



2020 TO 2022 BUDGET
AS APPROVED ON DECEMBER 19, 2019



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City of Markham



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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 2020 budget. The combined budget for 2020 is \$3.3 billion, including \$2.5 billion in operating and a capital plan of \$826 million.

In preparing the budget, York Region faced a number of new challenges, risks and uncertainties including changes in provincial priorities and funding agreements, and Regional Council's focus on finding savings across every part of the organization.

Finding balance requires careful consideration, cooperation and good judgement. The result is a multi-year budget that demonstrates York Region's collective commitment to continuous improvements and pursuing efficiencies. This budget meets the outlook endorsed by Regional Council in 2019, including an annual tax levy increase of 2.96% which includes 1.7% to maintain Regional services and a further 1.26% for contributions to reserves. Continued funding through reserve contributions will allow for 14 priority roads projects to move ahead earlier than originally planned.

Moody's Investors Service and S&P Global Ratings have maintained York Region's credit ratings of Aaa and AA+, respectively, and S&P upgraded its outlook for the Region from stable to positive. Both agencies noted York Region's strong financial management. A critical element of financial management is the Regional Fiscal Strategy, which manages debt levels while enabling the capital investments we need to invest in a prosperous future.



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TABLE OF CONTENTS

Executive Summary	i
Planning and Budgeting at York Region	1
Budget Context	11
The Operating Budget	21
The Capital Budget	35
Accrual Budget Presentation	45
Transportation Services	53
York Region Rapid Transit Corporation	67
Environmental Services	77
Community and Health Services	99
Corporate Management and Governance	127
Court Services	141
Financial Initiatives	149
External Partners	153
YorkNet	159
York Regional Police	169
Long-Term Financial Planning	177
Appendix	187
Glossary	289

*Numbers throughout the book may not add due to rounding



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EXECUTIVE SUMMARY

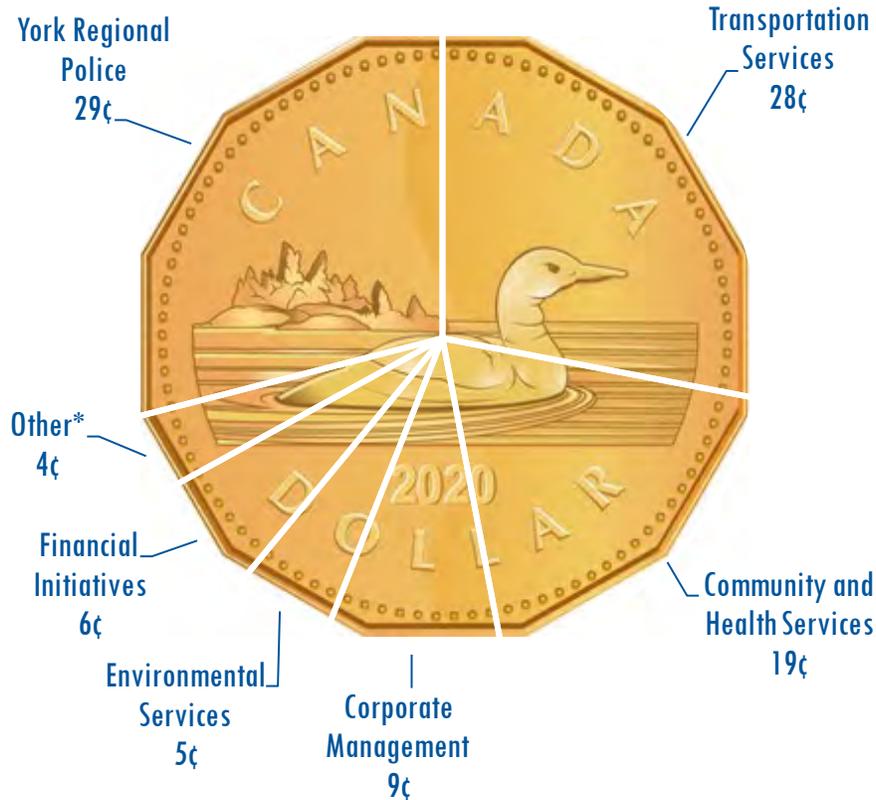
The 2020 budget includes \$2.5 billion in operating costs and a tax increase of 2.96%. The Region is planning capital investments of \$826 million in 2020, part of a 10-year capital plan of \$7.1 billion.



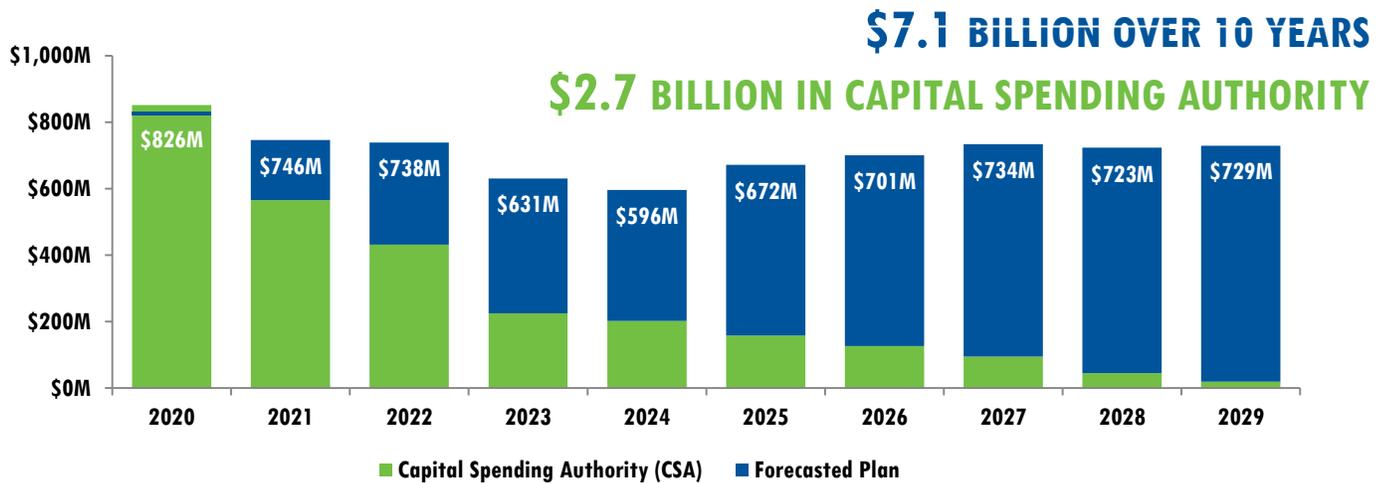
YORK REGION'S 2020 BUDGET

\$3.3 billion { **\$2.5 billion** Operating costs + **\$826.3 million** Capital costs

Operating Budget: How the tax dollar is spent



Capital Budget: 10-year capital plan



*The 2020 capital plan is \$25 million lower than 2020 CSA due to an estimated \$25 million reimbursement from Peel Region (see page 84).

2020-2022 BUDGET REFLECTS KEY PRIORITIES

The 2020-2022 budget for York Region presented in this book supports important Regional priorities that help advance its ultimate vision of strong, caring and safe communities.

The budget lays out total spending of \$3.3 billion for operations and capital projects in 2020, and an outlook for 2021 and 2022. The tax levy increase of 2.96% in 2020 is consistent with the level endorsed by Council through the 2019-2022 budget process. At the same time, it responds to fiscal challenges, including the impact of changes in provincial priorities.

With a 10-year capital plan of \$7.1 billion, up by almost \$500 million from 2019, this budget continues the Region's commitment to capital infrastructure to meet the growing and evolving needs of the Region. As part of the plan, contributions to a new reserve will allow 14 key growth-related road projects to move ahead more quickly than originally planned.

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. These priorities are aligned with four high-level community result areas:



ECONOMIC
VITALITY

PRIORITY:

INCREASE ECONOMIC PROSPERITY

- Supporting the review of over 1,000 development applications submissions annually to ensure that they align with Growth Plan mandates and infrastructure investments
- Investing \$10.2 million to build 140 kilometres of fibre network and connect facilities to the Region's network, adding over 170 connections through YorkNet to increase Regional connectivity
- Fostering an environment that attracts businesses and grows employment by continuing to implement the Region's Economic Development Action Plan
- Investing \$3.1 billion into transportation infrastructure for road network expansion, robust asset management and the transit network
- Advancing construction readiness of the Yonge Subway Extension
- Managing and maintaining the transportation network for 635,000 average daily travellers and 22 million transit rides a year



HEALTHY
COMMUNITIES

PRIORITY:

SUPPORT COMMUNITY HEALTH, SAFETY AND WELL-BEING

- Delivering 118 billion litres of clean and safe drinking water annually to protect public health
- Adding 102 staff over three years to York Regional Police to address population growth, workload pressures and maintain quality police administrative services
- Building/redeveloping 6 paramedic stations, adding 47 staff over three years to Paramedic Services to maintain response times
- Supporting 6,700 social housing units and adding approximately 500 units to Housing York Inc. by 2023
- Increasing tax levy funding for Public Health by \$4.2 million in 2021 and \$4.7 million in 2022 to maintain services and address reductions in provincial funding



PRIORITY:

BUILD SUSTAINABLE COMMUNITIES AND PROTECT THE ENVIRONMENT

- Investing \$2.5 billion to grow and maintain the water and wastewater network to meet the needs of a growing population
- Maintaining high rates of waste diversion, currently at 94%, to manage waste as a resource
- Planting 300,000 trees and shrubs between 2020-2022 to maintain natural resources and preserve green space
- Creating a welcoming pedestrian realm through streetscaping and greening of centres and corridors



PRIORITY:

DELIVER TRUSTED AND EFFICIENT SERVICES

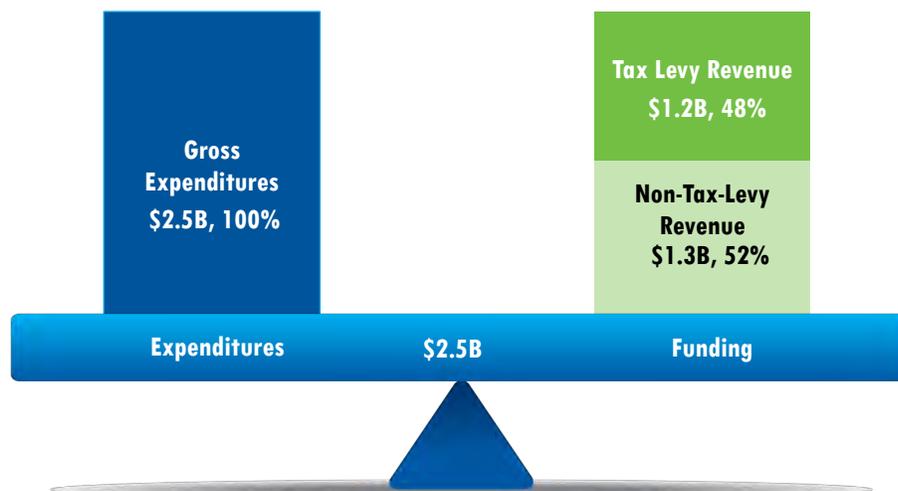
- Responding to technological changes, protecting resident information and improving customer experience
- Providing consolidated access to York Region services at 17150 Yonge Street that will result in long-term lease savings
- Maintaining the Region’s growing asset base, and contributing to reserves for future rehabilitation and replacement of capital assets
- Ensuring fiscal sustainability through prudent debt and reserve management

Multi-year budgeting provides a valuable planning framework. The Region adopted multi-year budgeting to better align spending with priorities in the four-year Strategic Plan. Multi-year budgeting also offers the added benefit of greater clarity about activities and funding in future years, and improved fiscal discipline.

A MORE CHALLENGING CONTEXT FOR THE OPERATING BUDGET

The 2020-2022 Regional operating budget includes gross spending of \$2.5 billion in 2020, growing to \$2.6 billion by 2022. About half the budget would be funded from the tax levy, with the balance coming from water and wastewater user rates, transit fares, other non-tax revenues, federal and provincial grants and subsidies, and drawdowns from development charge reserves.

York Region’s operating budget summary



The operating budget reflects population growth, rising expectations about service quality, and more complex needs as a result of aging and other demographic factors. Urbanization is creating operating pressures on infrastructure and human services, and the budget must also address a heavier regulatory burden and rising cost of living.

In the 2020-2022 budget, the Region faces significant pressures related to changes in provincial priorities. Actual and proposed reductions in cost-sharing and funding amounts, changes to the structure of existing grants, and the need to deliver mandated new programs are having major impacts on the Community and Health Services department and York Regional Police in particular. A new framework for development charges is creating more risk and a higher administrative burden, and is expected to result in loss of revenues for the Region.

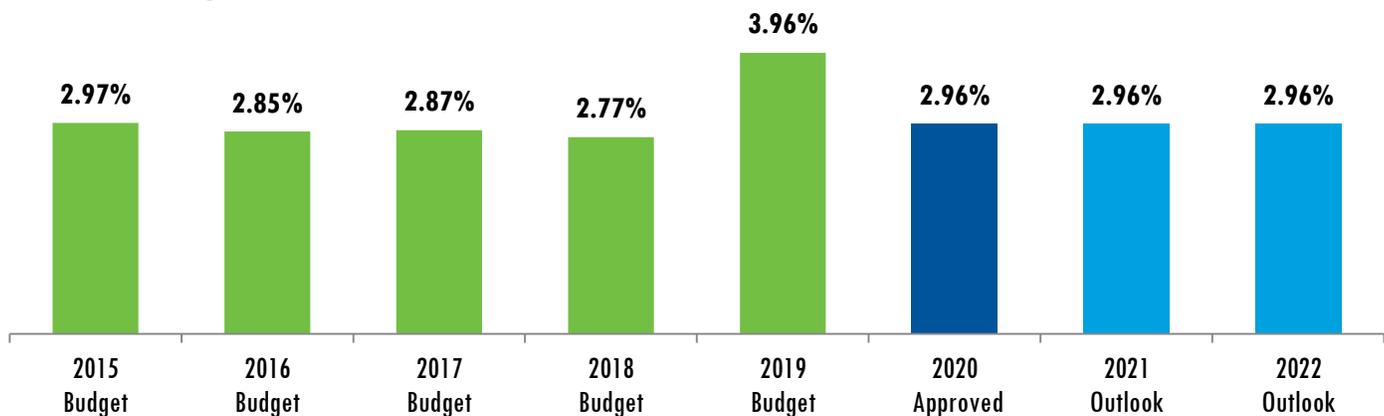
The Region strives always to find efficiencies in its operations to offset ongoing cost pressures. This was particularly important in developing the 2020-2022 budget, given the uncertainty around funding. Through the budget process, every part of Regional government looked for savings. This allowed for a budget that met Regional Council’s commitment to a tax levy increase no greater than 2.96% for each of the three remaining years of the 2019-2022 budget.

YORK REGION SERVICES

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

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.

Annual tax levy increases



While the tax levy funds roughly half the total operating budget, the shares vary by service area. Services where cost recovery from users is appropriate and relatively simple, or where most funding comes from another level of government, have the lowest reliance on the tax levy. This is the case for water and wastewater, which is moving toward full cost recovery from user rates, and for many services delivered by Community and Health Services that are provincially supported. Transit Services, which is part of Transportation Services, gets about 39% of its revenues from fares, advertising and other non-tax sources.

Conversely, York Regional Police are more heavily reliant on the tax levy, as are the non-transit services provided by Transportation Services and a number of corporate areas.

Non-tax revenues are expected to grow by \$56 million from 2020 to 2022. This modest growth reflects conservative assumptions about grants and subsidies from senior levels of government. These are actually projected to decline by 5.1% over the period, based on current information. As a result, by 2022, the share of the budget funded by non-tax revenues will have fallen from 51.8% in 2020 to 50.8%. The share supported by property tax revenue will increase from 48.2% to 49.2% to meet operating needs.

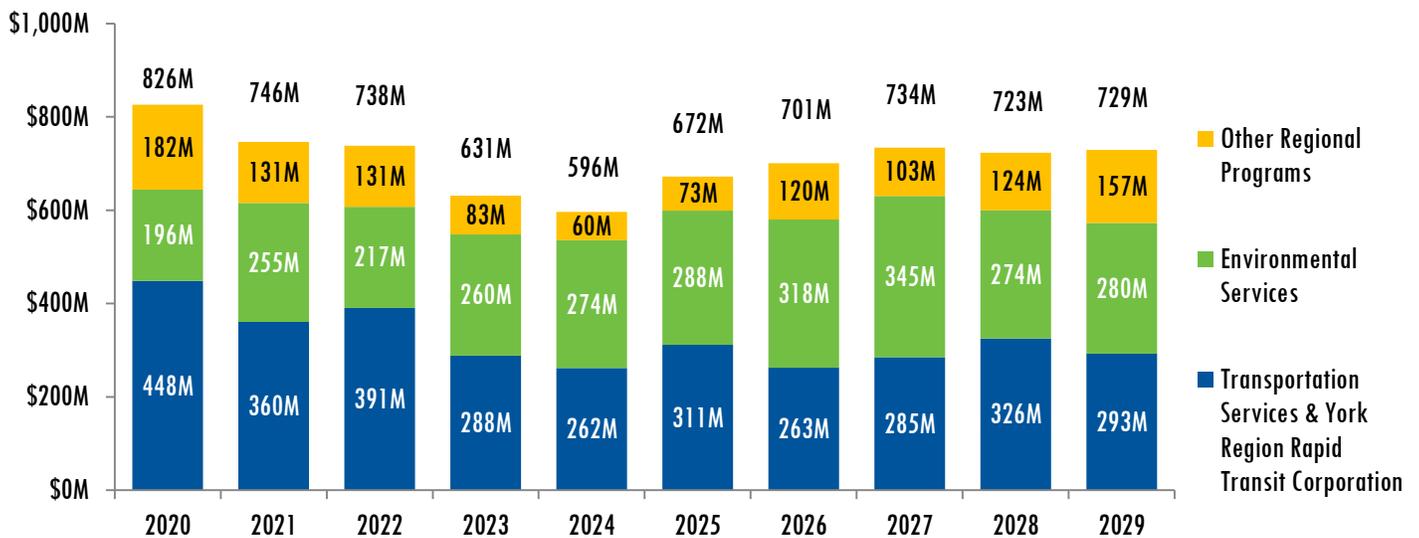
The Region has limited control over provincial and federal funding. Given the current fiscal environment, the revenue outlook underscores the need for non-tax revenue sources over which the Region has greater control to keep pace with service costs.

CAPITAL PLAN BUILDS FOR GROWTH AND RENEWS THE ASSET BASE

York Region’s capital plan from 2020 to 2029 totals \$7.1 billion, up by \$479.4 million from the 10-year plan laid out in the 2019 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.

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 \$2.7 billion in Capital Spending Authority, and includes \$826.3 million in planned spending for 2020.

Capital investment remains strong



The Region’s residents consistently cite transportation as a top concern. The new Roads Capital Acceleration Reserve will allow the Region to advance 14 priority road projects in the 10-year plan.

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 \$3.1 billion over the next 10 years for asset renewal.

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”).

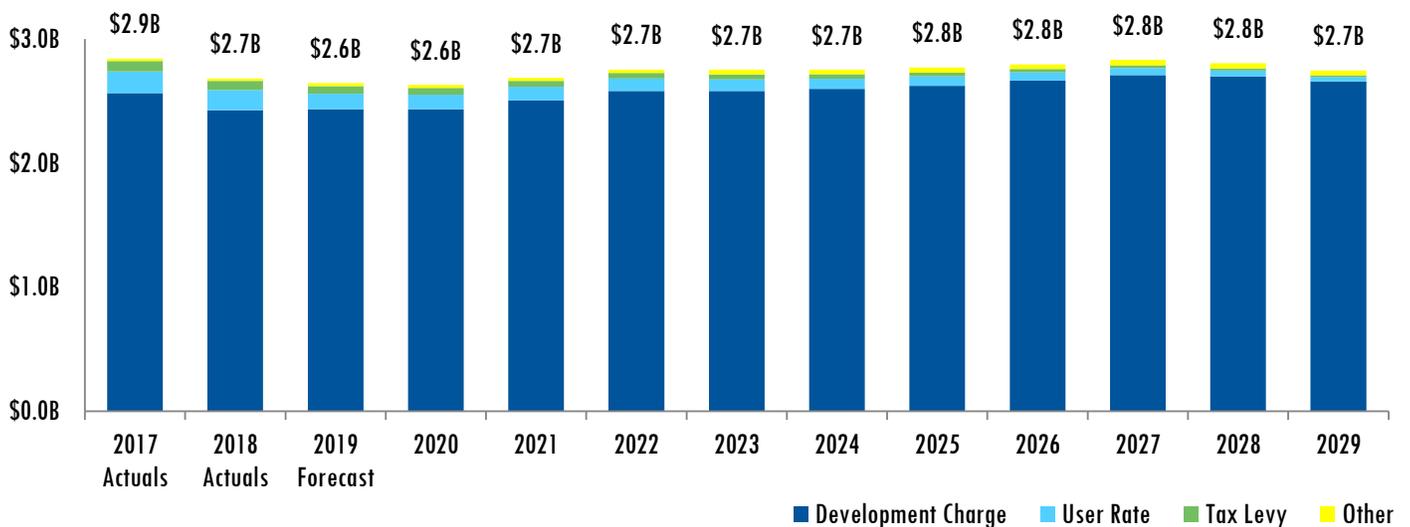
Under the fiscal strategy, the Region builds up reserves over time so funds are available to cover capital costs without issuing tax-levy or user-rate debt. Reserve contributions were ramped up in anticipation of additional needs for the Corporate Asset Management Plan. Contributions to reserves for asset renewal are in the operating budgets of the parts of Regional government carrying out the work, and related spending is in their capital budgets.

York Region uses debt to bridge the timing difference between when a growth-related asset is built and when it is paid for by development charges. To keep 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.

The Region’s overall fiscal situation has improved. In 2019, 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+/Stable, in 2019 it upgraded the outlook for the Region from stable to positive.

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. With the Fiscal Strategy, the total outstanding debt, net of the sinking fund, peaked at \$2.9 billion in 2017 and is expected to remain below the 2017 peak as shown in the graph below. It is expected that by 2019 year-end the Region will hold more in reserves than it owes in debt, making it a net investor.

Outstanding debt to remain below 2017 peak



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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 in *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



It serves as a complement to the Regional Official Plan, which outlines the policies that guide economic, environmental and community planning decisions.

WORKING TOWARD 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 achieve *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 and Priorities



ECONOMIC VITALITY

PRIORITY:

Increase economic prosperity

OBJECTIVES:

1. Fostering an environment that attracts businesses, grows employment opportunities and attracts people
2. Increasing access to efficient transportation options



HEALTHY COMMUNITIES

PRIORITY:

Support community health, safety and well-being

OBJECTIVES:

1. Supporting safe communities
2. Delivering and promoting affordable housing
3. Improving access to health and social support services



SUSTAINABLE ENVIRONMENT

PRIORITY:

Build sustainable communities and protect the environment

OBJECTIVES:

1. Delivering and promoting environmentally sustainable services
2. Encouraging growth in the Region's centres, corridors and built-up urban areas
3. Enhancing and preserving green space



GOOD GOVERNMENT

PRIORITY:

Deliver trusted and efficient services

OBJECTIVES:

1. Ensuring reliable, responsive, effective, efficient and fiscally responsible service delivery
2. Managing the Region's assets for current and future generations
3. Maintaining public confidence in Regional Government

The Region's Senior Management Team carries out regular reviews to support progress on the Strategic Plan and identifies areas where performance can be improved. Results from each four-year plan are used to help inform the next plan.

Annual Strategic Plan performance reports are available at York.ca/StratPlan. The next report will be available in May 2020.

The following two pages list performance measures in each of the Community Result Areas.

PRIORITY:

INCREASE ECONOMIC PROSPERITY



Objectives	Performance Measures
1. Fostering an environment that attracts businesses, grows employment opportunities and attracts people	<ul style="list-style-type: none"> • Increase % of business engagements resulting in business retention, expansion and attraction
2. Increasing access to efficient transportation options	<ul style="list-style-type: none"> • Maintain # of transit ridership per capita • Increase # of kilometres of bus rapidways • Increase # of people and employment within 500 metres of transit • Maintain % of on-time performance on all transit routes • Increase # of road lane kilometres

PRIORITY:

SUPPORT COMMUNITY HEALTH, SAFETY AND WELL-BEING



Objectives	Performance Measures
1. Supporting safe communities	<ul style="list-style-type: none"> • Maintain % of residents that rate York Region as a safe place to live • Maintain police emergency (Priority 1) response time • Maintain % of municipal drinking water samples meeting Ontario Drinking Water Standards • Increase % of regional roads with sidewalks and/ or dedicated bike lanes in urban areas • Increase % of 17-year-old students in compliance with <i>Immunization of School Pupils Act</i> • Increase % of food service premises with a certified food handler at all times
2. Delivering and promoting affordable housing	<ul style="list-style-type: none"> • Increase % of York Region clients receiving help to improve their housing stability
3. Improving access to health and social support services	<ul style="list-style-type: none"> • Maintain paramedic response time for emergency response services to meet Council approved targets • Increase # of advocacy activities related to long-term care beds • Decrease # of days to determine York Region residents' eligibility for social assistance • Decrease # of children with an immediate need waiting for subsidized childcare • Increase % of individuals and families remaining stably housed after six months who were homeless or at risk of homelessness

PRIORITY:

BUILD SUSTAINABLE COMMUNITIES AND PROTECT THE ENVIRONMENT



Objectives	Performance Measures
1. Delivering and promoting environmentally sustainable services	<ul style="list-style-type: none">• Maintain % of wastewater receiving treatment• Maintain % of residential solid waste diverted from landfill• Decrease # of megalitres of treated water consumed per 100,000 population• Decrease # of per capita greenhouse gas emissions across Regional operations
2. Encouraging growth in the Region's centres, corridors and built-up urban areas	<ul style="list-style-type: none">• Increase % of growth occurring within the built-up areas• Increase % of development applications meeting timeline commitments
3. Enhancing and preserving green space	<ul style="list-style-type: none">• Maintain # of trees and shrubs planted annually through the Regional Greening Strategy Program

PRIORITY:

DELIVER TRUSTED AND EFFICIENT SERVICES



Objectives	Performance Measures
1. Ensuring reliable, responsive, effective, efficient and fiscally responsible service delivery	<ul style="list-style-type: none">• Maintain / Improve comparative \$ of operating cost per unit of service• Increase % of public-facing transactions that can be completed online or with a mobile device• Increase % of reserve-to debt ratio
2. Managing the Region's assets for current and future generations	<ul style="list-style-type: none">• Maintain % of regional assets with a condition assessment rating of fair or better condition
3. Maintaining public confidence in Regional government	<ul style="list-style-type: none">• Maintain % of York Region residents that are satisfied with Regional government• Increase # of open data sets

THE BUDGET IS ALIGNED WITH THE 2019 TO 2023 STRATEGIC PLAN

The Regional budget allocates resources to allow the organization to achieve the strategic objectives outlined in the 2019 to 2023 Strategic Plan. Its aim is to ensure that the resources needed to achieve the priorities of the Strategic Plan are available when needed.



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

The Strategic Plan captures the following as services the Region delivers to its communities:

- 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 these services, which are also called core services, ensures the Region continues to meet its legislative obligations while remaining flexible and responsive to the changing needs of residents.

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**. For example, the Transportation Services budget supports the Strategic Plan goals of adding to the rapidway and road

networks. The department’s capital budget and the recently created Roads Capital Acceleration Reserve both support an increase in road lane kilometres. Funding for Planning and Economic Development supports the goal of attracting and growing businesses.

Several budget initiatives help to advance the priority of **supporting community health, safety and well-being**. Increased staffing and new stations, as well as a new mobile application, will help to ensure paramedic response times continue to meet Council-approved targets. A three-year initiative to streamline administrative processes, reaching completion in 2020, is expected to help shorten the time to determine social assistance eligibility. Additional staff and funding in the budget are aimed at helping people who are homeless or at risk of homelessness to remain stably housed. These investments all appear in the budget of Community and Health Services. Funding for Environmental Services and York Regional Police supports other goals under this priority.

The budgets for Environmental Services and Planning and Economic Development support the priority of **building sustainable communities and protecting the environment**. Water rates that better reflect costs and an ongoing conservation campaign continue to decrease water consumption per 100,000 population. Investments in energy-efficient technology are reducing per-capita greenhouse gas emissions across Regional operations. Adding 300,000 trees and shrubs will help maintain planting goals in the Regional Greening Strategy. The new YorkTrax system for tracking development applications is expected to help advance the goal of meeting timeline commitments.

Through the budget, the Region is also working toward 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 are used to help 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.

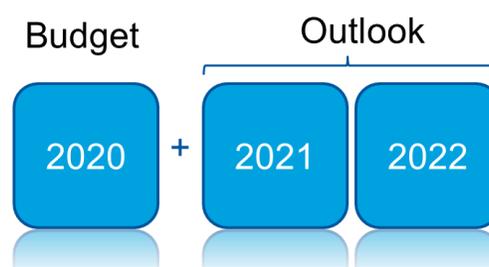
While these examples are not exhaustive, they underscore the close links throughout the budget between Strategic Plan performance measures and the allocation of resources through the budget.

Budget reviews with senior management provide a check on the alignment between budget proposals and the Strategic Plan and help ensure the Region’s resources are being applied as wisely as possible. These reviews look at expected outcomes and whether the proposed ways of achieving those are as cost-effective as possible. Annual reporting on performance allows for assessment of the 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 toward the priorities over this term of Council.

MULTI-YEAR BUDGETING IMPROVES PLANNING, REDUCES UNCERTAINTY

Multi-year budgeting 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.



The graphic below outlines the budget process and timeline for the current budget year.

As well as strengthening the links between budgets and the Strategic Plan, the benefits of multi-year budgeting include:

- Improving fiscal discipline by showing the longer-term spending impacts of choices made in an individual year
- 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.

The operating budget uses the same four-year time horizon as the term of Council. Many capital projects require a longer planning horizon because they can take many years to complete, and 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 or respond to provincial funding announcements. The approved budget, including any amendments, is available at www.York.ca.

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

Multi-Year Budget Process at York Region



YORK REGION IS RESPONSIVE AND ACCOUNTABLE TO ITS RESIDENTS

York Region provides a number of services to its residents, as shown in the organizational chart on the next page.

The services provided by York Region must reflect the needs and priorities of residents. The Region uses several sources of information on services and how to best provide them, including:

- Community opinion polling that ask residents about their top priorities and how well the Region is performing
- Demographic and economic data from Statistics Canada
- Public outreach on specific initiatives, including meetings and other engagement as part of the environmental assessment process for capital projects
- Residents' views and concerns as expressed to elected officials and Regional staff
- Requirements and guidelines for provincially mandated programs

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

Through Open Data, the Region is making more technical and other 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: A LONG-TIME PARTICIPANT IN NATIONAL BENCHMARKING

The release of the 2018 Municipal Benchmarking Network Canada (MBNC) Performance Report in late 2019 marked the thirteenth year of York Region's participation in this important benchmarking program.

The report reflects the joint efforts of 16 member municipalities, including five regional governments, in six provinces across Canada. It includes 170 public measures in 36 service areas. Measures fall under four categories: community impact, service level, efficiency and customer service.

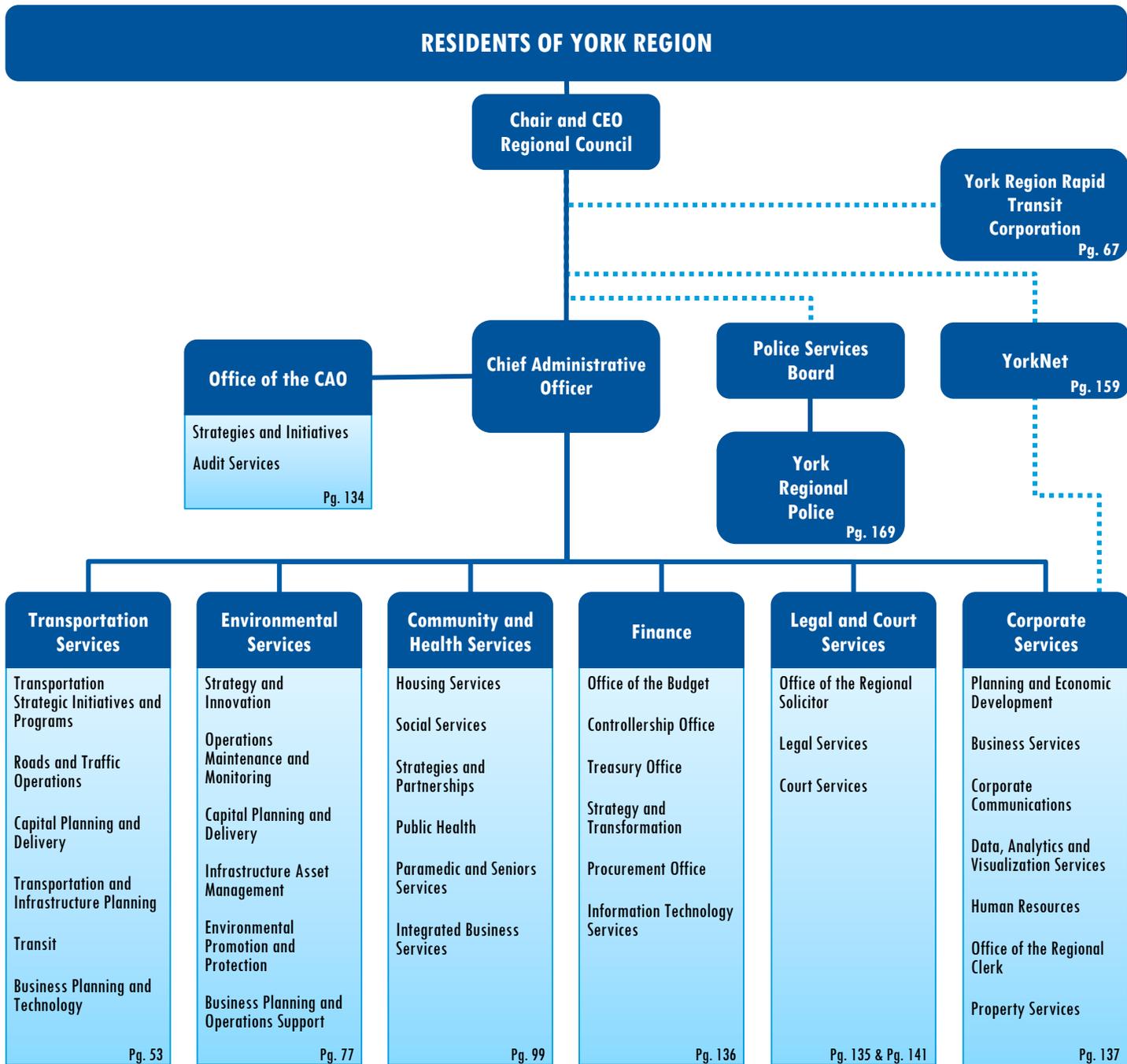
In 2018, York Region reported 120 measures in 26 service areas as dictated by its regional service responsibilities. The measures relate to performance across the Region's activities and include: roads and transit, wastewater and water, waste management, social housing, emergency shelters, child care, 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*.

Staff are encouraged to use the measures to support continuous improvement within their operations and program delivery. Measures have been used in budget business cases, departmental work plans and strategies, and Council reports and presentations.

In 2018, York Region began to share public report measures on its open data portal. The Region's public report results for 2015-2019 can be found on <https://insights-york.opendata.arccgis.com>. The complete dataset for all reporting members is at www.mbncanada.ca.

York Region organizational structure





BUDGET CONTEXT

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.

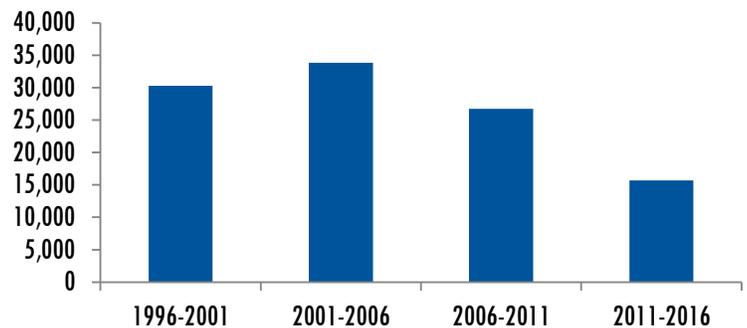


MANAGING CHANGE WITH PRUDENCE AND FLEXIBILITY

This chapter provides an overview of the budgetary context by outlining significant changes and their implications for the budget.

While the Region's population reaches 1.2 million, growth differs from forecasts

According to the most recent federal census, the Region grew by approximately 16,000 people a year from 2011 to 2016. This is about 60% of the growth projected by the provincial Growth Plan for the Greater Golden Horseshoe area. More recent population estimates from Statistics Canada suggest that the trend of slower-than-projected growth has continued since 2016.



Provincial legislation requires municipalities included in the Growth Plan to incorporate its projections in their infrastructure planning. If population may invest in infrastructure before it is needed. There are fiscal implications to this, because these investments are generally funded by charges on new development.

Sales of new homes in 2018 were low by historical standards, contributing to low housing starts in 2019. Recent evidence, however, including higher sales and development applications, points to a recovery in the housing market.

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, reaching just below the Growth Plan annual projections in 2023 and exceeding its annual projections beyond 2031. This would be supported by the growth in major infrastructure systems, including public transit.

An uptick in growth would be consistent with longer-term patterns. York Region has experienced steady population increases since it was created in 1971, but the overall trend 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, especially in the southern areas. This trend has been reinforced by regional, provincial and federal investments in rapid transit and by policies favouring more intense development, particularly in centres and corridors.

As evidence of greater intensification, multi-residential buildings now make up a greater share of the housing stock. While single detached homes still predominate, multi-residential developments such as condos were the fastest-growing housing type recorded in the 2016 census, increasing by almost one-third between 2011 and 2015.

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, with the Consumer Price Index rising by just over 20% over the same period. Income distribution is a concern, especially in light of the Region's high housing costs: 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 toward 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, and emergency services are receiving more mental health calls.

Providing infrastructure and related services presents challenges in a more urban setting. The transportation network and its operating needs change. Heavier traffic means more wear and tear on roads, more sophisticated signal and marking systems and more pedestrians and cyclists sharing roads. Building, maintaining and repairing assets in constrained urban settings is more costly and complicated, especially with the need to minimize disruptions to traffic.

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 focusing on south-central Ontario, as well as the Toronto Transit Commission (TTC) to advance the project.

Meeting these evolving needs is especially challenging in light of a changing landscape for senior government funding and priorities.

Changes in provincial funding create a \$22 million pressure

In November 2018, the provincial government committed to restoring fiscal balance at the provincial level and reducing its debt burden. It has announced several initiatives that have fiscal impacts on municipalities, and further announcements are expected.

Announcements to date about changes in direction and / or funding include:

- Reduced provincial contribution towards Public Health costs, and uncertainty about future governance and organization of public health across Ontario
- Lower funding for creating new child care spaces and administering the program
- Delay in previously announced increases to grant funding for Homelessness Prevention
- Lower funding increases for Paramedic Services and Seniors Services than the Region anticipated
- Changes in the Community Safety and Policing grant, creating uncertainty about total funding for York Regional Police

The Region applied for and received a grant from the provincial Audit and Accountability Fund to help find efficiencies in Public Health in order to meet provincial government targets.

Nonetheless, funding pressures are expected to exceed \$22 million a year by 2022 and are reflected in this budget, which covers 2020 to 2022.

Amended development charge framework could increase costs and risks

The Province's Bill 108, which amended the *Development Charge Act* and *Planning Act* among other existing statutes, would significantly change how municipalities recover growth-related infrastructure costs.

Under Bill 108, developers would be able to lock in development charge rates at the zoning bylaw amendment application or site plan application stage. The freezing of rates at application stage would create a disconnect between when growth-related costs were incurred and revenues received. The changes would also permit developers to delay and phase payment on some types of development. If enacted, these delayed payments would change cash flows to the Region and create debt pressures. The legislation would not provide a means for municipalities to secure these delayed payments, which could result in permanent revenue loss due to non-payment by the developer.

Bill 108 also introduced a new regime for funding certain growth-related services. New Community Benefits Charges would replace density bonusing, parkland dedication, and select soft-service development charges. For York Region, Community Benefits Charges would replace development charges to fund public health, court services, senior services, and social housing.

Although Bill 108 received Royal Assent in June 2019, as of November 2019 it had not yet been proclaimed and related regulations were still under development. As well, in November 2019 the province tabled Bill 138, which could further change the revisions to the *Development Charges Act* and *Planning Act* made through Bill 108. Given these uncertainties, the Region's estimate of potential impacts, which is based on information available as the budget was tabled, may be subject to change.

Delays related to regulatory approvals can constrain growth and boost costs

These new pressures are in addition to ongoing uncertainties and costs resulting from senior governments' regulatory requirements and approvals processes for major infrastructure projects. Delays in new growth-related projects, if lengthy, may constrain growth in some areas.

Because costs of major construction are rising faster than costs across the economy generally, any regulatory delays may also mean that actual costs of a major project are higher than originally planned. Uncertainty related to approvals also makes it difficult to schedule projects efficiently. Having to bring in additional resources because projects have become “bunched up” can be costly. For example, delays in regulatory approval of two major Environmental Services initiatives, a project at the existing Duffin Creek Water Pollution Control Plant and the design and construction of the proposed Upper York Water Reclamation Centre, have increased costs and created major timing risks for the Region.

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 invest in technology to improve processes and outcomes for residents. While bringing convenience and cost savings, these investments also increase the risk of cyber-breaches. To address this, 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 currently developing a Climate Change Action Plan.

New trade deal helps offset expected softening in U.S. and Canadian economies

With a strong trade relationship between Canada and the United States, the outlook for the U.S. economy has historically been important for York Region businesses. According to the Region's *2018 Growth and Development Review*, released in 2019, real expansion in the U.S. economy is expected to slow from 2.9% in 2018 to 2.5% for 2019, followed by a further decline to 1.8% in 2020.

The review notes, however, that the recent completion of the *United States–Mexico–Canada Agreement* on trade and higher U.S. domestic demand should improve export prospects for Ontario and York Region businesses.

For Canada, it notes that growth in output is expected to decrease slightly, from 2.1% in 2018 to 1.9% in 2019 and 2020 as a result of softening housing markets, lower global oil prices and higher interest rates. For Ontario, the outlook for 2020 is growth of 1.3%, down from an expected 1.9% in 2019.

The *2018 Year in Review*, also released in 2019, notes that the Region's economy continues to create jobs, recording an average growth rate of 3% a year starting in 2011. From 2017 to 2018, 15,120 jobs were added, bringing the total employment in the Region to 636,630. The unemployment rate of 4.8% at 2018 year-end was lower than for the Toronto Census Metropolitan Area (5.8%) or Ontario as a whole (5.6%).

A measure called "the activity rate" compares total employment to total population. One of York Region's goals in its Official Plan is one job for every two residents, or a 50% activity rate. The *2018 Year in Review* notes that Region's activity rate has been increasing since 2010, and at 54% now surpasses the goal.

Jobs in the service sector account for almost 80% of York Region employment, a share that has grown steadily over the past decade. This reflects the Region's position as home to one of the largest information and communications technology clusters in North America, with professional, scientific and technical services accounting for 10% of jobs. In addition, the Region is home to the second-largest financial, insurance and accounting services cluster in Ontario, which accounts for 6% of employment.

With a large number of auto-related manufacturing jobs, the Region is well positioned to benefit from growth in research and development jobs in this sector, according to the *2018 Year in Review*. Following the 2016 announcement by General Motors of a new automotive software development centre in Markham, several other companies in the sector have set up new R&D centres in the Region or expanded existing ones.

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.

The Region may also borrow, within provincial limits, to achieve a balanced budget. It is important to remember that while borrowing can provide funds to balance the budget in a given year, it is not revenue. The Region must use its own revenue sources, generally development charges, to repay it in future.

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.

Delivery is often mandated by the government providing the funds. If funding arrangements for a mandated program change, for example by requiring the Region to pay more toward its costs, Council has limited ability to address the resulting pressure by reducing the related spending.

This chapter has outlined the Region's estimate of revenue impacts related to senior government decisions. Given ongoing senior government announcements, however, the outlook is subject to considerable uncertainty.

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.

As discussed earlier in this chapter, actual growth in recent years has been below the Growth Plan forecast that it must consider in planning infrastructure. The lag in population growth has allowed some projects to move ahead more slowly without risking gaps in service.

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 have had major impacts on the Region's financial planning. Growth-related capital projects were deferred from previous 10-year plans to better match expected funding and avoid over-burdening the Region with debt. All those deferred projects are now expected to be completed within the next 10 years, subject to provincial approvals.

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

Legislative and policy changes outside the Region's control also have a significant impact on development charge collections. Recent housing policies such as the non-resident speculation tax and tightening of mortgage lending criteria have led to significantly lower housing sales and starts, resulting in downward pressure on near-term development charge collections.

In addition, as discussed earlier in this chapter, provincial legislation has introduced considerable uncertainty around the development charge framework, with potential to reduce Regional revenues and increase costs.

Taking all the foregoing factors into account, the Region anticipates the collection of \$3.3 billion in development charges and future Regional community benefits charges from 2020 to 2029.

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 involves 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 on page 88 notes, the rate model has been able to manage these uncertainties.

Transportation Services continues to re-balance transit services to meet demand on routes with high ridership and better manage service offerings where demand is low and costs are high. It has also increased fares and developed advertising revenue on Viva buses, stations and terminals.

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, with the province setting the fine amounts that in some cases have not been updated for 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

Although not a source of revenue, borrowing is a source of funding that can, if necessary, be used to manage timing differences in the need to build growth-related infrastructure versus collecting the related revenues. This, however, results in debt service costs.

As the previous section highlights, development charges are a major source of debt servicing, but their level and timing is 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 for 2020 is 1.48%, which is 0.06% less than last year's forecast.

