement	5,874	1,198	864	4,077	888	1,422	1,825	1,027	961	1,157	175	4,362	16,758	-	23,830	4,941
H54601 : Paramedic Response Station 27 - Markham N/W	156	24	1,200	5,000	961	-	-	-	-	-	-	-	7,161	-	7,341	7,161
H54638 : Land Acquisition - Growth	10,019	-	2,141	-	-	5,000	-	-	-	-	4,870	-	12,011	-	22,030	2,141
H54640 : Paramedic Response Station 16 - Newmarket N/W	3,807	(117)	-	-	-	-	-	-	-	-	-	-	-	-	3,690	-
H54645 : Paramedic Response Station 19 - Newmarket S/E	5,819	(106)	-	-	-	-	-	-	-	-	-	-	-	-	5,713	-
H54650 : Paramedic Response Station 25 - Markham S/E	3,888	(51)	-	-	-	-	-	-	-	-	-	-	-	-	3,837	-
H54665 : Paramedic Response Station 22 - Gormley	157	685	3,496	-	-	-	-	-	-	-	-	-	3,496	-	4,338	3,496
H54670 : Paramedic Response Station 20 - Ballantrae	-	-	-	-	-	5,547	-	-	-	-	-	-	5,547	-	5,547	-
H54675 : Paramedic Response Station 29 - Thornhill/Markham	232	2,229	2,759	-	-	-	-	-	-	-	-	-	2,759	-	5,220	2,759
H54681 : Paramedic Response Station 33 - Jane & Teston	125	168	1,034	3,745	-	-	-	-	-	-	-	-	4,779	-	5,072	4,779
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	-	-	-	-	-	-	-	-	-	-	-	2,750	2,750	-	2,750	-
H54696 : Paramedic Response Station - Current Rehabi/Refresh	506	50	550	200	200	200	200	200	200	200	200	200	2,350	-	2,906	750
Total Expenditures	68,054	7,215	17,557	19,711	8,567	15,358	5,251	4,416	4,521	5,064	8,316	10,879	99,640	174,909	41,365	41,365
Funding Sources:																
Program Specific Reserves	11,392	-	-	-	-	-	-	-	-	-	-	-	-	-	11,392	-
Debt Reduction Reserve	10,949	824	2,908	5,383	1,115	4,046	-	-	-	-	969	1,512	15,933	-	27,706	9,406
Asset Replacement Reserves	19,732	3,916	5,937	7,020	4,470	4,365	5,251	3,970	4,521	4,618	3,446	7,683	51,281	-	74,929	12,957
General Capital Reserve	4,288	-	-	-	-	-	-	-	-	-	-	-	-	-	4,288	-
Development Charge Reserves	15,405	430	8,532	7,308	2,982	446	-	446	-	446	-	446	20,606	-	36,441	18,822
Grants & Subsidies	3,877	-	180	-	-	-	-	-	-	-	-	-	180	-	4,057	180
Other Recoveries	243	-	-	-	-	-	-	-	-	-	-	-	-	-	243	-
Planned Debiture Proceeds	2,167	2,044	-	-	-	6,501	-	-	-	-	3,901	1,238	11,640	-	15,852	-
Total Funding	68,054	7,214	17,557	19,711	8,567	15,358	5,251	4,416	4,521	5,064	8,316	10,879	99,640	174,909	41,365	41,365

**Paramedic Services
2021 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H54301 : Vehicles - New	3,282	-	-	312	-	2,790	180	-	-	-	-
H54510 : Paramedic Response Station 32 - Maple	6,886	-	2,238	-	-	-	-	-	4,648	-	-
H54520 : Vehicles - Replacement	31,861	-	-	31,861	-	-	-	-	-	-	-
H54600 : Medical Equipment Replacement	16,758	-	-	16,758	-	-	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	7,161	-	716	-	-	-	-	-	6,445	-	-
H54638 : Land Acquisition - Growth	12,011	-	2,390	-	-	-	-	-	9,621	-	-
H54665 : Paramedic Response Station 22 - Gormley	3,496	-	350	-	-	-	-	-	3,146	-	-
H54670 : Paramedic Response Station 20 - Ballantrae	5,547	-	3,051	-	-	-	-	-	2,496	-	-
H54675 : Paramedic Response Station 29 - Thornhill/Markham	2,759	-	897	-	-	-	-	-	1,862	-	-
H54681 : Paramedic Response Station 33 - Jane & Teston	4,779	-	4,779	-	-	-	-	-	-	-	-
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	2,750	-	1,512	-	-	-	-	-	1,238	-	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	2,350	-	-	2,350	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	17,816	-	-	(17,816)	-	-
Total Funding	99,640	15,933	51,281	20,606	180	11,640	180	11,640	11,640	11,640	11,640