In 2019, residential housing made up 85.9% of the total taxable assessment base, and the average residential property in York Region was assessed at \$749,150. The Region's total property tax assessment base of \$325 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.

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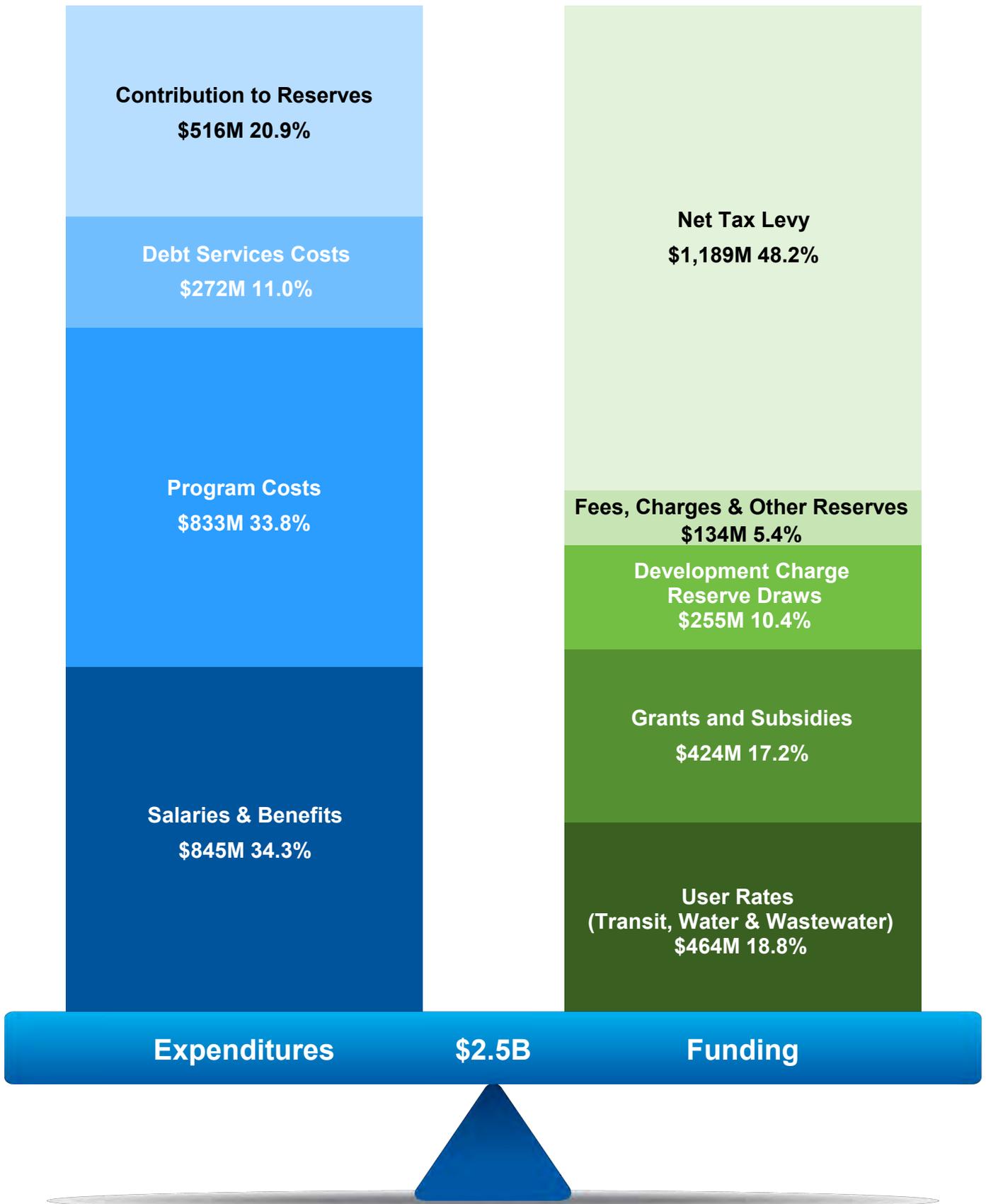


THE OPERATING BUDGET

sets out the approved spending on operations for the remaining three years of the 2019-2022 budget, including \$2.5 billion for 2020.

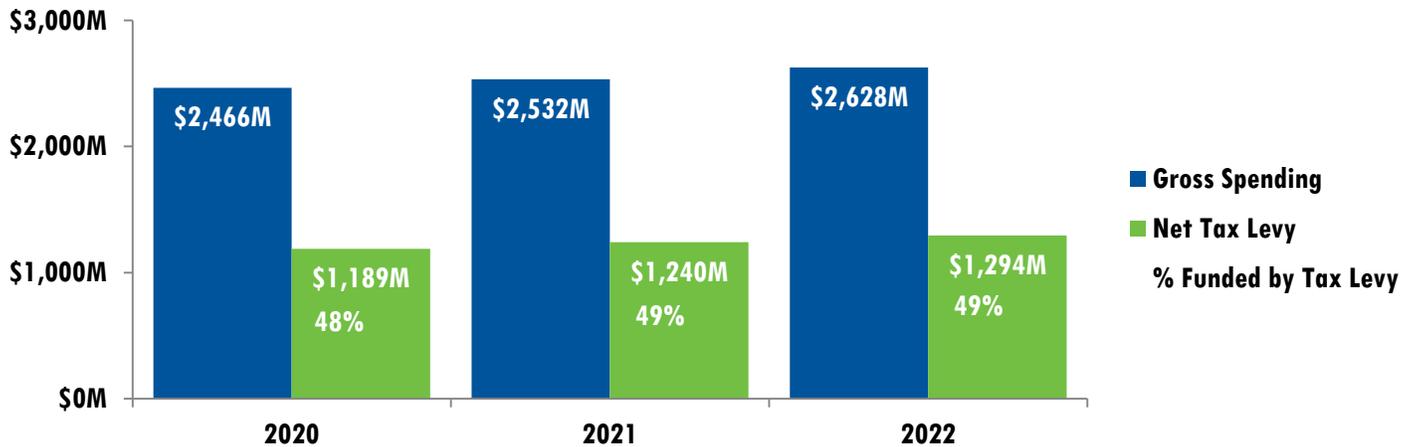


YORK REGION'S 2020 OPERATING BUDGET



SERVING A LARGER, MORE COMPLEX AND MORE URBAN REGION

The 2020-2022 Regional operating budget includes total operating spending, also called gross spending, of just under \$2.5 billion in 2020, growing to \$2.6 billion by 2022. The tax levy would fund about half the total operating spending in all three years. The portion of the budget funded by the tax levy is called the net budget or net tax levy budget.



A focus on efficiencies shapes a leaner Regional budget

In reviewing the proposed 2019-2022 budget in early 2019, Regional Council approved a tax levy increase of 3.96%, including 1% for a new Roads Capital Acceleration Reserve. For each of the following three years Council endorsed a 2.96% tax levy, to include an annual contribution to the new reserve.

While a non-tax-revenue funding source for additional contributions was subsequently found and approved by Council in June 2019, savings options were developed to provide flexibility and address pressures, including reduced provincial funding in some areas. As well, developing the budget identified new pressures. These included lower-than-expected revenues from assessment growth and transit fares, and the need to increase reserve contributions for future infrastructure needs.

To address the fiscal challenges, the Region identified about \$102 million in new savings over the next three years. Departments and other Regional entities, such as York Regional Police and YorkNet, looked to the following sources:

- Finding savings and efficiencies in existing programs and services
- Proposing adjustments to selected services to reduce costs
- Scaling back planned increases and making other adjustments to reduce costs without unduly increasing the risks to program and service delivery

Examples of efficiencies include reductions to budget spending lines to better reflect historical and expected spending patterns. Service level adjustments include reductions to selected transit service and transportation maintenance activities, and eliminating some vacant and planned staffing positions. Other reductions include scaling back planned increases in staffing and funding provided to transfer partners, and reducing planned reserve contributions. The chapters on departments and other parts of Regional government provide more detail.

Approved savings included in the 2020-2022 budget are summarized in the following table. The summary includes the \$102 million in new savings relative to the outlook endorsed as part of the 2019 budget, and \$73 million in savings initiatives with multi-year impacts that were approved as part of the 2019 budget and included in the previous outlook. Year-over-year changes associated with savings included in the previous outlook are summed in the table to present them on a consistent basis with the new savings figures.

The savings figures below are also reflected in the table on page 28 that shows the year-over-year drivers of the increase in net expenditures. The figures in the first two categories are reflected in the “Efficiencies, Reductions and Other Adjustments” line in the table on page 28. The Efficiencies figures below are slightly higher than on page 28 as they include efficiencies in water and wastewater activities that are funded through user rates. The figures in the third category below are not specifically shown in the table on page 28 as they represent a reduction to previously planned spending increases in future years. As these expenditures were not part of the 2019 budget base, their reduction is not reflected in year-over-year budget changes.

Savings Initiatives

(in \$ Millions)		2020	2021	2022	Total
		Approved	Outlook	Outlook	
Efficiencies	2019 Savings Exercise	4.0	5.1	5.4	14.5
	Savings Included in Previous Outlook	1.6	5.4	6.1	13.1
		5.6	10.5	11.5	27.6
Program and Service Level Adjustments	2019 Savings Exercise	5.9	7.7	8.6	22.2
	Savings Included in Previous Outlook	8.8	20.4	31.0	60.2
		14.7	28.1	39.6	82.4
Risk Tolerance and Other	2019 Savings Exercise	17.7	22.8	24.9	65.4
	Savings Included in Previous Outlook	-	-	-	-
		17.7	22.8	24.9	65.4
Subtotal	2019 Savings Exercise	27.6	35.6	38.9	102.1
	Savings Included in Previous Outlook	10.4	25.8	37.1	73.3
Total		38.0	61.4	76.0	175.4

As a result of this exercise, the Council commitment to a tax levy increase no greater than 2.96% was met. The approved net operating budgets for 2020, 2021 and 2022 are lower by \$0.7 million, \$2.3 million and \$3.8 million, respectively, than the outlooks originally presented in the 2019-2022 budget.

Operating more efficiently to reduce spending pressures

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
- Developing a digital strategy for Environmental Services to automate more data collection and sharing, and focus resources on analyzing data to make operations more efficient
- Using a mobile lab to proactively monitor water quality and reduce the time spent addressing concerns
- Making police notes available electronically to streamline disclosure in court cases and installing video links that allow police officers to testify remotely and save travel time

- Rolling out YorkTrax, a tailored system to track development applications and reduce paper-based processes
- Transforming the Ontario Works system so that caseworkers can spend more time helping clients and less time on administration
- Moving to a case management system in Community and Health Services that saves staff and client time

The Region is also investing in business intelligence tools to better understand residents' expectations and needs and using the results to help make operations more efficient.

Fiscal strategy and debt

Just over 11% of the 2020 gross operating budget, or \$272 million, goes to servicing the Region's debt. As discussed later in this chapter, most of these costs are covered by development charges for growth-related infrastructure. The Regional Fiscal Strategy, which is discussed in the Long-Term Financial Management chapter, is reducing reliance on debt to help manage this cost.

Contributions to reserves, at 21% or \$516.4 million, ensure the Region sets aside funds for future needs.

Operating budgets for departments and other Regional entities include contributions to asset management reserves through the Regional Fiscal Strategy line. These reserves pay for periodic rehabilitation and ultimate replacement of assets when they can no longer provide adequate service. Contributions are based on corporate asset management planning, which assessed the age and condition of existing assets and modeled spending needs over a 100-year period.

The Long-Term Financial Management chapter explains asset management and other key reserves, including the Roads Capital Acceleration Reserve.

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 goal of asset management and underlies the Region's fiscal strategy.

As the Budget Context chapter notes, the increasing urbanization of the Region as it grows has impacts on operating costs. Some services that recover costs from users, like transit, are able to operate more efficiently in urban areas and others may benefit from economies of scale. Nonetheless, the Region's growing asset base brings with it incremental costs to operate, maintain and repair assets.

BUDGET MANAGES FLUCTUATIONS AND UNCERTAINTY IN REVENUE SOURCES

Over the three years of this budget, overall reliance on the tax levy will grow slightly, from 48% to 49% of total operating expenses. This reflects known weakness in some non-tax-levy sources of revenue and continuing uncertainty about others that has led the Region to make conservative assumptions about their contribution.

Trends in non-tax revenue

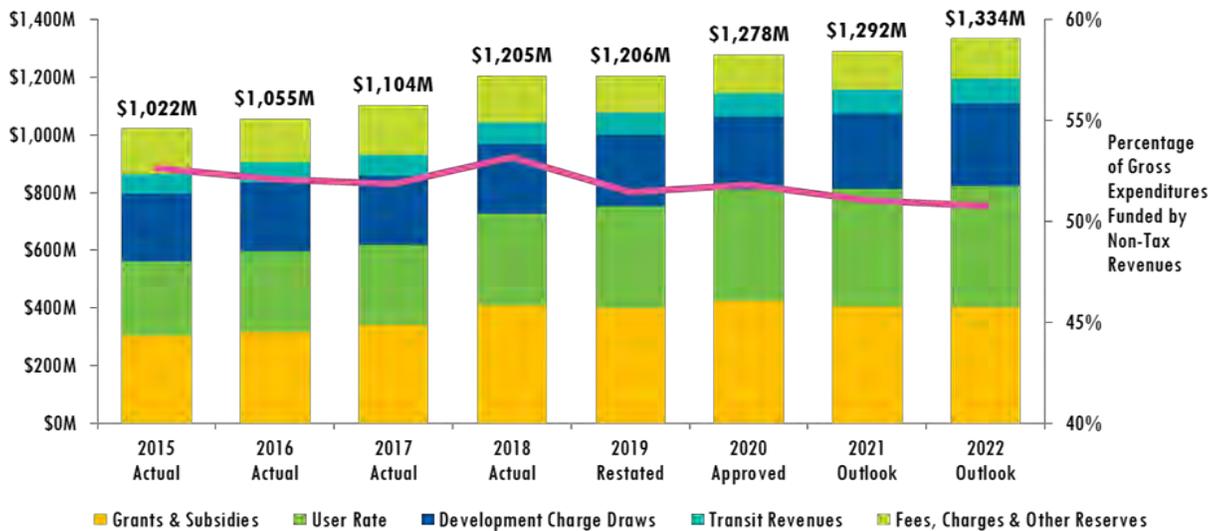
In recent years, the largest source of revenue other than the tax levy has been grants and subsidies from the federal and provincial governments, accounting for about one-third of all non-tax revenue. Other major sources are water and wastewater user rates and drawdowns from development charge reserves, which fund the repayment of growth-related capital debt.

Together, these three sources — grants and subsidies, user rates and development charge drawdowns — are expected to account for almost 90% of non-tax revenue in 2020. The balance comprises transit revenues, fees, charges and drawdowns of reserves other than development charges.

Non-tax revenues are expected to increase by \$56.1 million from 2020 to 2022. This reflects current information on reductions in provincial funding in such areas as child care, paramedics and public health. These are projected to decline by \$20.2 million or 5.0% over the period, based on current information. As a result, by 2022, the share of the budget funded by non-tax revenues will have fallen from the current 51.8% to 50.8%, and the tax levy will need to provide a larger share to make up the difference.

The Region has limited control over provincial or federal funding. Given the current fiscal environment, the revenue outlook underscores the need for the non-tax revenue sources over which the Region has greater control to keep pace with the costs of the service supported.

Non-tax revenues are increasing, but their contribution to gross expenditures is declining



This principle is reflected in the budget:

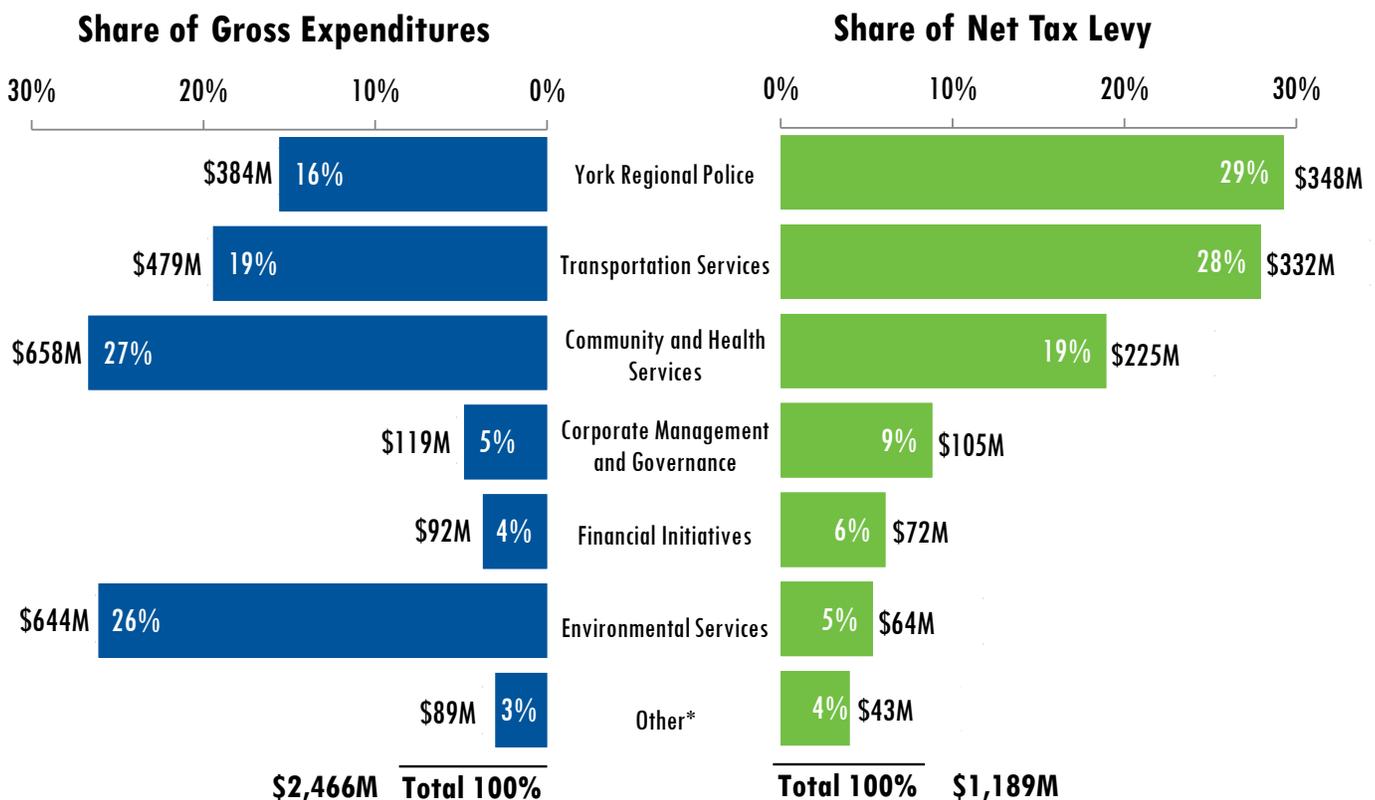
- Revenues from user rates for water and wastewater are expected to increase by 9.1% from 2020 to 2022. This reflects the Region's commitment to move to user rates that cover all costs of providing the service (with the exception of growth-driven capital projects, which are funded from development charges). Full-cost recovery rates are considered a best practice for financial and environmental sustainability. The Environmental Services chapter provides more detail.
- Fees, charges and other revenues are expected to increase by 2.4%. Most of this increase is due to growth in Housing York Inc. revenues, higher volunteer applicant screening fees charged by York Regional Police, and increases in waste management fee revenues.

- Transit revenues are forecast to increase by 9.1% over the same period, reflecting ridership growth and increasing fares. The transit service will continue to recover slightly less than 40% of its costs from revenues, which is the transitional target toward an ultimate cost-recovery rate of 45%. Transit Services is working to optimize its services in areas of stable or increasing demand to better balance revenues and costs. The Transportation Services chapter provides more detail.
- Draws from development charge reserves will amount to \$255.4 million or about 20% of total non-tax revenues, up slightly from \$247.6 million in 2019. They are expected to increase by \$31.9 million or 12.5% from 2020 to 2022 to pay for debt-related costs of capital projects supporting growth. Over half of this increase is related to water and wastewater capital projects.

Funding from non-tax sources varies across service areas

The graphic below shows the extent to which sources other than the tax levy support various program areas.

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

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

- Operating costs in the largest Environmental Services program, water and wastewater, are essentially fully funded from rates charged for those services.
- Transportation Services includes both roads, which is heavily reliant on the tax levy, and transit, which is about 40% funded by fares and other transit-related revenues.

- Community and Health Services expects to receive roughly 60% of its operating funding from the provincial government and to a lesser extent the federal government. While this lessens its reliance on the tax levy, it makes the department more vulnerable to uncertainty around senior government funding and 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 responding to false alarms or marine tows, from users instead of taxpayers in general. As well, a portion of its 2020 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.

TAX LEVY SUPPORTS ESSENTIAL SERVICES AND GROWTH

This section discusses key drivers of changes in the tax levy.

Year-over-year drivers of the increase in net expenditure

(in \$ Millions)	2020 Approved	2021 Outlook	2022 Outlook
Opening Budget	1,138.0	1,188.6	1,240.3
Status Quo	36.0	30.7	29.2
Revenues:			
Revenues (excl. senior government funding)	(1.1)	(2.8)	(4.5)
Senior Government Funding	1.1	17.8	13.0
Subtotal	(0.0)	15.1	8.6
Efficiencies, Reductions, & Other Adjustments:			
Efficiencies	(4.6)	(4.9)	(1.0)
Program and Service Level Adjustments	(14.7)	(13.5)	(11.5)
Subtotal	(19.2)	(18.4)	(12.5)
Debt Servicing Net of Development Charges	(0.7)	(1.2)	(0.3)
Fiscal Strategy	14.7	15.0	15.5
Maintaining Service Levels for Growth:			
Operating Impact of Capital	8.6	1.8	2.2
Program Spending	9.3	8.5	10.7
Subtotal	17.9	10.3	13.0
Enhancements and Transformation	1.9	0.2	(0.2)
Total Budget Change	50.6	51.7	53.3
Approved Budget	1,188.6	1,240.3	1,293.6
Assessment Growth Revenue	(16.8)	(16.5)	(16.5)
Proposed Budget after Assessment Growth	1,171.7	1,223.8	1,277.1
Proposed Tax levy Increase	2.96%	2.96%	2.96%
2019 Outlook Before Assessment Growth	1,189.3	1,242.6	1,297.4
Increase/(Decrease) from Outlook	(0.7)	(2.3)	(3.8)

* Note: Excludes water and wastewater

Status quo

This budget line refers to changes in the operating budget that would happen without any change in programs or changes resulting from legislated and contractual needs.

Of the \$36 million increase in 2020, \$28.4 million reflects inflation in the costs of goods, services and staffing, representing an increase of 2.7%.

The remaining \$7.6 million increase in 2020 reflects services the Region is mandated to provide under legislation, as well as its contractual commitments. Major drivers include:

- Higher contract costs for child care and emergency housing operators of \$10.7 million, which are partially offset by increased provincial grant revenues, discussed in the following section.
- Higher contract costs for the operation and maintenance of transit services and fare payment system of \$4.3 million due to inflation, partially offset by transit fare revenues.
- Reduced reserve contributions of \$8.2 million in 2020 for future hospital projects in the Region. Contributions planned as part of the 2020-2022 will cover only the Region's existing project commitments.

Revenues

This budget line refers to changes in the budget driven by revenues.

Revenues from senior governments are decreasing by \$1.1 million in 2020. Major revenue changes include:

- A reduction of \$8.7 million in provincial funding associated with the expected completion of bus rapid transit projects in the Region that are funded through Metrolinx. Operating costs that support the delivery of these projects are recovered through the provincial revenues the Region receives to build the projects.
- An increase of \$7.7 million for Community and Health Services programs, including funding that must be used to meet provincial requirements for child care programs.

As discussed earlier in this chapter, revenues excluding senior government funding are increasing by \$1.1 million in 2020, reflecting increased transit advertising revenues, and projected increases and court revenues. The increases are partially offset by reduced blue box revenues.

Efficiencies, adjustments and other reductions

This category, totaling \$19.2 million in 2020, reflects efforts by departments to contain or reduce costs. Examples include aligning expected spending with historical experience, identifying opportunities to operate more efficiently, and adjustments to programs and service levels.

The focus on efficiencies is an important part of the budget process. Every year, budgets are reviewed at a detailed level adjusted for cost savings opportunities. In order to address the challenges surrounding the 2020 budget outlined earlier in this chapter, an additional process was undertaken by all Regional departments to identify program and service level reductions for consideration in the budget. These are outlined in the chapters on departments and other program areas that follow.

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 2020, the cost is decreasing by \$0.7 million as tax levy debt issued in the past is being paid off. 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

Changes in tax levy requirements associated with managing risk and contributing to reserves for debt reduction are the main elements of this item. In 2020, the fiscal strategy will add \$14.7 million to the tax levy largely due to additional contributions to the debt reduction reserve to address future major infrastructure projects.

In the outlook years, the increases include additional reserve contributions for future infrastructure needs and increases in asset management reserves that are largely in line with the increases included the 2019 budget outlook. The contributions are discussed in more detail in the Financial Initiatives chapter starting on page 149.

Maintaining service levels for growth

This item reflects an increase of \$17.9 million in program spending and the operating impacts of capital supporting growth. These costs are mostly offset by higher assessment growth revenues.

Program spending related to growth is increasing by \$9.3 million in 2020. This includes:

- An additional \$2.2 million for 20 positions in Paramedic Services and other initiatives in Community and Health Services.
- An increase of \$1.8 million for York Regional Police for an additional 34 full-time equivalent staff.
- An additional \$1.5 million for Environmental Services to ensure resources are in place to continue to support high rates of waste diversion and maintain natural resources for a growing population.

The costs of operating and managing new capital assets are increasing by \$8.6 million in 2020. These are driven largely by:

- \$3.3 million in increased by operating costs related to the new 17150 Yonge Street Regional building. Most of these costs will be offset by savings beginning in 2021 as third-party leases are consolidated. An increase of \$5.3 million to operate and maintain new transit and road infrastructure assets that are completed and come into service.

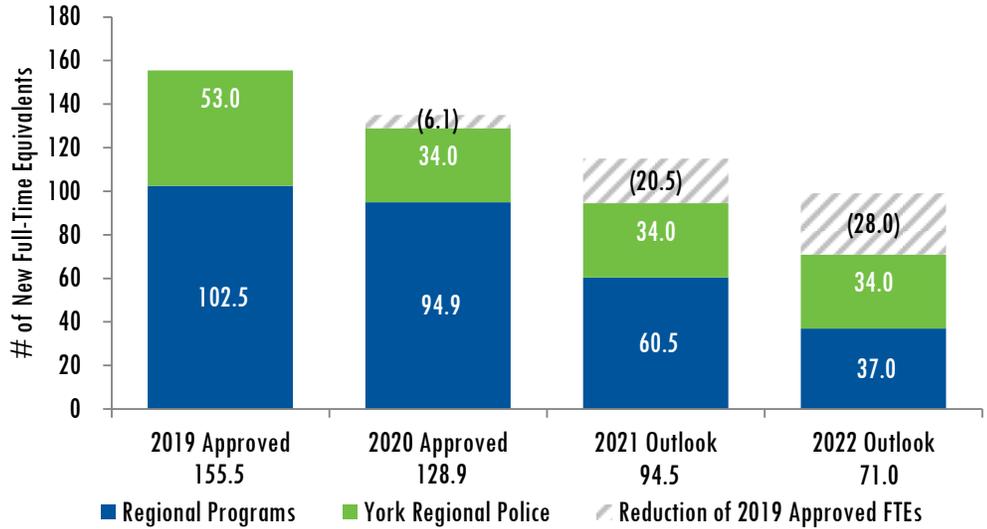
Enhancements and transformation

This item totals \$1.9 million in 2020 and reflects investments in technology and staff to streamline and improve services and help reduce future costs. Examples include investments that help improve management of social assistance programs and affordable housing wait lists, and investments in contracted staff to help increase revenues from the Region's blue box materials.

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



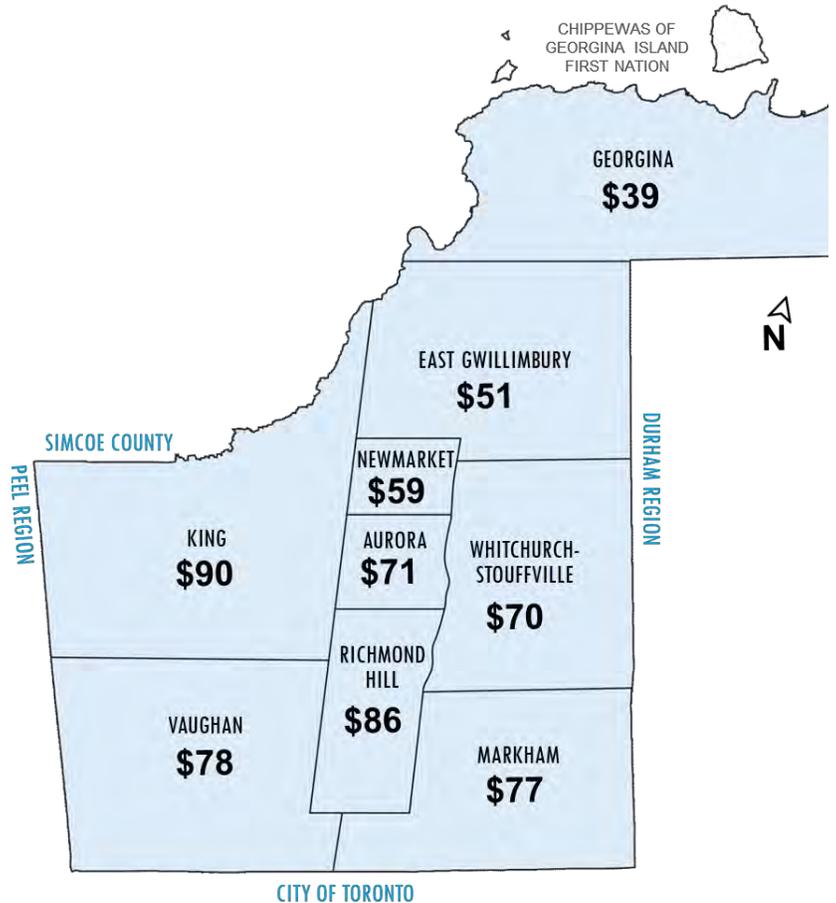
As the graph on the right shows, maintaining existing service

levels as the population grows is the largest driver of staff increases at the Region. More staff will be needed through the 2020-2022 budget period to operate new capital assets as they come into service and to support better service quality. The chapters on departments, York Regional Police and Regional corporations provide details on staffing changes, particularly those funded from the tax levy.

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 current complement of 5,994.7 is expected to grow to 6,289.1 by 2022.

AVERAGE PROPERTY TAX BILL WILL INCREASE BY \$75

Based on the average assessed value of a home in York Region of \$749,150, a tax levy increase of 2.96% for 2020 equates to \$75 for the average household.



2019 to 2020 Operating Budget

(in \$000s)	2019 Budget		2020 Approved		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
Transportation Services						
Transit Services	246,406	153,720	253,323	158,545	4,826	3.14%
Roads	214,281	169,803	226,098	173,512	3,708	2.18%
	460,686	323,523	479,422	332,057	8,534	2.64%
Environmental Services						
Water and Wastewater	525,685	-	556,094	-	-	
Waste Management	73,577	51,039	74,850	52,313	1,274	2.50%
Forestry	10,906	9,759	11,456	10,272	512	5.25%
Energy Management	1,487	1,067	1,500	1,080	13	1.24%
	611,655	61,866	643,901	63,665	1,799	2.91%
Community and Health Services						
Housing Services	107,197	68,092	109,985	67,251	(841)	(1.23%)
Social Assistance	84,431	9,032	100,075	10,357	1,325	14.67%
Homelessness Community Programs	26,468	10,225	27,446	11,052	827	8.09%
Children's Services	176,104	17,016	181,494	22,433	5,417	31.84%
Paramedic Services	83,715	39,585	88,083	43,478	3,892	9.83%
Long Term Care/Seniors' Services	36,778	14,537	37,733	14,951	414	2.85%
Strategies and Partnerships	15,398	15,235	16,075	15,632	397	2.61%
Integrated Business Services	22,894	21,739	22,588	22,203	464	2.13%
Public Health	68,365	18,402	74,959	17,663	(739)	(4.02%)
	621,350	213,864	658,439	225,020	11,156	5.22%
Corporate Management and Governance						
Chair & Council	2,398	2,398	2,472	2,472	74	3.08%
Office of the CAO	6,806	6,515	7,251	6,954	439	6.74%
Legal Services	7,210	6,717	7,497	6,987	270	4.03%
Financial Management	21,165	18,906	22,309	19,654	749	3.96%
Information Technology Services	30,199	30,199	30,628	30,628	428	1.42%
Communications, Information and Data	15,906	15,708	16,952	16,764	1,056	6.72%
Human Resource Services	9,759	9,740	9,968	9,948	209	2.14%
Property Services	5,919	5,164	9,570	8,304	3,140	60.81%
Planning and Economic Development	11,632	7,502	12,464	8,522	1,019	13.59%
Less: Recovery from Water and Wastewater (User Rate)		(5,369)		(5,426)	(58)	1.08%
	110,995	97,480	119,111	104,806	7,326	7.52%
Regional Programs	1,804,686	696,732	1,900,872	725,548	28,816	4.14%
Court Services	14,664	(1,626)	15,058	(1,365)	261	(16.08%)
Financial Initiatives	76,051	58,276	92,094	72,391	14,116	24.22%
External Partners						
Property Assessment (MPAC)	20,866	20,866	22,055	22,055	1,188	5.70%
Hospital Funding	14,991	14,991	6,968	6,968	(8,023)	(53.52%)
Innovation Investment Fund	2,021	2,021	2,021	2,021	-	-
Conservation Authorities	6,346	6,346	6,441	6,441	95	1.50%
GO Transit	2,500	-	2,500	-	-	
	46,725	44,225	39,985	37,485	(6,740)	(15.24%)
York Region Rapid Transit Corp.	31,350	4,286	31,400	4,225	(61)	(1.43%)
YorkNet	2,475	2,112	2,827	2,337	225	10.66%
Operating Programs	1,975,951	804,005	2,082,236	840,622	36,617	4.55%
York Regional Police	367,981	334,007	384,225	347,951	13,944	4.17%
Total Operating Budget	2,343,932	1,138,011	2,466,461	1,188,572	50,561	4.44%
Less: Assessment Growth Revenue		(23,021)		(16,830)	(16,830)	(1.48%)
After Assessment Growth Revenue	2,343,932	1,114,990	2,466,461	1,171,742	33,731	2.96%

2021 to 2022 Operating Budget

(in \$000s)	2021 Outlook		Budget Change		2022 Outlook		Budget Change	
	Gross	Net	Net \$	Net %	Gross	Net	Net \$	Net %
Transportation Services								
Transit Services	262,111	164,042	5,497	3.47%	274,128	172,229	8,186	4.99%
Roads	247,107	184,579	11,068	6.38%	268,394	195,668	11,089	6.01%
	509,218	348,621	16,564	4.99%	542,522	367,896	19,275	5.53%
Environmental Services								
Water and Wastewater	574,686	-	-		600,156	-	-	
Waste Management	77,937	54,820	2,506	4.79%	80,883	56,097	1,278	2.33%
Forestry	12,078	10,865	594	5.78%	13,376	12,036	1,171	10.78%
Energy Management	1,544	1,124	44	4.04%	1,594	1,174	50	4.43%
	666,245	66,809	3,144	4.94%	696,009	69,307	2,498	3.74%
Community and Health Services								
Housing Services	111,075	69,034	1,783	2.65%	110,336	71,716	2,682	3.89%
Social Assistance	102,671	10,854	497	4.80%	105,107	11,120	266	2.45%
Homelessness Community Programs	28,327	11,504	451	4.08%	29,697	13,286	1,782	15.49%
Children's Services	172,016	24,110	1,677	7.48%	171,691	25,730	1,620	6.72%
Paramedic Services	92,002	46,680	3,202	7.37%	96,449	49,833	3,153	6.75%
Long Term Care/Seniors' Services	38,159	15,634	683	4.57%	38,999	16,129	495	3.17%
Strategies and Partnerships	15,809	15,318	(314)	(2.01%)	15,873	15,356	38	0.25%
Integrated Business Services	22,053	22,053	(150)	(0.68%)	22,622	22,622	569	2.58%
Public Health	73,493	25,520	7,857	44.48%	74,203	26,740	1,220	4.78%
	655,604	240,707	15,686	6.97%	664,976	252,533	11,826	4.91%
Corporate Management and Governance								
Chair & Council	2,528	2,528	56	2.26%	2,576	2,576	49	1.93%
Office of the CAO	7,523	7,221	267	3.84%	7,773	7,465	244	3.38%
Legal Services	7,806	7,278	291	4.17%	8,122	7,576	298	4.09%
Financial Management	22,693	20,205	550	2.80%	23,827	21,183	979	4.84%
Information Technology Services	32,137	32,137	1,509	4.93%	34,231	34,231	2,095	6.52%
Communications, Information and Data	17,446	17,257	493	2.94%	17,777	17,588	331	1.92%
Human Resource Services	10,250	10,231	282	2.84%	10,599	10,579	349	3.41%
Property Services	6,664	5,477	(2,827)	(34.04%)	7,333	5,663	186	3.39%
Planning and Economic Development	12,556	8,616	94	1.11%	12,920	8,807	191	2.22%
Less: Recovery from Water and Wastewater (User Rate)		(5,741)	(314)	5.80%		(6,136)	(396)	6.89%
	119,603	105,208	402	0.38%	125,158	109,533	4,325	4.11%
Regional Programs	1,950,669	761,345	35,797	4.93%	2,028,666	799,269	37,924	4.98%
Court Services	15,328	(1,201)	164	(11.98%)	15,684	(1,091)	110	(9.17%)
Financial Initiatives	95,269	75,093	2,702	3.73%	94,292	73,565	(1,528)	(2.03%)
External Partners								
Property Assessment (MPAC)	23,169	23,169	1,114	5.05%	24,318	24,318	1,149	4.96%
Hospital Funding	7,065	7,065	97	1.39%	7,159	7,159	94	1.33%
Innovation Investment Fund	1,871	1,871	(150)	(7.42%)	1,621	1,621	(250)	(13.36%)
Conservation Authorities	6,511	6,511	69	1.08%	6,576	6,576	65	1.00%
GO Transit	2,500	-	-		2,500	-	-	
	41,115	38,615	1,130	3.01%	42,173	39,673	1,058	2.74%
York Region Rapid Transit Corp.	30,561	3,363	(862)	(20.41%)	32,155	5,489	2,126	63.23%
YorkNet	2,993	2,435	97	4.17%	3,145	2,460	26	1.05%
Operating Programs	2,135,935	879,649	39,027	4.64%	2,216,115	919,366	39,716	4.52%
York Regional Police	396,561	360,652	12,702	3.65%	411,396	374,199	13,546	3.76%
Total Operating Budget	2,532,496	1,240,302	51,729	4.35%	2,627,511	1,293,564	53,263	4.29%
Less: Assessment Growth Revenue		(16,500)	(16,500)	(1.39%)		(16,500)	(16,500)	(1.33%)
After Assessment Growth Revenue	2,532,496	1,223,802	35,229	2.96%	2,627,511	1,277,064	36,763	2.96%

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THE CAPITAL BUDGET

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

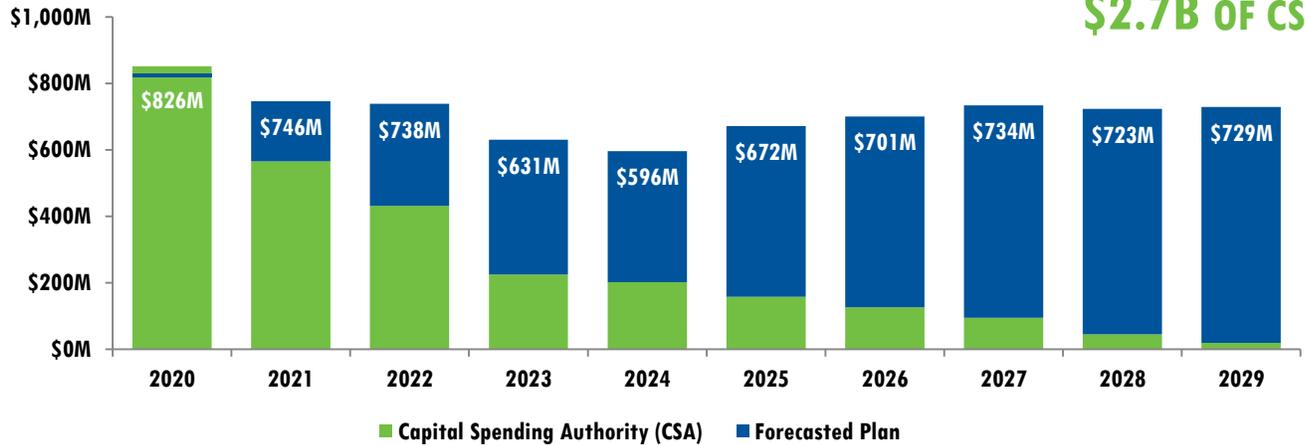


YORK REGION'S CAPITAL BUDGET

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

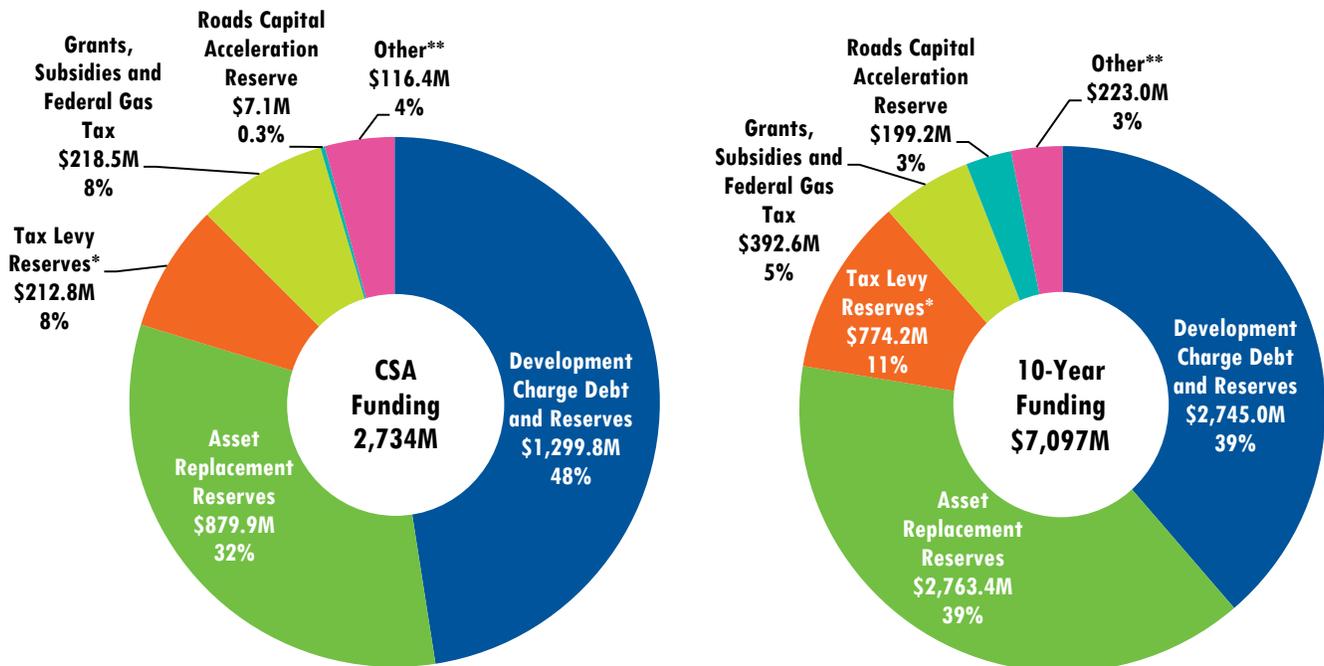
\$7.1B OVER 10 YEARS

\$2.7B OF CSA



*The 2020 capital plan is \$25 million lower than 2020 CSA due to an estimated \$25 million reimbursement from Peel Region (see page 84).

CAPITAL FUNDING



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

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

BUILDING FOR GROWTH AND RENEWING THE BASE

York Region's capital budget for the 10 years from 2020 to 2029 inclusive totals \$7.1 billion, up by \$0.5 billion from the 10-year plan laid out in the 2019 budget. The increase is due to greater spending on two major aspects of capital: new projects to serve growth and renewal of existing assets as they age:

- On the growth side, spending over the next 10 years is expected to increase by \$239.4 million compared to the 10-year plan in the 2019 budget. The plan reflects the creation of a new Roads Capital Acceleration Reserve that will allow 14 priority road projects to go ahead sooner than originally planned. Apart from the new road projects, the portfolio of projects is largely the same.
- The balance of the increase is attributable to a rise in spending on asset renewal, which has gone up by \$240.0 million from the 2019 10-year plan. This reflects continued asset renewal investment guided by the Region's Corporate Asset Management Plan, approved in 2018.

Growth projects will account for 57.8% of the \$826.3 million of capital spending planned for 2020. This reflects Regional spending on road projects of almost \$215.3 million, and transit projects to which the Region is contributing a total of \$61.2 million.

Initiatives by expenditure in capital plan

Initiatives	Department	2020 10-Year Total
Growth:		
Road Network Improvements		\$1,030M
Upper York Water Reclamation Centre*		\$477M
West Vaughan Sewage Servicing		\$270M
Development of New Regional Facilities		\$164M
Northeast Vaughan Wastewater Servicing		\$145M
York Durham Sewage Servicing Forcemain Twinning		\$101M
Northeast Vaughan Water Servicing		\$101M
Source Separated Organics Facility		\$100M
Rehabilitation and Replacement:		
Infrastructure Assets Renewal and Replacement		\$603M
York Durham Sewage System Rehabilitation Program		\$356M
Bus Replacement		\$333M
Pavement Renewal and Replacement		\$212M
Duffin Creek Incinerators Replacement		\$180M

*Timing of this initiative is subject to provincial approvals



Transportation Services



Environmental Services



Corporate Services

Growth projects will account for more than half of total capital spending on average over the entire plan, as the graph below shows.

56.4% of the 10-year capital spending goes to growth-related projects



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 road projects, including road widenings, are expected to total just under \$1.5 billion over 10 years.
 - ◊ This includes \$250.8 million to accelerate 14 priority projects, largely funded by the Roads Capital Acceleration Reserve. Growth-related projects for roads often dovetail with asset management, as the department typically rehabilitates an existing road when widening it.
 - ◊ Transit Services will account for a further \$301.1 million, mainly for an expanded bus fleet and related facilities, bringing the department’s total 10-year growth plan to just over \$1.7 billion.
- The total growth-related capital plan for Environmental Services is about \$1.6 billion.
 - ◊ The Upper York Water Reclamation Centre, to be located in East Gwillimbury, is one of the major growth projects (the previous Upper York Sewage Solutions project included both the water reclamation centre and work to twin a forcemain from Newmarket to Aurora). The water reclamation project is awaiting regulatory and other approvals, so planned timing continues to be subject to change. The twinning of the forcemain is currently under way, however, including additional work to build a forcemain (pumped sewer line) to the Bogart Creek pumping station.

- ◇ In total, wastewater growth projects would amount to \$1.3 billion, with about 60% 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, as the past 20 years have seen major investments in drinking water supply to accommodate growth.

Spending on asset management remains important as assets are added

Because infrastructure assets deteriorate over time and eventually lose the ability to deliver service, a plan to manage assets and keep providing the required level of service is critical. Planning is complex, however, because service lives vary considerably across assets, from a few years to a century.

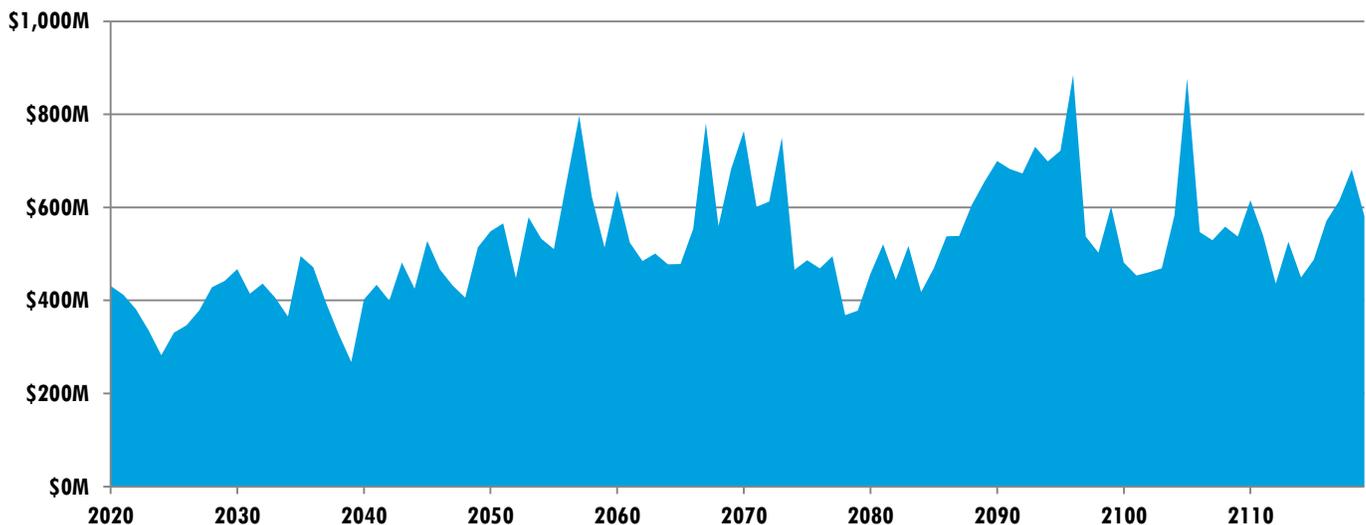
The activities and costs — together called the “renewal strategy” — needed to keep service at the expected level also vary considerably. Some assets, like information technology equipment, are simply replaced at the end of their useful life because rehabilitation is not cost-effective. For other asset types, such as facilities, the renewal strategy is more complex, since there are many components, some of which may be rehabilitated or replaced numerous times throughout the life of the facility.

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 regulation more than three years in advance of the required date.

The plan reflects collaboration among all major areas of Regional government and York Regional Police. Development was co-led by the Transportation Services and Environmental Services departments.

The graph below 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.

Projected asset renewal needs (before inflation)



In addition to increasing asset management needs over time, the Region can expect to face cost pressures related to inflation. After factoring in inflation, future costs for asset renewal will be higher than shown in the graph on the previous page.

A goal of asset management planning is to ensure funds are available to cover investment costs over the entire period of the plan, without subjecting residents at the time to unreasonably large demands during peak periods. Smoothing out the funding part of asset management requires building up reserves gradually over time.

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, and asset management contributions are addressing these. 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

The Region built reserves through the Fiscal Strategy in anticipation of additional needs for asset management. Increased asset management expenditures are built into the 10-year capital plan.

As the Operating chapter noted, asset reserve contributions are largely included in operating budgets of the departments and other Regional entities carrying out the work. Asset management reserves are discussed in more detail in the Long-Term Financial Planning chapter.

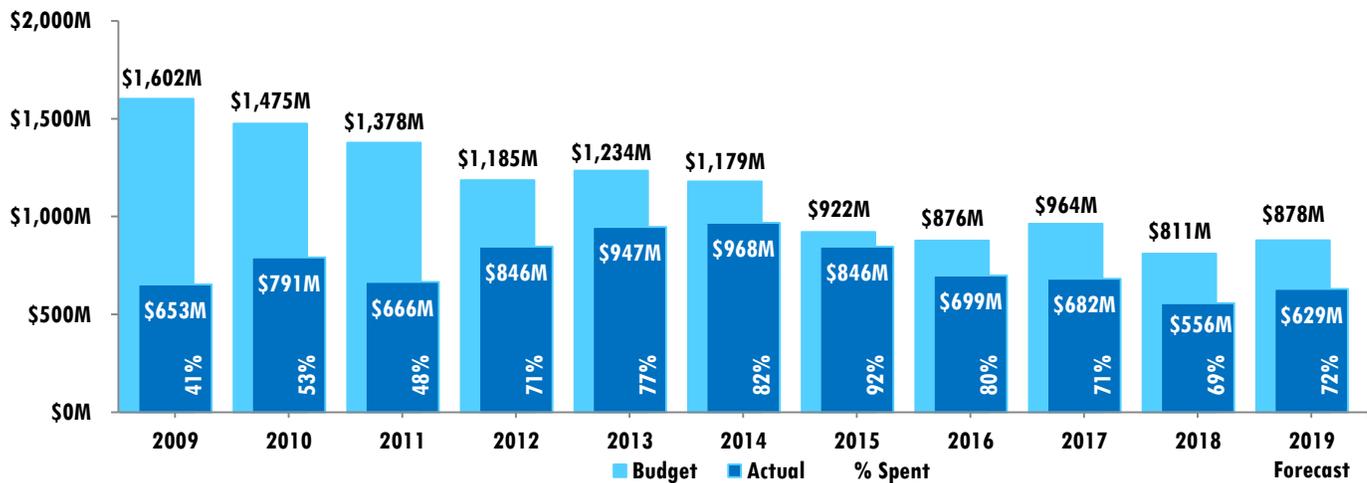
As a result of the fiscal strategy described in that chapter, the Region's capital plan — one of the largest in Ontario — will be achieved without additions to debt supported by the tax levy or user rates. The Region will continue to use debt judiciously to fund growth-driven capital projects in advance 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

Over the past decade, the Region saw a significant increase in its capital project delivery rate, as shown in the graph on the next page, with a fairly stable average of about 70% in the past three years. The improvement largely reflects changes in budgeting practices. Capital budgeting now requires each department to develop and follow a multi-year plan guided by the Fiscal Strategy. Unspent funds are no longer automatically available to the department for the following year. While departments were already focused on effective capital delivery, these measures have improved fiscal discipline.

Some factors in capital delivery remain outside the control of the Region and its departments. A major one is the need for regulatory approval. Weather is also crucial for construction, as well as timely delivery from third-party contractors and suppliers. As a result, 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 stable as possible.

Capital delivery percentage holds steady



The Region’s multi-year capital budgeting process promotes strong financial management while providing the flexibility to deliver a large and varying portfolio of capital projects through the following elements:

- Approval of the first year of the 10-year plan, which is \$826.3 million in 2020.
- Approval of multi-year Capital Spending Authority, which is the authority from Council to commit funding to capital projects. The Capital Spending Authority requested in this budget is \$2.7 billion.
- Approval of the capital budget by “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 and Finance, the whole service is a program group. Program groups do not apply to York Regional Police or York Region Rapid Transit Corporation as their capital approval is given at the individual project level.

While the approval of Capital Spending Authority provides departments with flexibility to sign multi-year contracts, budget approval by program group allows departments to reallocate spending between projects within a program group, subject to the following conditions:

- No increase in the total cost of the program group’s annual budget and 10-year capital plan
- No increase in the approved Capital Spending Authority for the program group
- The reallocation is between projects with similar funding sources

The tables on the following pages show the budget by program group, while the capital appendix gives details on the individual projects that make up the program groups.

10-year capital expenditures by program

(\$ in 000s)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	10-Year Total	Capital Spending Authority
Transportation Services												
Transit Services:												
Rehabilitation and Replacement	57,067	72,128	56,851	53,504	24,143	74,230	32,127	50,383	43,890	40,506	504,829	182,633
Growth	61,201	35,827	50,054	20,026	34,016	27,576	13,376	6,209	13,489	39,358	301,132	143,288
	118,268	107,955	106,905	73,530	58,159	101,806	45,503	56,592	57,379	79,864	805,961	325,921
Roads:												
Rehabilitation and Replacement	70,426	60,900	57,562	69,193	71,695	80,558	92,263	103,178	136,841	129,384	872,000	72,060
Growth	215,311	165,846	206,145	145,439	131,860	128,927	124,778	125,510	131,302	83,580	1,458,698	423,954
	285,737	226,746	263,707	214,632	203,555	209,485	217,041	228,688	268,143	212,964	2,330,698	496,014
Subtotal	404,005	334,701	370,612	288,162	261,714	311,291	262,544	285,280	325,522	292,828	3,136,659	821,935
Environmental Services												
Water:												
Rehabilitation and Replacement	33,666	35,226	30,403	35,438	26,614	24,154	22,628	26,219	29,429	36,841	300,618	90,978
Growth	(7,232)	13,067	13,161	6,602	15,795	27,118	24,875	29,383	30,975	34,336	188,080	79,363
	26,434	48,293	43,564	42,040	42,409	51,272	47,503	55,602	60,404	71,177	488,698	170,341
Wastewater:												
Rehabilitation and Replacement	93,932	108,162	74,930	103,689	86,169	69,885	66,657	58,888	43,767	87,358	793,437	457,034
Growth	69,626	90,142	90,511	109,626	141,108	155,008	191,608	179,624	117,837	116,531	1,261,621	784,559
	163,558	198,304	165,441	213,315	227,277	224,893	258,265	238,512	161,604	203,889	2,055,058	1,241,593
Waste Management:												
Rehabilitation and Replacement	558	992	2,960	976	499	2,881	3,165	1,618	781	500	14,930	643
Growth	2,197	4,100	2,100	100	100	5,100	5,100	45,115	45,115	100	109,127	2,197
	2,755	5,092	5,060	1,076	599	7,981	8,265	46,733	45,896	600	124,057	2,840
Forestry	2,278	2,071	2,220	2,202	2,140	2,069	2,157	2,064	2,376	2,526	22,103	3,306
Energy Management	1,051	1,171	871	1,285	1,473	1,388	1,548	2,553	3,783	1,791	16,914	3,093
Subtotal	196,076	254,931	217,156	259,918	273,898	287,603	317,738	345,464	274,063	279,983	2,706,830	1,421,173
Community and Health Services												
Housing Services	36,114	40,316	47,617	20,447	7,243	11,830	15,080	34,780	380	10,080	223,887	114,504
Public Health	2,433	-	-	-	-	-	-	-	-	-	2,433	2,433
Paramedic Services	23,124	9,816	10,054	4,470	9,811	5,251	4,416	4,521	5,064	8,316	84,843	34,464
Long Term Care/Seniors' Services	5,913	4,650	2,288	852	729	742	554	2,199	1,714	1,429	21,070	9,513
Subtotal	67,584	54,782	59,959	25,769	17,783	17,823	20,050	41,500	7,158	19,825	332,233	160,914
Corporate Management and Governance												
Finance	24,863	19,220	19,629	21,183	17,695	19,196	21,064	23,069	23,409	19,074	208,402	121,786
Property Services:												
Rehabilitation and Replacement	7,686	7,499	6,353	7,884	3,019	9,049	4,504	4,008	9,948	7,031	66,981	7,686
Business Initiatives	29,122	17,825	20,753	13,092	7,719	11,896	53,927	19,175	66,915	71,308	311,732	32,557
	36,808	25,324	27,106	20,976	10,738	20,945	58,431	23,183	76,863	78,339	378,713	40,243
Subtotal	61,671	44,544	46,735	42,159	28,433	40,141	79,495	46,252	100,272	97,413	587,115	162,029
Court Services	120	1,200	120									
York Region Rapid Transit Corporation	44,264	25,661	19,900	-	89,825	89,825						
YorkNet	10,242	6,822	4,000	49,064	21,064							
York Regional Police	42,360	24,776	19,948	10,726	10,142	10,891	16,645	11,570	12,066	35,258	194,382	57,381
York Region	826,322	746,337	738,430	630,854	596,090	671,869	700,592	734,186	723,201	729,427	7,097,308	2,734,441

10-year capital funding by program

(\$ in 000s)	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/ure Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	10-Year Total
Transportation Services											
Transit Services:											
Rehabilitation and Replacement	-	14,126	490,593	-	-	110	-	-	-	-	504,829
Growth	-	34,781	-	14,000	89,830	-	-	-	-	162,521	301,132
	-	48,907	490,593	14,000	89,830	110	-	-	-	162,521	805,961
Roads:											
Rehabilitation and Replacement	-	5,587	756,847	-	798	-	3,031	72,837	-	32,900	872,000
Growth	127,937	-	-	-	95,603	-	118,293	904,075	199,187	13,603	1,458,698
	127,937	5,587	756,847	-	96,401	-	121,324	976,912	199,187	46,503	2,330,698
Subtotal	127,937	54,494	1,247,440	14,000	186,231	110	121,324	976,912	199,187	209,024	3,136,659
Environmental Services											
Water:											
Rehabilitation and Replacement	-	-	300,618	-	-	-	-	-	-	-	300,618
Growth	-	-	1,850	-	4,747	-	-	181,483	-	-	188,080
	-	-	302,468	-	4,747	-	-	181,483	-	-	488,698
Wastewater:											
Rehabilitation and Replacement	-	-	740,681	-	-	-	52,756	-	-	-	793,437
Growth	-	-	5,470	-	37,620	44,480	6,071	1,167,980	-	-	1,261,621
	-	-	746,151	-	37,620	44,480	58,827	1,167,980	-	-	2,055,058
Waste Management:											
Rehabilitation and Replacement	14,930	-	-	-	-	-	-	-	-	-	14,930
Growth	29,097	80,030	-	-	-	-	-	-	-	-	109,127
	44,027	80,030	-	-	-	-	-	-	-	-	124,057
Forestry	11,381	-	-	-	10,722	-	-	-	-	-	22,103
Energy Management	-	-	16,914	-	-	-	-	-	-	-	16,914
Subtotal	55,408	80,030	1,065,533	-	53,089	44,480	58,827	1,349,463	-	-	2,706,830
Community and Health Services											
Housing Services	96,436	-	14,488	-	4,241	64,099	-	44,623	-	-	223,887
Public Health	-	-	1,275	-	1,158	-	-	-	-	-	2,433
Paramedic Services	-	10,416	47,465	-	13,540	-	-	13,422	-	-	84,843
Long Term Care/Seniors' Services	-	12,406	6,664	-	-	2,000	-	-	-	-	21,070
Subtotal	96,436	22,822	69,892	-	18,939	66,099	-	58,045	-	-	332,233
Corporate Management and Governance											
Finance	73,001	-	135,401	-	-	-	-	-	-	-	208,402
Property Services:											
Rehabilitation and Replacement	-	-	66,981	-	-	-	-	-	-	-	66,981
Business Initiatives	1,319	179,740	103,511	-	798	-	6,241	20,123	-	-	311,732
	1,319	179,740	170,492	-	798	-	6,241	20,123	-	-	378,713
Subtotal	74,320	179,740	305,893	-	798	-	6,241	20,123	-	-	587,115
Court Services	-	-	1,200	-	-	-	-	-	-	-	1,200
York Region Rapid Transit Corporation	2,223	-	-	304	3,691	20,103	1,400	46,906	-	15,198	89,825
YorkNet	-	-	-	9,502	-	-	2,000	-	-	37,562	49,064
York Regional Police	-	56,985	73,394	-	24,652	-	781	38,570	-	-	194,382
York Region	356,324	394,071	2,763,352	23,806	287,401	130,792	190,573	2,490,018	199,187	261,784	7,097,308

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ACCRUAL BUDGET PRESENTATION

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



RECONCILING BUDGETING AND REPORTING

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

The budget presentation follows the requirements of Ontario Regulation 284/09 of the *Municipal Act*. It 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.”

Financial reporting at year-end is done on a different basis. The province requires municipalities to follow the accounting standards set by the Public Sector Accounting Board (PSAB) for governments in Canada. PSAB recommends that financial statements be prepared on a full accrual basis. Under full accrual, any excess of

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, recording amortization expense on the operating statement shows more clearly how assets are used up over time.

“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 and provide flexibility against fluctuations in the tax levy. The role of reserves in the fiscal strategy is discussed in the Long-Term Financial Planning chapter.

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 as drawn up using *Municipal Act* guidance, and explains the differences.

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.

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.

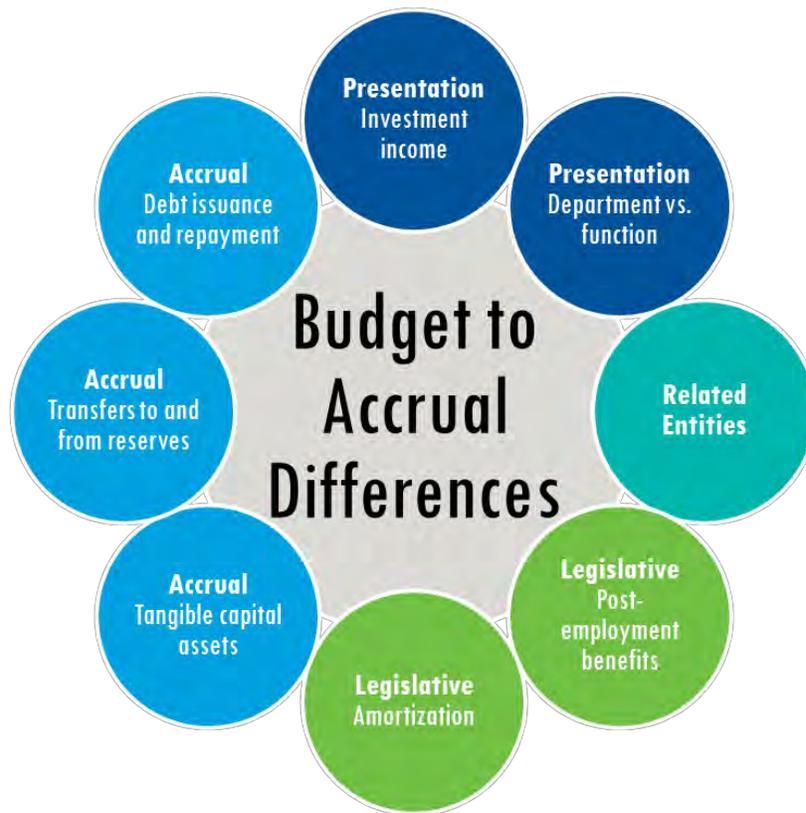
SOURCES OF DIFFERENCE BETWEEN MODIFIED AND FULL ACCRUAL BUDGETS

While setting out its budget plan on a full accrual basis, 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 on the next page 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.

Full accrual 2020 to 2022 budget statement of operations

(in \$000s)	2020 Approved	2021 Outlook	2022 Outlook
Revenues			
Net taxation	1,188,572	1,240,302	1,293,564
User charges	379,925	399,394	414,442
Transfer payments	653,503	553,767	555,087
Development contributions	390,166	278,882	301,581
Fees and services	171,322	177,050	186,022
Interest and investment	67,186	77,091	86,172
Other revenues	43,206	16,790	16,765
Total Revenues	2,893,881	2,743,275	2,853,634
Expenses			
General Government	208,323	215,993	229,716
Protection to persons and property	412,637	426,329	440,530
Transportation Services	591,967	562,516	585,847
Environmental Services	514,667	553,384	535,030
Health and emergency services	211,361	213,479	219,582
Community Services	320,841	314,381	317,273
Social Housing	120,398	120,842	121,101
Planning and development services	14,647	14,973	15,393
Total Expenses	2,394,841	2,421,896	2,464,472
Annual Surplus	499,040	321,379	389,162



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 “Accrual,” below.

- 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 46. 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. 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.

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.

Providing a single table in this section showing planned operating results under full accrual does not give the same level of information as is set out in the full set of financial statements in the annual report.

Reconciling the 2020 budget with PSAB standards

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
Revenues				
Proposed budget	2,466,461	826,322		3,292,783
Reclassification of investment income			67,186	67,186
Transfer from reserves			(445,658)	(445,658)
Proceeds of debt issued for Regional purposes			(177,003)	(177,003)
Funding from Metrolinx			142,098	142,098
Housing York Inc.			41,290	41,290
Related entities adjustment			(26,817)	(26,817)
Total Revenues	2,466,461	826,322	(398,902)	2,893,881
Expenses				
Proposed budget	2,466,461	826,322		3,292,783
Reclassification of investment income			67,186	67,186
Transfer to reserves			(516,394)	(516,394)
Acquisition of tangible capital assets			(677,844)	(677,844)
Debt principal repayments			(155,514)	(155,514)
Amortization			299,227	299,227
Post employment benefits			11,627	11,627
Spending funded by Metrolinx			67,455	67,455
Housing York Inc.			33,131	33,131
Related entities adjustment			(26,817)	(26,817)
Total Expenses	2,466,461	826,322	(897,942)	2,394,841
Surplus	-	-	499,040	499,040



Balanced Budget



Annual Surplus

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. This year, it provides more detail on operating spending by branch and department. It also outlines important changes in how the capital budget responds to the needs of assets as they age.

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 and how they 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.

2020 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	192,751	353,027	336,282	63,665	105,943	47,741
User charges				379,925		
Transfer payments	13,254	14,137	70,955	19,400	100,599	263,953
Development contributions	2,288	27,367	143,843	198,266	13,353	
Fees and services	11,595	30,408	82,183	13,569	691	5,592
Interest and investment	67,186					
Other Revenues	335	2,183	705	10,755	502	1,116
Total Revenues	287,409	427,122	633,968	685,580	221,089	318,402
Expenses						
Salaries and benefits	93,773	347,235	87,403	68,929	160,361	65,409
Interest payments	467	2,843	26,128	85,883	192	
Operating expenses	99,084	43,812	254,844	254,228	37,724	179,017
Government transfers		6,441	1,400	2,235	8,169	74,733
Amortization	14,999	12,306	154,738	103,393	4,916	1,682
Total Expenses	208,323	412,637	524,512	514,667	211,361	320,841
Annual Surplus	79,087	14,485	109,456	170,913	9,727	(2,439)

(in \$000s)	Social Housing	Planning and Development Services	Metrolinx Funded Projects	Housing York Inc.	YorkNet	Related Entities Adjustment	Total
Revenues							
Net taxation	78,304	8,522			2,337		1,188,572
User charges							379,925
Transfer payments	49,364	125	115,841		5,875		653,503
Development contributions	4,494	555					390,166
Fees and services	10,411	3,132		22,881	489	(9,630)	171,322
Interest and investment							67,186
Other Revenues		131	26,257	18,409		(17,187)	43,206
Total revenues	142,572	12,464	142,098	41,290	8,702	(26,817)	2,893,881
Expenses							
Salaries and benefits	20,998	10,871		8,344	1,797	(8,344)	856,776
Interest payments	1,323						116,834
Operating expenses	77,311	1,568	67,455	24,787	410	(18,473)	1,021,767
Government transfers	7,258						100,237
Amortization				7,193			299,227
Total expenses	106,890	12,439	67,455	40,324	2,207	(26,817)	2,394,841
Annual surplus	35,682	25	74,643	966	6,494	-	499,040

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 for more than 635,000 daily travellers, resulting in 2.1 million trips taken every single day across the Region's nine local municipalities.

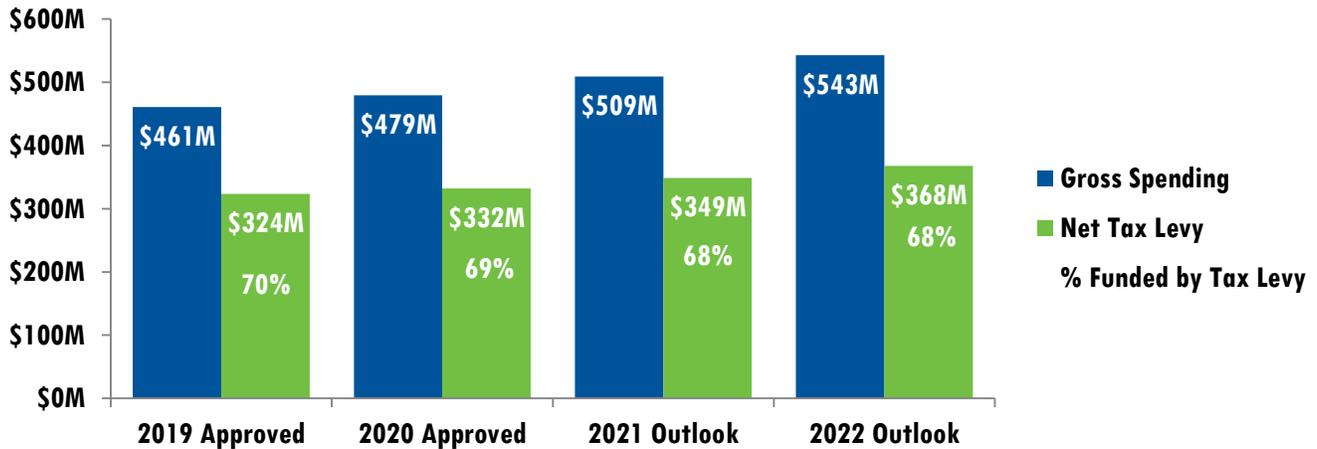


THE TRANSPORTATION SERVICES OPERATING BUDGET IS...

**19% OF TOTAL
REGIONAL EXPENDITURES**

**28¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE TRANSPORTATION SERVICES CAPITAL BUDGET IS...

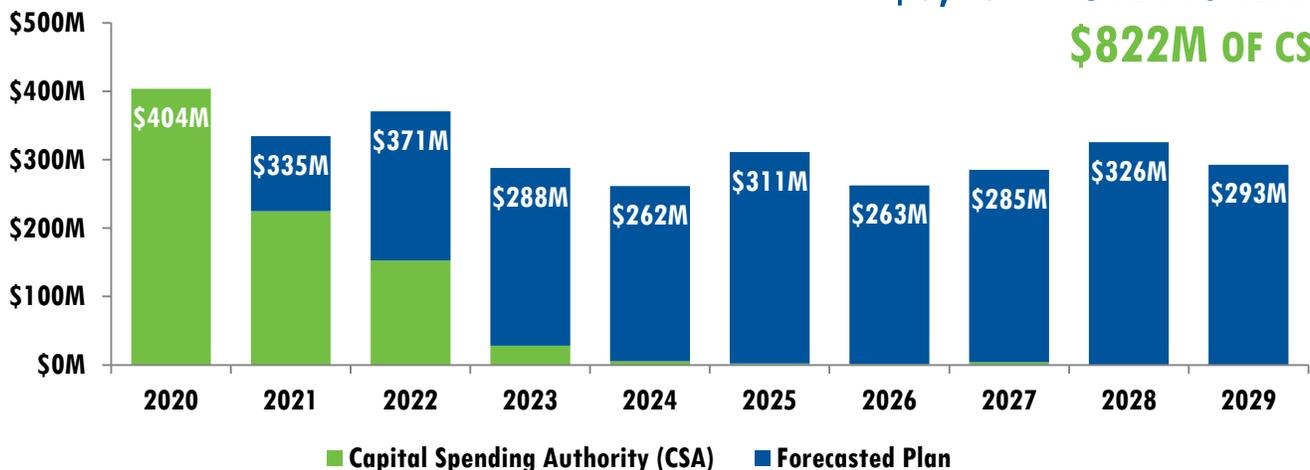
**44% OF THE
REGION'S 10-YEAR PLAN**

**30% OF
TOTAL CSA**

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

\$3,137M OVER 10 YEARS

\$822M OF CSA



OFFERING TRAVELLERS A RANGE OF SERVICES AND OPTIONS

Transportation Services focuses on maximizing the capacity of the transportation network at the busiest times of the day to allow travellers to get where they need to go safely and reliably.

The department continues to deliver and focus rapid and conventional bus services in areas across the Region that show stable or increased ridership. This is done by balancing services to optimize transit availability in the areas of high demand.

The department builds and leverages partnerships with the Region's nine local municipalities, York Regional Police and the federal and provincial governments for the benefit of York Region residents. A major focus of the Region's system of roads and transit services, including both Viva and conventional buses, is on connecting residents and businesses to higher-order freeways, the GO Transit network and Toronto Transit Commission (TTC) services.

ACCOMPLISHMENTS

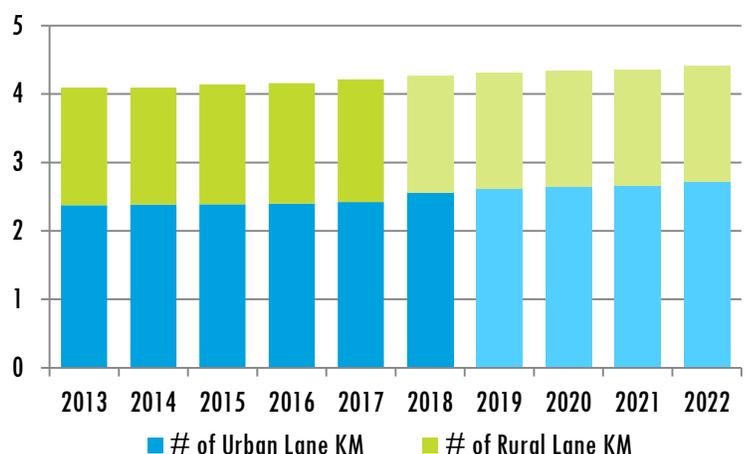
In 2019, Transportation Services delivered on its priorities by providing a transportation network that served an average of 635,000 travellers a day, including 35,000 who used transit for some or all of their trip. Each day, 2.1 million trips originated in the Region, more than 15% by alternative transportation modes, including transit, walking and cycling.

Every year, York Region's transportation network carries more than six billion vehicle-kilometres of travel. That includes providing roughly 22 million York Region Transit (YRT) trips. Travellers have used the Line 1 subway extension to Vaughan Metropolitan Centre for three million trips since the opening in 2017, with many transferring between the subway and YRT service.

Accomplishments in 2019 to improve the traveller experience included:

- Rehabilitating and maintaining 225 lane kilometres of road and improving 40 intersections
- Adding 40 Bluetooth sensors, which give travellers up-to-date traffic flow information, bringing the total to 386
- Upgrading 110 traffic signals to enable second-by-second monitoring and making timing adjustments from the Roads Traffic Operation Centre to keep travellers moving efficiently
- Expanding and improving the fleet of roughly 570 buses to better serve customers by adding 11 new replacement buses, and completing mid-life overhauls on 37 other buses to extend their service life by six years

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



Transportation Services improved transit customer service and the overall passenger experience by:

- Upgrading more than 155 bus stops and 84 transit shelters
- Installing 12 solar-powered variable message signs at transit stops
- Taking part in close to 120 community outreach events at transit terminals and elsewhere in the community to give travellers information on transportation options and build general transportation awareness

In addition, Transportation Services won numerous awards in 2019, including a Canadian Urban Transit Association Leadership Award for the introduction of Mobility On-Request Services and five awards for the Bayview Corridor Project, including Project of the Year from the American Public Works Association and the Transportation Association of Canada.

WHAT SHAPES THE DEPARTMENT'S BUDGET



ECONOMIC
VITALITY

Transportation Services supports the community result area of Economic Vitality in the Strategic Plan through the specific objective of increasing access to efficient transportation options, and provides the services of Roads and Transit identified in the plan.

Transportation Services is responsible for the Regional transportation network, which is made up of roads, intersections, bus rapidways, bridges and culverts, as well as cycling lanes, multi-use paths and other assets that support sustainable transportation.

The department is also responsible for transit services reflected through the York Region Transit (YRT) brand, which includes several integrated transit options.

As co-lead of the Region's asset management planning, Transportation Services helps to ensure the Region's assets are properly maintained today and in the future in ways that are financially sustainable, advancing the priority of Good Government.

Delivering the projects and services that support these goals gives the department important operating and capital responsibilities. 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. The department also manages contracts for major capital construction projects and for operating transit services.

Operating budget

The operating budget for Transportation Services reflects ongoing work to ensure the department better serves travellers. The department is continuing to evolve its customer experience model, creating a central point of intake and consistent, accurate and timely responses to customer feedback.

The department accounts for 19% of the Region's 2020 operating expense. Some of this spending is offset by transit revenues, road permit fees, transit-related subsidies from the provincial government and development charges, which pay the principal and interest on debt issued for growth-related capital projects.

Overall, the department's operating expenses are supported 69% by the tax levy. The degree of support varies between the two major services. Roads is funded 77% from the tax levy. Transit Services is funded

63% by the tax levy, with a share of costs offset by revenues from fares, advertising, and provincial gas tax funding.

The approved 2020 net operating budget is \$8.5 million, or 2.6%, higher than in 2019, largely due to inflation and the needs of an expanding transit and road network. The increase would have been greater without a number of savings, efficiencies and service adjustments that the department incorporated into its budget. These amounted to \$4.8 million, as shown in the line labelled “Efficiencies, Reductions & Other Adjustments” in the table below. They include adjustments to service on transit routes with low ridership and to road maintenance activities, including grass-cutting and road sweeping.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	460,686	323,523	479,422	332,057	509,218	348,621
Status Quo	7,577	7,577	7,064	7,064	5,534	5,534
Revenues:						
Revenues (excl. senior government funding)	-	(1,071)	-	(2,087)	-	(2,179)
Senior Government Funding	-	100	-	-	-	-
Subtotal	-	(971)	-	(2,087)	-	(2,179)
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(1,247)	(1,305)	(57)	(15)	40	39
Program and Service Level Adjustments	(3,810)	(3,540)	(2,004)	(1,674)	(25)	(25)
Subtotal	(5,057)	(4,845)	(2,061)	(1,689)	15	14
Debt Servicing Net of Development Charges	7,303	(613)	9,933	0	10,199	-
Fiscal Strategy	(133)	(133)	8,250	8,250	11,989	11,989
Maintaining Service Levels for Growth	9,045	7,519	6,611	5,027	5,568	3,917
Enhancements and Transformation	-	-	-	-	-	-
Proposed Budget	479,422	332,057	509,218	348,621	542,522	367,896
Total Budget Change	\$ 18,735	8,534	29,796	16,564	33,304	19,275
	% 4.07%	2.64%	6.22%	4.99%	6.54%	5.53%
Outlook Restated	479,558	336,088	505,577	354,708	536,024	373,821
Increase/ (Decrease) from Outlook	(136)	(4,031)	3,641	(6,087)	6,498	(5,924)

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	509.7		530.2		545.7	
New	20.5	4.02%	15.5	2.92%	6.0	1.10%
Conversions	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-
Proposed Budget	530.2		545.7		551.7	
Budget Change	20.5	4.02%	15.5	2.92%	6.0	1.10%
Outlook Restated	533.7		547.7		553.7	
Increase/ (Decrease) from Outlook	(3.5)		(2.0)		(2.0)	

Over the final two years of the multi-year budget, the increases in the gross operating budget would be 6.2% in 2021 and 6.5% in 2022. This reflects the impacts of inflation, which are built into major operating contracts for winter roads maintenance and transit, and the growth in population and the department's asset base. These cost pressures are partially offset with savings from efficiencies and adjustments to programs and service levels. On a net basis, the increases would be 5.0% for 2021 and 5.5% for 2022.

Over the remainder of the 2020-2022 budget, the department approved to add 42 new positions, 20.5 of them in 2020, to serve a growing population and larger transportation network:

- Seven positions in 2020 and six in 2021 would address a greater operating and maintenance workload as the road network becomes more urban and vulnerable to accelerating climate change impacts.
- Three positions in 2020, two in 2021 and three in 2022 would ensure capital projects are delivered efficiently, meet higher provincial standards for asset condition, and respond to the need for transportation expertise in the planning and development process.
- As the transit network expands, 3.5 positions in 2020 and two in 2021 would provide better customer service, supervision and security.
- The remaining 15.5 positions, spread out from 2020 to 2022, would support the entire department in implementing customer-centred initiatives, programs, technologies and training. This in turn will enable Transportation Services to continuously measure and improve the way services are provided to York Region travellers.

Compared to the outlook in the 2019-2022 budget, the approved net budget for 2020 is lower by \$4.0 million. The discussions that follow of each program area's budget break out the variance from outlook.

Capital budget

Transportation Services' capital program continues to focus on projects that benefit the community both now and in the future.

The department's 10-year capital plan is \$3.1 billion, representing 44.2% of the 10-year plan for the Region as a whole. Planned capital investment in 2020 is \$404.0 million, or 48.9% 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 14 projects with a value of \$250.8 million to be accelerated so that work can start during the current 10-year capital plan. The projects are highlighted in the capital appendices on pages 198-220.

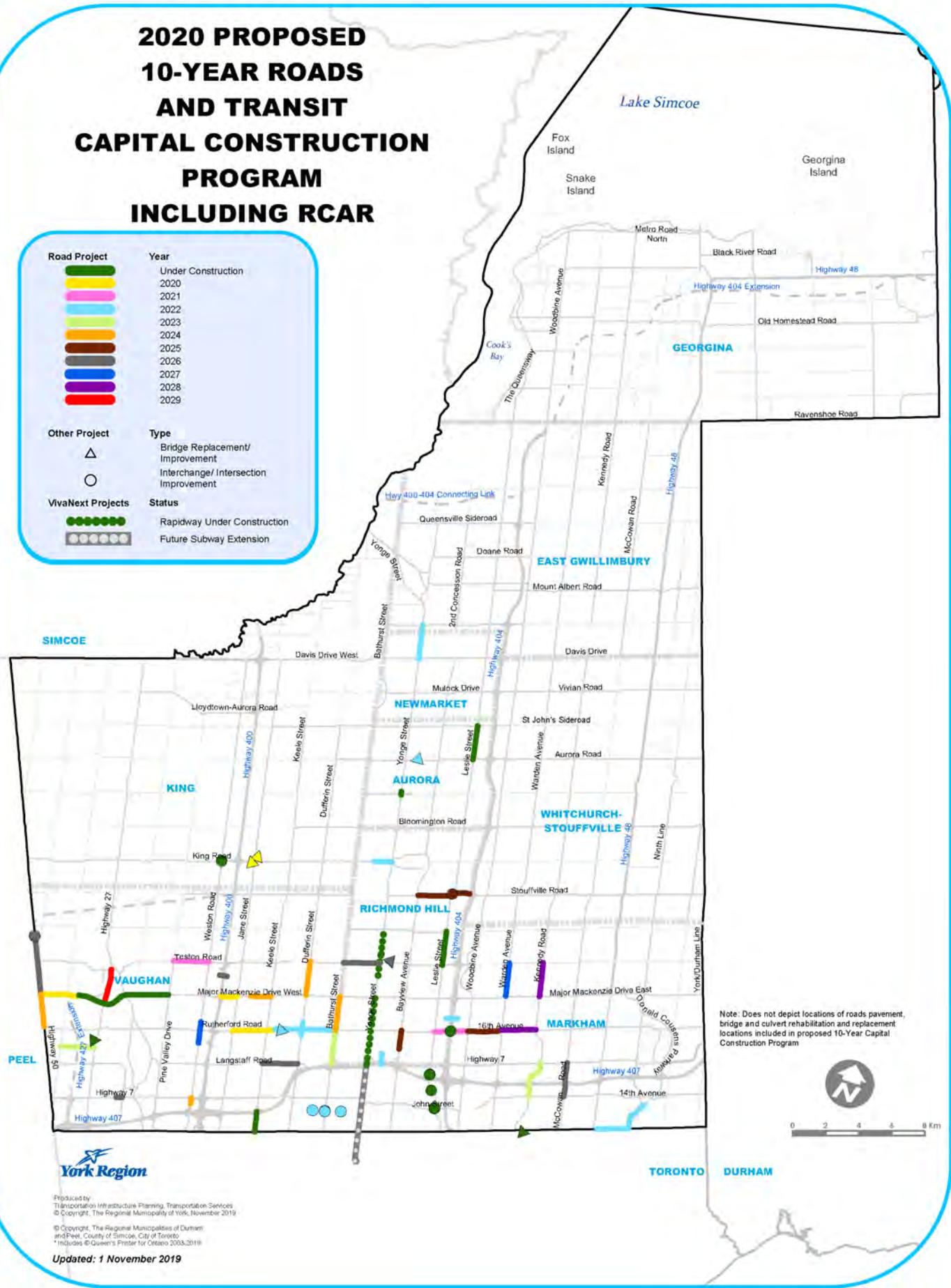
While serving growth remains important, capital spending also focuses on asset management to extend the life of assets and reduce total costs over their life cycle. Over the next 10 years, roughly 44% of the capital budget, or \$1.4 billion, will go to rehabilitating and replacing existing assets. These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

2020 PROPOSED 10-YEAR ROADS AND TRANSIT CAPITAL CONSTRUCTION PROGRAM INCLUDING RCAR

Road Project	Year
	Under Construction
	2020
	2021
	2022
	2023
	2024
	2025
	2026
	2027
	2028
	2029

Other Project	Type
	Bridge Replacement/Improvement
	Interchange/Intersection Improvement

VivaNext Projects	Status
	Rapidway Under Construction
	Future Subway Extension



Note: Does not depict locations of roads pavement, bridge and culvert rehabilitation and replacement locations included in proposed 10-Year Capital Construction Program



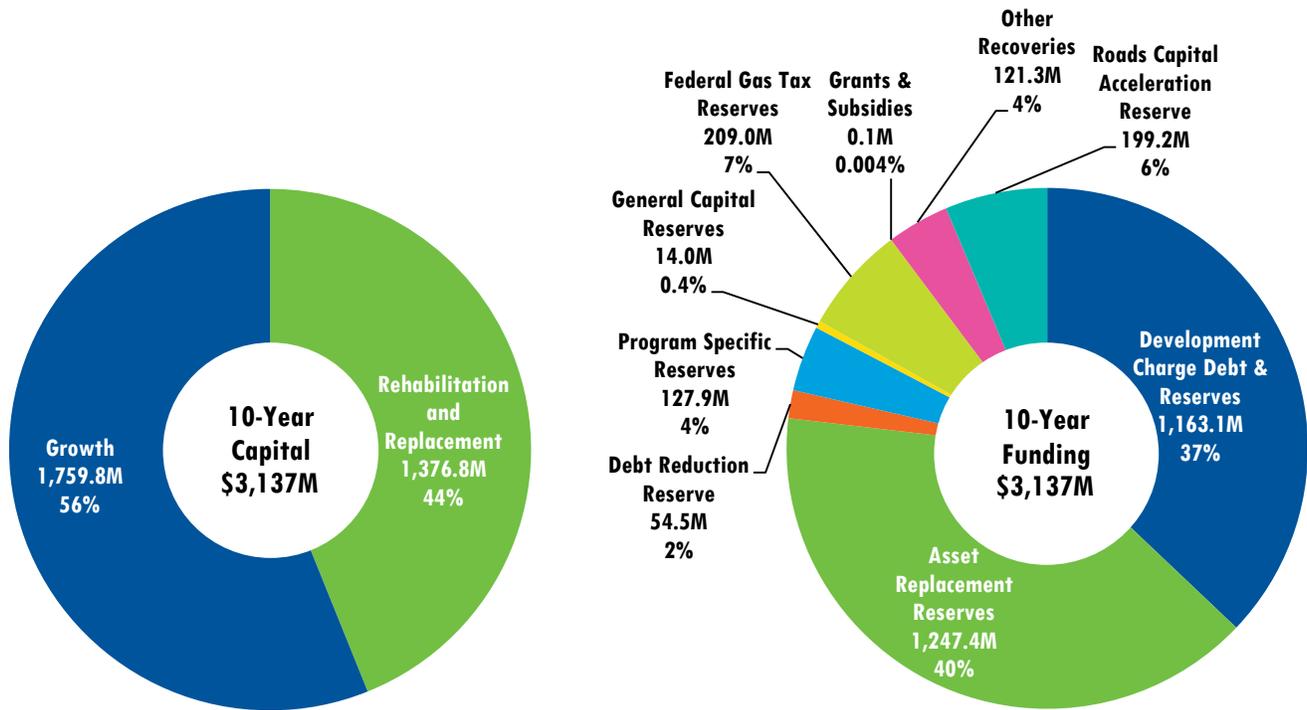
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Transportation Infrastructure Planning, Transportation Services
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Updated: 1 November 2019

10-year capital budget by program group

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
Transit Services:								
Rehabilitation and Replacement	57,067	72,128	56,851	53,504	24,143	241,136	504,829	182,633
Growth	61,201	35,827	50,054	20,026	34,016	100,008	301,132	143,288
	118,268	107,955	106,905	73,530	58,159	341,144	805,961	325,921
Roads:								
Rehabilitation and Replacement	70,426	60,900	57,562	69,193	71,695	542,224	872,000	72,060
Growth	215,311	165,846	206,145	145,439	131,860	594,097	1,458,698	423,954
	285,737	226,746	263,707	214,632	203,555	1,136,321	2,330,698	496,014
Total Transportation Services	404,005	334,701	370,612	288,162	261,714	1,477,465	3,136,659	821,935



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 roads and multi-use paths are now in urban areas and carrying heavier volumes of travellers using all modes of travel, increasing wear and tear and bringing higher traveller expectations. Supporting this urbanized multi-modal system means increased maintenance requirements, 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.