**Paramedic Services
2021 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H54301 : Vehicles - New	1,298	-	-	112	-	1,006	180	-	-	-	-
H54510 : Paramedic Response Station 32 - Maple	6,886	-	2,238	-	-	-	-	-	4,648	-	-
H54520 : Vehicles - Replacement	7,154	-	-	7,154	-	-	-	-	-	-	-
H54600 : Medical Equipment Replacement	4,941	-	-	4,941	-	-	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	7,161	-	716	-	-	-	-	-	6,445	-	-
H54638 : Land Acquisition - Growth	2,141	-	426	-	-	-	-	-	1,715	-	-
H54665 : Paramedic Response Station 22 - Gormley	3,496	-	350	-	-	-	-	-	3,146	-	-
H54675 : Paramedic Response Station 29 - Thornhill/Markham	2,759	-	897	-	-	-	-	-	1,862	-	-
H54681 : Paramedic Response Station 33 - Jane & Teston	4,779	-	4,779	-	-	-	-	-	-	-	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	750	-	-	750	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	17,816	-	-	(17,816)	-	-
Total Funding	41,365		9,406	12,957		18,822	180				

**Long-Term Care/Seniors' Services
2021 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H52006 : Unionville Seniors Hub	-	-	700	1,000	-	-	-	-	-	-	-	-	1,700	-	1,700	1,700
H55245 : Resident Beds and Lifts	2,324	103	1,003	563	202	255	204	204	199	269	204	204	3,307	-	5,734	1,524
H55286 : Scheduling Software	478	316	314	-	-	-	-	-	-	-	-	-	314	-	1,107	314
H59405 : Long-Term Care Act Regulations Compliance	2,763	-	1,590	-	-	-	-	200	2,000	200	-	200	4,190	-	6,953	1,590
H59415 : Long-Term Care & Adult Day Centres - Modernization	1,471	288	905	1,650	750	400	350	150	-	420	150	375	5,150	-	6,909	905
H59445 : Nurse Call System	2	-	1,531	-	-	-	-	-	-	-	-	-	1,531	-	1,533	1,531
H59451 : Adult Day Centre Expansion	-	-	2,202	300	-	-	-	-	-	-	-	-	2,502	-	2,502	2,502
H59455 : Technology Upgrade	99	-	776	175	-	75	188	-	-	825	375	-	2,414	-	2,513	776
H59465 : Generator Rehab	-	1,000	450	-	-	-	-	-	-	-	-	-	450	-	1,450	450
Total Expenditures	7,136	1,707	9,471	3,688	952	730	742	554	2,199	1,714	729	779	21,558	-	30,400	11,292
Funding Sources:																
Debt Reduction Reserve	2,013	1,604	2,445	1,825	750	475	538	350	2,000	1,445	525	575	10,928	-	14,545	2,445
Asset Replacement Reserves	998	103	4,139	1,643	202	255	204	204	199	269	204	204	7,523	-	8,624	5,740
General Capital Reserve	4,020	-	-	-	-	-	-	-	-	-	-	-	-	-	4,020	-
Grants & Subsidies	105	-	2,887	220	-	-	-	-	-	-	-	-	3,107	-	3,212	3,107
Total Funding	7,136	1,707	9,471	3,688	952	730	742	554	2,199	1,714	729	779	21,558	-	30,400	11,292

Long-Term Care/Seniors' Services 2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52006 : Unionville Seniors Hub	1,700	-	-	1,700	-	-	-	-	-	-	-
H55245 : Resident Beds and Lifts	3,307	-	-	3,307	-	-	-	-	-	-	-
H55286 : Scheduling Software	314	-	314	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	4,190	-	2,600	318	-	-	1,272	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	5,150	-	5,150	-	-	-	-	-	-	-	-
H59445 : Nurse Call System	1,531	-	-	1,531	-	-	-	-	-	-	-
H59451 : Adult Day Centre Expansion	2,502	-	-	667	-	-	1,835	-	-	-	-
H59455 : Technology Upgrade	2,414	-	2,414	-	-	-	-	-	-	-	-
H59465 : Generator Rehab	450	-	450	-	-	-	-	-	-	-	-
Total Funding	21,558		10,928	7,523			3,107				

Long-Term Care/Seniors' Services 2021 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52006 : Unionville Seniors Hub	1,700	-	-	1,700	-	-	-	-	-	-	-
H55245 : Resident Beds and Lifts	1,524	-	-	1,524	-	-	-	-	-	-	-
H55286 : Scheduling Software	314	-	314	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	1,590	-	-	318	-	-	1,272	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	905	-	905	-	-	-	-	-	-	-	-
H59445 : Nurse Call System	1,531	-	-	1,531	-	-	-	-	-	-	-
H59451 : Adult Day Centre Expansion	2,502	-	-	667	-	-	1,835	-	-	-	-
H59455 : Technology Upgrade	776	-	776	-	-	-	-	-	-	-	-
H59465 : Generator Rehab	450	-	450	-	-	-	-	-	-	-	-
Total Funding	11,292		2,445	5,740			3,107				