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 and cleared 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. These service improvements far outweigh the added operating costs.

Looking ahead

As urbanization continues, travel demands grow and more rapid transit options are added. The department will continue to look for ways to maximize road network capacity during peak demand periods and serve travellers efficiently no matter which mode of travel they choose.

PROGRAM AREAS

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

- Transit Services
- Roads

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Budget		2020 Approved		2021 Outlook		2022 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Transit Services	246.4	153.7	253.3	158.5	262.1	164.0	274.1	172.2
Roads	214.3	169.8	226.1	173.5	247.1	184.6	268.4	195.7
Total Operating Budget	460.7	323.5	479.4	332.1	509.2	348.6	542.5	367.9

CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2020	CSA	10-Year	2020	CSA	10-Year	2020	CSA	10-Year
Transit Services	57.1	182.6	504.8	61.2	143.3	301.1	118.3	325.9	806.0
Roads	70.4	72.1	872.0	215.3	424.0	1,458.7	285.7	496.0	2,330.7
Total Capital Budget	127.5	254.7	1,376.8	276.5	567.2	1,759.8	404.0	821.9	3,136.7

TRANSIT SERVICES

Four types of transit service are integrated under the York Region Transit (YRT) brand:

- Local. These are YRT's conventional bus routes, which provide service to schools, community centres, shopping areas and other local destinations.
- Express. These buses operate during rush hours, making fewer stops, and connect busy commuters to major GO Transit terminals and the TTC subway.
- Viva. This service travels along major corridors, often on dedicated rapidways. When out of mixed traffic, Viva service is faster than curbside service.

- **Mobility On-Request.** Combining the former Mobility Plus service for people with physical or functional disabilities and Dial-a-Ride service, Mobility On-Request provides service in low-demand areas or during low-demand periods of the day, as well as to people with disabilities whose needs cannot be fully met by the other transit services. This service will expand to serve more customers in 2020.

The transit system is fully accessible and passengers can transfer easily from one service to another for greater efficiency and timeliness.

The department provides customer service support for trip planning, deals with traveller concerns, and operates a travel training centre for anyone who needs help using Regional transit services.

In addition, 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.

Budget overview

Transit Services represents 52.8% of the department's 2020 gross operating expense before offsetting fare revenues.

With the opening of the Line 1 subway extension to the City of Vaughan, new bus rapidways and ongoing provincial changes to the GO commuter service, Transit Services is taking a strategic approach to building ridership, as the box on the right explains.

Several factors affect ridership. In the short term, for example, construction of the bus rapid transit network slows traffic on some major routes, which has impacts on existing service. Regional rapidway construction corridors are expected to have 900,000 fewer transit travellers over the next two years and revenue forecasts have been adjusted downwards.

Transit Services is addressing delays by using real-time information to determine when to add buses to maintain service frequency and minimize the impacts on transit users.

MAJOR TRANSIT INVESTMENTS KEY TO A ROBUST NETWORK

Major investments in subways, bus rapid transit and the GO Transit train system are opening a new world of possibilities for transit travellers. As a result, Transit Services are evolving strategically to make the most of new opportunities while operating cost-effectively.

Transit Service's main priority is to integrate seamlessly with other modes of travel in the Region to widen travellers' options.

The transit network provides convenient travel to GO Transit stations and the three subway stations on Line 1, as well as other important destinations. The idea is that the YRT network can be used in different ways: as the single mode of travel to a destination, or as part of a trip involving other modes like GO Transit, the subway, and walking or cycling.

At present, service is every 15 minutes all day on the major corridors of Davis Drive, Yonge Street and Highway 7, all of which offer bus rapid transit. On other key routes, such as Bathurst Street, Rutherford Road and Major Mackenzie Drive, frequent service is provided during rush hour. To travel by transit through the network, passengers can use local transit routes or, in areas of low demand, the Mobility On-Request service. Mobility On-Request, which can be booked by phone or a mobile app, takes passengers to the nearest transit hub.

A number of factors will ultimately drive increased ridership on the YRT network. Expanded GO Transit train service and other Metrolinx investments are providing new options for existing travellers. Major transit projects will continue to trigger intensification along key corridors, adding new transit users. And finally, the department's capital plan focuses on better integrating roads and transit to make it easier for travellers to access transit.

As the graph on the right shows, ridership is expected to increase gradually once construction finishes.

Transit Services' operating costs have risen as a result of contract rate increases driven by inflation, significantly higher ridership on routes connecting with the Line 1 subway extension in Vaughan, maintenance of new terminals and rapidway stations, and increase in the PRESTO card commission.

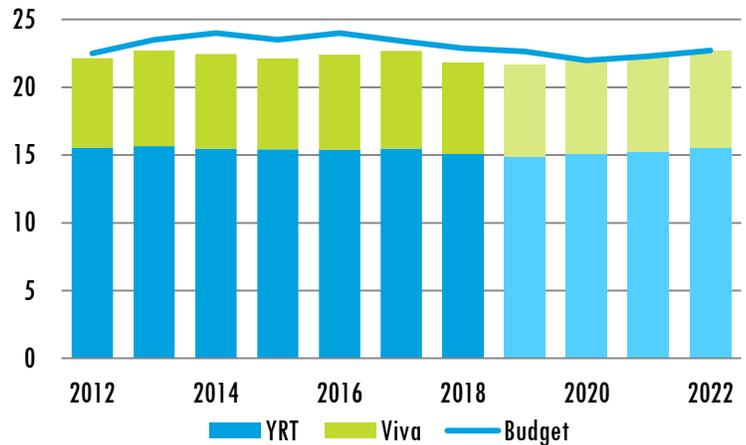
Transit Services' average revenue-to-cost ratio, which indicates the share of its direct operating expenses covered by fare and other operating revenues, remains stable at roughly 39%. The program area is working to improve the revenue component of this ratio by leveraging advertising on Viva buses, stations and terminals, and increasing fares.

Transit Services accounts for 25.7% of the department's 10-year capital plan. The plan includes adding to the fleet of 60-foot buses to meet higher demand on routes with growing ridership while minimizing additional operating costs. As well, the facility plan includes the expansion of a bus depot at Orlando Avenue in Richmond Hill.

Change from outlook

The change from last year's outlook for 2020 is a decrease of \$3.2 million. The department will achieve savings by reducing previously proposed transit service growth and cancelling high-cost, low-ridership service. Higher transit fare revenue is also expected to reduce net expenses. These gains will be partly offset by lower-than-anticipated ridership due to construction and lagging population growth, additional costs related to expansion of the Mobility On-Request service and commissioning of new assets such as bus rapidways.

RIDERSHIP IS EXPECTED TO GRADUALLY INCREASE IN 2020 AND BEYOND (000s)



Transit Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$246.4M	\$253.3M	\$262.1M	\$274.1M
Net	\$153.7M	\$158.5M	\$164.0M	\$172.2M
Budget Change		\$4.8M	\$5.5M	\$8.2M
FTE - Total	205.9	210.5	213.6	215.1
- New		4.6	3.1	1.5
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$3.2M)	(\$5.5M)	(\$5.5M)
FTE		(1.0)	(1.2)	(1.2)
CAPITAL BUDGET				
2020 Budget				\$118.3M
Capital Spending Authority				\$325.9M
10-Year Capital				\$806.0M

Note: figures have been restated from the 2019 budget to reflect internal resource allocations.

ROADS

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

Each year, the program area carries out hundreds of traffic studies, issues 3,500 road permits, and monitors and maintains approximately 900 signalized intersections.

Information is actively shared through various channels, including directly through social media and portable roadside message boards, and by making information available to such outlets as Waze and Google Maps.

Road safety is a key consideration. The program area uses a range of technologies to keep the road system operating as intended in all conditions, including severe weather. As the box on the next page explains, new approaches to improve the safety of pedestrians and cyclists are being piloted.

Driver behaviour is another important aspect of road safety. York Regional Police play a major role in modifying behaviour through enforcement. Transportation Services works with the police and other partners on campaigns to improve traveller safety.

Investing in the growth and renewal of transportation assets is fundamental to strengthening the links across communities. The 2020 10-year capital budget of \$2.3 billion for roads, which is 32.8% of the Region’s expected total, reflects the Region’s strong transportation commitment.

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.

The map on page 59 shows proposed dates for capital growth projects over the next 10 years.

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 47.2% of the department’s 2020 operating expense. At \$226.1 million, it is up by \$11.8 million or 5.5% from 2019. Annual increases over the final two years of the 2020-2022 budget are forecast at 9.3% for 2021 and 8.6% for 2022.

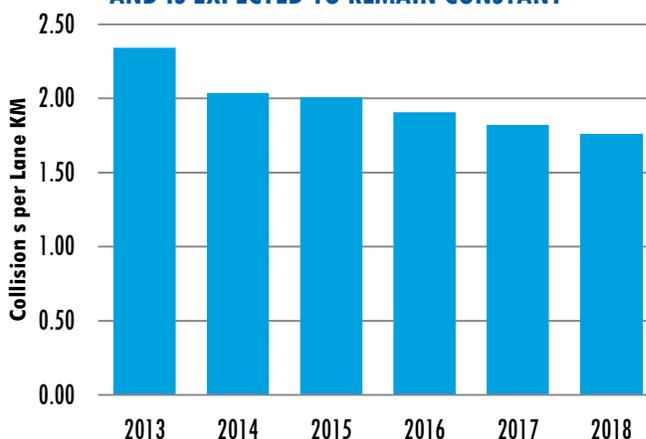
Higher costs are driven by a more complex road network and increasing urbanization, with the share of the road network classified as urban growing from 54% in 2009 to 60% in 2018. The department continues to leverage specialized equipment and

Roads

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$214.3M	\$226.1M	\$247.1M	\$268.4M
Net	\$169.8M	\$173.5M	\$184.6M	\$195.7M
Budget Change		\$3.7M	\$11.1M	\$11.1M
FTE - Total	303.8	319.7	332.1	336.6
- New		15.9	12.4	4.5
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.8M)	(\$0.5M)	(\$0.4M)
FTE		(2.5)	(0.8)	(0.8)
CAPITAL BUDGET				
2020 Budget				\$285.7M
Capital Spending Authority				\$496.0M
10-Year Capital				\$2,330.7M

Note: figures have been restated from the 2019 budget to reflect internal re-source allocations.

VEHICLE COLLISION RATE PER LANE KM HAS DECREASED AND IS EXPECTED TO REMAIN CONSTANT



technology to provide efficient service and explore service delivery options, including enhanced partnerships and coordination with local partners.

The Roads capital program for 2020 is budgeted at \$285.7 million, which is 34.6% of the Region's total for the year. Over the next 10 years, the capital plan is \$2.3 billion or 32.8% of the total plan for the Region.

The following major capital projects, which are currently underway or scheduled to begin in 2020, will help address the transportation needs of travellers in the Region:

- 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 CP Rail 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 Mackenzie Vaughan Hospital
- Improving Rutherford Road westbound from Jane Street to Peter Rupert Avenue in Vaughan, including a grade separation at the Barrie GO corridor train tracks
- 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

PILOT PROJECT AIMS TO ENHANCE PEDESTRIAN AND CYCLIST SAFETY

Whether headed to work, school or another destination, riding a bike and walking are great ways to get around York Region. They boost fitness, mitigate pollution and reduce congestion, and the Region is working to encourage them.

As part of that effort, the Transportation Services department launched a year-long pilot project in the fall of 2019 aimed at reducing the risk of collisions between cars and pedestrians or cyclists.

Research shows that the majority of collisions take place at intersections – particularly those on major roads where there are traffic lights. In almost two-thirds of cases, the cause is a vehicle making a turn.

Four busy intersections have been prioritized for the introduction of new measures to try to reduce such incidents:

- Bathurst Street and Clark Avenue in the City of Vaughan
- Bathurst Street and Carville Road (City of Richmond Hill) and Rutherford Road (Vaughan)
- Yonge Street and Clark Avenue in the City of Markham
- Major Mackenzie Drive and Bayview Avenue in Richmond Hill

The measures include a mix of improved signage, head starts for pedestrians crossing streets, a separate traffic signal phase (such as a green arrow) for left-turning cars, and stopping traffic from turning right on a red light.

Over the course of the project, staff will monitor the four test sites closely to understand how the measures perform, including the effect on the movement of traffic.

Depending on their findings, changes may be made permanent at the test sites and possibly extended to other major intersections throughout the Region.

- Undertaking the following additional projects:
 - ◇ Improving the intersection of King and Weston roads in the Township of King
 - ◇ Replacing the Highway 27/CP Rail bridge south of Rutherford Road in Vaughan
 - ◇ Rehabilitating the King Horn bridge on King Road and the East Humber River bridge on Jane Street, both in King Township
- Working with residents and stakeholders through the environmental assessment process for:
 - ◇ Kennedy Road from Steeles Avenue to Major Mackenzie Drive in the City of Markham
 - ◇ McCowan Road from Steeles Avenue to Major Mackenzie Drive in Markham
 - ◇ 16th Avenue from Woodbine Avenue to the York-Durham Line in Markham
 - ◇ Cedar Avenue Extension from Langstaff Road in Markham to High Tech Road in Richmond Hill
 - ◇ Leslie Street from 19th Avenue to Stouffville Road in Richmond Hill
 - ◇ Teston Road from Highway 400 to Bathurst Street in Vaughan
 - ◇ Langstaff Road from Weston Road to Highway 7 in Vaughan

Change from outlook

The change from last year's outlook for 2020 is a decrease of \$0.8 million. Savings reflect service level adjustments and efficiencies, as well as reduced asset management reserve contributions. These savings were partly offset by higher costs related to a more urban road network and investments in sustainable transportation.



YORK REGION RAPID TRANSIT CORPORATION

has the mission of designing and delivering an exceptional rapid transit system attracting, moving and connecting people to York Region's urban centres and destinations.



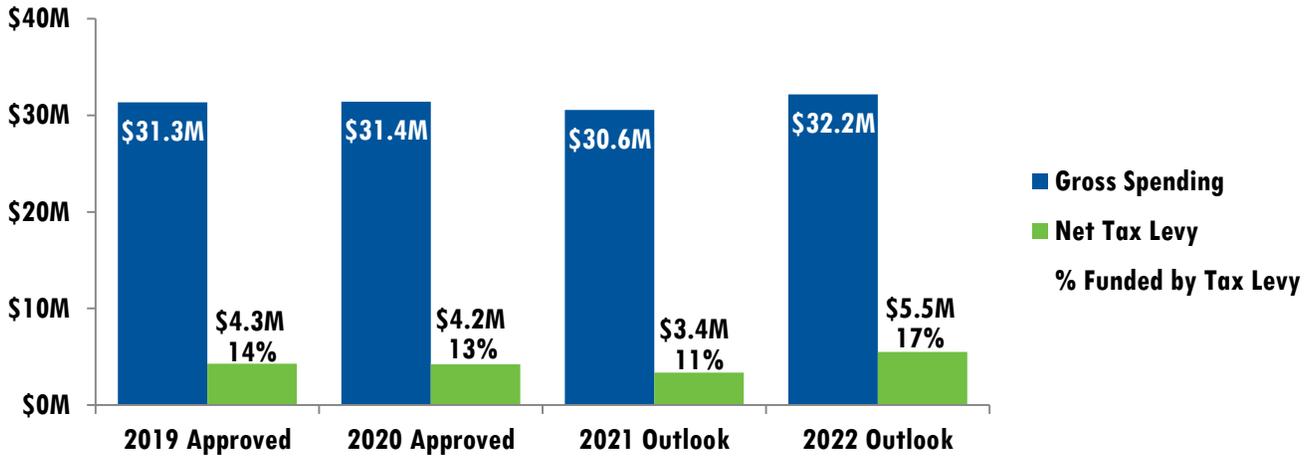
THE YORK REGION RAPID TRANSIT CORPORATION

OPERATING BUDGET IS...

**1.3% OF TOTAL
REGIONAL EXPENDITURES**

**0.4¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE YORK REGION RAPID TRANSIT CORPORATION

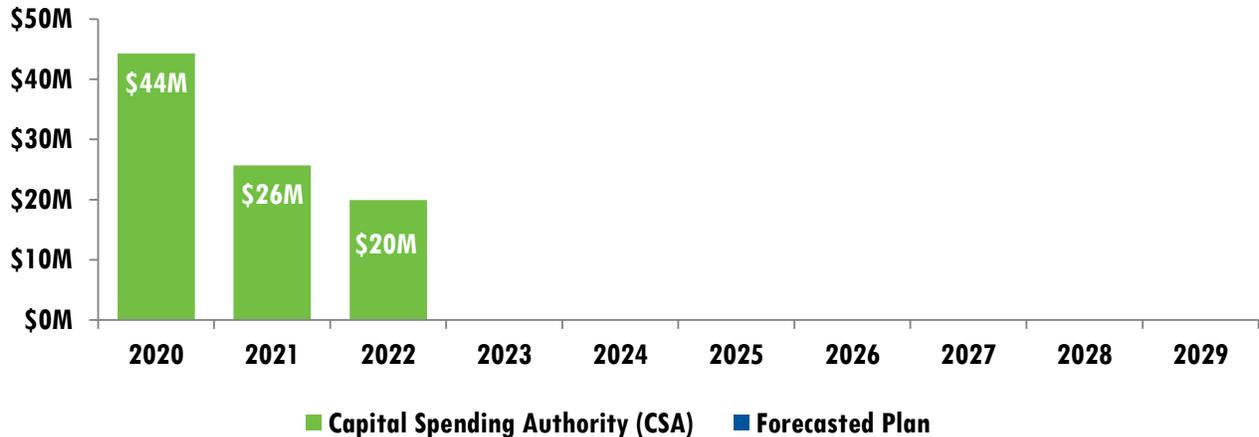
CAPITAL BUDGET IS...

**1.3% OF THE
REGION'S 10-YEAR PLAN**

**3.3% OF
TOTAL CSA**

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

\$90M 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. Its key role is integrator, bringing 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 north from Finch Avenue to the Richmond Hill/Langstaff Urban Growth Centre at Highway 7. In early 2019, the provincial government announced its support for the extension and an intended completion date of 2029-2030. The province and Region have already committed \$91.3 million to planning and design work on the project, which is currently under way. Bill 107, which was enacted in June 2019, gives the province authority over new subway projects, including the extension.

The Yonge subway project 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.

Bus rapid transit is critical to connecting people to places in York Region. High-capacity vehicles travel on dedicated bus lanes built by York Region Rapid Transit, moving customers 15-39% faster than curbside service. Corridors with the highest ridership were built as part of the first phase of the rapid transit program, and the next generation of bus rapid transit (as shown in the "Unfunded" map on page 72) will connect the entire network, providing riders with truly seamless travel to important destinations.

ACCOMPLISHMENTS

In 2019, York Region Rapid Transit Corporation is scheduled to open 15 kilometres of bus rapid transit segments, as well as the SmartCentres Place bus terminal adjacent to the Vaughan Metropolitan Centre.

Bus rapid transit projects have been built using \$1.8 billion from the province, and the terminals, facilities and subway extensions were funded by a combination of regional, provincial and federal funding.

The Region's focus on encouraging growth in centres and corridors relies on subways and bus rapid transit. In sync with the initial announcement of major investment in bus rapid transit, applications for residential building permits doubled in the Region. Growth in residential high-rise building along completed bus rapid transit segments has averaged 1,300 units annually, compared to an average of 490 before they opened.

SUBWAYS AND BUS RAPID TRANSIT: THE URBAN TRANSIT NETWORK THAT A GROWING REGION NEEDS

Vaughan Metropolitan Centre is an excellent example of how a well-integrated transit system unlocks economic potential. With the opening of the Spadina Subway Extension in 2017, the vision of a dynamic new city centre featuring green space, office and condo towers, pedestrian links, hotels, entertainment venues and 36,000 workers and residents is rapidly becoming a reality.

Key to the fast-paced growth is the integration of the Centre with the Viva rapidways on Highway 7, which allows subway riders to make a seamless transfer to Viva to reach further destinations.

The Richmond Hill/Langstaff Urban Growth Centre is planned as another key transit hub, where travellers can connect to bus rapid transit, the Yonge Subway Extension and GO Transit. The subway extension, which as noted is the Region's top transit priority, will unlock plans for high-density development in this area. With this key project on the horizon, the Richmond Hill/Langstaff Urban Growth Centre and the subway corridor south along Yonge Street will be transformed with a mix of places to live, work, learn and play, over 88,000 new residents and 60,000 new jobs by 2031, and seven hectares of park space.

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 the province's Growth plan for the Greater Golden Horseshoe, and is part of York Region's Centres and Corridors Plan to focus new residents and businesses in its busiest areas. Planning transit and growth together support economic prosperity, and reduce traffic congestion and reliance on personal vehicles.

The most cost-effective way to address the pressures of traffic congestion and growth is to create a seamless travel network by connecting the already-completed rapid transit segments and extensions.

Completing the final segments will:

- Connect bus rapid transit segments along Yonge Street to accommodate the exponential growth projected between Richmond Hill and Newmarket
- Allow passengers to travel easily to the new Cornell Bus Terminal near Markham Stouffville Hospital in Markham, with possible links to Durham Region Transit
- Link Highway 7 in Woodbridge west to Highway 50, which would allow for connection to Pearson International Airport and the Kitchener GO rail line

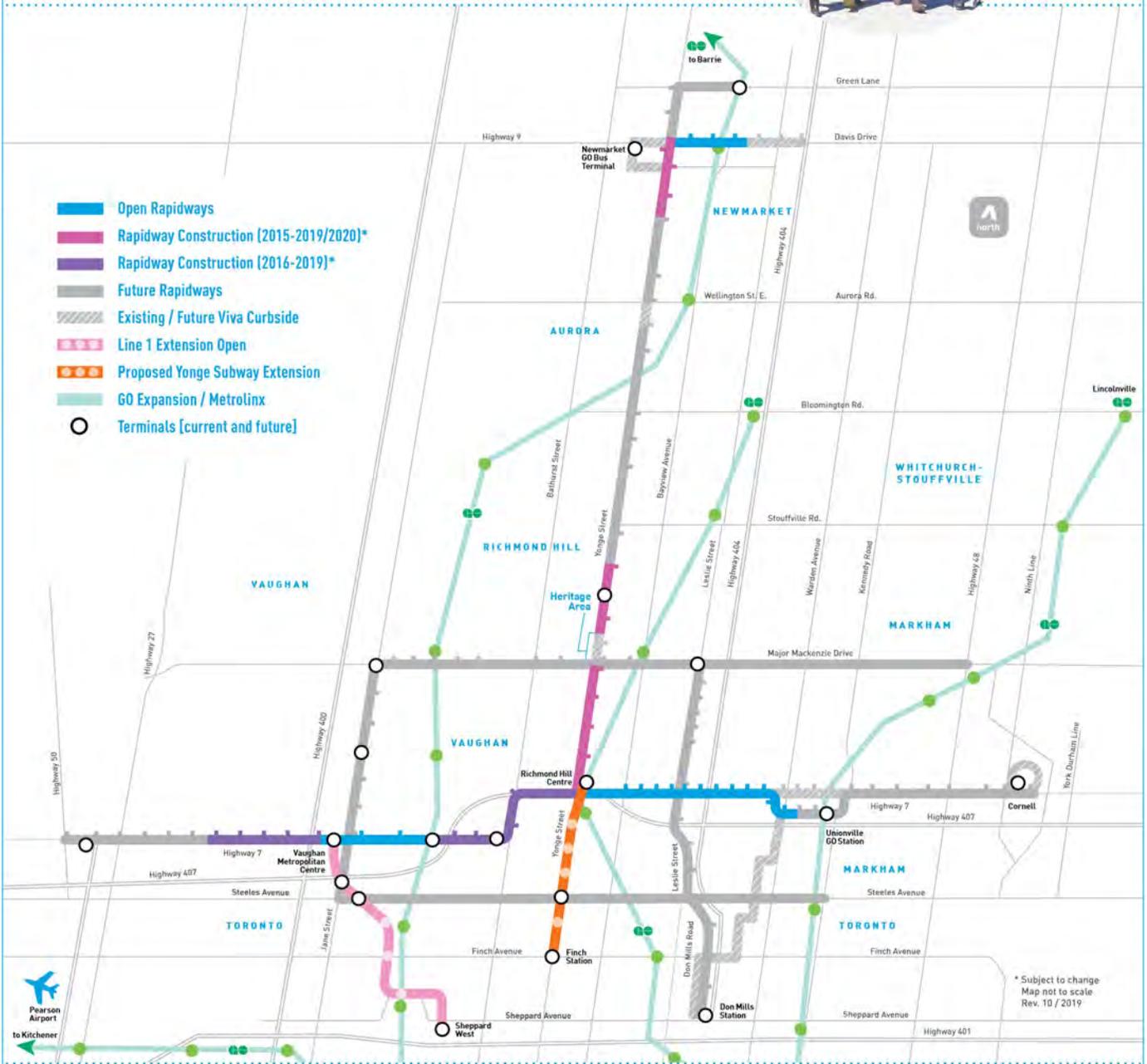
York Region's Transportation Master Plan projects morning peak period trips to increase by approximately 50% by 2041, and notes that many of York Region's commuters rely on a personal vehicle to get to work, with just 13% taking transit. Building high-frequency, convenient rapid transit across York Region 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.

York Region Rapid Transit Corporation continues to work with all levels of government to secure funding and move forward on the vital bus rapid transit projects needed to create a seamless network: Yonge Street, and Highway 7 East and West.

Funded Rapid Transit Network



- Open Rapidways
- Rapidway Construction (2015-2019/2020)*
- Rapidway Construction (2016-2019)*
- Future Rapidways
- Existing / Future Viva Curbside
- Line 1 Extension Open
- Proposed Yonge Subway Extension
- GO Expansion / Metrolinx
- Terminals (current and future)



* Subject to change
Map not to scale
Rev. 10 / 2019



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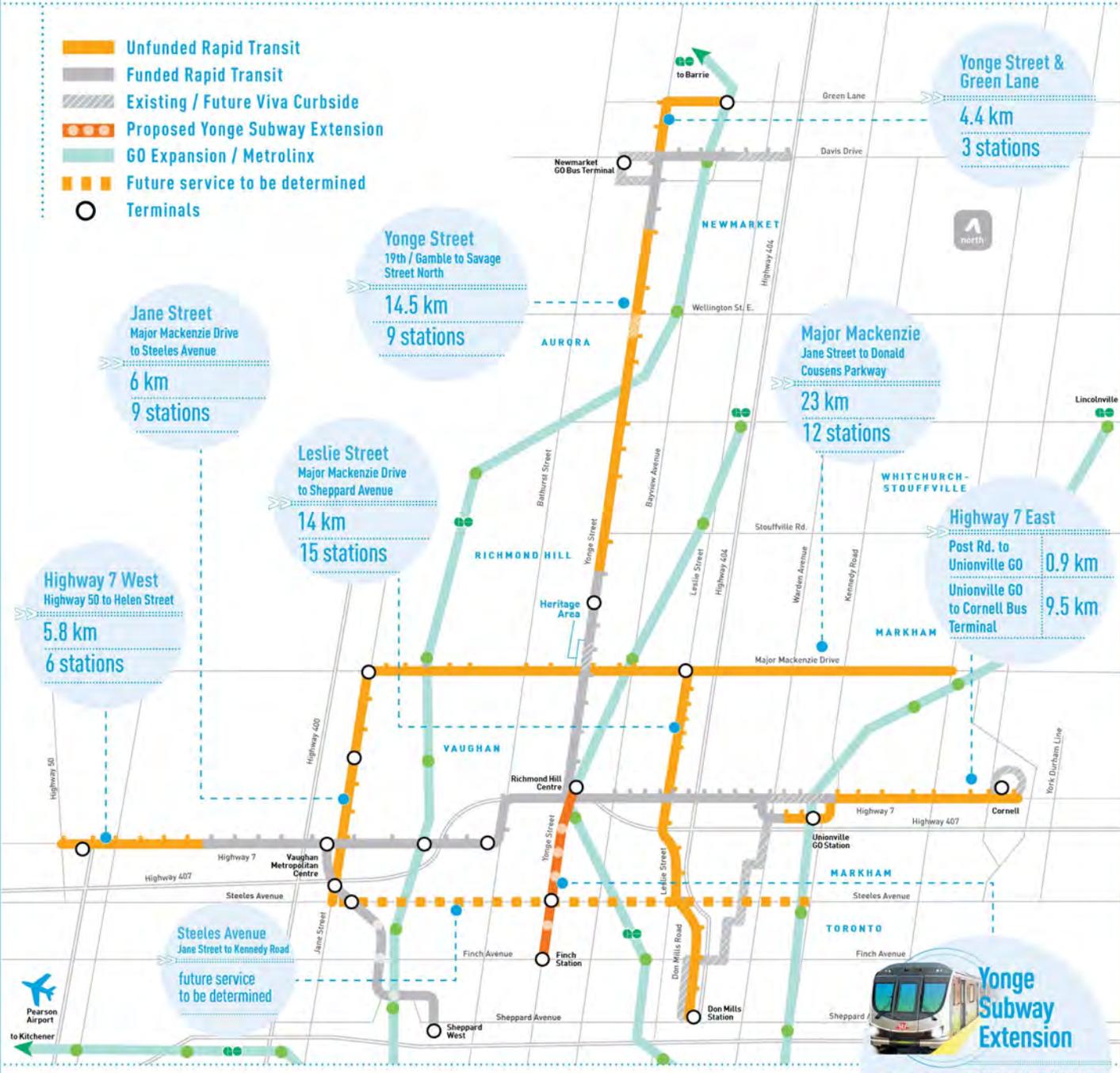
Unfunded Rapid Transit Network



over 75 km
of Bus Rapid Transit

7.4 km
Yonge Subway Extension
to Richmond Hill Centre

- Unfunded Rapid Transit
- Funded Rapid Transit
- Existing / Future Viva Curbside
- Proposed Yonge Subway Extension
- GO Expansion / Metrolinx
- Future service to be determined
- Terminals



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. The new traffic signals, 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. Transportation Services is responsible for operations and maintenance of the dedicated bus lanes and stations, while the Forestry unit in Environmental Services cares for trees and other elements of streetscaping.
- Facilities and terminals are owned, operated and maintained by the Region, which will also be responsible for their rehabilitation and replacement costs.

Operating budget

The 2020 operating spending, at \$31.4 million, represents 1.3% of the Region's total. The operating budget reflects the completion of the remaining rapidways on Yonge Street and Highway 7 West in the City of Vaughan.

Operating spending is largely recovered from the corporation's capital budget, with 13% coming from the tax levy.

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.

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.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	31,350	4,286	31,400	4,225	30,561	3,363
Status Quo	(22)	(22)	(616)	(616)	(398)	(398)
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	8,694	8,694	10,825	10,825	11,484	11,484
Subtotal	8,694	8,694	10,825	10,825	11,484	11,484
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(84)	(84)	(38)	(38)	(55)	(55)
Program and Service Level Adjustments	(8,493)	(8,493)	(10,122)	(10,122)	(8,902)	(8,902)
Subtotal	(8,577)	(8,577)	(10,160)	(10,160)	(8,957)	(8,957)
Debt Servicing Net of Development Charges	(44)	(156)	(889)	(911)	(535)	(3)
Fiscal Strategy	-	-	-	-	-	-
Maintaining Service Levels for Growth	-	-	-	-	-	-
Enhancements and Transformation	-	-	-	-	-	-
Proposed Budget	31,400	4,225	30,561	3,363	32,155	5,489
Total Budget Change	\$ 51	(61)	(840)	(862)	1,594	2,126
	% 0.16%	(1.43%)	(2.67%)	(20.41%)	5.22%	63.23%
Outlook Restated	32,769	4,290	31,744	3,467	30,476	3,537
Increase/ (Decrease) from Outlook	(1,369)	(66)	(1,183)	(104)	1,679	1,952

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	48.0		48.0		48.0	
New	-	-	-	-	-	-
Conversions	-	-	-	-	-	-
Program Reductions	-	-	-	-	(20.0)	(41.67%)
Proposed Budget	48.0		48.0		28.0	
Budget Change	-	-	-	-	(20.0)	(41.67%)
Outlook Restated	48.0		48.0		48.0	
Increase/ (Decrease) from Outlook	-		-		(20.0)	

Note: The 48 FTEs includes 19 from the Operating budget and 29 from the Capital budget. In 2022, the 19 FTE from the Operational budget will increase to 28 to reflect Yonge Subway Extension requirements.

Decreased revenue in 2020 and 2021 is offset by efficiencies, reductions and other adjustments. The operating budget will decrease in 2020 by \$61,000 or 1.4%, and decrease in 2021 by a further \$862,000 or 20.4%, primarily due to closeout costs for the Toronto-York Spadina Subway Extension project. In 2022, the operating budget will increase by \$2 million to meet a projected increased need for resources to support the Yonge Subway Extension program.

Capital budget

York Region Rapid Transit Corporation is responsible for the planning, design and construction of the rapid transit network and related infrastructure. The capital plan included in this budget is \$90 million out to 2022, for bus terminals and project close-out related to the subway extension to Vaughan Metropolitan Centre and preliminary engineering for the Yonge Subway Extension. Bus rapid transit projects are not included in the Region's budget because Metrolinx funds and owns the dedicated bus lanes and stations.

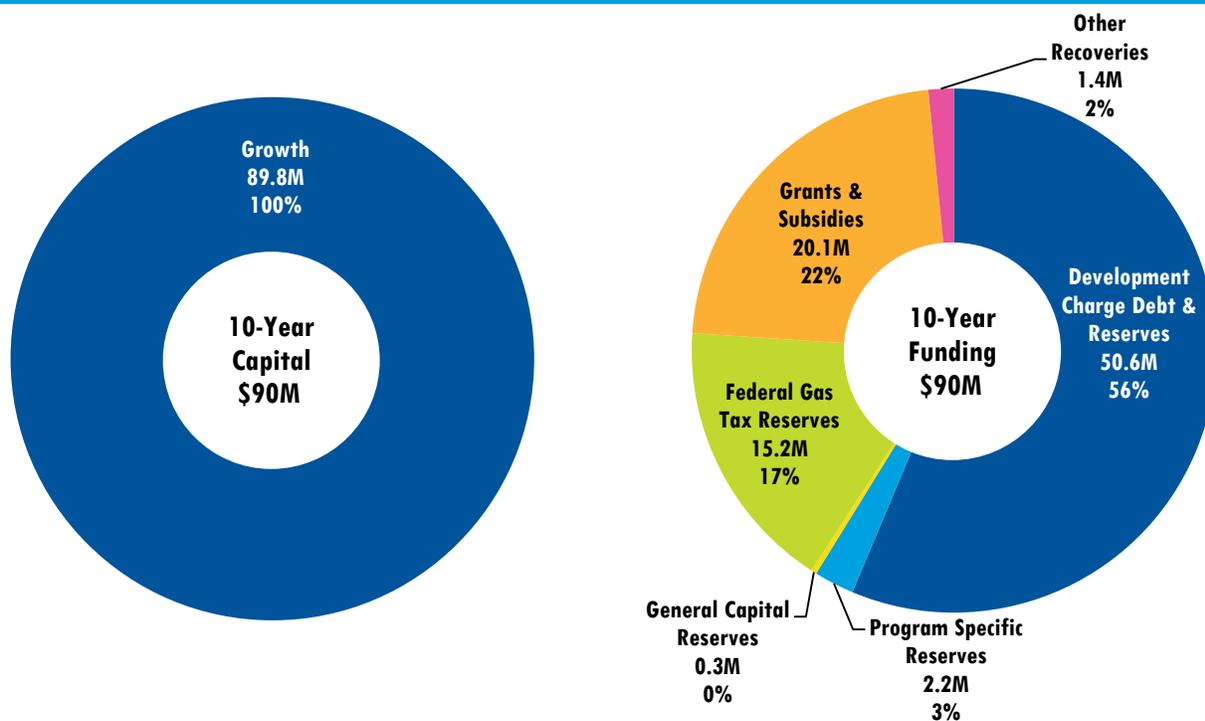
The following projects, which are not included in this budget because funding from Metrolinx has been secured, are currently being managed by York Region Rapid Transit Corporation:

- Yonge Street from Mulock to Davis Drive in Newmarket
- Yonge Street from Highway 7 to Gamble Road in Richmond Hill
- Sections of Highway 7 West in Vaughan

These projects are part of the total \$1.9 billion rapidway program funded by Metrolinx.

10-year capital budget

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
York Region Rapid Transit Corporation								
Total Project Expenditures	44,264	25,661	19,900	-	-	-	89,825	89,825



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 further detail.

Looking ahead

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

As funding for the current phase of the rapid transit program will be completed by 2022, York Region Rapid Transit Corporation will continue to pursue new funding opportunities for the future 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 key 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 commitment on the part of the provincial and federal governments.



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.

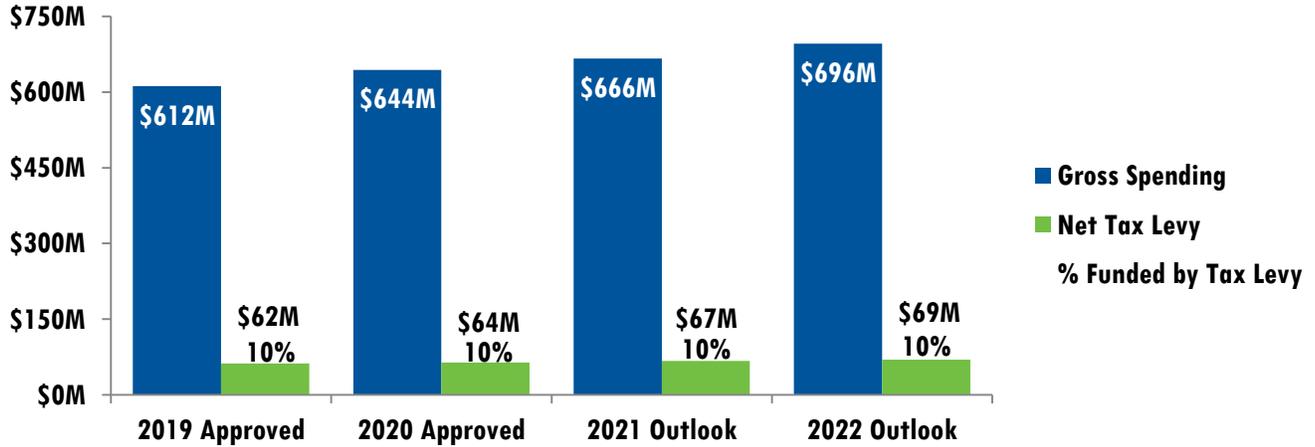


THE ENVIRONMENTAL SERVICES OPERATING BUDGET IS...

**26% OF TOTAL
REGIONAL EXPENDITURES**

**5¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE ENVIRONMENTAL SERVICES CAPITAL BUDGET IS...

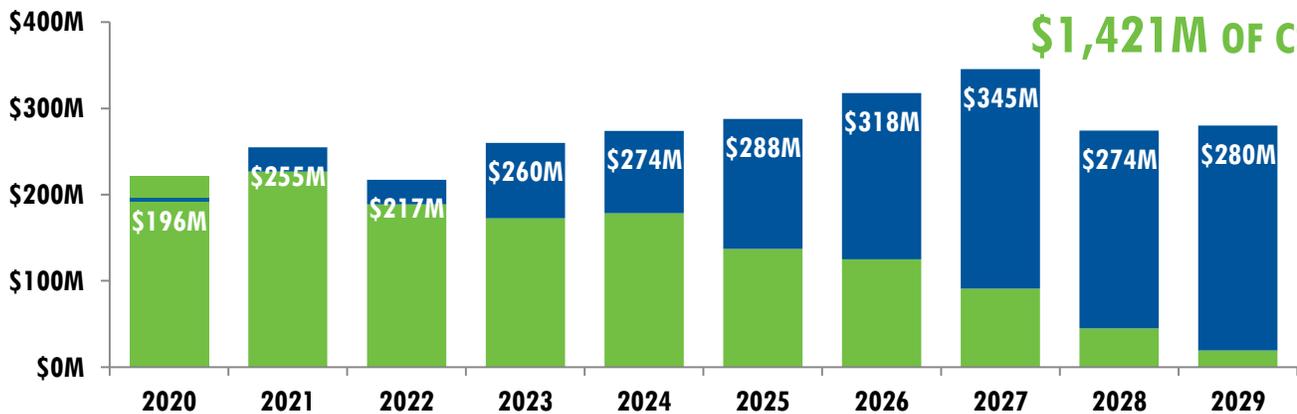
**38% OF THE
REGION'S 10-YEAR PLAN**

**52% OF
TOTAL CSA**

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

\$2,707M OVER 10 YEARS

\$1,421M OF CSA



*The 2020 capital plan is \$25 million lower than 2020 CSA due to an estimated \$25 million reimbursement from Peel Region (see page 84).

■ Capital Spending Authority (CSA) ■ Forecasted Plan

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

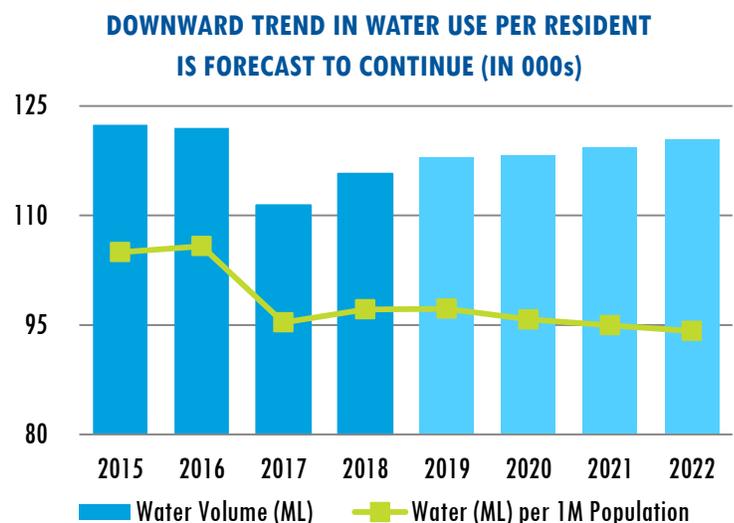
Water, wastewater and waste management operate under a complex system of provincial legislation and requirements. Some aspects of water and wastewater are also subject to federal and transnational requirements. The provincial government also provides a legislated framework for waste management, including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

In addition, the Region must follow the guidance of the Growth Plan for the Greater Golden Horseshoe Area, which aims to ensure that infrastructure is in place to serve expected growth.

ACCOMPLISHMENTS

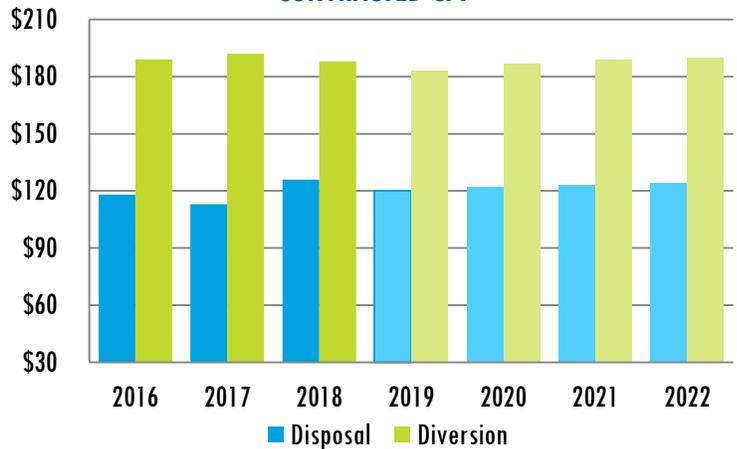
Over the past year, the department has:

- Remained a leader in water delivery services in the GTA, with an average of 99.89% of water quality tests meeting Provincial Standards and average inspection rating of 98.45%
- Moved forward on the One Water approach to making best use of all water sources by continuing pilot projects, including reuse of water for irrigation of non-food crops, and researching global best practices
- Received the Ontario Water Works Association’s Award of Excellence for a water conservation program
- Collaborated with local municipalities on an innovative water loss reduction project



- Achieved a 94% diversion rate from landfill in waste management
- Won a Lieutenant Governor’s Ontario Heritage Award and a Green World Award for the Region’s leading-edge Green Infrastructure Asset Management Plan, in recognition of its environmental benefits
- Received approval in principle for \$66.4 million in federal funding through the Disaster Mitigation and Adaptation Fund for two water and wastewater projects and a forestry initiative that is highlighted in the box on page 96.
- Completed the 2019 Regional Energy Conservation and Demand Management Plan, one of the most comprehensive municipal plans of its kind in Ontario

FORECASTED GRADUAL INCREASE IN COST PER TONNE DUE TO CONTRACTED CPI



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 employs about 440 people on a full-time equivalent basis, including engineers, water and wastewater plant operators, foresters and technicians. It is responsible for building, operating and overseeing a major infrastructure portfolio with a replacement value of roughly \$6.4 billion, and manages contracts with third parties for various services.

Operating budget

The department's 2020 operating expenses account for 26% of the Region's total. Water and wastewater, its largest program, is fully funded from user rates. As a result, the department takes only a small share — about 5% — of the tax levy.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	611,655	61,866	643,901	63,665	666,245	66,809
Status Quo	9,332	8,401	6,505	6,111	6,916	6,517
Revenues:						
Revenues (excl. senior government funding)	(755)	(30,695)	-	(19,702)	-	(16,463)
Senior Government Funding	-	-	-	-	-	-
Subtotal	(755)	(30,695)	-	(19,702)	-	(16,463)
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(965)	(1,122)	(3)	(3)	(208)	(208)
Program and Service Level Adjustments	(682)	(782)	(61)	(63)	(61)	(63)
Subtotal	(1,647)	(1,905)	(64)	(66)	(270)	(272)
Debt Servicing Net of Development Charges	(306)	377	(1,456)	(559)	10,537	135
Fiscal Strategy	22,593	22,593	15,164	15,164	9,662	9,662
Maintaining Service Levels for Growth	2,810	2,810	1,985	1,985	2,919	2,919
Enhancements and Transformation	218	218	210	210	-	-
Proposed Budget	643,901	63,665	666,245	66,809	696,009	69,307
Total Budget Change	\$ 32,246	1,799	22,344	3,144	29,765	2,498
	% 5.27%	2.91%	3.47%	4.94%	4.47%	3.74%
Outlook Restated	649,826	64,492	672,401	68,557	698,976	72,028
Increase/ (Decrease) from Outlook	(5,925)	(827)	(6,156)	(1,748)	(2,967)	(2,721)

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	428.0		444.0		459.0	
New	9.0	2.10%	6.0	1.35%	5.0	1.09%
Conversions	7.0	1.64%	9.0	2.03%	10.0	2.18%
Program Reductions	-	-	-	-	-	-
Proposed Budget	444.0		459.0		474.0	
Budget Change	16.0	3.74%	15.0	3.38%	15.0	3.27%
Outlook Restated	444.0		459.0		474.0	
Increase/ (Decrease) from Outlook	-		-		-	

Operating needs are projected to be \$32.2 million, or 5.3% higher than in 2019. The year-over-year increases in 2021 and 2022, the final two years of the current budget cycle, would be 3.5% and 4.5% respectively.

These increases largely reflect the impact of moving to full-cost recovery rates for water and wastewater, which is the department's largest program. Because water and wastewater services are funded mainly from user rates, there is essentially no impact on the tax levy.

Over the remaining three years of the multi-year budget, the department plans to add 20 new positions and convert 26 that are currently temporary into permanent. In 2020, 9 new positions will be added and 7 will be converted from temporary to permanent.

The bulk of the new positions will be in water and wastewater. Capital Investments in this program area will total nearly \$700 million over the next three years, creating a larger and far more complex portfolio of assets. Current staffing will be insufficient to maintain, operate and monitor these assets to the high standard required under the provincial *Safe Drinking Water Act* and expected by customers. New positions are essential to deliver water and wastewater services safely, consistently and reliably across the Region.

Positions in other areas will respond to the need to oversee waste management contracts, care for a larger and more urban portfolio of green infrastructure assets, and deliver capital projects efficiently in a more built-up environment while complying with higher regulatory requirements.

The approved budget also aims to reduce the life cycle costs of infrastructure, better manage risks and improve operating efficiency by building and leveraging in-house knowledge of the Region's asset management needs and constraints. Planned additions of engineers and technologists will help to reduce reliance on external resources for long-term recurring work.

The approved 2020 net operating budget is \$1.8 million, or 2.9%, higher than in 2019, largely because of inflationary pressures. The increase would have been greater without a number of savings, efficiencies and service adjustments that the department incorporated into its budget. These amounted to \$1.9 million, as shown in the line labelled "Efficiencies, Reductions & Other Adjustments" in the table on the previous page. They include working to reduce blue box contamination and achieving savings in consulting, grounds maintenance and other contracted costs.

Technology and digital transformation of key processes continue to be major drivers of efficiency for Environmental Services. The department has developed a digital strategy, described in the box on page 89, that is expected to transform business processes in the years to come.

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 water and wastewater assets, recorded in the Fiscal Strategy line of the operating budget, increase by \$22.6 million in 2020 and continue to grow at a lower rate in the following two years of the current budget cycle.

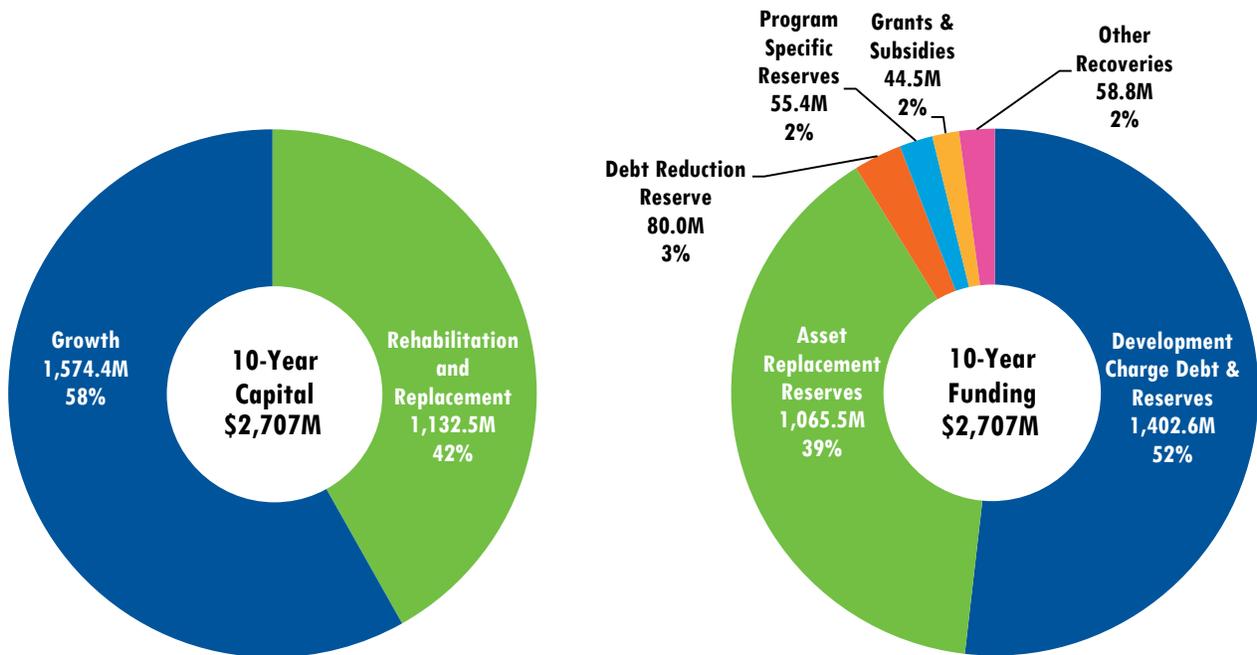
Compared to the outlook in the 2019-2022 budget, the approved net budget for 2020 is lower by \$0.8 million. The discussions of each program area's budget break out the variance from outlook.

Capital budget

The capital portfolio of Environmental Services includes built facilities and equipment such as treatment plants and pumping stations, “linear assets” such as water mains and wastewater collectors, and living infrastructure such as street trees, plantings and forests. The department’s capital projects are expected to account for 38% of the Region’s total plan over the next 10 years.

10-year capital budget by program group

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
Water:								
Rehabilitation and Replacement	33,666	35,226	30,403	35,438	26,614	139,271	300,618	90,978
Growth	(7,232)	13,067	13,161	6,602	15,795	146,687	188,080	79,363
	26,434	48,293	43,564	42,040	42,409	285,958	488,698	170,341
Wastewater:								
Rehabilitation and Replacement	93,932	108,162	74,930	103,689	86,169	326,555	793,437	457,034
Growth	69,626	90,142	90,511	109,626	141,108	760,608	1,261,621	784,559
	163,558	198,304	165,441	213,315	227,277	1,087,163	2,055,058	1,241,593
Waste Management:								
Rehabilitation and Replacement	558	992	2,960	976	499	8,945	14,930	643
Growth	2,197	4,100	2,100	100	100	100,530	109,127	2,197
	2,755	5,092	5,060	1,076	599	109,475	124,057	2,840
Forestry	2,278	2,071	2,220	2,202	2,140	11,192	22,103	3,306
Energy Management	1,051	1,171	871	1,285	1,473	11,063	16,914	3,093
Total Environmental Services	196,076	254,931	217,156	259,918	273,898	1,504,851	2,706,830	1,421,173



The department expects to spend \$196 million in 2020, which would be 23.7% of the total for the Region. The total reflects a reimbursement from Peel Region for water capital projects cost-shared with York Region. Because of this, spending in the “Growth” line for water in the table on the previous page shows as a negative \$7.2 million. Without the reimbursement, growth-related capital spending on water would be \$17.8 million. The reimbursement was not included in calculating Capital Spending Authority.

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. The Region’s Asset Management Plan outlines needed timing of rehabilitation projects and asset replacements for all program areas.

Over the next 10 years, 58% of capital spending on Environmental Services infrastructure will be to support growth, while the balance will go to asset rehabilitation and replacement.

Looking ahead

While each program area of the department faces its own challenges and opportunities, all of them are subject to direction from senior levels of government, especially the province. The chapter entitled “Budget Context” discusses this and other external factors that have an impact on the budget as a whole. The Region advocates for clarity and consistency in direction to reduce uncertainty and duplication, particularly in the areas of regulation and provincial reporting requirements.

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 Budget		2020 Approved		2021 Outlook		2022 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Water and Wastewater	525.7	-	556.1	-	574.7	-	600.2	-	
Waste Management	73.6	51.0	74.9	52.3	77.9	54.8	80.9	56.1	
Forestry	10.9	9.8	11.5	10.3	12.1	10.9	13.4	12.0	
Energy Management	1.5	1.1	1.5	1.1	1.5	1.1	1.6	1.2	
Total Operating Budget	611.7	61.9	643.9	63.7	666.2	66.8	696.0	69.3	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2020	CSA	10-Year	2020	CSA	10-Year	2020	CSA	10-Year
Water and Wastewater	127.6	548.0	1,094.1	62.4	863.9	1,449.7	190.0	1,411.9	2,543.8
Waste Management	0.6	0.6	14.9	2.2	2.2	109.1	2.8	2.8	124.1
Natural Heritage and Forestry	1.7	1.9	16.1	0.6	1.4	6.0	2.3	3.3	22.1
Energy Management	0.4	1.4	7.3	0.7	1.7	9.6	1.1	3.1	16.9
Total Capital Budget	130.2	552.0	1,132.5	65.9	869.2	1,574.4	196.1	1,421.2	2,706.8

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.

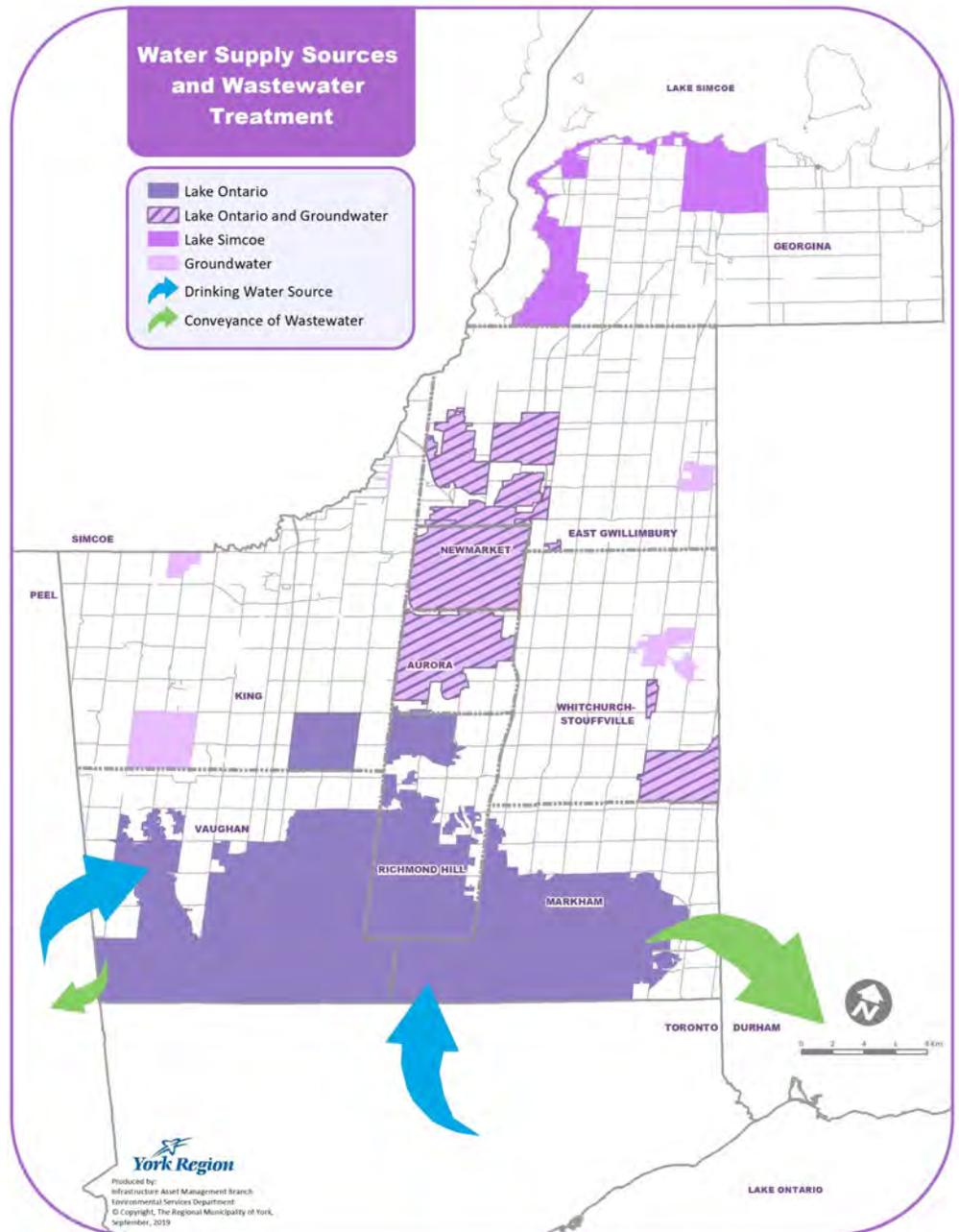
With no direct access to Lake Ontario, the Region has entered into long-term agreements with neighbouring municipalities in the Greater Toronto Area for drinking water supply and wastewater treatment.

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, with a small additional amount going to Peel Region. The balance is treated within the Region, including at facilities in the Lake Simcoe watershed.

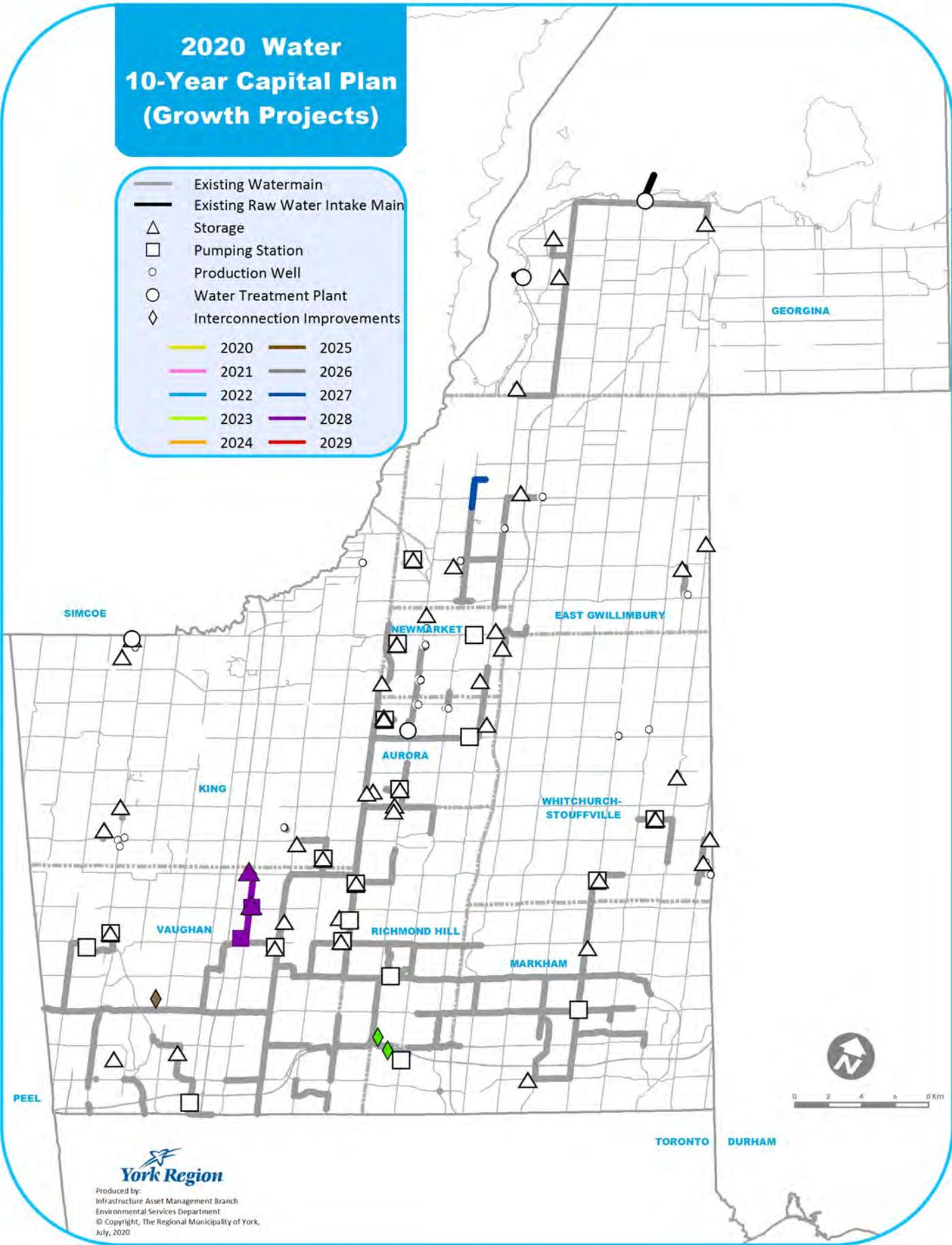
Funding for operations comes almost entirely from user rates. This source also funds most rehabilitation and replacement costs for existing assets. New capital projects or expansions to support growth are funded largely by development charges.

In October 2015, Regional Council approved a six-year phase-in of full cost recovery rates for water and wastewater. Combined rate increases were 9.0% annually for the first five years, starting April 1, 2016, and 2.9% in the final year, with the goal of user rates providing full funding in 2021. An updated water rate study, to be developed in 2020 and 2021, will recommend rates for the years beyond 2021 for Council approval.



2020 Water 10-Year Capital Plan (Growth Projects)

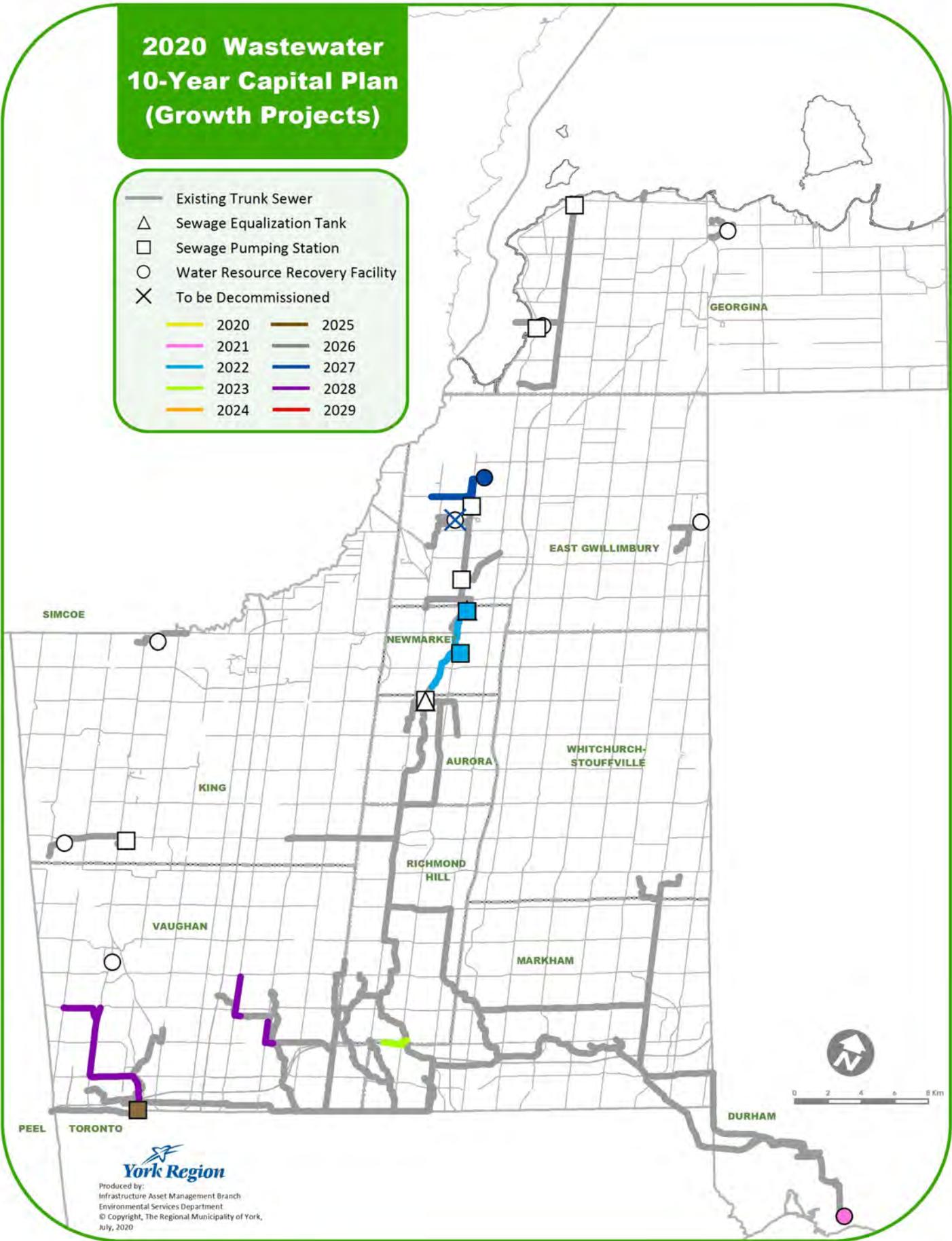
	Existing Watermain		
	Existing Raw Water Intake Main		
	Storage		
	Pumping Station		
	Production Well		
	Water Treatment Plant		
	Interconnection Improvements		
	2020		2025
	2021		2026
	2022		2027
	2023		2028
	2024		2029



York Region
 Produced by:
 Infrastructure Asset Management Branch
 Environmental Services Department
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 July, 2020

2020 Wastewater 10-Year Capital Plan (Growth Projects)

- Existing Trunk Sewer
 - △ Sewage Equalization Tank
 - Sewage Pumping Station
 - Water Resource Recovery Facility
 - × To be Decommissioned
- | | |
|--------|--------|
| — 2020 | — 2025 |
| — 2021 | — 2026 |
| — 2022 | — 2027 |
| — 2023 | — 2028 |
| — 2024 | — 2029 |



York Region
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 Infrastructure Asset Management Branch
 Environmental Services Department
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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.

The rate model compensates for unpredictable changes from one year to the next with a water rate stabilization reserve. To date, this mechanism has been successful in keeping rate increases to the approved level.

An annual review assesses the model's performance against actual conditions and analyzes any differences. In 2018, flows were down against forecast, but the installation of more accurate flow meter technology is expected to address fluctuations related to readings from boundary water meters.

Experience to date also shows that the rate model has predicted underlying trends reasonably accurately. Accuracy improves with better input data, so the model is updated as new information becomes known. For example, it now reflects new pricing for drinking water supplied by the City of Toronto and a more recent population forecast from the provincial Ministry of Finance. The latter, which should better align forecast and actual flows, suggests flattening demand in the short term.

In general, flows of both water and wastewater show 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" — that is, serve more population with existing infrastructure — and defer the need for some capital expansions.

Budget overview

At \$556.1 million, operating spending for water and wastewater represents 86.4% of the department's total for 2020. This program is fully funded from sources other than the tax levy.

Operating needs are expected to be up by 5.8% from 2019 to 2020, largely due to contributions to capital reserves, as well as higher-than-expected prices for treatment chemicals and ongoing pressure from energy costs.

Operating spending is expected to grow by 3.3% and 4.4% over the remaining two years of the multi-year budget owing largely to these cost drivers.

Flows of water and wastewater are projected to continue to trend downward on a per-resident basis. Combined with the new population forecast from the Ministry of Finance, this gives rise to the expectation of a slight dip in total water consumption in 2020, followed by increases in 2021 and 2022. This forecast is subject to uncertainty, however, because summer rainfall, which is highly unpredictable, has a major impact on water use.

Water and Wastewater

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$525.7M	\$556.1M	\$574.7M	\$600.2M
Net	-	-	-	-
Budget Change		-	-	-
FTE - Total	371.0	383.0	396.0	410.0
- New		12.0	13.0	14.0
Increase/ (Decrease) from Outlook:				
Net (\$)		-	-	-
FTE		(1.0)	(1.0)	(1.0)
CAPITAL BUDGET				
2020 Budget				\$190.0M
Capital Spending Authority				\$1,411.9M
10-Year Capital				\$2,543.8M

After carefully considering options, including contracting out, the program area is planning to add 36 new positions over the remaining three years of the current multi-year budget to deliver on the following priorities:

- Operational excellence. The Region achieved a 99.9% water compliance score in 2017-2018, one of the highest in Ontario. Maintaining top scores calls for additional resources in a highly complex regulatory framework with rigorous provincial inspections and an asset base that is increasingly large and sophisticated. The Region must also be prepared to deliver new solutions that respond to research into emerging concerns.
- Industry leadership in protecting human health and the environment. As well as increasing regulatory complexity, water and wastewater operators face both emerging concerns and opportunities to forge new solutions. The Region must continue to lead research and innovation and leverage relationships with academic and industry partners to stay at the forefront of technology and practice. It must also engage with regulatory, municipal and public stakeholders to showcase the benefits of innovation.
- Continuous improvement. The Region will continue to drive better decision-making through agile data analytics that predict and anticipate issues, and identify opportunities for improvement, including eliminating redundant processes, through audits and by working with local municipal partners.

Staffing costs will be largely covered by user rate revenues, with a small portion recovered from the capital budget.

Just under 60% of the water and wastewater capital budget over 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. It will respond in innovative ways to the need for wastewater treatment capacity in East Gwillimbury

DIGITAL STRATEGY TO MAKE SERVICES SEAMLESS AND MORE COST-EFFECTIVE

Environmental Services may work with the physical world of water systems and plants, waste management, forestry and energy retrofits, but increasingly its work involves the digital world as well.

Map-based digital tools help utilities better understand how their systems are used, enabling them to reduce risk and improve customer service. The wider availability and use of data of all sorts makes collaboration and partnerships easier and more effective. Phone and tablet-based solutions get information out faster, enabling quicker decisions and a better customer service response.

Meeting rising expectations and bringing together new opportunities is the basis of a new digital strategy that aims to make Environmental Services one of North America's leading digital utilities. It will involve integrating digital thinking into all the department's activities, changing work processes and interactions. The ultimate goal is creating smart, seamless processes and services that are delivered cost-effectively across all digital platforms.

For example, in a digital future, a water service supervisor in a morning meeting gets an alert via tablet that a main has broken. A second alert says a crew is on its way. Later, a video conference provides a first-hand look at the problem providing additional insights to determine how they'll tackle it. The incident gets added to a database that pinpoints patterns, predicts future failures and sets priorities for maintenance work on the system as a whole.

This example highlights how a digital strategy makes efficient use of public resources and improves outcomes for residents. That is important, because both the workforce and customers have steadily rising expectations about the speed and quality of web-based interactions and services, thanks to regular on-line dealings with banks, streaming services, retailers, search engines and more.

and parts of Newmarket and Aurora. The total project cost is an estimated \$628 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 2027.

Other growth projects would expand service in Vaughan, add several stretches of watermain, and share the costs of projects being carried out by the City of Toronto to increase water supply. Rehabilitation would focus on existing infrastructure needs, with large investments in the trunk sewer system, the replacement of two incinerators at the Duffin Creek plant and groundwater treatment upgrades.

The Region took a major step in 2019 to ensure enough water and wastewater capacity for growth in six municipalities to 2026 and beyond. A process known as “assigning capacity” ensures a balance between infrastructure and population as communities grow. In September 2019, Regional Council endorsed the largest and longest time-horizon assignment in the Region to date, allowing for development to accommodate an additional 108,638 residents.

With previously assigned capacity, this allows for housing for a total of 223,249 new residents. Most of the growth would take place in the Region’s southern communities, with capacity provided for an additional 20,000 people in centres and corridors across the Region. As well, a reserve specifically for purpose-built rental housing would accommodate up to 4,000 people.

The new capacity assignment leverages the Region’s past investments in the York-Durham wastewater collection and treatment system. In concert with ongoing efforts at water conservation and reducing inflows and infiltration into sewer lines, this contributes to the Region’s commitment to stretch its infrastructure capacity and strengthen its fiscal position.

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.

Change from outlook

The outlook for the net operating budget is essentially unchanged from last year. The program area found operating efficiencies, while changes in budgeted amounts for water and wastewater under agreements with other municipalities contributed further savings. These changes were essentially offset by higher asset management reserve contributions required to address an expanding asset base.

Looking ahead

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, 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 is spearheading efforts to build knowledge and understanding.

For example, in addition to running the pilot projects mentioned on page 79, the Region is facilitating opportunities for provincial ministries to tap into the experience and expertise of regulators from other jurisdictions where reclaimed water is routinely used for irrigation. These discussions have covered a wide range of regulatory and governance issues.

Developing an appropriate provincial framework will provide opportunities to realize the value of water as a resource throughout the entire water cycle. This approach is emerging globally as key to protecting and sustaining the world's finite water resources.

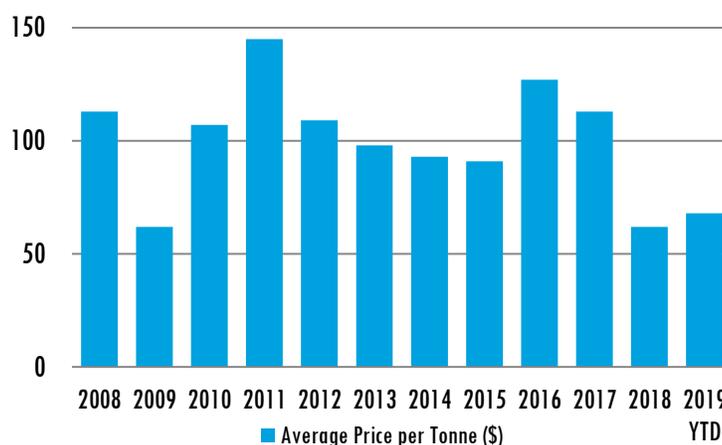
WASTE MANAGEMENT

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 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.

Global market forces as well as changes at the provincial level are having profound impacts on this service area. In mid-2017, China — at that time the largest market for used newsprint and other paper products, collectively known as fibre — introduced stringent new limits on contamination. Around the world, material recovery facilities that receive unsorted recyclables, including York Region's, were unable to meet this standard using existing technology.

The new standards were highly disruptive because newsprint represents the largest share of the recovery stream. From providing revenues of between \$3 and \$6 million a year, starting in 2018 newsprint became a cost to the Region. Few markets now accept it, and those that do are very selective. Between February and June of 2019, the price received for newsprint went from \$52 a tonne to nothing, and the cardboard price fell from \$115 to \$80 a tonne. The price declines are due to other end markets imposing stringent quality requirements and overall saturation of the market for fibre.

VOLATILITY IN BLUE BOX VALUE WITH DECLINING OVERALL TREND



As well, much of the mixed paper at the Region’s material recovery facility is highly contaminated, for example with food residues, making it unacceptable to end markets. Contaminated fibre must then be sent on to an energy from waste facility to be incinerated. The costs to the Region of this double processing — first to the Materials Recovery Facility and then to energy from waste — are currently more than \$200 a tonne. The small portion that meets recovery standards is sent to end markets at a cost to the Region of about \$50 a tonne.

Disruption in fibre markets is only one factor underlying a downward trend in net revenues from recyclables over more than a decade. A more gradual trend has been the proliferation of lighter-weight packaging materials and packaging that mixes materials. Both are difficult, costly and sometimes impossible to recycle.

The province has confirmed that by the end of 2025, producers will be fully responsible for the waste their products generate, as the box on page 93 explains. Once implemented, this will have major impacts on municipal responsibilities, roles, costs and revenues.

York Region’s Waste Management Master Plan — entitled “SM4RT Living” — was approved by Council in 2013 and is currently being updated. A strong focus remains on reducing waste to drive tonnage out of the system, while also addressing emerging concerns around organic waste, including compostable packaging, as well as single-use packaging and providing service consistency in multi-residential buildings.

York Region achieved 94% diversion from landfill in 2018, 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 operating costs of \$74.9 million in 2020, accounting for 11.6% of the department’s total. This is an increase of \$1.3 million, or 1.7%, from 2019.

The change reflects the growing impacts of the global fibre situation. In 2017, the Region received net revenue of \$8.9 million from all marketed recyclables, at an average price of \$133 a tonne.

The 2019 budget was premised on a net revenue of \$65 a tonne for marketed recyclables, which include all “blue bin” materials, not just fibre. Because recycled materials are sold on global markets, prices can fluctuate because of foreign exchange rates as well as market forces.

Revenues were forecast to be \$4.3 million. The \$65 a tonne figure has proven to be a reasonable assumption despite price volatility, and continues to be used for the 2020 budget.

Waste Management

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$73.6M	\$74.9M	\$77.9M	\$80.9M
Net	\$51.0M	\$52.3M	\$54.8M	\$56.1M
Budget Change		\$1.3M	\$2.5M	\$1.3M
FTE - Total	30.0	31.0	31.0	31.0
- New		1.0	-	-
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.7M)	(\$1.6M)	(\$2.5M)
FTE		-	-	-
CAPITAL BUDGET				
2020 Budget				\$2.8M
Capital Spending Authority				\$2.8M
10-Year Capital				\$124.1M

The budget approved adding a second engineer to help manage contracts with outside service providers and prepare for the blue box program transition. Over 375,000 tonnes of waste are processed annually under more than 15 contracts, with oversight required at sites that can be several hours' drive from the Region. The complexity of contracts and the distances involved make it hard for one engineer to assess contract performance. The new position would also support the blue box transition, which is expected to begin in 2020, by working with local municipalities to monitor curbside contamination in anticipation of possible producer-enforced thresholds.

Total net operating costs are expected to rise to \$56.1 million by the end of the 2019-2022 budget. From 2019 to 2020, reliance on the tax levy will increase by \$1.3 million, due to inflation, a reassessment by the Municipal Property Assessment corporation and projected growth in tonnage, mainly yard waste.

At this point, it is uncertain how municipalities will be compensated for collecting hazardous materials once the province moves to a full producer responsibility framework. Until arrangements are confirmed, the program area plans to leverage the household hazardous waste services provided by its current depot network.

A long-term plan for processing source-separated organics (green bin materials) will be brought forward as part of the update to the SM4RT Living Waste Management Master Plan. Its recommendations will be based on assessing various options, including Regional versus third-party facility ownership, for feasibility, sustainability and cost-effectiveness.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is a decrease of \$0.7 million. Savings arose from the service level adjustments outlined earlier, as well as lower expected tonnage for waste and blue box materials to be processed and internal efficiencies. These savings are partially offset by a reduction in expected revenues for recycled materials.

PRODUCERS TO TAKE ON RESPONSIBILITY FOR BLUE BOX

Ontario is moving ahead with a new framework that makes producers fully responsible for the waste their products generate.

Municipal taxpayers now pay more than half the cost to recycle and dispose of blue box materials, including paper and packaging. With the new framework, both the operation and costs of the program will move to producers. This is expected to have local economic benefits as producers innovate to reduce waste and develop more easily recyclable packaging.

A provincial announcement in August 2019 said the transition to full producer responsibility will take place over three years, starting in January 2023.

Over the next year, the province will consult on regulations, and a detailed transition plan will be developed. Early engagement with stakeholders, including a municipal and industry working group, will begin in late 2019.

The first municipal transfers to producers are planned for January 1, 2023, with transition to be completed by December 31, 2025.

Until responsibility is transferred, municipalities will continue to receive funding from Stewardship Ontario, which underwrites a share (less than half) of recycling costs. After transfer, payments will end.

The provincial announcement said that Ontario residents will experience the same or improved access to blue box services under the new framework, and the list of acceptable blue box materials will be consistent across the province.

The Region and local municipalities will continue to take part in consultations and provide feedback to ensure successful transition.

Looking ahead

More stringent requirements in global end markets for recyclables are having major impacts, and as a result blue box revenue could fall below the budgeted \$65 a tonne. In addition, revenues are subject to fluctuations in the value of the Canadian dollar. Other factors, such as the shift toward lightweight packaging, are driving a long-term decline in the value of recyclables. These factors make it difficult for York Region to accurately forecast revenues.

The move to full producer responsibility for blue box items will help provide a long-term solution, but it has several potential implications for the Region that might be negative in the short or medium term. For example, producers might not take over existing municipal contracts for blue box processing that are in place at the transition date. Municipalities would then have to end contracts prematurely, incurring penalties, to make the transition. The Region will continue its efforts to reduce uncertainty and ensure fairness to municipalities during and after the transition.

After the transition to full producer responsibility, the Region and its local municipal partners will continue to be responsible for roughly three-quarters of the solid waste generated in the Region. This has significant fiscal implications, since the tax levy is the source of funding.

As noted, the volatility of markets and prices for blue box materials has made it difficult to accurately forecast revenues, and actual results have been below expectation in the recent past. Capital upgrades at the Material Recovery Facility have improved the Region's ability to market blue box materials, which in turn helps its revenue forecast. As well, the waste stabilization reserve can be used to offset below-forecast revenues.

Financial risks remain, however. The blue box program, which is moving to full producer responsibility, represents only 24% of tonnage in the integrated waste management system and less than 20% of the net operating budget. Municipalities will continue to be responsible for source-separated organics (the green bin) and residual waste management, which together account for almost 65% of the budget.

The impacts of the new framework on these streams are unknown at this time, but could be considerable. For example, a steady increase in compostable packaging would increase municipal costs significantly as the materials would shift from the blue box to the green bin, the most expensive of the waste streams to manage. Better understanding of these implications and resulting financial risks for municipalities will become clearer over the next four years. The department will continue to seek ways to reduce reliance on the waste management reserve over the long term.

Because the green bin program for organics represents a high share of costs, the SM4RT Living Plan focuses strongly on reducing food waste and taking other steps to better manage organics. The new provincial plan for the environment commits to developing a proposal to ban food waste from landfill, which could have major impacts on municipal waste management operations.

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.

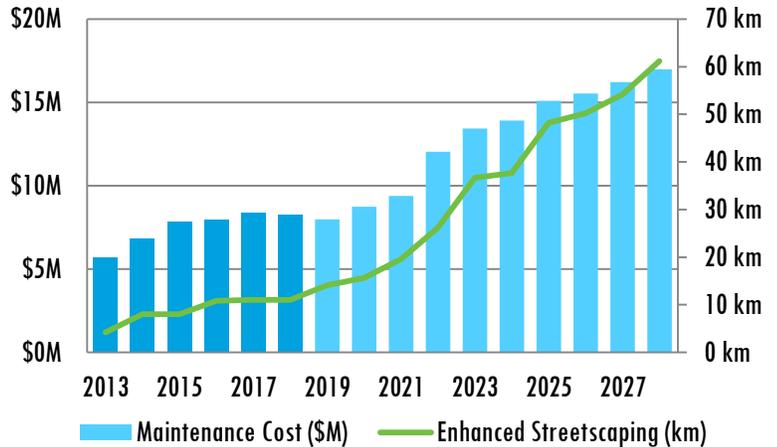
Green infrastructure offers a wealth of benefits: it costs less to create than built infrastructure, reduces energy costs, protects source water and makes stormwater easier to manage, helps cool urban areas, improves air quality, mitigates climate change and reduces its impacts, and contributes to active and healthy communities. As the box on page 96 highlights, these benefits were instrumental in gaining federal funding to help address climate change through the cost-effective use of green infrastructure.

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.

The York Regional Forest, which covers roughly 2,400 hectares or almost 6,000 acres, is a major living asset. The Region’s recently updated 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.

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.

ENHANCED STREETSCAPES INCREASE MAINTENANCE COSTS



Budget overview

At \$11.5 million, the total Forestry operating budget represents 1.8% of the department’s total for 2020. About 90% of this comes from the tax levy, with the balance funded by permits, timber harvest revenues and reserves.

The total operating budget is up by 5% from 2019 to 2020, and increases of 5.4% and 10.7% are projected for 2021 and 2022 respectively.

The higher spending is due in large part to the increasingly urban location of forestry assets. From 2020 to 2022, the Region expects to commission an additional 11 kilometres of bus rapid transit corridors and four kilometres of Great Regional Streets. This will bring the total extent of rapidways to 21.5 kilometres and Great Regional Streets to 7.0 kilometres. Ongoing annual costs to maintain these enhanced streetscapes range from \$1,600 a

Forestry

OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$10.9M	\$11.5M	\$12.1M	\$13.4M
Net	\$9.8M	\$10.3M	\$10.9M	\$12.0M
Budget Change		\$0.5M	\$0.6M	\$1.2M
FTE - Total	22.0	24.0	26.0	27.0
- New		2.0	2.0	1.0
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.1M)	(\$0.2M)	(\$0.2M)
FTE		-	-	-

CAPITAL BUDGET

2020 Budget	\$2.3M
Capital Spending Authority	\$3.3M
10-Year Capital	\$22.1M

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.

In addition, the department was successful in its application for federal funding from the Disaster Mitigation and Adaptation Fund, with details provided in the box on the right.

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.

The budget adds the equivalent of five full-time positions over the remaining three years of the current multi-year budget to keep up with these growing needs, including leveraging the opportunities supported by the federal funding. 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, roughly 5 kilometres of roadway plantings have benefited from this investment in operating efficiency.

The program area's capital budget is roughly \$2 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.

ADDRESSING CLIMATE CHANGE WITH GREEN INFRASTRUCTURE

An innovative York Region initiative will use green infrastructure to prevent and reduce the impacts of climate change.

Supported by a \$10.1 million grant from the federal government's Disaster Mitigation and Adaptation Fund, the project will add more than 400,000 trees, seedlings and shrubs in urban areas and on 100 hectares of strategic lands. Return on the total investment of \$25.3 million is calculated at close to \$24 in savings for every \$1 invested today.

A key goal is to protect the Regional residents and areas most vulnerable to increasingly severe and unpredictable weather. In built-up areas, the urban heat island effect raises temperatures by an average one to three degrees compared to more rural areas. Flooding is a concern for low-lying areas.

Heat, floods and extreme storms are especially hard on seniors, the chronically ill and those with disabilities. Severe weather and poor air quality are responsible for thousands of hospitalizations and deaths in Canada every year.

Trees, particularly in urban settings, reduce climate change impacts by cooling the air, sheltering buildings and shading people, and absorbing rainfall and snowmelt to reduce flooding.

Trees and shrubs play another critical role: by absorbing carbon dioxide as they grow, they help to counter the build-up of greenhouse gases in the atmosphere caused by the burning of fossil fuels and global deforestation.

The project will see the planting of 186,000 urban trees and shrubs in parks, open spaces, school grounds and other public lands, and a further 12,500 along Regional roads. The balance will be planted on newly acquired lands to increase the Region's woodland canopy cover.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is a decrease of \$0.1 million, mainly reflecting slightly less frequent mulching and watering that is not expected to be detrimental to plantings.

Looking Ahead

Enhanced streetscaping is having a significant and lasting impact on the forestry budget. Caring for street trees, shrubs and perennials in fully urbanized corridors involves high service standards that require special expertise and more maintenance. As well, invasive species and climate change tend to pose more serious risks to street trees than trees in forested areas.

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, including the new One Water approach.

With a new 20-year management plan in place, the York Regional Forest will soon reach the end of its first century of restoration. Created in 1924 through a partnership with the province to restore degraded lands, and under the Region's sole management since 1998, the Forest is gradually returning to the diverse, thriving woodlands that existed before European settlement. Its one-hundredth anniversary, in 2024, will provide an excellent opportunity for the Region to take stock and share knowledge about how the Forest has benefited the people and communities around it and, even more critically, how it will continue to do so into future centuries.

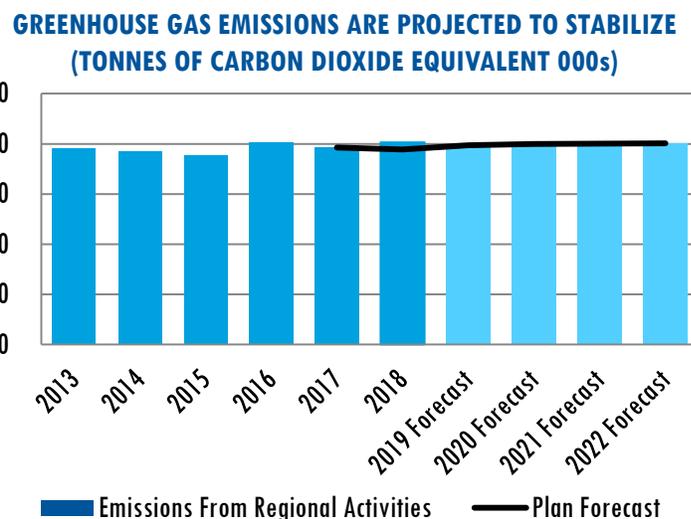
ENERGY MANAGEMENT

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.