Public Health
2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H52002 : Georgina Link Hub	32	41	1,620	-	-	-	-	-	-	-	-	-	1,620	-	1,692	1,620
Total Expenditures	32	41	1,620										1,620		1,692	1,620
Funding Sources:																
Asset Replacement Reserves	7	9	372	-	-	-	-	-	-	-	-	-	372	-	388	372
Development Charge Reserves	24	-	1,248	-	-	-	-	-	-	-	-	-	1,248	-	1,272	1,248
Planned Debuture Proceeds	-	32	-	-	-	-	-	-	-	-	-	-	-	-	32	-
Total Funding	32	41	1,620										1,620		1,692	1,620

Public Health
2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52002 : Georgina Link Hub	1,620	-	-	372	-	-	-	-	1,248	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	1,248	-	-	(1,248)	-	-
Total Funding	1,620			372		1,248					

Public Health
2021 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52002 : Georgina Link Hub	1,620	-	-	372	-	-	-	-	1,248	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	1,248	-	-	(1,248)	-	-
Total Funding	1,620			372		1,248					

Finance 2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
53900 : Coronavirus Response	-	128	-	-	-	-	-	-	-	-	-	-	-	-	128	-
16755 : Corporate & Departmental Systems	20,753	4,117	5,929	7,993	6,565	6,983	6,426	5,413	5,322	5,110	5,466	5,053	60,260	31,363	116,493	39,309
16756 : Finance Management Applications	2,050	416	2,940	812	12	12	1,647	1,012	2,012	2,012	2,012	1,745	12,216	500	15,182	5,435
16859 : IT Security	3,550	4,113	3,026	4,099	5,262	286	4,304	3,799	696	7,694	1,240	1,106	31,512	20,640	59,815	20,776
16895 : End User Devices	52,409	2,941	5,588	5,252	4,787	7,110	5,867	5,038	7,057	4,588	4,388	7,880	57,555	33,779	146,684	33,642
16896 : Network & Data Centre	33,441	1,154	6,941	9,640	5,417	4,774	2,578	6,739	6,187	4,266	5,184	5,353	57,079	27,625	119,299	36,089
Total Expenditures	112,202	12,869	24,424	27,796	22,043	19,165	19,187	22,636	20,274	23,670	18,290	21,137	218,622	113,907	457,600	135,251
Funding Sources:																
Program Specific Reserves	24,631	4,538	8,869	8,805	6,577	6,995	6,438	7,060	6,334	7,122	7,478	6,798	72,476	31,863	133,508	44,744
Asset Replacement Reserves	71,933	8,331	15,555	18,991	15,466	12,170	12,749	15,576	13,940	16,548	10,812	14,339	146,146	82,044	308,454	90,507
General Capital Reserve	15,637	-	-	-	-	-	-	-	-	-	-	-	-	-	15,637	-
Other Recoveries	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Total Funding	112,202	12,869	24,424	27,796	22,043	19,165	19,187	22,636	20,274	23,670	18,290	21,137	218,622	113,907	457,600	135,251

Finance
2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
16755 : Corporate & Departmental Systems	60,260	60,260	-	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	12,216	12,216	-	-	-	-	-	-	-	-	-
16859 : IT Security	31,512	-	-	31,512	-	-	-	-	-	-	-
16895 : End User Devices	57,555	-	-	57,555	-	-	-	-	-	-	-
16896 : Network & Data Centre	57,079	-	-	57,079	-	-	-	-	-	-	-
Total Funding	218,622	72,476		146,146							

Finance
2021 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
16755 : Corporate & Departmental Systems	39,309	39,309	-	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	5,435	5,435	-	-	-	-	-	-	-	-	-
16859 : IT Security	20,776	-	-	20,776	-	-	-	-	-	-	-
16895 : End User Devices	33,642	-	-	33,642	-	-	-	-	-	-	-
16896 : Network & Data Centre	36,089	-	-	36,089	-	-	-	-	-	-	-
Total Funding	135,251	44,744		90,507							