In 2018, greenhouse gas emissions from Regional activities were 80,635 tonnes, an increase of 2.7% from 2017 (on a restated basis). A major driver of the increase was diesel fuel for transit buses, reflecting more routes and ridership. While this is a rise at an organizational level, increased ridership avoids private vehicle use and associated emissions across the Region.

Despite population growth, corporate emissions have remained relatively flat since 2006 owing in large part to Regional conservation efforts. This means that per-capita emissions have generally fallen.

The absolute level of emissions is forecast to grow to 2023 as a result of additional buildings, fleet vehicles, transit service, and water and wastewater infrastructure. A concerted effort by all departments to conserve energy will be needed to constrain growth in greenhouse gas emissions.



Budget overview

Energy Management's operating expense for 2020 represents 0.2% of the department's total. Some 72% of this comes from the tax levy, with the balance representing sales of solar-generated electricity back to the grid and recovery of operating costs from the capital budget for some projects. Operating needs will remain flat from 2020 to 2021.

The program's 10-year capital budget will total about \$16.9 million. The program area invests in energy efficiency retrofit projects and renewable energy projects, leveraging additional support from external grants and incentives where available.

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 retrofits of lighting (see box on page 89), heating and ventilation equipment and building envelope projects like upgraded windows.

Change from outlook

There is no change from last year to the outlook for the 2020 net operating budget.

Looking Ahead

Vision 2051 set an aspirational goal of net-zero greenhouse gas emissions by 2051. While the existing plan moves the organization closer to this goal, fully achieving it will require faster adoption of new technologies like electric vehicles and net-zero buildings. It will also call for greater commitment, innovation and collaboration across all departments, and a greater focus on energy management efforts with local municipalities, federal and provincial governments and agencies and external partners.

Better energy management will also require ongoing investment. As technologies such as solar installations and electric vehicles are more widely adopted and their lifecycle costs fall, they will be factored into the Region's plans for capital investment.

Energy Management

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$1.5M	\$1.5M	\$1.5M	\$1.6M
Net	\$1.1M	\$1.1M	\$1.1M	\$1.2M
Budget Change		-	-	-
FTE - Total	5.0	6.0	6.0	6.0
- New		1.0	-	-
Increase/(Decrease) from Outlook:				
Net (\$)		\$0.0M	\$0.0M	\$0.0M
FTE		1.0	1.0	1.0
CAPITAL BUDGET				
2020 Budget				\$1.1M
Capital Spending Authority				\$3.1M
10-Year Capital				\$16.9M



COMMUNITY AND HEALTH SERVICES

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

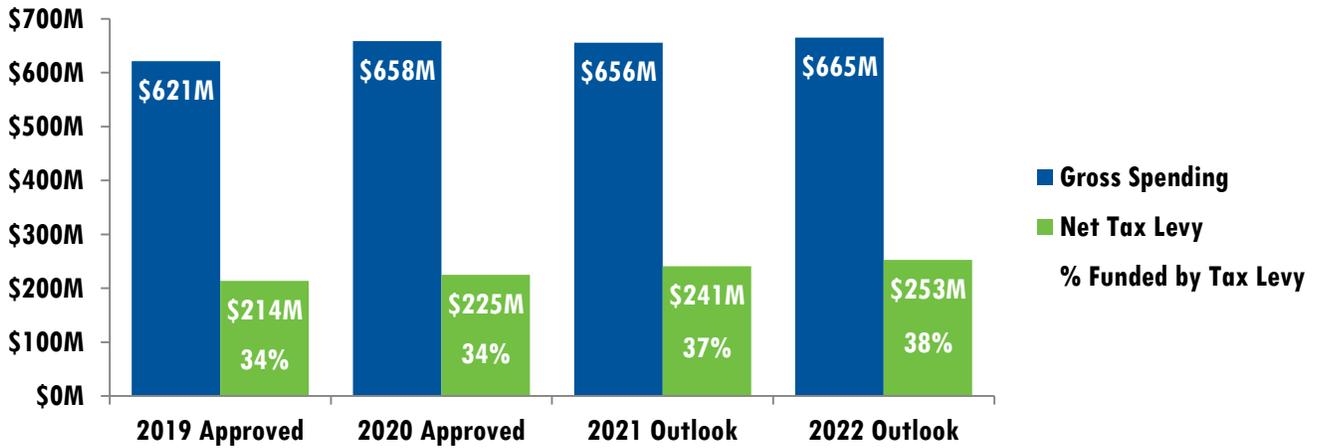


THE COMMUNITY AND HEALTH SERVICES OPERATING BUDGET IS...

**27% OF TOTAL
REGIONAL EXPENDITURES**

**19¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE COMMUNITY AND HEALTH SERVICES CAPITAL BUDGET IS...

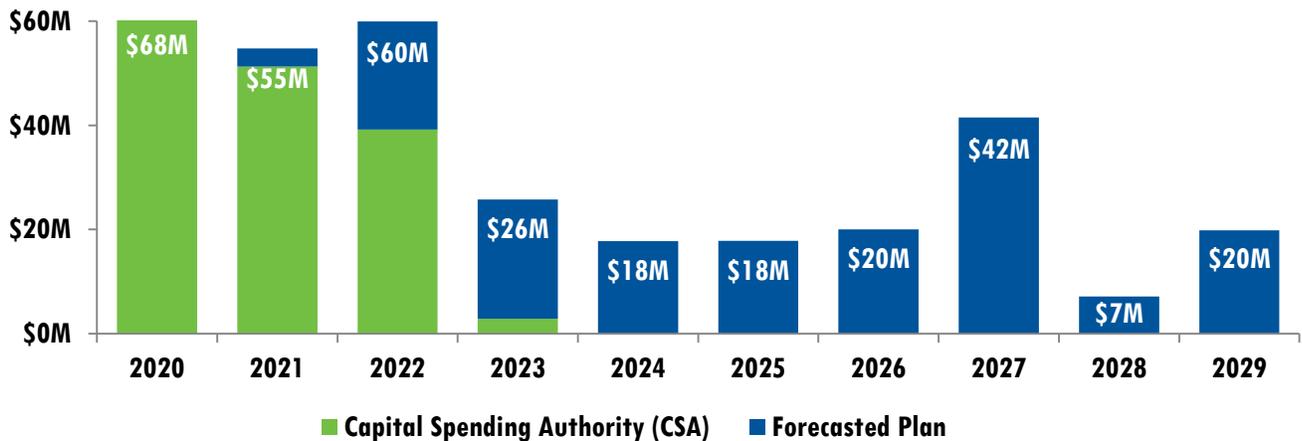
**4.7% OF THE
REGION'S 10-YEAR PLAN**

**5.9% OF
TOTAL CSA**

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

\$332M OVER 10 YEARS

\$161M OF CSA



HELPING RESIDENTS ACHIEVE THEIR BEST POSSIBLE LIFE

Community and Health Services plans, delivers and oversees health, housing and social services, with the goals of integrating and improving the 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:

- 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 in partnership with a range of stakeholders and different levels of government to address gaps in programs and services, avoid duplication, identify opportunities, and communicate the value of investing in human services. The department also collaborates with several partners to deliver services. For example:

- The local municipalities are key partners. The department works closely with their community and recreation departments to share and exchange knowledge on emerging and growing community needs. Areas of collaboration include Emergency Social Services, aging in place and endorsement of the Inclusion Charter.
- The department is working with York Regional Police and community partners to develop the new provincially mandated Community Safety and Well-Being Plan, as well as on mental health issues and reducing non-emergency 911 calls.
- Collaboration with Ontario Health Teams, led by the three hospitals in York Region, is helping to develop a new model of integrated care, which facilitates groups of providers to work as a team to deliver a coordinated continuum of care for patients.

The department has a range of roles in serving residents. In some cases it is the service system manager, which can involve providing services itself as well as overseeing and funding third parties that deliver services. In other cases, such as Ontario Works and Paramedic Services, it is the sole service provider.

ACCOMPLISHMENTS

The department's recent accomplishments include:

- Providing an additional 1,083 child-care subsidies in 2018 for children in low and moderate income households to allow parents to get and stay employed or go to school, bringing the total to 10,907
- Enabling more than 4,000 children with special needs to receive Early Intervention services in 2018, so they and their families can integrate into the community

- Continuing to transform Ontario Works to focus less on administration and more on helping customers to help themselves become independent of government assistance
- Preventing homelessness and helping secure permanent housing for 1,750 people in 2018 through financial and wraparound supports
- Being recognized for the Region's Inclusion Charter by the United Nations Institute for Training and Research
- Responding to close to 228,000 inquiries from residents through Access York in 2018, with service provided in more than 30 languages
- Responding through Paramedic Services to 83,204 incidents in 2018, and transporting patients to hospitals within Council-approved mandated timelines despite increasing road traffic
- Continuing to leverage the expertise of registered pharmacy technicians in Public Health to safely handle, distribute, transport and store more than 600,000 doses of publicly funded vaccines, valued at over \$29 million, each year

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.

Its activities take place against a background of shifting social and economic conditions. While Regional residents generally enjoy a high quality of life, residents' needs are becoming more complex and varied.

As one of Ontario's most diverse communities, the Region welcomes an average of 10,000 immigrants each year, many of whom need help accessing jobs and services.

The seniors population is growing quickly, while at the other end of the age spectrum, more children are being identified as having special needs.

Although incomes in the Region are generally high, the number of residents living with low income continues to grow. The high costs of housing, and low rental stock, are driving a much larger need for affordable options.

The department works to anticipate these and other changes and to respond innovatively and effectively with available resources. These resources include significant funding from the provincial government, as well as a smaller share from the federal government.

Provincial government funding levels are expected to change in several areas as a result of the 2019 provincial budget and other announcements, which could create tax levy pressure. The Operating budget section below provides more details.

Significant changes in provincial funding and priorities can create challenges in continuing to serve Regional residents who need the department's help, especially if there is little lead time to adapt. Recent and continuing provincial changes have required the department to find savings and, in some cases, change how a particular program or service is delivered.

The province also sets out governance and cost-sharing arrangements for many services. The next section discusses provincial direction in the area of public health governance and cost-sharing.

Public health reorganization: potential impacts

The 2019 provincial budget, tabled in April, outlined plans for a major restructuring of Ontario's public health system. The current 35 health units would be consolidated into 10 regional entities with new boards under a common governance model.

For York Region, the proposed model would amalgamate its public health services with those of Simcoe County after the disbanding of the existing Simcoe-Muskoka public health unit (Muskoka would become part of a unit serving northern Ontario). A new board would replace Regional Council as its governing body as early as April 2020, and programs and services would likely be transitioned to the new public health entity over the next few years. If the proposed model were adopted, the Public Health budget would be separate from that of the Region, although the Regional budget would include funding to the new entity.

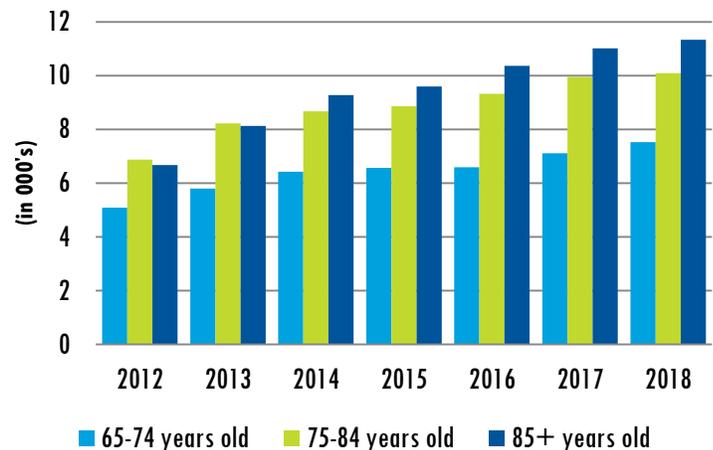
The Ministry of Health consultations on the proposed model are expected to start in fall 2019 and conclude in 2020, with legislation to be tabled sometime after that. In June 2019, Regional Council endorsed a resolution asking the province to maintain the current boundary and governance model.

At present, the province funds up to 75% of public health programs that municipalities are mandated to deliver and 100% of some other programs. Provincial announcements have suggested that under a new model, larger municipalities like York Region could be responsible for a 40% share of this funding.

Operating budget

The department is responsible for \$658.4 million, or 27%, of the Region's 2020 operating spending. Because many of its programs are funded by senior levels of government, its net operating budget is \$225.0 million, representing about 19% of the tax levy. Much of this tax levy spending is mandated by the province, through cost-sharing arrangements and legislation.

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



Funding has changed considerably from what the department anticipated in preparing its 2019-2022 budget, reflecting shifts in provincial priorities (and, to a lesser extent, federal programs). Changes are summarized as follows:

- Public Health revenues are \$6.6 million higher than outlook, largely as a result of one-time and new 100% operating funding for the new, provincially mandated Seniors' Dental Care program.
- For Paramedic Services, the Land Ambulance Services Grant has been reduced by \$1.2 million.
- Long-Term Care/Seniors Services funding has increased by \$258,000, due to an increase in provincial funding to address residents' high-intensity needs, partially offset by reduced per-diem provincial funding.
- Funding for Social Services (comprising Social Assistance, Homelessness Community Programs, and Children's Services) is up by a net budget of \$12.1 million:
 - ◇ Ontario Works 100% provincially funded client allowances and discretionary benefits are rising due to a higher caseload, but administrative funding has not changed.
 - ◇ The Home for Good program, which was expected to be phased out in 2020, was extended for two additional years, offsetting a delay in funding increases for the Community Homelessness Prevention Initiative.
 - ◇ Revenues for Integrated Children's Services reflect a change from 100% to 80% provincial funding for creation of new child care spaces. An increase in wage enhancement funding does not offset the Region's higher costs, as this funding flows through to operators and cannot be used for other purposes.
- Strategies and Partnerships revenue increased by \$280,000 as the federal government assumed a larger share of costs for the Federal Local Immigration Partnership program.
- Housing Services revenues are \$5.4 million higher, reflecting flow-through funding for two new federally and provincially funded housing programs.

Overall, senior government funding for 2020 has increased compared to outlook. Many of the increases, however, are in the form of one-time payments, funding for new programs and/or flow-through grants, and some program areas have seen a decrease or flat revenues. As a result, the revenue gains from outlook have been offset by higher Regional costs to manage new responsibilities and program growth and to make up for lower provincial cost-sharing.

Taking into consideration both revenues and expenses, the approved net budget for 2020 is the same in dollar terms as the outlook. As the discussion above makes clear, however, there have been substantial changes to individual program areas. The sections outlining the budget for each program area break out the changes from outlook for 2020.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	621,350	213,864	658,439	225,020	655,604	240,707
Status Quo	26,274	19,267	6,602	8,023	8,434	7,382
Revenues:						
Revenues (excl. senior government funding)	(211)	(64)	(330)	(57)	(25)	(56)
Senior Government Funding	(5,818)	(7,732)	1,101	7,025	(4,610)	1,565
Subtotal	(6,029)	(7,796)	771	6,968	(4,635)	1,510
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	1,606	(2,088)	(10,832)	(902)	(617)	(226)
Program and Service Level Adjustments	(1,951)	(1,844)	(3,885)	(1,485)	(2,226)	(2,226)
Subtotal	(345)	(3,932)	(14,717)	(2,387)	(2,843)	(2,452)
Debt Servicing Net of Development Charges	40	50	24	(293)	679	(282)
Fiscal Strategy	-	-	2,279	2,279	2,810	2,810
Maintaining Service Levels for Growth	16,831	2,229	2,576	1,467	5,255	3,185
Enhancements and Transformation	319	1,339	(371)	(371)	(327)	(327)
Proposed Budget	658,439	225,020	655,604	240,707	664,976	252,533
Total Budget Change	\$ 37,089	11,156	(2,835)	15,686	9,373	11,826
	% 5.97%	5.22%	(0.43%)	6.97%	1.43%	4.91%
Outlook Restated	632,458	225,020	639,999	236,548	656,716	247,831
Increase/ (Decrease) from Outlook	25,981	-	15,605	4,159	8,260	4,702

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	1,911.0		1,954.4		1,976.4	
New	58.2	3.05%	22.0	1.13%	26.0	1.32%
Conversions	-	-	-	-	-	-
Program Reductions	(14.8)	(0.77%)	-	-	-	-
Proposed Budget	1,954.4		1,976.4		2,002.4	
Budget Change	43.4	2.27%	22.0	1.13%	26.0	1.32%
Outlook Restated	1,954.0		1,991.0		2,020.0	
Increase/ (Decrease) from Outlook	0.4		(14.6)		(17.6)	

The approved 2020 net operating budget is \$11.2 million, or 5.2%, higher than in 2019. This is the increase that was expected in the 2019-2022 budget, but tax levy funding is being used differently: provincial funding reductions need be managed, while also addressing pressures from inflation, maintaining services for a growing population and making time-limited investments to reduce future costs (for example, by introducing the case management software discussed in the box on page 123).

The net operating increase would have been greater without a number of savings, efficiencies and service adjustments that the department incorporated into its budget. These amounted to \$3.9 million, as shown in the line labelled "Efficiencies, Reductions & Other Adjustments" in the table above. They included deferring the filling of some vacant positions, reducing budgets for external resources, and adjusting some service levels.

The department's gross operating spending is expected to decrease slightly from 2020 to 2021, largely because of a decline in one time costs, and then rise to \$665.0 million in 2022, an increase of 1.4% from the previous year.

Compared to the outlook in the 2019-2022 budget, the continuing impacts of funding changes create a tax levy pressure of \$20.9 million by 2022. Most of this can be managed by adjusting service delivery. A pressure of \$4.7 million remains, however, as a result of the approved change in public health cost-sharing beginning in 2021.

Tax levy support would rise from about 34% in 2020 to 38% in 2022, based on current expectations about provincial and federal funding.

In delivering its services, Community and Health Services relies heavily on people with a range of skills, such as paramedics, public health nurses, occupational therapists, social workers and building managers, and employs about 2,500 people. The two largest service areas by staffing are Paramedic Services and Public Health.

The department approved adding the equivalent of 58.2 full-time positions in 2020. Of these, 27.2, or almost half, would be in Public Health to provide the new, mandated Seniors Dental Care program.

Of the remaining 31 new positions, 18 are on the front lines in Paramedic Services to ensure timely and effective response to emergency calls that are increasing in both volume and complexity. Additions to front-line paramedic staff also represent the majority of the 48 new positions that would be added in the final two years of the current multi-year budget, largely to staff new paramedic stations

The figures above include Public Health, which as noted is expected to move to a different governance and cost-sharing model under provincial legislation as yet to be tabled.

Capital budget

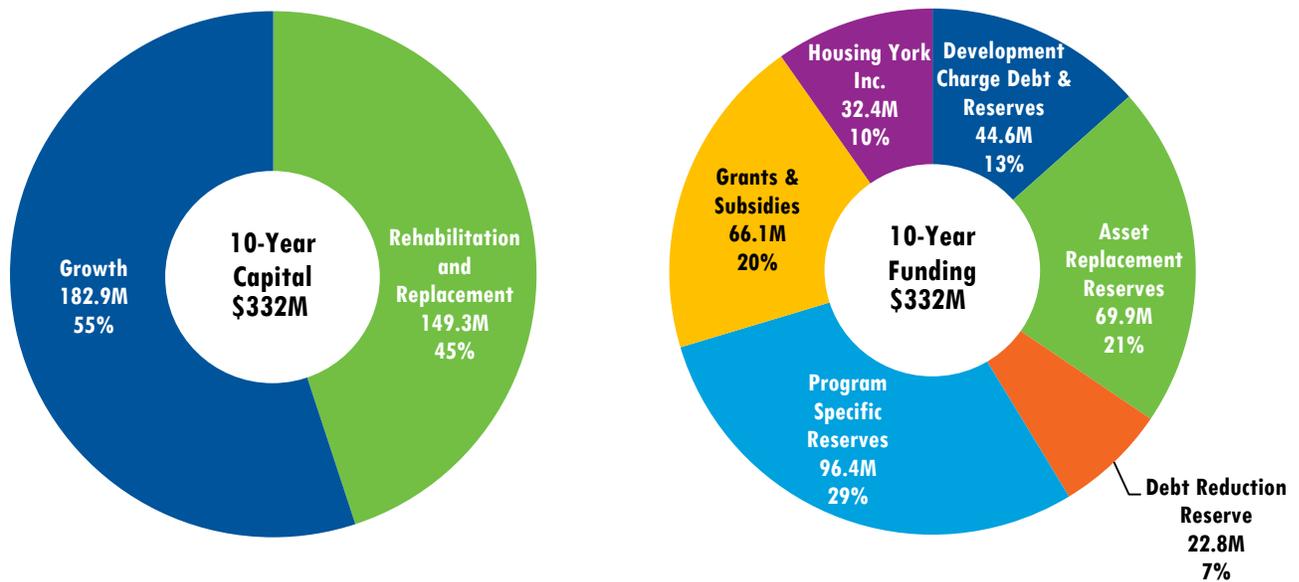
The capital program for Community and Health Services is relatively small, with the 10-year plan amounting to \$332.2 million, or 4.7% of the Region's total. There are three main areas of focus:

- Projects undertaken for Housing York Inc., a separate corporation, account for close to 70% of the department's 10-year capital plan. (The Accrual Budget Presentation chapter explains on page 49 how the budget for Housing York is reflected in the Community and Health Services departmental budget.)
- Building and equipping stations for Paramedic Services accounts for a further 26%.
- Upgrading and replacing equipment and technology for the Region's long-term care homes and seniors community programs makes up about 6%.

The department's capital budget, like its operating budget, is heavily influenced by population growth, which drives the need for new paramedic stations and equipment in particular. However, rehabilitating and replacing its existing stock of assets, especially housing, is taking an increasing share of its capital program.

10-year capital budget by program group

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
Housing Services	36,114	40,316	47,617	20,447	7,243	72,150	223,887	114,504
Paramedic Services	23,124	9,816	10,054	4,470	9,811	27,568	84,843	34,464
Long Term Care/Seniors Services	5,913	4,650	2,288	852	729	6,638	21,070	9,513
Public Health	2,433	-	-	-	-	-	2,433	2,433
Total Community and Health Services	67,584	54,782	59,959	25,769	17,783	106,356	332,233	160,914



New housing projects are developed with funding from senior levels of government, Regional reserves, debt repayments made from Housing York Inc. revenues (mainly rent), and development charges. Other departmental projects are funded by the Region's reserves and development charges.

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 a 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 social 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 that its capital assets do not unduly increase operating costs.

Looking ahead

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. At the same time, changes at the provincial level are adding to the challenges of serving residents.

The department continues to improve the ways it addresses these growing needs. Better technology is giving clients online tools so they can get quick and easy access to what they need. Service centres offer multiple services and are committed to shorter response times. Community and Health Services will continue to build partnerships and collaboration that efficiently leverage resources, and to seek support from the Region, when needed, to ensure the continued well-being of residents and communities.

Strategies and Partnerships will lead a review of the Community Investment Fund and, more broadly, the Region's approach to community investments. There may be opportunities to refine the fund's purpose, goals and focus areas, as well as program structure to make sure it is effective in responding to the needs of residents and aligned with Regional priorities.

Housing Services will move ahead, subject to funding opportunities, on more affordable options for the growing number of families with low and moderate income who cannot find suitable housing in the Region.

In Social Assistance, new delivery models that reduce administration are intended to make better use of staff time as volume grows. The continuing focus is on building people's own abilities and the capacity of the Region's partner agencies to help recipients to become independent of government financial assistance.

Homelessness Community Programs will continue progress toward providing wrap-around supports for those who are homeless or at risk of becoming homeless and getting them into stable housing.

Paramedic Services, long-term care homes and other seniors' services are already feeling the impacts of an aging population. The seniors cohort will continue to grow faster than any other age group in the population. From 162,000 residents or almost 15% of the total population in 2016, the seniors cohort is projected to reach 311,000 residents or 21% of the population in 2031.

This is a reflection of a trend across Canada, including Ontario. The province and service providers are exploring more ways to manage volume and match level of care to patients' needs. The Region, through its Seniors Strategy, is addressing the needs of an aging population more broadly across all services.

Population growth will continue to be a key driver for public health programs and services, as will provincial requirements around service delivery, including compliance with Ontario Public Health Standards. If, as announced, public health moves to a new model, the Region will no longer oversee these services directly, but will be responsible for significant funding.

As the department continues to work on tackling many complex issues, its mandate to deliver and manage provincial programs is also evolving. Its role as service system manager has already broadened considerably and it has been given new responsibilities over the past few years, not always with commensurate increases in funding. While the Region will continue to lead and coordinate collaboration and partnerships, a key goal is to ensure it does not take on responsibilities or costs that properly belong to other entities.

The department is responding and adjusting to changes, including funding changes, at the provincial level. It continues to stress that:

- Programs and services, particularly those that are mandated by a senior level of government, need to be adequately funded
- Strategic 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 work to build recognition that municipal governments are and must be constructive partners with senior levels of government 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:

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

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Budget		2020 Approved		2021 Outlook		2022 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Housing Services	107.2	68.1	110.0	67.3	111.1	69.0	110.3	71.7	
Social Assistance	84.4	9.0	100.1	10.4	102.7	10.9	105.1	11.1	
Homelessness Community Programs	26.5	10.2	27.4	11.1	28.3	11.5	29.7	13.3	
Children's Services	176.1	17.0	181.5	22.4	172.0	24.1	171.7	25.7	
Paramedic Services	83.7	39.6	88.1	43.5	92.0	46.7	96.4	49.8	
Long Term Care/Seniors' Services	36.8	14.5	37.7	15.0	38.2	15.6	39.0	16.1	
Strategies and Partnerships	15.4	15.2	16.1	15.6	15.8	15.3	15.9	15.4	
Integrated Business Services	22.9	21.7	22.6	22.2	22.1	22.1	22.6	22.6	
Public Health	68.4	18.4	75.0	17.7	73.5	25.5	74.2	26.7	
Total Operating Budget	621.3	213.9	658.4	225.0	655.6	240.7	665.0	252.5	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2020	CSA	10-Year	2020	CSA	10-Year	2020	CSA	10-Year
Housing Services	6.2	14.5	74.5	29.9	100.0	149.4	36.1	114.5	223.9
Long Term Care/Seniors' Services	5.9	7.8	19.4	-	1.7	1.7	5.9	9.5	21.1
Paramedic Services	12.2	16.0	54.6	10.9	18.4	30.3	23.1	34.5	84.8
Public Health	0.9	0.9	0.9	1.5	1.5	1.5	2.4	2.4	2.4
Total Capital Budget	25.3	39.3	149.3	42.3	121.7	182.9	67.6	160.9	332.2

HOUSING SERVICES

Under the *Housing Services Act, 2011*, York Region is the service manager and funder for more than 6,700 housing units owned by 45 non-profit and co-operative housing providers in York Region. It also oversees the operations of Housing York Inc., which is described in more detail on the next page.

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.

Housing Services leads development and implementation of the Region's 10-year Housing and Homelessness Plan, *Housing Solutions: A Place For Everyone*. A five-year review and update on the plan was completed in October 2019. The refreshed plan sets out strategic goals and objectives for 2019 to 2023 focused on increasing the supply of affordable and rental housing, helping people find and keep housing and strengthening the housing and homelessness system. The plan reflects current housing and homelessness needs, while building flexibility so York Region can continue to respond to the changing legislative and funding landscape for housing and emerging local needs.

A critical concern continues to be the widening affordability gap between incomes and housing in the Region. Between 2008 and 2018, average family income increased by 13%, while resale home prices in York Region increased by 112% to \$916,449 for all home types.

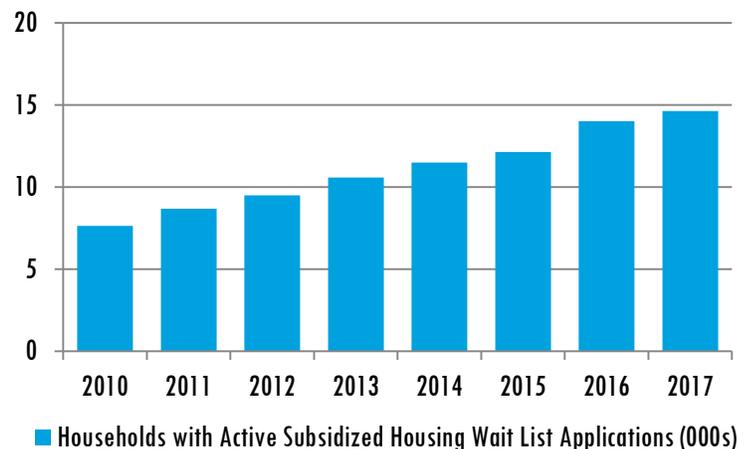
Some households might prefer to own a home, but because of house prices must rent instead. Unfortunately, the Region's rental market is too tight to affordably meet the needs of all of these households. According to the 2016 census, about 14% of households in York Region rent instead of own. Just over half, or 52%, of the households that rent spend more than 30% of their income on housing costs, meaning that their housing costs are not affordable.

Vacancy rates for both purpose-built rental units and rental condos are low and trending down, while rents are increasing. Only 25 private sector purpose-built rental units were added in 2018.

As a result of the tight rental market and low housing affordability, there are more than 16,000 households on York Region's wait list for income-subsidized housing, with an average of 332 households housed annually.

Lengthy wait times, low turnover and limited supply mean that on average, applicants housed in 2018 waited between 7.8 and 12.5 years for subsidized housing. In 2020, the Region will focus on providing assistance and support to applicants before they apply for housing and while they wait. The Budget overview on page 112 explains how the Region will use one-time funding in 2020 to enhance information and self-serve options, and develop client pathways to support improved outcomes.

SUBSIDIZED HOUSING WAIT LIST MORE THAN DOUBLED



Housing York Inc.: Managing the Region's 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. Through the Housing Services capital budget, the Region continues to invest in new affordable housing developments owned and operated by Housing York Inc.

Housing York is an *Ontario Business Corporations Act* corporation and the Region is its sole shareholder. Its Board of Directors, which is drawn from and appointed by Regional Council, approves the corporation's budget. The Region receives the annual report and approves governance and operating principles for the Board of Directors. The Region approves the staffing for Housing York and Housing York reimburses the Region for these costs.

The Community and Health Services budget includes \$16.2 million to operate, maintain and manage its rental housing portfolio, including asset management contributions and roughly \$1.5 million for Housing York to operate, maintain and manage its emergency and transitional housing facilities. Rental income funds more than half of Housing York's operating expenses.

With 2,762 rental units spread across 36 properties, Housing York is the Region's largest affordable housing provider and the seventh largest in the province. The corporation also owns and maintains five emergency and transitional housing facilities on the Region's behalf, with program delivery funded through Homelessness Community Programs.

Housing York is guided by a plan that balances the management of properties, people and finances. Key goals are to strengthen community health, inform and implement Regional housing initiatives, build long-term financial sustainability, effectively manage assets, provide good governance and strengthen organizational capacity.

The Region has increased housing units for individuals and families with several innovative projects in recent years, with additional projects on the horizon, including:

- Redevelopment on an existing site to replace three existing smaller buildings in Woodbridge with a new mixed-income building offering 162 affordable units for families, seniors and individuals. Units range in size from one to four bedrooms. Some of these units will be accessible. The new six-story building opens in late 2019, and will include street-level commercial/community service space and play areas for children.
- Development of a portion of the Unionville Home Society campus to include an affordable rental building for seniors will begin this year. With completion expected in 2022, the new Housing York building will include roughly 260 apartments, as well as space for programs and activities for all seniors in the community.
- Development of a new men's emergency housing facility that will replace the existing Porter Place building in East Gwillimbury and add capacity.
- Development of a site for affordable housing in Whitchurch-Stouffville.

Housing York's 2017 to 2020 Plan: Achieving New Heights Through Innovation and Sustainability builds on its strong foundation as a progressive housing provider and embraces the innovative through a balanced set of strategic directions. A new plan will be developed in 2020.

Budget overview

The 2020 gross operating budget of Housing Services, at \$110 million, represents 16.7% of the department's total. This includes support for Housing York Inc.

In 2020, Housing Services will receive one-time funding of \$716,000 under the Canada-Ontario Social Housing Agreement. The funding would be used to help stabilize housing for people on the wait list, streamline administration, and better focus existing resources. Beyond the one-year funding, options to continue some or all initiatives would be considered.

The Region was allocated \$17.4 million over four years under the new Ontario Priorities Housing Initiative funding. The funding will be used to address local priority areas for housing supply and affordability. Housing York Inc. was allocated \$7.4 million for new rental supply through a Stouffville capital project. The remainder will be allocated to new community affordable rental construction, repairs and renovations, and rental assistance for residents.

The program area is proposing four new positions to be added in 2020, three of them fully funded from rents and other non-tax revenues, to maintain and manage a growing housing portfolio and help more vulnerable residents be successful tenants.

The housing capital budgets of \$36.1 million in 2020 and \$223.9 million over the next 10 years represent 4.4% and 3.2% respectively of the Region's 2020 and 10-year capital plans. Major projects are described on the previous page.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is a decrease of \$2.0 million. This reflects removing a planned new position, setting increases for rent supplement payments to housing providers that reflect historic needs, and reducing the base budget to more accurately reflect current spending levels.

SOCIAL ASSISTANCE

This program area administers the provincially mandated Ontario Works program. It provides financial help to unemployed or marginally employed residents for basic living costs and helps people get and keep jobs.

Beyond providing these mandated services, Social Assistance has been working on transforming service delivery to better meet the needs of the people it helps, create lasting impact, and streamline administrative processes. The goal is enabling staff to spend more time with people, helping them find and keep jobs, and less on paperwork.

Housing Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$107.2M	\$110.0M	\$111.1M	\$110.3M
Net	\$68.1M	\$67.3M	\$69.0M	\$71.7M
Budget Change		(\$0.8M)	\$1.8M	\$2.7M
FTE - Total	111.0	115.0	115.0	120.0
- New		4.0	-	5.0
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$2.0M)	(\$3.5M)	(\$4.7M)
FTE		(1.0)	(7.0)	(4.0)
CAPITAL BUDGET				
2020 Budget				\$36.1M
Capital Spending Authority				\$114.5M
10-Year Capital				\$223.9M

Part of this process is helping people help themselves to improve their capacity to find and keep work and to stabilize their lives, for example through retaining housing, gaining life skills, accessing needed health services and benefits and obtaining child care. The ultimate goal is that they can live independently, without financial assistance.

The Region has adopted the new model of service delivery in all four of its Ontario Works offices. By the end of 2020, the three-year transformation process will be complete.

In 2018, the provincial government announced its plan to reform social assistance, which is made up of two programs, the Ontario Disability Support Program and Ontario Works. The reforms place an emphasis on getting people working by empowering them, providing life stabilization supports and improving employment services.

More stringent eligibility rules for Ontario Disability Support will likely result in more people on Ontario Works, resulting in higher issuance of benefits, including discretionary benefits, which could have a tax levy impact. An emphasis on greater use of technology and improved models of work may mitigate some of the impact on the Region and recipients.

The changes announced by the provincial government are well-aligned with steps the Region and other municipalities in Ontario are already taking to create a client-centred model of service delivery.

Budget overview

At \$100.1 million, this program area's gross operating budget for 2020 represents 15.2% of the department's total. It is largely funded by the provincial government.

Overall, York Region's new service delivery model and announced changes to the way Ontario Works is delivered, including automating processes, should make services faster, easier and more convenient.

Staffing will increase by seven positions starting in 2020 as a result of a reallocation of resources within the department, with no impact on the tax levy.

This business unit has no capital program.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is an increase of \$0.8 million. This largely reflects the staffing reallocation, which has no net impact on the department as a whole.

Social Assistance

OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$84.4M	\$100.1M	\$102.7M	\$105.1M
Net	\$9.0M	\$10.4M	\$10.9M	\$11.1M
Budget Change		\$1.3M	\$0.5M	\$0.3M
FTE - Total	139.0	146.0	146.0	146.0
- New		7.0	-	-
Increase/ (Decrease) from Outlook:				
Net (\$)		\$0.8M	\$0.8M	\$0.6M
FTE		7.0	7.0	7.0

HOMELESSNESS COMMUNITY PROGRAMS

York Region became service system manager for the program area under the *Housing Services Act, 2011*. This program area ensures that locally planned and delivered services are aligned with provincial policy objectives and the Region's vision for its homelessness and housing stability system.

More recently, the province set new requirements, including working with specific at-risk groups, carrying out a homelessness count and achieving the target of ending chronic homelessness by 2025.

The most challenging aspect of understanding homelessness is that much of homelessness is hidden. Results of the Region's first homeless count, *I Count*, were presented to Council in April 2019. Staff and volunteers counted and/or connected with 389 people who were sleeping outdoors or staying in emergency housing shelters, short-term transitional housing or temporarily with others (couch surfing). The count reflects only a minimum number of people experiencing homelessness in York Region because it does not include people at risk of homelessness, temporarily in hospital or foster care, or precariously housed.

In August 2019, the Province announced a "pause" on the local homelessness counts while it reviews enumeration requirements.

Preventing homelessness is key to York Region's strategy to encourage stable housing for all residents. Working with community partners, this program area is building a stronger network of services to help people who are homeless find housing as quickly as possible and assist those at risk of homelessness to stay in their own housing. This is done by offering financial help, case management and counseling, emergency and transitional housing, drop-in and after-care services, and family reunification and homemaking help. In 2018, Homelessness Community Programs served roughly 5,000 households in York Region.

The Region's "By Name List" is an active list of people in York Region who are homeless. This list provides a way for the Region to measure progress towards ending chronic homelessness by understanding the most urgent needs of this group of people and working collaboratively with partners to serve them. Homelessness Community Programs formed a Community Collaborative Table in July 2018 to bring together York Region staff and community agency representatives to match the highest-needs clients from the list with appropriate programs and services.

The chronically homeless – people who have been homeless for six months or more – need more intensive wrap-around supports to address their complex problems. The Region's housing-first program, Home Now, has helped more than 60 chronically homeless clients find and keep housing since April 2018. 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 to help them remain independent. In 2018, the Housing Stability Program helped over 1,700 households to find and/or keep housing and has succeeded in helping over 90% of clients remain housed for at least six months.

Given the Region's geography, economic realities, and limited resources, the program area is working to continue to strengthen the homelessness prevention and housing stability system, and to develop more coordinated and integrated service delivery.

Budget overview

With a gross operating budget of \$27.4 million in 2020, this program area represents 4.2% of the department's total. The tax levy supports about 40% of the spending needs, with the balance provided by provincial funding.

Over the next three years the program area approved adding 12 new full-time positions. Of these, three would require new tax levy support and would be in front-line positions dedicated to serving the most vulnerable residents in the Region's communities.

In 2020, four new full-time positions, one a conversion from a temporary position, are approved to meet a sharp increase in demand for specialized services the Region provides directly. Demand has doubled or tripled, depending on the service, leading to wait lists. Three of these positions will help address these growing needs and reduce reliance on costly emergency housing, and one position would manage delivery of service contracts with non-profit organizations to maintain program accountability and ensure customers have access to high quality service.

Staff in this area will continue to create a more integrated system that fosters collaboration with community partners.

The department has helped a growing number of people remain housed by expanding wrap-around support and preventative and intensive case management. Tracking how many people stay housed after receiving support will help to build capacity to bring about lasting change and sustain success in these programs.

This area has no capital program.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is an increase of \$0.2 million. This reflects an increase in expenditures relating to the Home Now program, as a result of new Ontario Priorities Housing Initiatives funding from the Ministry of Municipal Affairs and Housing. The associated funding sits in the Housing budget.

CHILDREN'S SERVICES

The health of communities starts with its kids. This program area helps families stay socially and economically engaged in the Region's communities. It also helps children take part in child care programs, oversees and supports EarlyON Child and Family Centres that offer free drop-in programs, and directly delivers Early Intervention services to children with special needs.

Under the *Child Care and Early Years Act*, the Region has the legislated role of service system manager. In line with that mandate, Children's Services leads system planning for services for children up to the age of 12, and works with its agency partners to build capacity, integrate services, and enhance collaboration.

Homelessness Community Programs

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$26.5M	\$27.4M	\$28.3M	\$29.7M
Net	\$10.2M	\$11.1M	\$11.5M	\$13.3M
Budget Change		\$0.8M	\$0.5M	\$1.8M
FTE - Total	42.0	46.0	50.0	54.0
- New		4.0	4.0	4.0
Increase/(Decrease) from Outlook:				
Net (\$)		\$0.2M	(\$0.3M)	(\$0.1M)
FTE		(1.0)	-	-

The birth-to-12-year age cohort continues to grow in the Region, but at a slower pace than the population overall. For the first time in almost 30 years, the number of children aged from birth to four years is declining. The decrease is not uniform, however. This cohort actually grew in five local municipalities — the towns of East Gwillimbury and Georgina, Township of King, Town of Whitchurch-Stouffville and City of Markham.

These geographic variances have implications for all children's programs, including EarlyON, child care programs and services for children with special needs, in terms of allocating resources in line with demand. For example, the sidebar on the right explains how the Region is working to ensure the EarlyON Centres are aligned with Regional needs.

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. In collaboration with partners, work is underway to respond to changes taking place across the Region so that services continue to meet the needs of children and support parents to keep jobs or attend school. Child care and early years services are aligned with and support the direction of Regional Council to build strong, healthy communities by linking services and programs across the Region.

The province has announced changes to its funding formula, including changes to municipal cost-sharing and, starting in 2021, reductions in administrative budgets. The Region is preparing to address these changes and will use the priorities in the newly developed Child Care and Early Years Service System Plan to continue to build a sustainable system.

Budget overview

This program area has a gross operating budget of \$181.5 million in 2020, representing 28% of the department's total. A significant amount of funding is provided by the province.

ENRICHING KIDS' EARLY YEARS

William, who is almost two, loves his daily visits to his local EarlyON centre. He enjoys the fun activities and the chance to interact with educators and the other children in this engaging drop-in program created to give kids the stimulus and education they need to develop their full potential.

His grandmother loves it, too. As his primary caregiver when his parents are at work, she takes him to the program each day. She appreciates the up-to-date advice on child development that she gets, and the opportunity to interact with other caregivers.

For William's mother, EarlyON is a win-win situation. She loves how William thrives in the respectful, inclusive environment, and how her mother's confidence in her childcare skills is growing.

In January 2018, York Region assumed oversight of all local EarlyON centres from the province. This gave the Region the flexibility it needs to refresh this popular program and better tailor programs to the communities they are in. In 2018, children and their parents or other caregivers made more than 193,000 visits to EarlyON centres across the Region.

The Region opened four new EarlyON centres in 2018 to meet unique community needs and growing demands. By fall of 2019, it had created three new programs and increased the hours at five locations. So that more families can benefit from these provincially funded programs, in 2020 the Region will open EarlyON programs, including mobile programs, in areas that are currently either underserved or that do not have programs at all.

EarlyON is one of 13 programs delivered directly by, or through community partnerships with Children's Services. Helping children flourish between birth and the ages of six years is key to their future success and to the success of communities. Evidence shows that every dollar spent on a child's early years provides a seven-fold return on investment later in their contribution to the economy and community.

While overall spending is expected to increase by \$5.4 million from 2019, the component funded by the tax levy is expected to rise by \$5.4 million. This is driven mainly by introduction of an 80%-20% cost-share arrangement for creation of child care spaces that were previously fully funded by the province.

The program area approved adding three new positions in 2020 to manage EarlyON service delivery, ensure service quality and build capacity. One full-time position has been removed from the base budget to accommodate the change.

This program area has no capital budget.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is an increase of \$4.3 million. This largely reflects the change to cost-sharing discussed above.

Children's Services

OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$176.1M	\$181.5M	\$172.0M	\$171.7M
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		2.0	1.0	-
Increase/ (Decrease) from Outlook:				
Net (\$)		\$4.3M	\$5.0M	\$5.7M
FTE		(6.0)	(9.0)	(12.0)

PARAMEDIC SERVICES

York Region paramedics respond to emergency medical calls, carry out 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.

The Region is required to meet response times as mandated by the province under the *Ambulance Act* and set by Regional Council. Despite a 26.8% increase in call volumes and heavier road traffic over the last five years, York Region Paramedic Services is meeting required response times.

As the increase in call demand continues to outpace resource growth, the capacity to handle surges in demand falls. This may hinder the service's ability to meet response times in the future.

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.

Between 2020 and 2022, the Region plans to open six stations, of which four will be new and two will replace existing stations. In 2019, two new stations began operations, one in Markham and one in Newmarket.

Continuous improvements in transfer-of-care times have helped paramedics manage an increasing volume of calls while continuing to meet response time targets. Paramedic Services has worked to manage demands on emergency services through partnerships with hospitals and by referring patients to a range of resources in the community. From 2016 to 2018, the average off-load time across all three York Region hospitals fell by 9%, from 22 to 20 minutes.

Paramedic Services is working with the Ministry of Health to design and implement a mobile data system that allows a seamless flow of information between York Region paramedics and the ministry's dispatch centre. The box on the next page provides more details.

NEW APP GUIDES PARAMEDICS

New technologies and approaches are helping Paramedic Services beat its targets for response times despite increasing demand and more traffic congestion.

In early 2018, the Ministry of Health and Long-Term Care (now Ministry of Health) invested in new dispatch technologies as part of its strategy to transform Ontario's emergency health services.

The ministry chose York Region Paramedic Services as the "proof of concept" service for one key innovation: a mobile app that sends dispatch information directly to a tablet in the paramedics' vehicle and to their iPhones.

All communication was previously by radio, which was plagued with reliability issues, and using a navigational device involved manually inputting the information. With the new application, traffic and route information is available immediately, and paramedics get automatic updates and real-time data on patient condition.

The application was successfully deployed and is now being used in all York Region ambulances. The ministry has asked York Region to help roll it out to surrounding services.