Property Services

2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Rehabilitation and Replacement																
Gross Expenditures:																
14703 : Corporate Facilities Asset Renewal	42,107	4,686	9,027	5,771	6,724	2,217	7,691	3,578	2,928	8,378	5,913	6,236	58,463	-	105,256	10,746
14708 : Water & Wastewater Facilities Asset Renewal	5,576	1,450	692	582	490	802	1,358	926	1,080	1,570	1,118	1,992	10,610	-	17,636	692
Total Rehabilitation and Replacement	47,683	6,136	9,719	6,353	7,214	3,019	9,049	4,504	4,008	9,948	7,031	8,228	69,073	-	122,892	11,438
Funding Sources:																
Asset Replacement Reserves	44,974	6,136	9,719	6,353	7,214	3,019	9,049	4,504	4,008	9,948	7,031	8,228	69,073	-	120,183	11,438
General Capital Reserve	1,218	-	-	-	-	-	-	-	-	-	-	-	-	-	1,218	-
Grants & Subsidies	150	-	-	-	-	-	-	-	-	-	-	-	-	-	150	-
Other Recoveries	546	-	-	-	-	-	-	-	-	-	-	-	-	-	546	-
Planned Debenture Proceeds	794	-	-	-	-	-	-	-	-	-	-	-	-	-	794	-
Total Rehabilitation and Replacement	47,683	6,136	9,719	6,353	7,214	3,019	9,049	4,504	4,008	9,948	7,031	8,228	69,073	-	122,892	11,438

Program Group: Business Initiatives

Gross Expenditures:																
14733 : Development of New Facilities	22,807	706	3,175	-	-	-	-	42,000	7,248	54,000	59,000	87,501	252,924	67,878	344,315	3,175
14740 : Legislative Compliance	2,439	350	125	50	50	50	50	50	50	50	50	50	575	-	3,364	125
14755 : Security & Life Safety	3,009	450	250	250	250	325	325	250	250	250	250	250	2,650	-	6,109	250
14775 : Property Services Branch General Capital	5,173	300	700	500	500	500	500	500	500	500	500	500	5,200	-	10,673	700
14780 : Admin Centre At 17150 Yonge Street	196,327	18,189	2,029	-	-	-	-	-	-	-	-	-	2,029	-	216,545	2,029
14810 : Technology Initiatives	3,376	150	150	150	150	150	650	650	650	650	650	650	4,500	-	8,026	150
14831 : Vehicles Purchases	65	60	-	-	-	-	-	-	-	-	-	-	-	-	125	-
14835 : Audio-Visual Equipment & Events	2,796	70	230	150	150	150	150	150	150	150	150	150	1,580	-	4,446	230
14855 : Renovations of Existing Facilities	24,923	1,200	7,457	5,888	5,707	8,165	4,541	4,210	3,796	1,600	1,600	1,600	44,564	48,897	119,584	19,052
14856 : Furniture Management	404	177	177	177	177	177	177	177	177	177	177	177	1,770	1,770	4,121	177
14861 : Transportation Business Initiatives	180	1,139	9,231	12,035	4,230	-	-	-	-	793	283	8,720	35,292	11,910	48,521	35,292
14901 : Project Management	16,408	3,827	4,366	4,664	4,872	4,963	5,057	5,153	5,250	5,350	5,451	5,555	50,681	-	70,916	4,366
Total Business Initiatives	277,908	26,618	27,890	23,864	16,086	14,480	11,450	53,140	18,071	63,520	68,111	105,153	401,765	130,455	836,745	65,546
Funding Sources:																
Program Specific Reserves	2,206	31	2,455	602	212	-	-	-	-	40	14	436	3,759	596	6,592	3,759
Debt Reduction Reserve	199,474	17,613	2,761	-	-	-	-	42,000	7,248	54,000	59,000	87,501	252,510	67,878	537,475	2,761

Property Services
2021 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Asset Replacement Reserves	43,022	6,584	13,455	11,829	11,856	14,480	11,450	11,140	10,823	8,727	8,828	8,932	111,520	50,667	211,793	25,050
General Capital Reserve	21,975	-	-	-	-	-	-	-	-	-	-	-	-	-	21,975	-
Development Charge Reserves	5,069	-	3,084	11,433	4,018	-	-	-	-	-	-	-	18,535	2,978	26,582	18,535
Other Recoveries	153	528	6,135	-	-	-	-	-	-	-	-	-	6,135	-	6,816	6,135
Planned Debenture Proceeds	6,008	1,862	-	-	-	-	-	-	753	269	8,284	-	9,306	8,336	25,513	9,306
Total Business Initiatives	277,908	26,618	27,890	23,864	16,086	14,480	11,450	53,140	18,071	63,520	68,111	105,153	401,765	130,455	836,745	65,546
Total Expenditures	325,590	32,754	37,609	30,217	23,300	17,499	20,499	57,644	22,079	73,468	75,142	113,381	470,838	130,455	959,637	76,984
Funding Sources:																
Program Specific Reserves	2,206	31	2,455	602	212	-	-	-	-	40	14	436	3,759	596	6,592	3,759
Debt Reduction Reserve	199,474	17,613	2,761	-	-	-	-	42,000	7,248	54,000	59,000	87,501	252,510	67,878	537,475	2,761
Asset Replacement Reserves	87,996	12,720	23,174	18,182	19,070	17,499	20,499	15,644	14,831	18,675	15,859	17,160	180,593	50,667	331,976	36,488
General Capital Reserve	23,193	-	-	-	-	-	-	-	-	-	-	-	-	-	23,193	-
Development Charge Reserves	5,069	-	3,084	11,433	4,018	-	-	-	-	-	-	-	18,535	2,978	26,582	18,535
Grants & Subsidies	150	-	-	-	-	-	-	-	-	-	-	-	-	-	150	-
Other Recoveries	700	528	6,135	-	-	-	-	-	-	-	-	-	6,135	-	7,362	6,135
Planned Debenture Proceeds	6,803	1,862	-	-	-	-	-	-	-	753	269	8,284	9,306	8,336	26,307	9,306
Total Funding	325,590	32,754	37,609	30,217	23,300	17,499	20,499	57,644	22,079	73,468	75,142	113,381	470,838	130,455	959,637	76,984

Property Services

2021 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program Group: Rehabilitation and Replacement											
14703 : Corporate Facilities Asset Renewal	58,463	-	-	58,463	-	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	10,610	-	-	10,610	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	69,073	-	-	69,073	-	-	-	-	-	-	-
Program Group: Business Initiatives											
14733 : Development of New Facilities	252,924	2,300	250,624	-	-	-	-	-	-	-	-
14740 : Legislative Compliance	575	-	-	575	-	-	-	-	-	-	-
14755 : Security & Life Safety	2,650	-	-	2,650	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	5,200	-	-	5,200	-	-	-	-	-	-	-
14780 : Admin Centre At 17150 Yonge Street	2,029	-	1,886	-	-	-	-	-	143	-	-
14810 : Technology Initiatives	4,500	-	-	4,500	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,580	-	-	1,580	-	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	44,564	-	-	44,564	-	-	-	-	-	-	-
14856 : Furniture Management	1,770	-	-	1,770	-	-	-	-	-	-	-
14861 : Transportation Business Initiatives	35,292	1,459	-	-	-	-	-	6,135	27,698	-	-
14901 : Project Management	50,681	-	-	50,681	-	-	-	-	-	-	-
DC_Funding_Adjmt : Development Charge Debt Avoidance	-	-	-	-	-	18,535	-	-	(18,535)	-	-
Total Business Initiatives	401,765	3,759	252,510	111,520	-	18,535	-	6,135	9,306	-	-
Total Funding	470,838	3,759	252,510	180,593	18,535	18,535	6,135	9,306	9,306	-	-

Property Services
2021 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Program Group: Rehabilitation and Replacement											
14703 : Corporate Facilities Asset Renewal	10,746	-	-	10,746	-	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	692	-	-	692	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	11,438	-	-	11,438	-	-	-	-	-	-	-
Program Group: Business Initiatives											
14733 : Development of New Facilities	3,175	2,300	875	-	-	-	-	-	-	-	-
14740 : Legislative Compliance	125	-	-	125	-	-	-	-	-	-	-
14755 : Security & Life Safety	250	-	-	250	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	700	-	-	700	-	-	-	-	-	-	-
14780 : Admin Centre At 17150 Yonge Street	2,029	-	1,886	-	-	-	-	-	143	-	-
14810 : Technology Initiatives	150	-	-	150	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	230	-	-	230	-	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	19,052	-	-	19,052	-	-	-	-	-	-	-
14856 : Furniture Management	177	-	-	177	-	-	-	-	-	-	-
14861 : Transportation Business Initiatives	35,292	1,459	-	-	-	-	-	6,135	27,698	-	-
14901 : Project Management	4,366	-	-	4,366	-	-	-	-	-	-	-
DC_Funding_Adjmt : Development Charge Debt Avoidance	-	-	-	-	-	18,535	-	-	(18,535)	-	-
Total Business Initiatives	65,546	3,759	2,761	25,050	-	18,535	-	6,135	9,306	-	-
Total Funding	76,984	3,759	2,761	36,488	18,535	18,535	6,135	9,306	9,306	-	-

INTENTIONAL BLANK

Court Services
2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
A1601 : Courtroom Renovations	132	56	184	120	120	120	120	120	120	120	120	120	1,264	-	1,452	184
Total Expenditures	132	56	184	120	1,264	-	1,452	184								
Funding Sources:																
Asset Replacement Reserves	132	56	184	120	120	120	120	120	120	120	120	120	1,264	-	1,452	184
Total Funding	132	56	184	120	1,264	-	1,452	184								