In addition, the current dispatch system has only one emergency classification, meaning that in many cases the response may be more than the situation warrants.

A new system being implemented by the ministry will reduce the need for a "lights and sirens" response on many calls and make better use of municipal paramedic resources. The province's Georgian Central Ambulance Communications Centre, which dispatches York Region Paramedics, is scheduled to be upgraded next year.

Leveraging new approaches is essential because demand for York Region's Paramedic Services continues to rise. Call volume has been going up faster than population, mainly because of a larger seniors cohort. Over the next 10 to 20 years, as this pressure increases, Paramedic Services will continue to seek solutions through innovation and planning.

In its April 2019 budget, the provincial government announced its intention to streamline the way land ambulance dispatch services are delivered by more closely integrating Ontario's 59 emergency health services operators with its 22 paramedic dispatch centres, and to explore new models of care and delivery for emergency health services.

In October 2019, the province announced it will be consulting on modernization of emergency health services as part of its plan to build an integrated and sustainable health care system. Consultations will start in fall 2019 and are expected to finish in 2020.

Provincial improvements to its triage and dispatch system beginning in 2019 are anticipated to help improve the effective and efficient use of paramedic resources. The new model is based on the medical need of the patient, and is guided by medical evidence and overseen by a medical director appointed by the province. The box on the left provides details.

The Region, in partnership with local Ontario Health Teams, will be exploring ways in which paramedics and community paramedicine can help manage demand on the local emergency response system.

Budget overview

Paramedic Services' gross operating budget of \$88.1 million for 2020 represents 13.4% of the department's total. About half is funded by the tax levy.

The 5.2% increase in gross spending from 2019 is mainly the result of cost of living and inflationary adjustments, as well as additional front-line paramedic staff to maintain response times despite a growing and changing population. From 2020 to 2022, Paramedic Services would add a total of 47 staff, all of them in or directly supporting front-line positions.

In August 2019, the Province announced an overall increase for 2019 to the Land Ambulance Services Grant. The Region's 2019 grant allocation increased

by 2.6% over the 2018 amount. This represents a funding reduction from the amount included in the budget for 2019, which informed the 2020 budget outlook.

Higher operating costs are being driven mainly by a growing and aging population. The 2016 federal census showed that between 2011 and 2016, the Region’s total population grew by 7.5%. However, the number of York Region residents aged 65 or over increased by 33.9%, far faster than general population growth, and this trend will continue through this budget cycle and beyond.

The larger seniors population is particularly critical to increased demand for paramedics, as the need for emergency medical treatment generally rises with age.

In addition, mental health-related calls to police and paramedic services have increased more than 40% over the past five years.

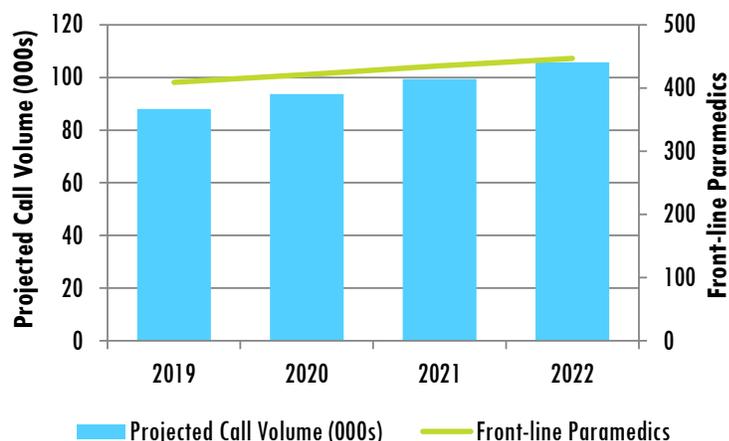
These factors are expected to result in a 20% increase in call volume, from roughly 88,000 in 2019 to almost 106,000 in 2022. Additional staff will be needed to respond to those calls and keep the service running efficiently and professionally.

The Paramedics capital budget is aligned with expected future growth to ensure the service continues to manage call volume.

Change from outlook

The change from last year’s outlook for the 2020 net operating budget is an increase of \$1.1 million, mainly as a result of the reduction in the provincial Land Ambulance Grant from the anticipated amount.

PROJECTED CALL VOLUME INCREASES OUTPACE PROJECTED # OF FRONT-LINE PARAMEDICS



Paramedic Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$83.7M	\$88.1M	\$92.0M	\$96.4M
Net	\$39.6M	\$43.5M	\$46.7M	\$49.8M
Budget Change		\$3.9M	\$3.2M	\$3.2M
FTE - Total	505.0	523.0	537.0	552.0
- New		18.0	14.0	15.0
Increase/ (Decrease) from Outlook:				
Net (\$)		\$1.1M	\$1.8M	\$2.8M
FTE		(1.0)	(2.0)	(5.0)
CAPITAL BUDGET				
2020 Budget				\$23.1M
Capital Spending Authority				\$34.5M
10-Year Capital				\$84.8M

LONG-TERM CARE / SENIORS’ SERVICES

This program area supports seniors, adults with disabilities, their caregivers and healthcare providers by offering the following services:

- 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, through 232 approved 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.
- Psychogeriatric Resource Consultant Program, which provides direct education and consultation to staff, not only in the Region's long-term care homes, but in all long-term care homes in York Region and community support agencies funded by the province.
- 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.

In 2018, this program area launched its long-term care revitalization plan, a multi-faceted quality improvement initiative aimed at sustainable improvements to quality of care, strengthening workplace culture and engagement, and building continuous quality improvement practices. The plan is expected to be completed and fully integrated into ongoing operational practices by the end of 2019.

Long-term care services are highly regulated by the new Ministry of Long-Term Care, the *Long-Term Care Homes Act* and associated regulations. Staff are also closely monitoring the provincial government's response to the 91 recommendations of the 2019 Long-Term Care Homes Public Inquiry, as many relate to legislation, policy, funding and operational changes in the sector.

Budget overview

The gross operating budget in this program area, at \$37.7 million for 2020, accounts for 5.7% of the department's total. Almost two-thirds of operating funding for the program area comes from the provincial government and residents' co-payments, with the tax levy covering the balance.

The capital budget for this program area is \$5.9 million for 2020 and \$21.1 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.

Staffing will fall by two positions in 2020, which are being transferred to Strategies and Partnerships, with no impact on the department's total staffing.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is an decrease of \$0.2 million. This reflects the internal transfer of staff to the Strategies and Partnerships program area, partly offset by anticipated provincial funding levels not keeping pace with current and projected cost of delivering programs.

Long Term Care / Seniors' Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$36.8M	\$37.7M	\$38.2M	\$39.0M
Net	\$14.5M	\$15.0M	\$15.6M	\$16.1M
Budget Change		\$0.4M	\$0.7M	\$0.5M
FTE - Total	271.8	269.8	269.8	269.8
- New		(2.0)	-	-
Increase/(Decrease) from Outlook:				
Net(\$)		(\$0.2M)	(\$0.6M)	(\$0.5M)
FTE		(3.0)	(4.0)	(4.0)
CAPITAL BUDGET				
2020 Budget				\$5.9M
Capital Spending Authority				\$9.5M
10-Year Capital				\$21.1M

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.

Recognizing that human services are complex and involve multiple players, it engages and brings together a variety of partners from within and outside Regional government. The initiatives that the branch works on aim to achieve broader organizational and community goals, dealing with such topics as accessibility, diversity and inclusion, newcomer integration, and emergency social services.

Through data, research and analytical services, the branch provides insights into evolving community and client needs and helps develop effective responses. It also leads the department’s efforts to effectively reach audiences within and outside the organization. Given the importance of working with stakeholders, beginning in 2020 the branch will lead the development of a departmental approach to community engagement that will align, improve and coordinate consultation and information efforts across the department.

Through a Regional advisory committee, the branch is spearheading development of the 2020 to 2023 Multi-Year Accessibility Plan to ensure the Region complies with the *Accessibility for Ontarians with Disabilities Act*.

The branch led the development of an inclusion charter for the Region that has been recognized as a best-practice model. A related communications and engagement strategy will focus on two priority areas: strengthening sense of belonging and reducing incidence of hate crime.

Working with the Region’s Human Services Planning Board, York Regional Police, local municipalities and other community partners, the branch is leading the development of a provincially-mandated community safety and well-being plan. The plan will focus on social development and other efforts to prevent, reduce and mitigate crime, harm and victimization.

The branch manages 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. In 2020, up to \$5.8 million is earmarked for 45 projects supporting residents with low to moderate income to improve outcomes in the areas of social inclusion, community health, housing stability and economic independence.

The branch also participates on policy tables and develops Regional responses. This role is particularly important given the many continuing changes to provincial social and health services delivery.

This program area has no capital budget.

Budget overview

Strategies and Partnerships gross operating budget of \$16.1 million for 2020 represents 2.4% of the department’s total.

Strategies and Partnerships

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$15.4M	\$16.1M	\$15.8M	\$15.9M
Net	\$15.2M	\$15.6M	\$15.3M	\$15.4M
Budget Change		\$0.4M	(\$0.3M)	\$0.0M
FTE - Total	52.0	53.0	53.0	53.0
- New		1.0	-	-
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.3M)	(\$1.0M)	(\$1.5M)
FTE		-	(1.0)	(1.0)

Change from outlook

The change from last year's outlook for the 2020 net operating budget is a decrease of \$0.3 million. This reflects reducing funding for community investments and maintaining spending at 2018 levels. In addition, the branch negotiated an increase in federal funding for the Local Immigration Partnership, which reduced the tax levy pressure to deliver these services. These changes are partly offset by the staffing reallocation from Long Term Care / Seniors' Services, which has no net impact on the department as a whole.

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 handles requests for information from various channels including: telephone, in-person, and email and web services. It also handles referrals and intake for applications for programs and services offered by York Region and links to resources in the community.

Over the last five years, Access York has evolved into York Region's Corporate Contact Centre, providing customers with 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.

Budget overview

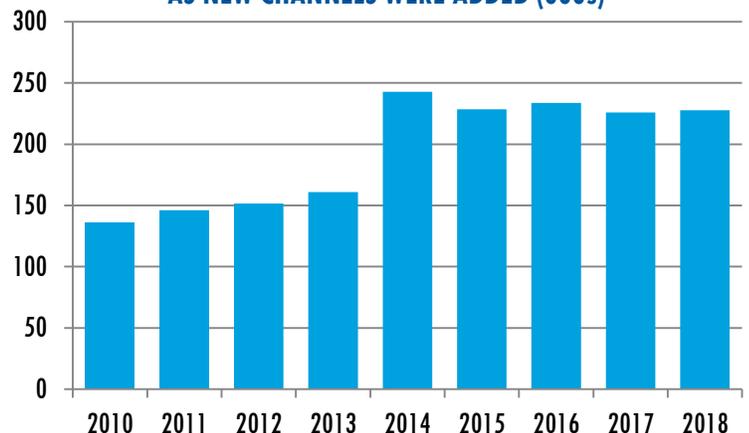
The 2020 gross operating budget of Integrated Business Services, at \$22.6 million, represents 3.4% of the department's total.

Along with addressing inflationary impacts, this budget focuses on better serving the Region's residents. It will ensure staff have the right technology, so that clients receive the services they need. Through rollout of an integrated case management solution, residents using Regional services will have more self-serve options and experience more consistency in the delivery of human services across channels, locations and staff. The box on page 123 provides more details.

Integrated Business Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$22.9M	\$22.6M	\$22.1M	\$22.6M
Net	\$21.7M	\$22.2M	\$22.1M	\$22.6M
Budget Change		\$0.5M	(\$0.2M)	\$0.6M
FTE - Total	156.9	151.4	153.4	155.4
- New		(5.5)	2.0	2.0
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$1.7M)	(\$2.2M)	(\$2.2M)
FTE		(9.5)	(10.5)	(10.5)

INQUIRIES TO THE ACCESS YORK CONTACT CENTRE INCREASED AS NEW CHANNELS WERE ADDED (000s)



A BETTER WAY TO MANAGE CASES

Residents who get help from Community and Health Services will soon be enjoying more consistent and client-focused service, thanks to a new approach to managing cases.

In a move that will also benefit staff, the department is putting an integrated case management system in place. This is a platform that maintains and integrates information about programs and people who use them. For customers, it provides consistency across channels and offers more self-serve options. For staff, it allows a holistic approach to assessing needs, planning services and their delivery, and monitoring and evaluating outcomes.

For everyone, it saves time and improves service because there is no need for a customer to give the same background information at each new interaction with the department. One program has reported that staff are able to see between 20 and 25% more customers weekly as a result, and can focus better on each customer's needs.

To date, 20 programs have come on board:

- By the end of 2019, all Homelessness Community programs are expected to be accessible through the new system
- Two external agencies are also leveraging the system to streamline program delivery and improve reporting
- Programs in Child and Family Health Division, such as Health Connection and Healthy Growth and Development, are using the system to better support new moms and babies
- An online Child Care Finder Tool helps families locate child care services more easily and, to help eligible families locate low-cost options, shows which providers receive funding support

It is anticipated that the development of a new IT system will support online ordering of publicly-funded vaccines by community health care providers. This will save Public Health staff time inputting faxed orders into Panorama, the provincial vaccine ordering system.

Access York's call volume is expected to grow by 81,000 calls as more services are brought on board. Access York staff maintain an 80/20 service standard, meaning that 80% of calls are answered in 20 seconds or less. To maintain this high quality standard, the budget approved adding customer service representatives, as well as new technology, to enhance efficiency of operations.

Staffing will fall by a net 5.5 positions in 2020. Seven positions are being transferred to Social Assistance, with no impact on the department's total staffing. A request for two positions for Access York to deal with increasing call volumes was partially offset by the removal of a half-time position elsewhere in the branch.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is a decrease of \$1.7 million. This reflects the internal transfer of staff to the Social Assistance program area, with no net impact on the department as a whole, and reduced software and licensing costs.

PUBLIC HEALTH

The Public Health branch operates under the guidance of the Ontario Public Health Standards: Requirements for Programs, Services and Accountability, which are published by the Ministry of Health, and accountability agreements with that ministry.

Residents' social and economic conditions have a large impact on their overall health, making health about more than access to medical care. This is why Public Health highlights connections between the health of residents and health of communities, and has reducing health inequities as a key goal.

The branch's additional goals are to:

- Increase the use of public health knowledge and expertise in planning and delivering programs and services, and the use of evidence to support effective public health practice
- Enhance the health and development of all infants, children and adolescents
- Improve behaviours, communities and policies that promote health and well-being
- Reduce disease and death caused by diseases of public health significance or by food, water or other environmental hazards

In support of these goals, the branch runs immunization clinics, provides dental services for children and youth, offers programs and guidance on breastfeeding, oversees food safety and inspections, works to reduce harmful behaviours and prevent accidents, supports home visits to high-risk families, plans for health emergencies and builds understanding of healthy living and healthy environments.

The province intends to change the way public health units are organized by transitioning 35 public health units into 10 Regional health entities. This would result in new governance and changes to the cost-shared funding formula for York Region Public Health. Pending legislative change, this budget book reflects the new funding model based on provincial commitments to date.

Budget overview

Public Health's 2020 gross operating budget of \$75 million accounts for 11.4% of the department's total. It is 23.6% supported by the tax levy, with the balance of its funding coming from the provincial government.

Gross operating spending for 2020 represents a 9.6% increase from 2019 largely due to the introduction of 100% provincially funded initiatives, including one-time and ongoing operating costs for the Ontario Seniors Dental Care program, as well as one-time costs to plan and implement changes required for public health modernization.

Inflationary pressures on base programs have been mitigated by savings found in some program areas by changing the way services are delivered.

Low-income seniors will receive access to dental care through the new provincially mandated Ontario Seniors Dental Care Program. This program will be available to financially eligible Ontario residents 65 years and older who do not have dental benefits. The program is fully funded by the province, which requires health units to hire staff for program delivery. The program will add the equivalent of 27.2 full-time positions in 2020.

Public Health

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$68.4M	\$75.0M	\$73.5M	\$74.2M
Net	\$18.4M	\$17.7M	\$25.5M	\$26.7M
Budget Change		(\$0.7M)	\$7.9M	\$1.2M
FTE - Total	476.3	491.2	492.2	492.2
- New		14.9	1.0	-
Increase/(Decrease) from Outlook:				
Net (\$)		(\$2.2M)	\$4.2M	\$4.7M
FTE		14.9	11.9	11.9
CAPITAL BUDGET				
2020 Budget				\$2.4M
Capital Spending Authority				\$2.4M
10-Year Capital				\$2.4M

PUBLIC HEALTH CERTIFIED GOLD

The York Region Public Health branch has achieved gold certification in Excellence, Innovation and Wellness from Excellence Canada, an independent body dedicated to advancing the performance of Canadian organizations.

After a rigorous review process, Excellence Canada confirmed that the branch's comprehensive approach to excellence, innovation and wellness merited gold certification. Key outcomes associated with this level of certification include meeting and exceeding strategic goals, and seeing widespread, quantifiable improvement as a result of moving from reactive to proactive approaches and practices.

Excellence Canada noted the branch's demonstrated commitment to the people it serves, noting that "the customer is top of mind in all divisions of the Public Health Branch." This is thanks in large part to such tools as the Region's "Vitamin CX" plan for customer experience that includes the pledge: "We promise to treat you with respect and integrity while providing high-quality, evidence-informed and accessible programs and services."

Other important characteristics of the branch that were cited included a focus on continual improvement and a commitment to innovation. An example of the latter is the Healthy Living Division's "Empowered by Innovation" initiative, which includes an innovation portal page with tools and resources that staff can use. The other divisions have integrated innovative practices in their program work using various resources and tools.

The certification also reflected the branch's strong commitment to communication and knowledge-sharing. The branch uses numerous methods to support these goals, including symposia to share best practices, and Think Links, a weekly newsletter sharing current literature.

An integrated human services plan helps to ensure the ability of the workforce to deliver on these commitments. Supports for staff safety and wellness include policies on healthy eating, physical activity and sedentary behaviour at work, guidelines for working alone, and a social wellness engagement platform called Sprout at Work. These are bolstered by regular engagement with staff and recognition of accomplishments.

Through a program-by-program review, Public Health was able to reduce the number of full-time equivalent positions by 12.3. In total, the net increase in full-time positions from 2019 to 2020 is 14.9.

The Public Health branch's small capital program, amounting to \$2.4 million over 10 years, includes expansion of program locations to address growth pressures and ensure residents have continuing access to services.

Change from outlook

The change from last year's outlook for the 2020 net operating budget is a decrease of \$2.2 million, largely due to the program-by-program review discussed above.

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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.

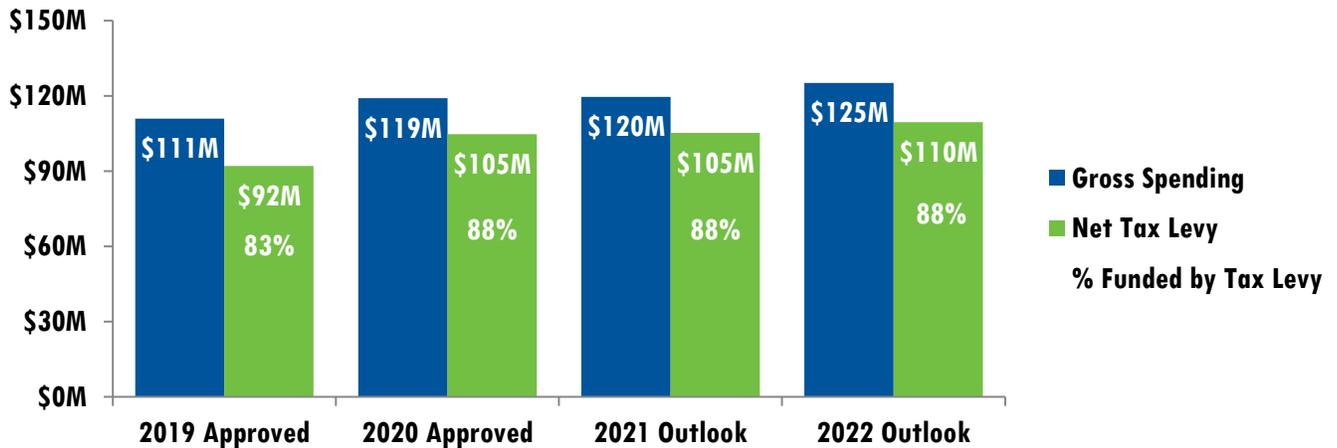


THE CORPORATE MANAGEMENT AND GOVERNANCE OPERATING BUDGET IS...

5% OF TOTAL REGIONAL EXPENDITURES

9¢ ON THE TAX DOLLAR

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

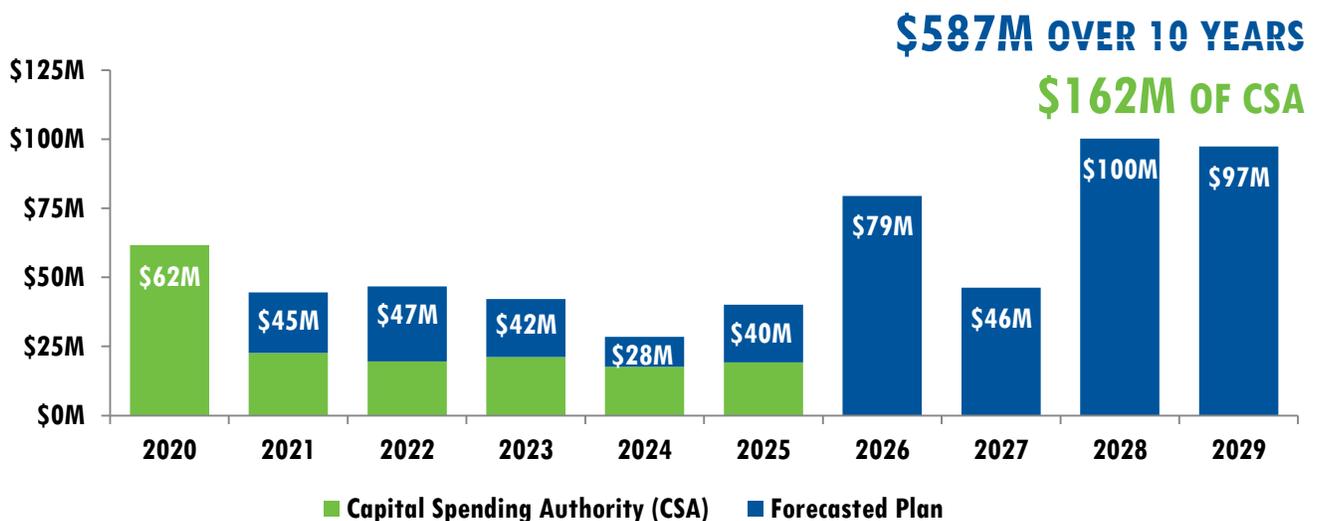


THE CORPORATE MANAGEMENT AND GOVERNANCE CAPITAL BUDGET IS...

8.3% OF THE REGION'S 10-YEAR PLAN

5.9% OF TOTAL CSA

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



SUPPORTING A PROFESSIONAL, EFFICIENT REGION

The overall direction for York Region's goals, policies and activities is set by 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 critical internal support to Regional departments in such areas as budgeting, accounting, 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 economic development, audit, land use and emergency planning.

ACCOMPLISHMENTS

- The Office of the CAO coordinated the development of the *2019 to 2023 Strategic Plan*, which aligns activities in this term of Council with the Region's long-term vision.
- The Office of the CAO is working in partnership with the six local municipalities in the northern part of the Region, using a cost-effective model to support local emergency planning, training and legislated compliance activities. Results include enhanced efficiency, greater capacity to respond to emergencies, increased consistency and stronger local relationships.
- Legal Services led a review of changes to the provincial *Construction Act* and provided support and guidance to Regional staff on implementation of the changes.
- Legal Services spearheaded creation of a cannabis working group bringing together local municipal partners, Regional staff and York Regional Police.
- Finance and Legal Services worked with departments on the planning and rollout of e-procurement.
- Finance received awards from the Government Finance Officers Association for high-quality budget and financial reporting that make information more accessible and easier to understand.
- S&P Global Ratings upgraded the York Region credit rating outlook from stable to positive, noting that in the next two years the Region's commitment to fiscal sustainability and improved capital planning may result in reduced debt issuance and lower interest expense.
- In May 2019, the Region took part in the Collision Conference 2019 with a #YRtech Experience Pavilion, partnering with 13 technology companies, four incubators/accelerators and the cities of Markham, Richmond Hill and Vaughan.

- Planning and Economic Development received Council approval for two incentive programs to help stimulate purpose-built rental and large office developments in the Region’s centres and corridors.
- Data, Analytics and Visualization Services won the 2019 Esri GIS Award of Excellence in recognition of its many mapping-related initiatives that bring clarity and insight to data and enable better decisions.
- The Region was recognized as one of Canada’s best diversity employers for exceptional workplace diversity and inclusiveness programs.

WHAT SHAPES THE CORPORATE MANAGEMENT BUDGET



GOOD
GOVERNMENT



ECONOMIC
VITALITY



SUSTAINABLE
ENVIRONMENT

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.

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 2020 operating budget for corporate management, which is funded 88% from the tax levy, accounts for 8.8% of the Regional total. The gross operating budget is expected to increase by 7.3% from 2019 to 2020. Over the final two years of the budget cycle projected rates of growth are 0.4% and 4.6%.

All areas of corporate management provide services that help the Region grow in line with the goals of its strategic plan. As population and economic activity increase, more resources are needed to meet the demands of York Region residents. Another important goal is to improve the way the organization does business so that it can keep services responsive and relevant, which sometimes requires Regional investment.

The operating budget largely reflects the skills and expertise of staff from a range of disciplines, such as planners, financial and risk professionals, lawyers, building operators and information technology experts. It also covers corporate-wide services that are outsourced, such as facility leases, grounds maintenance and software support.

The approved 2020 net operating budget is \$7.3 million, or 7.5%, higher than in 2019, largely because of inflation, the need to provide professional services in a more complex policy environment, and the growth of the Regional population. The increase would have been greater without a number of savings, efficiencies and service adjustments that departments incorporated into their budgets. These amounted to a net reduction of \$0.8 million, as shown in the line labelled “Efficiencies, Reductions & Other Adjustments” in the table on the right.

Compared to the outlook in the 2019-2022 budget, the approved net budget for 2020 is lower by \$1.4 million. The discussions of each program area's budget break out the variance from outlook.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	110,995	97,480	119,111	104,806	119,603	105,208
Status Quo	3,212	3,045	2,388	2,531	2,122	2,061
Revenues:						
Revenues (excl. senior government funding)	-	(76)	-	(198)	-	(578)
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	(76)	-	(198)	-	(578)
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(463)	(759)	(3,723)	(3,878)	(477)	(482)
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	(463)	(759)	(3,723)	(3,878)	(477)	(482)
Debt Servicing Net of Development Charges	490	(0)	(60)	0	468	0
Fiscal Strategy	145	145	731	731	953	953
Maintaining Service Levels for Growth	4,183	4,422	858	918	1,949	1,831
Enhancements and Transformation	549	549	297	297	540	540
Proposed Budget	119,111	104,806	119,603	105,208	125,158	109,533
Total Budget Change	\$ 8,116	\$ 7,326	\$ 492	\$ 402	\$ 5,555	\$ 4,325
	% 7.31%	% 7.52%	% 0.41%	% 0.38%	% 4.64%	% 4.11%
Outlook Restated	119,500	106,171	121,310	107,886	127,203	113,229
Increase/ (Decrease) from Outlook	(389)	(1,365)	(1,707)	(2,678)	(2,046)	(3,696)

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	685.0		699.0		706.0	
New	9.0	1.31%	8.0	1.14%	11.0	1.56%
Conversions	5.0	0.73%	1.0	0.14%	-	-
Program Reductions	-	-	(2.0)	(0.29%)	(1.0)	(0.14%)
Proposed Budget	699.0		706.0		716.0	
Budget Change	14.0	2.04%	7.0	1.00%	10.0	1.42%
Outlook Restated	702.0		716.0		731.0	
Increase/ (Decrease) from Outlook	(3.0)		(10.0)		(15.0)	

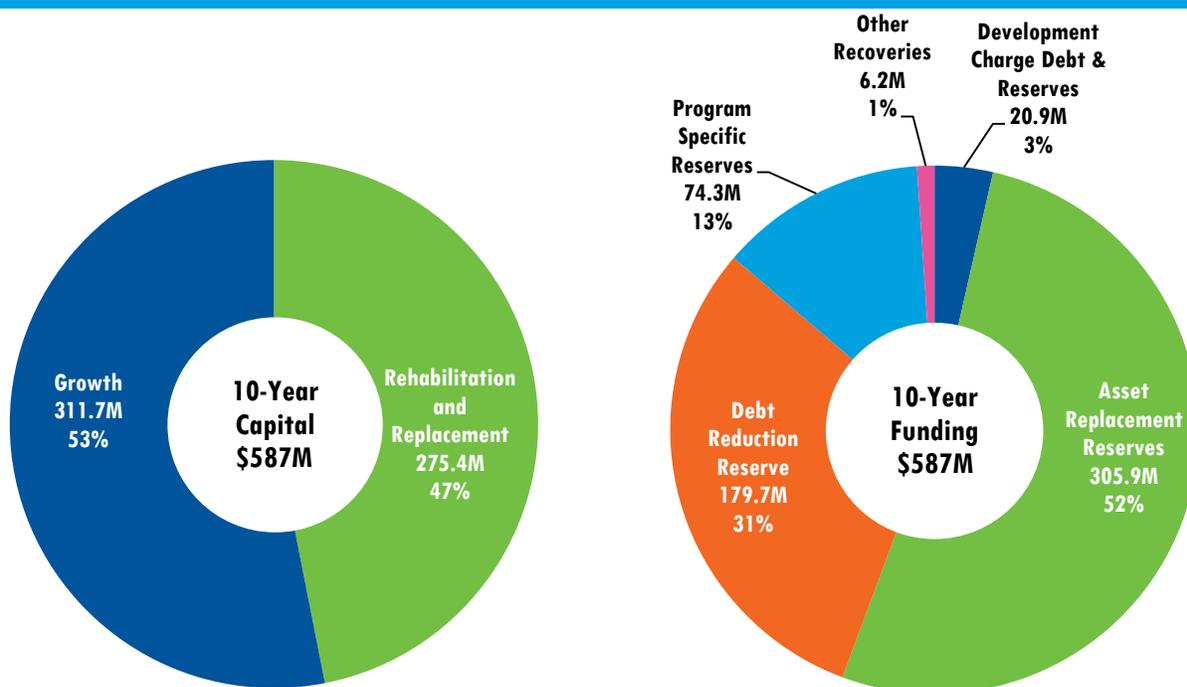
Capital budget

In 2020, the Region will invest \$62 million in capital assets to support corporate management, which is 7.5% of its total capital program for the year. Over the next 10 years, the investment will total \$587 million, or 8.3% 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, including computers, servers and cyber-security infrastructure, that enables staff to do their jobs more effectively and makes information more readily available to residents.

10-year capital budget by program group

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
Finance	24,863	19,220	19,629	21,183	17,695	105,812	208,402	121,786
Property Services:								
Rehabilitation and Replacement	7,686	7,499	6,353	7,884	3,019	34,540	66,981	7,686
Business Initiatives	29,122	17,825	20,753	13,092	7,719	223,221	311,732	32,557
	36,808	25,324	27,106	20,976	10,738	257,761	378,713	40,243
Total Corporate Management and Governance	61,671	44,544	46,735	42,159	28,433	363,573	587,115	162,029



Operating impacts of capital

Construction of a new Regional building at 17150 Yonge Street, next to the existing Regional Administrative Centre, reflects a strategic Council decision to move towards owning facilities rather than leasing. While

ownership involves operating costs, it also means the Region does not have to pay for leased space elsewhere.

Bringing several services together at 17150 Yonge Street will involve moving out of six currently leased locations, reducing total leased space by 25%, and decommissioning two older owned buildings. The move will save an estimated \$26 million over 30 years through reduced leasing costs and other savings.

The opening of 17150 Yonge Street will realize York Region's long-term plan to consolidate a variety of community, health and court services into one central, fully accessible, modern facility. It will also improve the quality of service residents experience by providing many related services in one location at a major transit hub at Yonge and Eagle streets with easy access to amenities and services.

Through its Property Services branch, Corporate Services is also making capital investments in Regional facilities that reduce energy consumption and operating costs, as highlighted in the sidebar on page 139.

In the area of information technology, for which Finance is responsible, the goal of investments in assets is generally to streamline operations, free up staff time for greater value-added work and give residents better access to information. These investments, however, do result in higher operating costs related to licensing, and system support and maintenance.

Looking ahead

As noted in the Budget Context chapter, the provincial government has made changes to many statutes and has announced plans for additional changes. Major shifts in policy direction can have significant impacts on the Region and its ability to provide services, and call for corporate management guidance and advice that is provided objectively, in a timely fashion, and with a comprehensive understanding of the issues.

The corporate management function grows and evolves so that services to residents continue to be delivered cost-effectively as the population increases and as expectations change. 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. Innovative approaches will help to manage costs while maintaining and enhancing service delivery to residents.

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 detail 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 Budget		2020 Proposed		2021 Outlook		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	7.5	7.2	7.8	7.5	
Legal Services	7.2	6.7	7.5	7.0	7.8	7.3	8.1	7.6	
Financial Management	21.2	18.9	22.3	19.7	22.7	20.2	23.8	21.2	
Information Technology Services	30.2	30.2	30.6	30.6	32.1	32.1	34.2	34.2	
Communications, Information and Data	15.9	15.7	17.0	16.8	17.4	17.3	17.8	17.6	
Human Resources	9.8	9.7	10.0	9.9	10.3	10.2	10.6	10.6	
Planning and Economic Development	11.6	7.5	12.5	8.5	12.6	8.6	12.9	8.8	
Property Services	5.9	5.2	9.6	8.3	6.7	5.5	7.3	5.7	
Less: User Rate Recovery		(5.4)		(5.4)		(5.7)		(6.1)	
Total Operating Budget	111.0	97.5	119.1	104.8	119.6	105.2	125.2	109.5	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2020	CSA	10-Year	2020	CSA	10-Year	2020	CSA	10-Year
Finance	24.9	121.8	208.4	-	-	-	24.9	121.8	208.4
Property Services	7.7	7.7	67.0	29.1	32.6	311.7	36.8	40.2	378.7
Total Capital Budget	32.5	129.5	275.4	29.1	32.6	311.7	61.7	162.0	587.1

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 2020 operating expense for the Office of the CAO represents 6.1% of the corporate management total for the year, and is expected to increase by 6.5% from 2019.

The Office of the CAO plans to add two positions in 2020. One is a previously-endorsed web and graphic designer, to address the gap in delivering more effective communication support. Another is a conversion of a temporary position to improve efficiency and enhance continuous improvement training and support across the organization.

Office of the CAO

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$6.8M	\$7.3M	\$7.5M	\$7.8M
Net	\$6.5M	\$7.0M	\$7.2M	\$7.5M
Budget Change		\$0.4M	\$0.3M	\$0.2M
FTE - Total	32.0	34.0	34.0	34.0
- New		2.0	-	-
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.1M)	(\$0.2M)	(\$0.4M)
FTE		-	(1.0)	(2.0)

Change from outlook

The change from last year’s outlook for the Office of the CAO’s 2020 net operating budget is a decrease of \$0.1 million. Savings from the deferral of planned growth in Audit Services are partially offset by inflationary pressures on existing programs in 2020. Savings were also found through deferral of proposed growth in 2021 and 2022 in Audit Services and Emergency Management.

LEGAL SERVICES

Legal Services focuses on delivering readily accessible, cost-effective in-house legal expertise to meet the diverse needs of Regional Departments, the Police Services Board and its corporations.

Legal staff represent the Region in hearings and court proceedings, resolve disputes, deliver legal opinions, negotiate and draft legal 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.

USING INTERNAL COUNSEL LOWERS COSTS PER HOUR



Budget overview

Legal Services’ 2020 operating expense represents 6.3% of the corporate management total for the year, and is expected to increase by 4.0% from 2019. Increases over the final two years of the budget cycle would be 4.1% and 4.1%.

Change from outlook

The change from last year’s outlook for Legal Services’ 2020 net operating budget is a decrease of \$0.1 million. Savings achieved by deferring the planned hiring of a lawyer for environmental matters and other savings were partially offset by inflationary pressures and the approved hiring of a temporary law clerk for health-related matters.

Legal Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$7.2M	\$7.5M	\$7.8M	\$8.1M
Net	\$6.7M	\$7.0M	\$7.3M	\$7.6M
Budget Change		\$0.3M	\$0.3M	\$0.3M
FTE - Total	61.0	61.0	61.0	61.0
- New		-	-	-
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.1M)	(\$0.2M)	(\$0.4M)
FTE		(1.0)	(3.0)	(5.0)

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 reporting and administration, procurement and comprehensive information technology services.

Budget overview

The 2020 operating expense for Finance represents 44.4% of the corporate management total for the year, and is expected to increase by 3.1% from 2019. Increases in the remaining two years of the budget cycle would be 3.6% and 5.9%.

The increases are largely driven by cost of living adjustments, higher software expense and contributions to reserves.

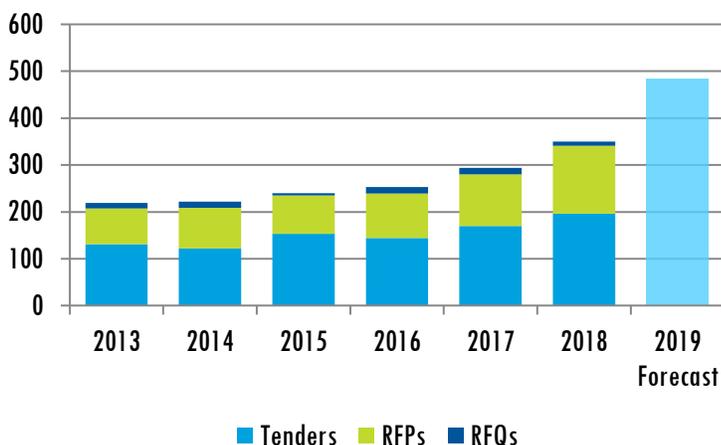
Higher information technology expense reflects substantial and continuing growth in software applications licensing, support and maintenance and the infrastructure needed to support all Regional departments. While information technology improves efficiency and service, it also requires comprehensive planning and investments in support and cybersecurity to manage costs and risks.

With an increasing volume of procurement activity, as indicated by the graph on the right, the Region's procurement function is being modernized to drive greater value by making the function more strategic and efficient. This initiative and centralization of vendor relationships would involve adding eight new permanent positions over three years, of which two would be conversions of temporary positions. The outcomes will include lower risks to the Region, simpler processes for vendors and the potential for more innovative approaches to sourcing goods and services.

Finance

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$51.4M	\$52.9M	\$54.8M	\$58.1M
Net	\$49.1M	\$50.3M	\$52.3M	\$55.4M
Budget Change		\$1.2M	\$2.1M	\$3.1M
FTE - Total	240.0	243.0	246.0	251.0
- New		3.0	3.0	5.0
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.5M)	(\$1.1M)	(\$1.3M)
FTE		(1.0)	(3.0)	(4.0)
CAPITAL BUDGET				
2020 Budget				\$24.9M
Capital Spending Authority				\$121.8M
10-Year Capital				\$208.4M

PROCUREMENT ACTIVITY HAS BEEN GRADUALLY INCREASING PER YEAR



Bill 108, which became law in 2019, made major changes to the *Development Charges Act*, allowing developers to phase the payment of charges on certain kinds of development over time. This new approach will result in a significant administrative burden to track payments, agreements and collections, monitor changes in business ownership, deal with financial and credit impacts, and support background studies for updates to the Regional development charge bylaw. This will require Finance to add two full-time positions. The tax levy impact would be minimal, as the department proposes to recover the costs from fees.

Finance's capital budget includes application development and implementation, and replacement of information technology assets, including personal computers, printers, cellular devices, servers and data storage and related infrastructure. Information Technology Security is the largest single component of the capital program, at \$6.5 million in 2020.

Change from outlook

The change from last year's outlook for the department's 2020 net operating budget is a decrease of \$0.5 million. The department found savings by realigning approved staff additions.

CORPORATE SERVICES

This 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, and oversees delivery of day-to-day operations and maintenance of 215 facilities across the Region.
- 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 provincial policies and plans. It coordinates growth management in partnership with the local municipalities and ensures that development complies with provincial and regional planning frameworks. It also works to promote economic growth to attract new business investments and support existing businesses.
- 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, and 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. Business Services provides financial management, communications and business support.

Budget overview

At \$49 million, gross 2020 operating expense for Corporate Services represents 41% of the corporate management total for the year, and is expected to increase by 13.3% from 2019. Changes over the final two years of the budget cycle would be a decrease of \$2.0 million in 2021, followed by an increase of \$1.7 million in 2022.

On a net basis, the 2020 budget is \$43.5 million, an increase of \$5.4 million. This would decrease by \$2.0 million in 2021 and increase by \$1.1 million in 2022.

The budget is based on two main elements:

- Completing a new building at 17150 Yonge Street scheduled to open in 2020
- Providing core foundational support to departments serving York Region residents.

Consolidation of leases once 17150 Yonge Street is in operation, which is expected by 2020 year-end, will decrease operating costs in 2021. The new building will serve as an annex to the Region's administrative centre at 17250 Yonge Street. Interior construction and landscaping are expected to be completed in the spring of 2020. The department is planning staff moves into the new facility and preparing for its occupancy and operation. Project costs have remained on track.

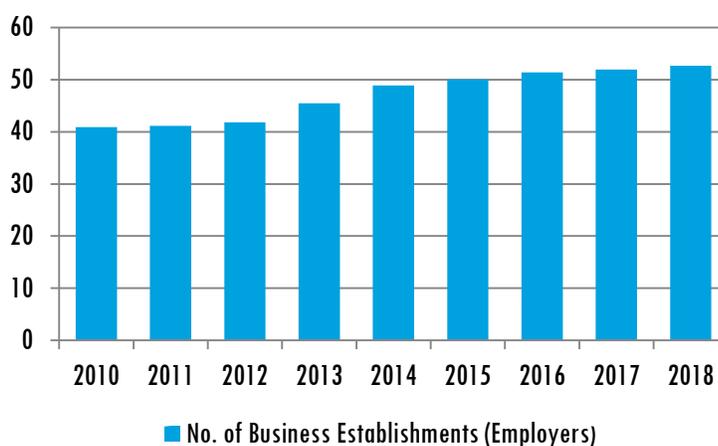
Corporate Services plans to add 18 positions over the 2020-2022 period:

- Seven of these would be in Planning and Economic Development in response to changes in provincial legislation and more complex development applications that involve shorter approval timeframes. One of the seven positions is needed to support the transition of the YorkTrax development application tracking system from a short-term project to a long-term permanent program.
- Three positions in Property Services would address the needs of the Region's growing property portfolio.
- The remaining positions would support more effective human resource planning and practices, more strategic financial management, better public communication, and improved collection and storage of critical Regional information.

Corporate Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$43.2M	\$49.0M	\$46.9M	\$48.6M
Net	\$38.1M	\$43.5M	\$41.6M	\$42.6M
Budget Change		\$5.4M	(\$2.0M)	\$1.1M
FTE - Total	349.0	358.0	362.0	367.0
- New		9.0	4.0	5.0
Increase/ (Decrease) from Outlook:				
Net (\$)		(\$0.7M)	(\$1.2M)	(\$1.6M)
FTE		(1.0)	(3.0)	(4.0)
CAPITAL BUDGET				
2020 Budget				\$36.8M
Capital Spending Authority				\$40.2M
10-Year Capital				\$378.7M

THE NUMBER OF BUSINESSES IN THE REGION HAS BEEN GRADUALLY INCREASING (000s)



REPLACING LIGHTS WITH LEDs PROVIDES ENERGY AND COST SAVINGS

Corporate Services strives to achieve greater efficiency in all of its activities. An important example is the energy retrofit project, an initiative to replace existing indoor fluorescent lighting with more energy-efficient light-emitting diode (LED) technology at Regional facilities.

LEDs use significantly less energy while improving visibility and lighting quality. Because they last much longer, they reduce maintenance costs and the workplace disruptions of more frequent fluorescent lighting replacement.

The current replacement project, at the Regional Administrative Centre in Newmarket, is expected to reduce energy consumption by more than half and cut annual greenhouse gas emissions by roughly 15 tonnes. A small pilot project in the building validated the financial savings, which are expected to result in the project repaying the initial investment in 1.6 years through savings, and providing \$663,000 in total savings over the LEDs' lifetime.

This is one of many steps the Region is taking to fulfill its commitment to reducing greenhouse gas emissions and bring the Region closer to its *Vision 2051* target of zero emissions by 2051. The Energy Management section of the Environmental Services chapter provides details.

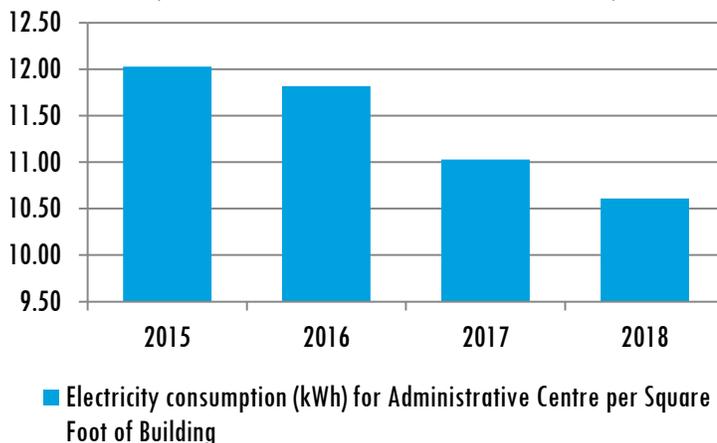
The Corporate Services capital budget, which amounts to \$37 million in 2020 and \$379 million over the next 10 years, is driven mainly by the 17150 Yonge Street project and by rehabilitating and renovating facilities to make more efficient use of space.