Court Services
2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
A1601 : Courtroom Renovations	1,264	-	-	1,264	-	-	-	-	-	-	-
Total Funding	1,264			1,264							

Court Services
2021 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA		Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
	Funding Total	Total										
A1601 : Courtroom Renovations	184	184	-	-	184	-	-	-	-	-	-	-
Total Funding	184	184										

INTENTIONAL BLANK

YorkNet

2021 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
11132 : YorkNet Connect To Innovate	2,008	4,242	2,822	-	-	-	-	-	-	-	-	-	2,822	-	9,072	2,822
11133 : Fibre Network	13,200	5,526	6,882	6,100	6,300	6,400	6,600	6,700	4,900	-	-	-	43,882	-	62,608	19,282
11134 : Rural Broadband Project	-	-	-	16,052	16,530	17,024	17,533	16,439	-	-	-	-	83,578	-	83,578	32,582
Total Expenditures	15,208	9,768	9,704	22,152	22,830	23,424	24,133	23,139	4,900				130,282	0	155,258	54,686
Funding Sources:																
Debt Reduction Reserve	-	-	-	5,540	5,703	5,872	6,046	5,696	-	-	-	-	28,857	-	28,857	11,243
General Capital Reserve	12,804	4,367	1,596	758	776	866	887	909	711	-	-	-	6,503	-	23,674	3,130
Other Recoveries	442	228	1,772	10,512	10,827	11,152	11,487	10,743	-	-	-	-	56,493	-	57,163	23,111
Federal Gas Tax Reserve	1,961	5,173	6,336	5,342	5,524	5,534	5,713	5,791	4,189	-	-	-	38,429	-	45,564	17,202
Total Funding	15,208	9,768	9,704	22,152	22,830	23,424	24,133	23,139	4,900				130,282	0	155,258	54,686

2021 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
11132 : YorkNet Connect To Innovate	2,822	-	-	-	1,050	-	-	1,772	-	-	-
11133 : Fibre Network	19,282	-	-	-	2,080	-	-	-	-	-	17,202
11134 : Rural Broadband Project	32,582	-	11,243	-	-	-	-	21,339	-	-	-
Total Funding	54,686		11,243		3,130			23,111			17,202

YorkNet
2021 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
11132 : YorkNet Connect To Innovate	2,822	-	-	-	1,050	-	-	1,772	-	-	-
11133 : Fibre Network	43,882	-	-	-	5,453	-	-	-	-	-	38,429
11134 : Rural Broadband Project	83,578	-	28,857	-	-	-	-	54,721	-	-	-
Total Funding	130,282		28,857		6,503			56,493			38,429

INTENTIONAL BLANK

**York Regional Police
2021 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
P29020 : #1 District HQ	1,695	3,702	17,853	2,500	-	-	-	-	-	-	-	-	20,353	-	25,750	20,353
P29031 : #3 District - Marine Headquarters	6,010	4,252	-	-	-	-	-	-	-	-	-	-	-	-	10,262	-
P29033 : Renovations to Existing Facilities	779	900	1,120	1,040	1,060	1,080	1,100	1,120	1,140	1,160	1,180	1,200	11,200	-	12,879	1,120
P29045 : Land Bank Acquisition	3	-	-	-	2,000	-	-	-	-	-	6,000	-	8,000	-	8,003	-
P29052 : New District Substation Outlook	-	-	-	-	-	3,000	-	-	-	-	-	8,950	11,950	-	11,950	-
P29055 : 240 Prospect Renovation	-	-	250	1,500	-	-	-	-	-	-	-	-	1,750	-	1,750	1,750
P29056 : PS Leasehold Improvements	-	668	832	-	-	-	-	-	-	-	-	-	832	-	1,500	832
P29010 : Vehicles - Replacement & Additional	4,076	4,290	4,380	4,470	4,550	4,650	4,740	4,830	4,930	5,030	5,130	5,230	47,940	-	56,306	4,380
P29037 : Marine Patrol Boat	111	150	-	-	-	-	-	-	-	-	250	1,220	1,470	-	1,731	-
P29050 : Air Operations	2,609	2,068	100	-	100	100	100	1,218	718	578	919	100	3,933	-	8,610	100
P29054 : Air Operations Helicopter	-	-	-	6,250	-	-	-	-	-	-	-	-	6,250	-	6,250	6,250
P29011 : Business Intelligence	136	100	490	170	170	170	170	170	170	170	100	100	1,880	-	2,116	490
P29022 : Information Technology Hardware & Software	1,408	1,181	1,096	1,400	1,170	1,190	1,210	1,380	1,500	1,280	1,310	1,340	12,876	-	15,465	1,096
P29024 : Digital Evidence Management ICC	-	119	1,435	869	886	909	873	870	870	870	870	915	9,367	-	9,486	4,099
P29030 : IT Infrastructure and Applications	938	1,151	969	1,549	969	969	969	969	969	969	969	969	10,270	-	12,359	969
P29032 : Data Governance Retention Management	1,057	-	-	-	-	-	-	1,000	-	-	-	-	1,000	-	2,057	-
P29034 : Connected Officer In Car Modernization	1,776	427	600	453	453	453	453	453	475	475	475	475	4,765	-	6,968	600
P29035 : Specialized Equipment - Closed Circuit System	280	100	143	-	-	-	-	-	-	-	716	-	859	-	1,239	143
P29036 : Computer Aided Dispatch - Records Management System	-	-	-	-	-	-	-	3,700	-	-	-	-	3,700	-	3,700	-
P29039 : Employee Scheduling	-	-	-	110	-	-	-	-	-	-	-	-	110	-	110	-
P29044 : Talent Management	-	-	300	-	-	-	-	-	-	-	-	-	300	-	300	300
P29048 : YRP Net Rewrite	117	-	-	-	-	150	-	-	-	-	150	-	300	-	417	-
P29049 : Disaster Recovery Plan	-	119	200	-	-	-	308	-	-	-	-	308	816	-	935	200
P29014 : Specialized Equipment - Support Services	238	125	-	400	-	-	-	-	250	-	125	150	925	-	1,288	-
P29015 : Specialized Equipment - Telephone	-	-	-	350	-	-	-	-	-	-	-	-	350	-	350	-
P29017 : Specialized Equipment - Growth Staff	1,262	1,085	1,191	1,341	1,216	1,226	1,216	1,091	1,341	1,091	1,427	1,291	12,431	-	14,778	1,191
P29018 : Specialized Equipment - Road Safety	-	-	-	-	-	-	-	-	-	-	-	816	816	-	816	-
P29023 : Specialized Equipment - Technical Investigations	914	-	-	-	1,100	-	-	-	-	1,100	-	-	2,200	-	3,114	-

**York Regional Police
2021 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/19	2020 Forecast	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
P29047 : Specialized Equipment - Forensic Equipment	188	488	1,805	228	204	264	-	-	-	-	2,200	-	4,701	-	5,378	2,033
P29028 : Portable and Mobile Radio Replacements	-	-	1,200	1,152	2,352	-	-	-	-	-	-	-	4,704	-	4,704	1,200
P29042 : Radio System	305	380	380	190	190	-	-	-	-	-	14,000	13,500	28,260	-	28,945	380
Total Expenditures	23,904	21,305	34,344	23,972	16,420	14,161	11,139	16,801	12,363	12,723	35,821	36,564	214,308	214,308	259,517	47,486
Funding Sources:																
Program Specific Reserves	-	-	250	250	250	250	250	250	250	250	250	250	2,500	-	2,500	1,000
Debt Reduction Reserve	6,784	5,548	10,116	8,867	4,194	1,693	1,380	5,586	1,754	2,304	15,795	14,584	66,273	-	78,605	16,093
Asset Replacement Reserves	6,457	6,782	8,335	7,549	7,083	7,219	7,301	7,559	7,789	7,667	7,794	7,957	76,253	-	89,492	9,651
General Capital Reserve	980	-	-	-	-	-	-	-	-	-	-	-	-	-	980	-
Development Charge Reserves	1,800	405	15,484	6,922	4,814	153	60	60	94	38	633	351	28,609	-	30,814	20,074
Other Recoveries	79	159	159	384	79	-	-	-	-	-	-	-	622	-	860	464
Planned Debenture Proceeds	7,804	8,411	-	-	-	4,846	2,148	3,346	2,476	2,464	11,349	13,422	40,051	-	56,266	204
Total Funding	23,904	21,305	34,344	23,972	16,420	14,161	11,139	16,801	12,363	12,723	35,821	36,564	214,308	214,308	259,517	47,486

**York Regional Police
2021 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
P29020 : #1 District HQ	20,353	-	6,393	-	-	-	-	-	13,960	-	-
P29033 : Renovations to Existing Facilities	11,200	-	2,500	8,700	-	-	-	-	-	-	-
P29045 : Land Bank Acquisition	8,000	-	800	-	-	-	-	-	7,200	-	-
P29052 : New District Substation Outlook	11,950	-	1,195	-	-	-	-	-	10,755	-	-
P29055 : 240 Prospect Renovation	1,750	-	550	-	-	-	-	-	1,200	-	-
P29056 : PS Leasehold Improvements	832	-	-	832	-	-	-	-	-	-	-
P29010 : Vehicles - Replacement & Additional	47,940	-	-	37,196	-	-	-	-	10,744	-	-
P29037 : Marine Patrol Boat	1,470	-	1,141	-	-	329	-	-	-	-	-
P29050 : Air Operations	3,933	-	3,053	-	-	132	-	-	748	-	-
P29054 : Air Operations Helicopter	6,250	-	4,544	-	-	-	-	305	1,401	-	-
P29011 : Business Intelligence	1,880	-	1,460	-	-	420	-	-	-	-	-
P29022 : Information Technology Hardware & Software	12,876	-	-	12,876	-	-	-	-	-	-	-
P29024 : Digital Evidence Management ICC	9,367	2,500	-	4,822	-	-	-	-	2,045	-	-
P29030 : IT Infrastructure and Applications	10,270	-	4,419	5,851	-	-	-	-	-	-	-
P29032 : Data Governance Retention Management	1,000	-	776	-	-	-	-	-	224	-	-
P29034 : Connected Officer In Car Modernization	4,765	-	2,049	2,716	-	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	859	-	667	-	-	-	-	-	192	-	-
P29036 : Computer Aided Dispatch - Records Management System	3,700	-	2,871	-	-	-	-	-	829	-	-
P29039 : Employee Scheduling	110	-	85	-	-	25	-	-	-	-	-
P29044 : Talent Management	300	-	233	-	-	67	-	-	-	-	-
P29048 : YRP Net Rewrite	300	-	232	-	-	68	-	-	-	-	-
P29049 : Disaster Recovery Plan	816	-	816	-	-	-	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	925	-	717	-	-	208	-	-	-	-	-
P29015 : Specialized Equipment - Telephone	350	-	272	-	-	-	-	-	78	-	-
P29017 : Specialized Equipment - Growth Staff	12,431	-	-	3,260	-	-	-	-	9,171	-	-
P29018 : Specialized Equipment - Road Safety	816	-	816	-	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	2,200	-	1,706	-	-	-	-	-	494	-	-
P29047 : Specialized Equipment - Forensic Equipment	4,701	-	3,647	-	-	1,054	-	-	-	-	-
P29028 : Portable and Mobile Radio Replacements	4,704	-	3,650	-	-	-	-	-	1,054	-	-

**York Regional Police
2021 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
P29042 : Radio System	28,260	-	21,681	-	-	100	-	317	6,162	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	26,206	-	-	(26,206)	-	-
Total Funding	214,308	2,500	66,273	76,253	28,609	28,609	622	40,051			

**York Regional Police
2021 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
P29020 : #1 District HQ	20,353	-	6,393	-	-	-	-	-	13,960	-	-
P29033 : Renovations to Existing Facilities	1,120	-	250	870	-	-	-	-	-	-	-
P29055 : 240 Prospect Renovation	1,750	-	550	-	-	-	-	-	1,200	-	-
P29056 : PS Leasehold Improvements	832	-	-	832	-	-	-	-	-	-	-
P29010 : Vehicles - Replacement & Additional	4,380	-	-	3,398	-	-	-	-	982	-	-
P29050 : Air Operations	100	-	78	-	-	22	-	-	-	-	-
P29054 : Air Operations Helicopter	6,250	-	4,544	-	-	-	-	305	1,401	-	-
P29011 : Business Intelligence	490	-	380	-	-	110	-	-	-	-	-
P29022 : Information Technology Hardware & Software	1,096	-	-	1,096	-	-	-	-	-	-	-
P29024 : Digital Evidence Management ICC	4,099	1,000	-	2,235	-	-	-	-	864	-	-
P29030 : IT Infrastructure and Applications	969	-	417	552	-	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	600	-	258	342	-	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	143	-	111	-	-	-	-	-	32	-	-
P29044 : Talent Management	300	-	233	-	-	67	-	-	-	-	-
P29049 : Disaster Recovery Plan	200	-	200	-	-	-	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	1,191	-	-	326	-	-	-	-	865	-	-
P29047 : Specialized Equipment - Forensic Equipment	2,033	-	1,577	-	-	456	-	-	-	-	-
P29028 : Portable and Mobile Radio Replacements	1,200	-	931	-	-	-	-	-	269	-	-
P29042 : Radio System	380	-	171	-	-	50	-	159	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	19,369	-	-	(19,369)	-	-
Total Funding	47,486	1,000	16,093	9,651	20,074	464	204	204	204	204	204

INTENTIONAL BLANK

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.
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 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	Rates levied on new development, whether residential or non-residential, and set by Regional Council from time to time through a Development Charges bylaw.

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	A person who receives a T-4 slip from York Region. See also full-time equivalent.
Enhancing Service Levels	Providing services at the existing levels as the population grows. See also Status Quo.
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.
Infrastructure	Core and non-core 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	The budget for day-to-day operations.

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.
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	Any positive variance between budgeted and actual results. The fiscal strategy determines how any surplus is to be allocated to reserves.
Tax Levy	Proposed change: 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.