In addition to 17150 Yonge Street, the key capital projects managed by Corporate Services include land acquisitions, construction of a new roads patrol yard for Transportation Services, six new paramedic response stations and expansion of the transit operations, maintenance and storage facility.

Change from outlook

The change from last year's outlook for the department's 2020 net operating budget is a decrease of \$0.7 million. Savings were achieved by removing a regional committee coordinator position and realigning programs to achieve efficiencies. Proposed higher revenues from planning fees would provide a further offset to expenses.

**ADMINISTRATIVE CENTRE ELECTRICITY CONSUMPTION
(KWH PER SQUARE FOOT OF FLOOR SPACE)**



INTENTIONAL BLANK



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.

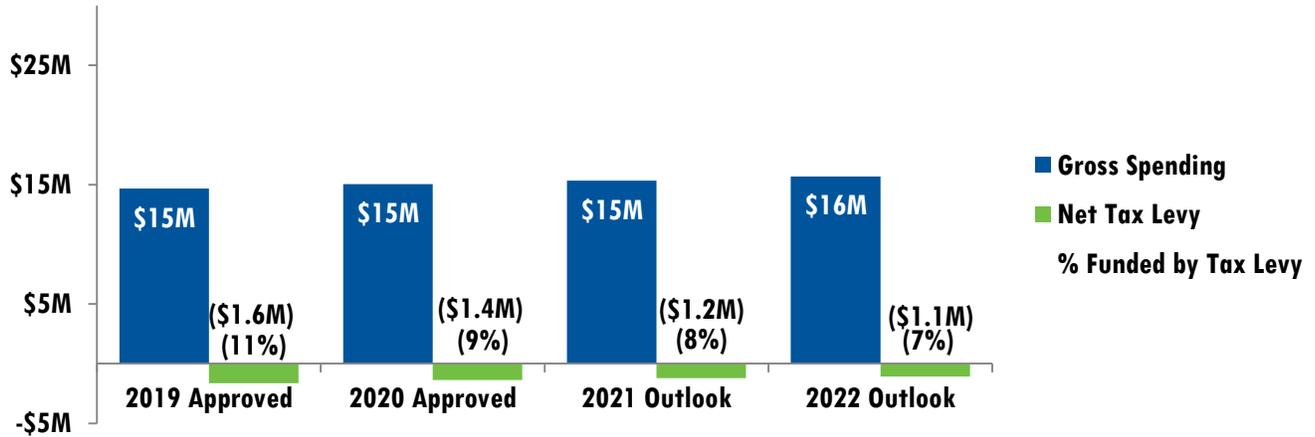


THE COURT SERVICES OPERATING BUDGET IS...

**1% OF TOTAL
REGIONAL EXPENDITURES**

**0¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

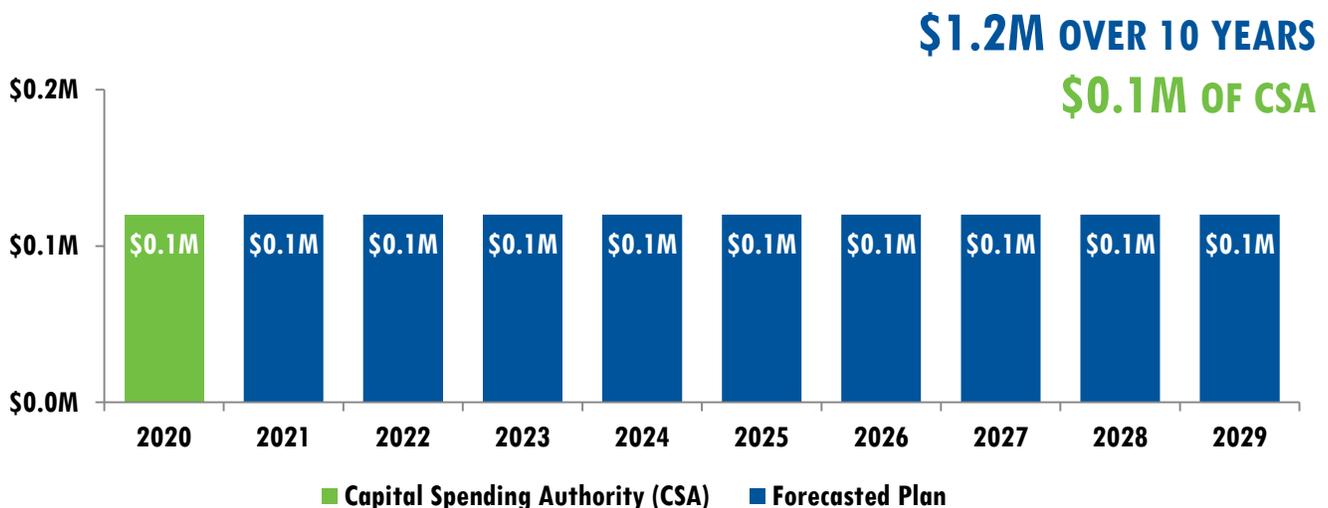


THE COURT SERVICES CAPITAL BUDGET IS...

**0.02% OF THE
REGION'S 10-YEAR PLAN**

**0.004% OF
TOTAL CSA**

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



MEETING COST CHALLENGES WITH NEW EFFICIENCIES

Court Services operates the second largest provincial offences court in Ontario by number of charges filed. Roughly 160,000 charges were laid in 2018, the last full year for which information is available, a level similar to the previous year.

As in previous years, the majority of charges were related to traffic offences under Part I of the *Provincial Offences Act*. (There are three types of offence 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.)

Court Services is responsible for collecting fines and arranging prosecution when the person charged chooses to dispute the offence. It operates two court offices, in Newmarket and Richmond Hill, that together offer six trial courtrooms and two intake courtrooms. Services are provided through 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 2018, it handled close to 170,000 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 117,000 matters were addressed in trial courts in 2018, a 13% increase from 2017.

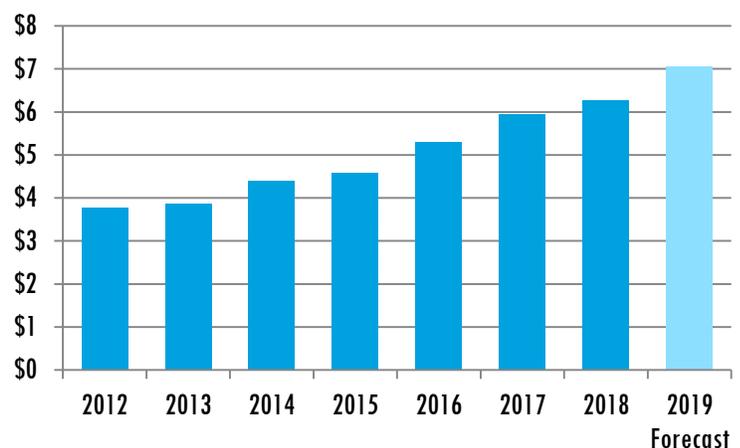
A major activity of Prosecution Services is responding to defendants' requests for disclosure, which involves providing a copy of the evidence, including police officer notes and in-car camera videos.

ACCOMPLISHMENTS

Court Services' recent accomplishments include:

- Collaborating with York Regional Police on electronic disclosure of officers' notes, which has made service delivery more efficient by enabling Court Services to email disclosure of notes to defendants and legal representatives rather than requiring them to attend court in person
- Collaborating with York Regional Police, Information Technology Services and Property Services on a video link that allows officers to testify in real time from their districts, reducing travel time and transportation costs, an initiative which was selected for the Peter J. Marshall Municipal Innovation Award

TOTAL COLLECTIONS HAVE BEEN INCREASING (\$ MILLIONS)



- Developing a multi-year plan that coincides with the 2019-2022 budget cycle to ensure continued delivery of effective and efficient administration and prosecution services
- Launching two successful public education campaigns, *Take Care of Your Ticket in Three Easy Steps* and *Debunking Traffic Ticket Myths*, to explain court processes and encourage offenders to pay fines when levied. In addition, more forms are now available on-line to members of the public through the Courts website
- Through the Prosecutions division, successfully arguing a number of precedent-setting cases, including one that allows the Region to streamline the disclosure process by posting testing procedures for speed-measuring devices on its website.

WHAT SHAPES THE COURT SERVICES BUDGET



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

Expected Court Services operating expense in 2020 is projected at \$15.1 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 continues to focus on collection efforts and closely monitoring program costs to achieve this goal.

Despite improved revenue performance, Court Services faces continuing challenges because many of its costs are driven by factors it cannot control.

In 2017, for example, the province enacted Bill 177, which allows it to transfer responsibility for the prosecution and trial scheduling of Part III offences to municipalities. The change will increase the workload of Prosecution and Court Operations by roughly 11,000 charges and more than 30,000 court appearances a year.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	14,664	(1,626)	15,058	(1,365)	15,328	(1,201)
Status Quo	398	398	286	286	353	353
Revenues:						
Revenues (excl. senior government funding)	-	(132)	-	(239)	-	(246)
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	(132)	-	(239)	-	(246)
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	-	-	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	-	-	7	7	10	10
Maintaining Service Levels for Growth	(4)	(4)	(23)	109	(7)	(7)
Enhancements and Transformation	-	-	-	-	-	-
Proposed Budget	15,058	(1,365)	15,328	(1,201)	15,684	(1,091)
Total Budget Change	\$ 394	261	270	164	356	110
	% 2.69%	(16.08%)	1.80%	(11.98%)	2.32%	(9.17%)
Outlook Restated	15,056	(1,139)	15,325	(738)	15,678	(385)
Increase/ (Decrease) from Outlook	2	(226)	4	(464)	7	(707)

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	85.0		85.0		86.0	
New	-	-	1.0	1.18%	-	-
Conversions	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-
Proposed Budget	85.0		86.0		86.0	
Budget Change	-	-	1.0	1.18%	-	-
Outlook Restated	85.0		86.0		86.0	
Increase/ (Decrease) from Outlook	-		-		-	

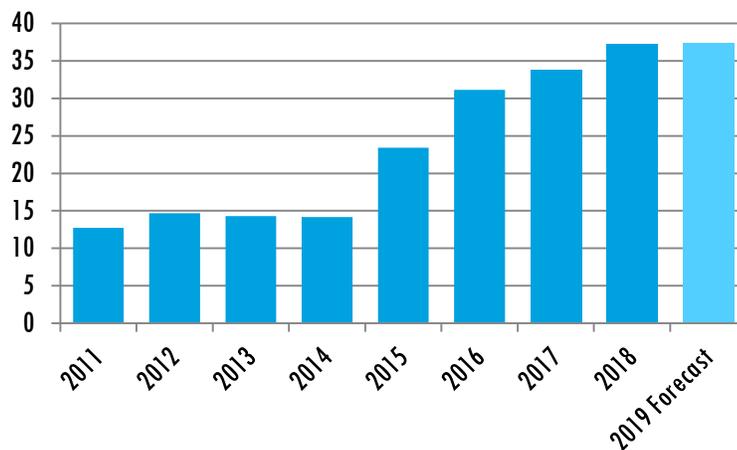
As well, because Part III charges are laid for more serious offences, prosecutions are more complex and lengthy, and defendants can receive jail time. The new responsibility will bring no new fine revenues, and Court Services lacks the capacity to handle the increased workload with existing resources.

This change is in addition to several ongoing cost drivers:

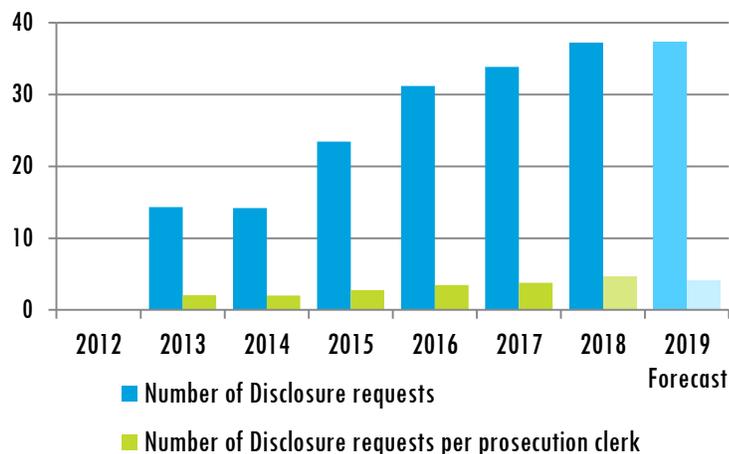
- Volume of charges. The Provincial standard for number of charges filed per court administration clerk is in the range of 5,000 to 6,000. In 2018, the statistic for York Region was 7,590, roughly 40% higher than the recommended standard.

- 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. 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 materials are more frequent and, with new tools like video in police cars, more complex to fulfill. Requests more than doubled between 2014 and 2017, and the upward trend continued in 2018. Several factors are expected to further boost requests in 2019. While the introduction of electronic disclosure has reduced processing time for each request, the system remains hard-pressed to address this growing volume.
- Collections.** Court Services has developed a strategy to address the historically low collections rate for fines. Property-tax agreements, which allow unpaid fines to be added to the property-tax bill, are in place with seven local municipalities and the City of Toronto. Other tools include licence suspension, plate denial and civil enforcement. Court Services is analyzing further options, such as offering payment plans and garnish the wages of offenders who fail to pay.

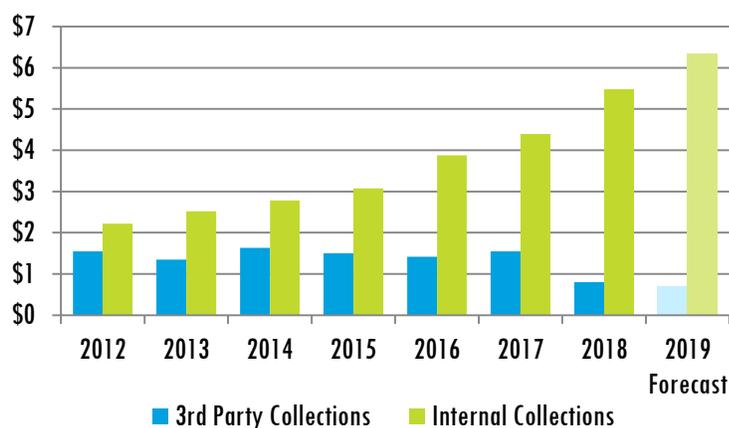
DISCLOSURE REQUESTS HAVE RISEN SHARPLY (000s)



NUMBER OF DISCLOSURE REQUESTS PER PROSECUTION CLERK ARE PROJECTED TO INCREASE IN 2019 (000s)



INTERNAL COLLECTION EFFORTS MORE EFFECTIVE (\$M)



Court Services approved adding one administration clerk in 2021 to address the high number of charges per clerk at York Region and to help ensure adequate staffing of a new customer service counter with the move to a new Regional building at 17150 Yonge Street in 2020.

Change from outlook

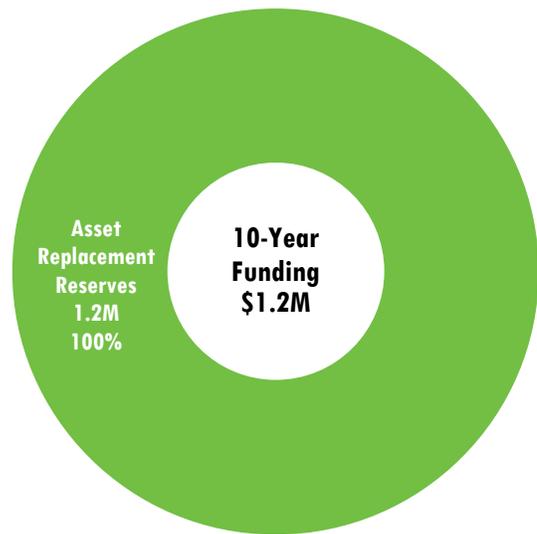
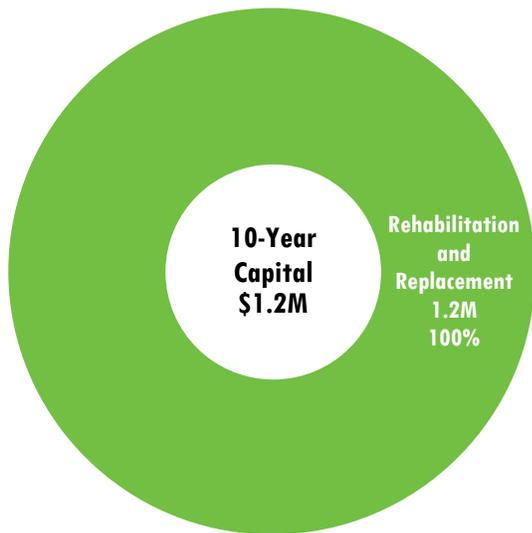
The change from last year's outlook for Court Services' 2020 net operating budget is a decrease of \$0.2 million. Savings were achieved by deferring the hiring of temporary staff in both prosecutions and operations and reducing the casual salaries budget.

Capital budget

Courts Services has a capital budget of \$120,000 a year that is used to invest in equipment and technology to improve efficiency and meet new accessibility requirements. Examples of efficiency investments include new scanners at service counters for bar codes on tickets, which speeds the process of recording information and improves accuracy.

10-year capital budget by program

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
Court Services:								
Total Project Expenditures	120	120	120	120	120	600	1,200	120



OPERATING IMPACT OF CAPITAL

As noted, Court Services' small capital budget is used to improve efficiency by saving the time of staff and others who deal with the courts.

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

A number of changes already underway are likely to increase pressures on Court Services.

Cannabis-related offences are increasing pressure on the courts program, with more than 400 charges laid between January and September of 2019. This load will likely increase as more of the Region's local municipalities adopt cannabis-related bylaws.

New provincial legislation will allow automated speed enforcement (using radar and cameras to deter speeding) in school and community zones on municipal roads. The Region is advocating for the use of administrative penalties for these and similar offences, such as red light camera charges. 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. Without this option, the court system will face escalating costs and pressures on workload related to these offences.

In 2017, legislation to streamline the *Provincial Offences Act* received Royal Assent. Under the legislation, judicial functions could be downloaded to the Court Clerk in certain, limited circumstances. The legislation has not yet been proclaimed into effect, nor have related regulations been enacted. The Region nonetheless expects changes that would further increase pressure on resources in Court Operations.

Court Services continues to look for innovative ways to manage workload while providing a high quality of work and customer service, especially by leveraging technology. For example, Court Services is working with York Regional Police on a secure self-serve portal that would allow defendants to access and download all electronic disclosure materials. Other technological solutions would include expanding the range of disclosure materials available electronically, and creating a better and more integrated system for managing cases and automating workflow.

HOW BEHAVIOURAL INSIGHTS MIGHT BOOST EARLY COMPLIANCE

In collaboration with Ontario's Behavioural Insights Unit and the Ministry of the Attorney General, Court Services carried out a pilot project to determine how simple changes to forms might improve fine-paying behaviour.

Although most *Provincial Offences Act* fines are paid on time, some are paid late or not at all. This can have serious consequences, such as driver's licence suspension, late fees, property seizure and a reduced credit score. In 2015 alone, 111,000 Ontario drivers had their licences suspended as a result of fine default.

The project focused on the regulated forms sent to defendants after sentencing. The forms give notice that the court has ordered them to pay a fine by a specified date. Behavioural insights were used to redesign the three versions of the form in ways that would encourage prompt payment.

Other project goals included reducing costly and time-consuming enforcement action by municipal courts, minimizing unnecessary hardship for citizens, and reducing the burden on court services by promoting uptake of digital services first.

The redesign of the three notice forms resulted in a 23% increase in online payments and reduced the fines entering default by as much as 21%.

Court Services is in ongoing discussions with the Ministry of the Attorney General around leveraging the pilot's success, including the possible use of the re-designed forms across the province. Close to 700,000 of these notices are sent out every year in the province, which means this simple, low-cost intervention has the potential to improve the administration of justice considerably while promoting fairness and transparency across Ontario.



FINANCIAL INITIATIVES

include strategic support for special initiatives, contributions to Regional reserves to manage risk, and organization-wide expenses.

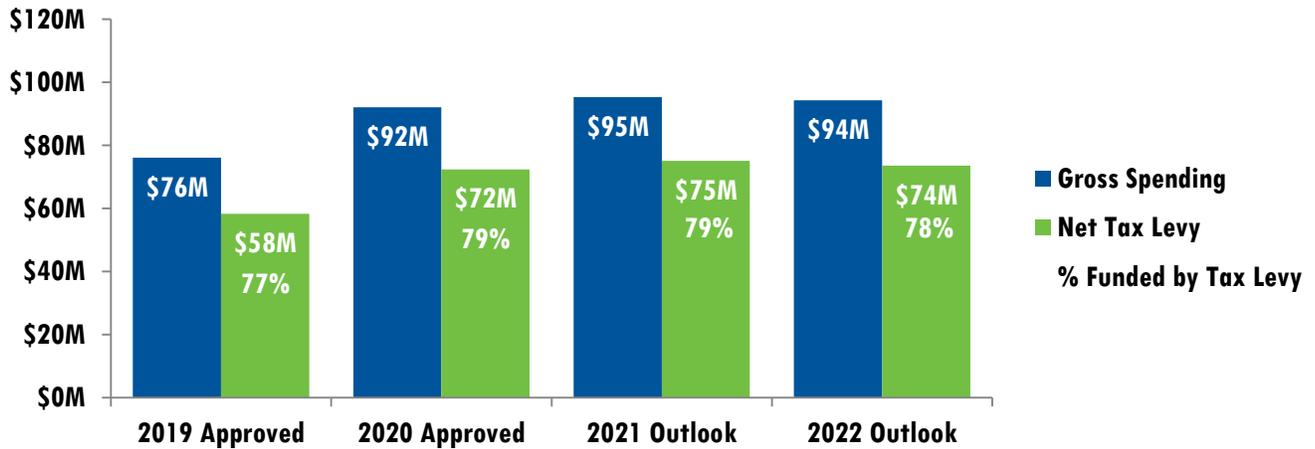


THE FINANCIAL INITIATIVES OPERATING BUDGET IS...

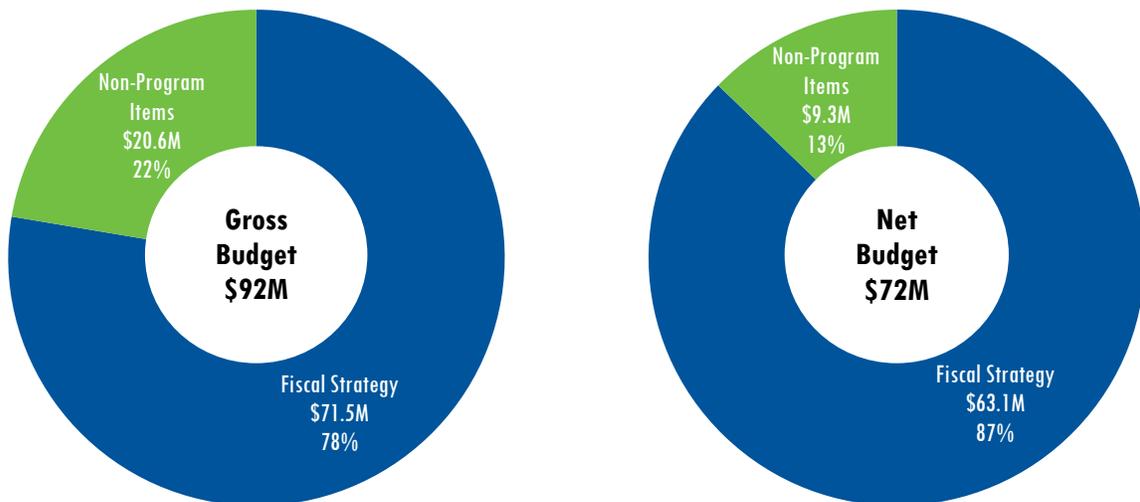
**3.7% OF TOTAL
REGIONAL EXPENDITURES**

**6¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



2020 GROSS AND NET OPERATING BUDGET BY PROGRAM



SUPPORTING FINANCIAL SUSTAINABILITY

The Financial Initiatives budget is made up of:

- Contributions related to reducing reliance on debt as directed by the Regional Fiscal Strategy, which is discussed in more detail in the Long-Term Financial Planning chapter
- Funds set aside in reserves for fiscal stability in case of unforeseen changes to plans or forecasts
- Spending on such corporate-wide needs as recruiting, memberships and an annual employee survey

WHAT SHAPES THE FINANCIAL INITIATIVES BUDGET



Financial Initiatives support the Community Result Area of Good Government in the Strategic Plan.

Contributions to reserves and support for corporate-wide activities are important aspects of ensuring the organization remains financially sustainable, manages critical risks, and operates professionally.

The Financial Initiatives 2020 total approved spending is \$92.1 million, or 3.7% of the total Regional budget. The tax levy would provide \$72.4 million in funding.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	76,051	58,276	92,094	72,391	95,269	75,093
Status Quo	385	273	380	266	380	264
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	390	(29)	503	(22)	756	(18)
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	390	(29)	503	(22)	756	(18)
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	15,268	13,872	2,292	2,458	(2,113)	(1,774)
Maintaining Service Levels for Growth	-	-	-	-	-	-
Enhancements and Transformation	-	-	-	-	-	-
Proposed Budget	92,094	72,391	95,269	75,093	94,292	73,565
Total Budget Change	\$ 16,043	\$ 14,116	\$ 3,175	\$ 2,702	\$ (976)	\$ (1,528)
	% 21.09%	% 24.22%	% 3.45%	% 3.73%	% (1.02%)	% (2.03%)
Outlook Restated	74,295	54,209	77,984	57,193	76,155	55,824
Increase/ (Decrease) from Outlook	17,799	18,183	17,285	17,900	18,137	17,741

Operating budget by initiative

OPERATING BUDGET (\$ in Millions)	2019 Budget		2020 Approved		2021 Outlook		2022 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Fiscal Strategy	57.2	50.3	71.5	63.1	76.0	67.8	76.1	68.3
Non-Program Items	18.8	8.0	20.6	9.3	19.2	7.3	18.1	5.3
Total Operating Budget	76.1	58.3	92.1	72.4	95.3	75.1	94.3	73.6

Spending would support special initiatives, contributions to Regional reserves to manage risk, and organization-wide expenses. Contributions to the Debt Reduction Reserve represent the largest component. This reserve is used to fund capital expenditures, and contributions to this reserve play an important role in reducing reliance on tax levy funded debt.

The approved budget reflects a net increase of 24.2% in 2020, followed by a 3.7% increase in 2021 and a decrease of 2.0% in 2022. The increases are related mainly to higher contributions to reserves, particularly the Debt Reduction Reserve, and a contingency fund. Other increases include inflationary adjustments across program areas.

The Financial Initiatives budget funds a portion of the Region's Fiscal Strategy, which is discussed in more detail in the Long-Term Financial Planning chapter. One element of the strategy funded through Financial Initiatives is the Debt Reduction Reserve. Among other purposes, approved increases in contributions to this reserve would begin to address future major infrastructure projects. These additional amounts would be \$14.1 million in 2020, \$17.4 million in 2021 and \$17.6 million in 2022.

The purpose of the contingency fund is to help manage unforeseen pressures that might arise during the year. For prudence in an uncertain fiscal environment, the level was increased in 2020. Any unspent funds at the end of the year are added to the operating surplus, which is then allocated as part of the Region's Surplus Management Policy contained within the Reserve and Reserve Fund Policy.

LOOKING AHEAD

Contributions made through Financial Initiatives to the Debt Reduction Reserve contribute to financial sustainability by reducing reliance on debt. Future contributions will continue to be determined through the annual budget and debt management plan.



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.

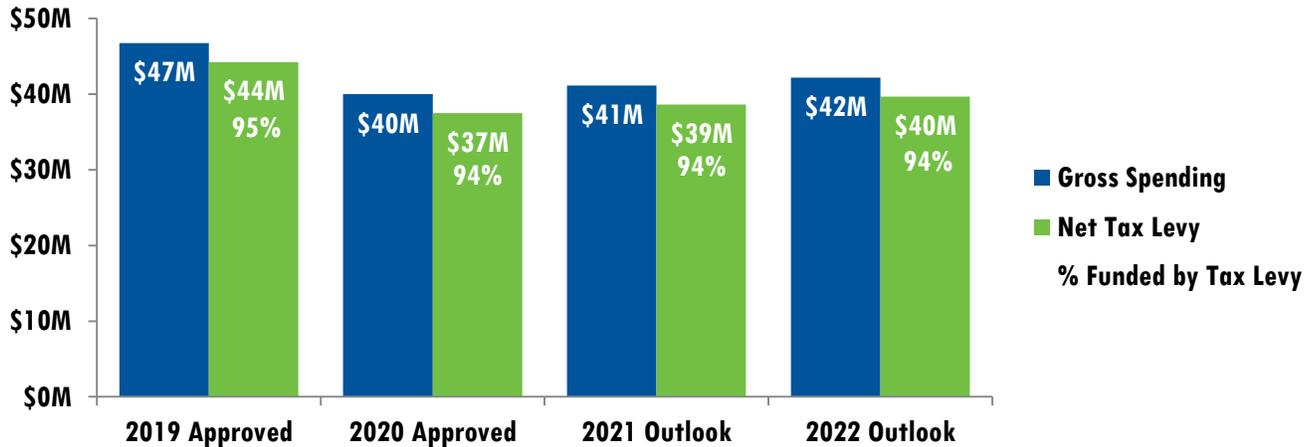


THE EXTERNAL PARTNERS OPERATING BUDGET IS...

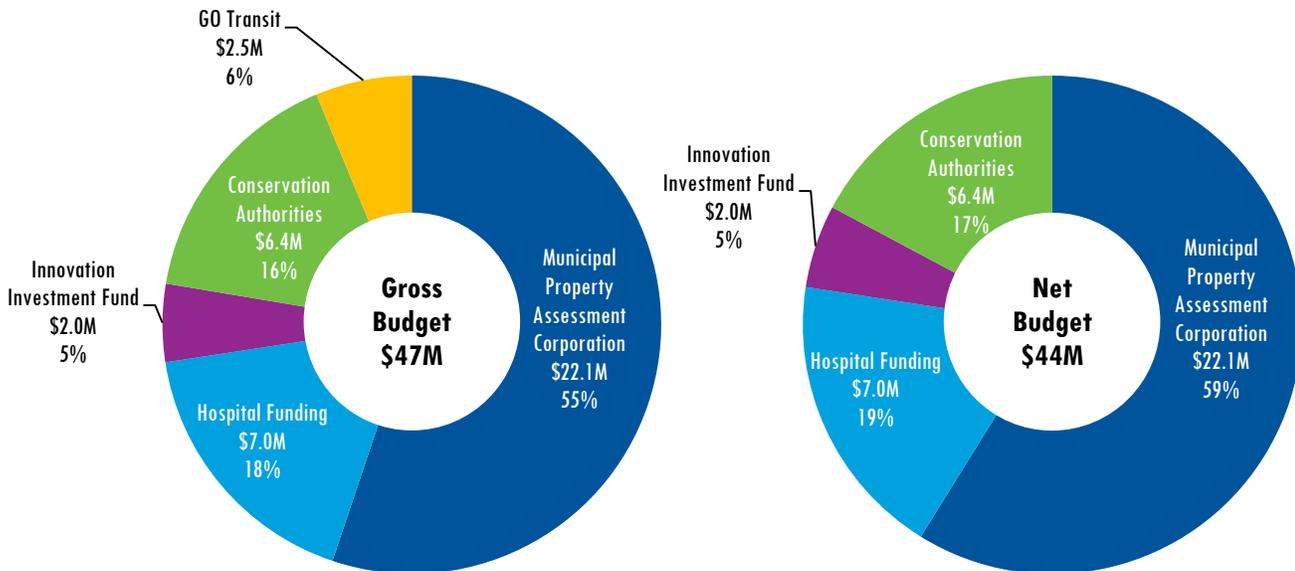
**2% OF TOTAL
REGIONAL EXPENDITURES**

**3¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



2020 GROSS AND NET OPERATING BUDGET BY PROGRAM



FUNDING FOR YORK REGION PARTNERSHIPS

The funding provided by York Region Council to outside partners and initiatives goes toward public services in the Region provided through:

- The Municipal Property Assessment Corporation
- The four hospitals within the Region's borders
- The Innovation Investment Fund to support innovation and transformative investments, including a university campus within the Region
- The Toronto and Region Conservation Authority and Lake Simcoe Region Conservation Authority
- GO Transit

WHAT SHAPES THE EXTERNAL PARTNERS BUDGET



ECONOMIC
VITALITY

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.

External contributions support York Region's commitments to Sustainable Environment, Healthy Communities and Good Government. Because external 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 \$40.0 million in 2020, or 1.6% of the Region's total operating spending. This is a decrease of \$6.7 million, or 14.4%, from 2019.

The tax levy would fund \$37.5 million, which is \$8.3 million less than the outlook presented in the 2019-2022 multi-year budget. The change largely reflects a reduction in contractual commitments, as well as savings and efficiencies. The sections below provide more detail.

Municipal Property Assessment Corporation (MPAC)

Funding to the Municipal Property Assessment Corporation, which carries out property assessments in Ontario, is budgeted to increase by \$1.2 million, or 5.7%, in 2020. Funding will then rise by an expected 5.1% and 5.0% over the remaining two years of the 2019-2022 budget.

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.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	46,725	44,225	39,985	37,485	41,115	38,615
Status Quo	(6,877)	(6,877)	1,293	1,293	1,329	1,329
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(105)	(105)	(110)	(110)	(114)	(114)
Program and Service Level Adjustments	-	-	(150)	(150)	(250)	(250)
Subtotal	(105)	(105)	(260)	(260)	(364)	(364)
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	-	-	-	-	-	-
Maintaining Service Levels for Growth	243	243	97	97	94	94
Enhancements and Transformation	-	-	-	-	-	-
Proposed Budget	39,985	37,485	41,115	38,615	42,173	39,673
Total Budget Change	\$ (6,740)	\$ (6,740)	\$ 1,130	\$ 1,130	\$ 1,058	\$ 1,058
	% (14.42%)	% (15.24%)	% 2.83%	% 3.01%	% 2.57%	% 2.74%
Outlook Restated	48,323	45,823	49,846	47,346	51,399	48,899
Increase/ (Decrease) from Outlook	(8,338)	(8,338)	(8,731)	(8,731)	(9,226)	(9,226)

Operating budget summary by program

OPERATING BUDGET (\$ in Millions)	2019 Budget		2020 Approved		2021 Outlook		2022 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Boards:								
Municipal Property Assessment Corp.	20.9	20.9	22.1	22.1	23.2	23.2	24.3	24.3
Hospital Funding	15.0	15.0	7.0	7.0	7.1	7.1	7.2	7.2
Innovation Investment 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	34.6	32.1	35.6	33.1
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	3.0	3.0
	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	41.1	38.6	42.2	39.7

Hospital Funding

The approved budget includes reserve contributions to support hospital capital projects in the Region. Contributions planned as part of the 2020-2022 budget will be lower than the previous outlook and will cover only existing commitments. These Council approved projects include a cancer clinic at Southlake Regional Health Centre, redevelopment of Markham Stouffville Hospital, and the new Mackenzie Vaughan Hospital. Funding to support new projects may be considered in the future as the need is identified. This focus on committed projects would result in total tax levy savings of \$25.2 million from 2020 to 2022 inclusive, including \$8.3 million in 2020.

Innovation Investment Fund

This fund, renamed as part of the 2019 budget, includes a reserve contribution of \$1 million a year as part of the Region's \$25 million commitment to a proposed York University campus in Markham. In addition, the 2019 budget approved new contributions of \$1 million a year for other 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. As part of the Region's savings initiatives, contributions for these purposes would be reduced by \$150,000 in 2021 and \$400,000 in 2022. There are no current projects that would be affected.

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 served by GO, including York Region. GO is undertaking several projects in York Region to upgrade and improve its services. The funding provided by York Region to GO Transit, \$2.5 million for 2020 to 2022, has no tax levy impact because the funding comes from development charge revenue collected on behalf of GO.

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. Funding is provided through the Environmental Services budget and the External Partners budget, with tax levy support through the latter approved at \$6.4 million in 2020. This amount, which represents an increase of \$0.1 million or 1.5% from 2019, includes savings targets in line with the Region's organization-wide goals.

Total funding to both conservation authorities is shown on the next page.

Toronto and Region Conservation Authority budget

(\$ 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	5,039	5,091
Total Operating and Capital	9,438	8,530	8,535	8,622
Other Expenditures - Reforestation**	40	50	50	50
Total Gross Expenditures	9,478	8,580	8,585	8,672
Funded by:				
Tax Levy	3,459	3,508	3,546	3,581
User Rate - Water and Wastewater	6,020	5,072	5,039	5,091
Total Funding	9,478	8,580	8,585	8,672

Lake Simcoe Region Conservation Authority budget

(\$ in 000s)	2019	2020	2021	2022
Gross Expenditures:				
Operating - General Levy	2,928	2,983	3,015	3,045
Special Capital Levy*	2,712	2,603	2,639	2,705
Total Operating and Capital	5,640	5,586	5,654	5,750
Other Expenditures - Reforestation**	40	50	50	50
Total Gross Expenditures	5,680	5,636	5,704	5,800
Funded by:				
Tax Levy	2,968	3,033	3,065	3,095
User Rate - Water and Wastewater	2,712	2,603	2,639	2,705
Total Funding	5,680	5,636	5,704	5,800

* 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.

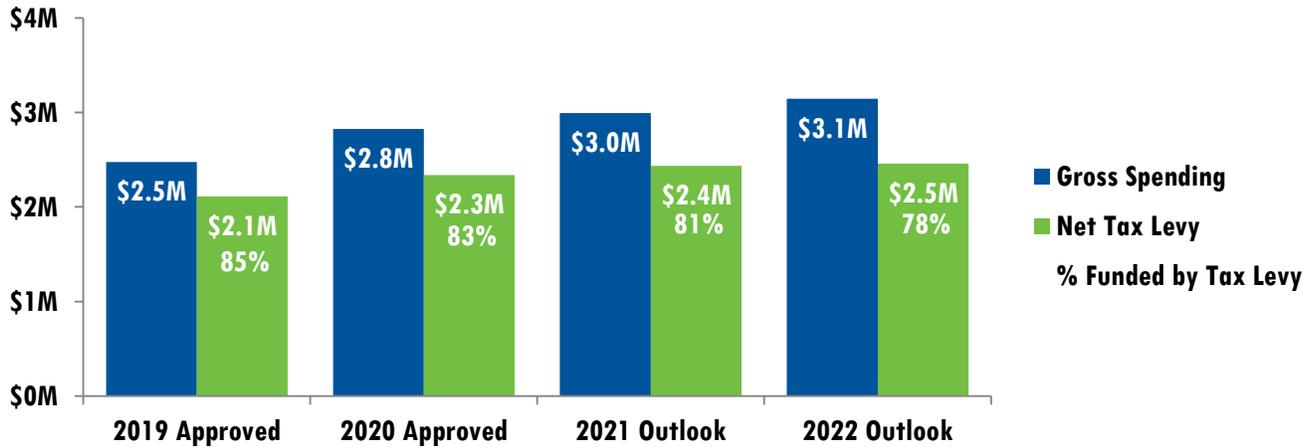


THE YORKNET OPERATING BUDGET IS...

**0.1% OF TOTAL
REGIONAL EXPENDITURES**

**0.2¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



THE YORKNET CAPITAL BUDGET IS...

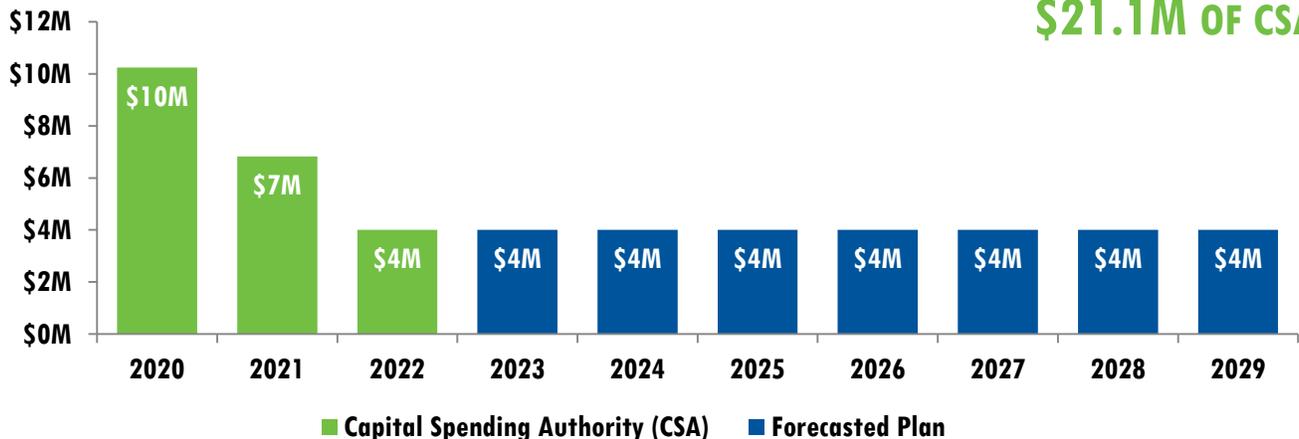
**0.7% OF THE
REGION'S 10-YEAR PLAN**

**0.8% OF
TOTAL CSA**

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

\$49.1M OVER 10 YEARS

\$21.1M OF CSA



SERVING RESIDENTS BETTER THROUGH CONNECTIVITY

In 2016, Council endorsed the creation of YTN Telecom Network Inc. as a Region-owned entity to build and operate a fibre network. YorkNet was incorporated as a separate municipal services corporation in 2017 and began operations in January 2018.

The mandate of the corporation is to:

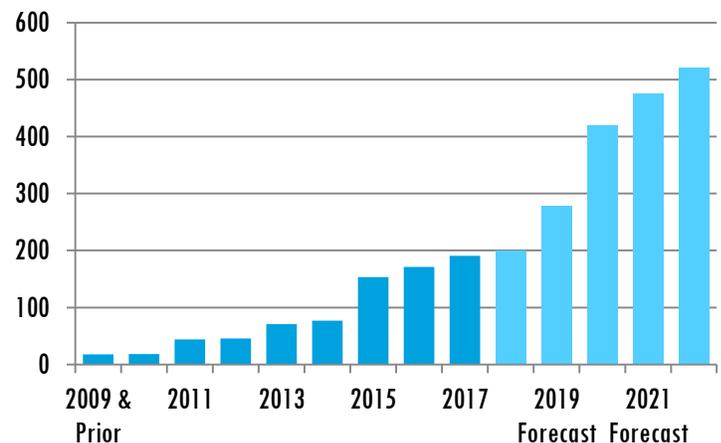
- Continue to grow the Region’s fibre network to improve the delivery of Regional services, such as traffic management, infrastructure monitoring and policing and make on-line services more readily available to residents
- Work with municipalities, schools, hospitals and other public-sector organizations 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, and by 2018 the network consisted of about 200 kilometres of fibre along Regional roads. By year-end 2019, network length is projected to be close to 300 kilometres.

Investments in fibre optic cable are relatively minor compared to other infrastructure, but create opportunities for greater efficiencies from collecting and analyzing real-time data about asset usage and condition. Owning its own network gives the Region greater control over location, capacity and availability, all of which drive greater productivity, while avoiding costs that would be paid to third-party service providers.

Under a shareholder agreement with YorkNet, 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.

TOTAL KILOMETRES OF FIBRE IN PLACE BY YEAR



ACCOMPLISHMENTS

YorkNet's recent accomplishments include:

- Adding 91 new connections to bring total connections to 411 and help provide better access to broadband internet for the Region and its public-sector partners, including the Township of King and the cities of Richmond Hill and Vaughan, as well as the Southlake Regional Health Centre
- Securing preliminary agreement with Mackenzie Health for ownership of fibre between its hospitals in Richmond Hill and Vaughan
- Signing memoranda of understanding with two private-sector companies
- Establishing a revenue model based on full-cost recovery to support the long-term financial sustainability of the network
- Receiving a \$2 million grant under the federal Connect to Innovate program to contribute to the costs of adding an East Gwillimbury/Georgina loop to the network
- Working with Regional departments to better integrate network construction with their capital projects

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.

WHAT SHAPES THE YORKNET BUDGET



GOOD
GOVERNMENT

YorkNet aligns with the Strategic Plan priorities of Delivering Trusted and Efficient Services and Increasing Economic Prosperity.

It supports better service delivery because improved connectivity allows the Region and its public-sector partners to deliver on-line 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.

Operating budget

The YorkNet 2020 operating budget, at \$2.8 million, represents 0.1% of the total for the Region. This would be an increase of \$351,000 or 14.2% from 2019.

Additional contributions to reserves for asset replacement and to a reserve to mitigate unforeseen changes in expense and/or revenue would increase the budget by \$271,000. A further \$52,000 would go to improved network maintenance.

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	2,475	2,112	2,827	2,337	2,993	2,435
Status Quo	217	217	48	48	39	39
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(74)	(74)	25	25	25	25
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	(74)	(74)	25	25	25	25
Debt Servicing Net of Development Charges	-	-	-	-	-	-
Fiscal Strategy	-	-	-	-	-	-
Maintaining Service Levels for Growth	271	271	(70)	(70)	417	417
Enhancements and Transformation	(62)	(188)	164	95	(329)	(455)
Proposed Budget	2,827	2,337	2,993	2,435	3,145	2,460
Total Budget Change	\$ 351	225	167	97	152	26
	% 14.19%	10.66%	5.89%	4.17%	5.06%	1.05%
Outlook Restated	2,860	2,370	3,060	2,502	3,243	2,559
Increase/ (Decrease) from Outlook	(33)	(33)	(67)	(67)	(99)	(99)

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	8.0		9.0		9.0	
New	1.0	12.50%	-	-	-	-
Conversions	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-
Proposed Budget	9.0		9.0		9.0	
Budget Change	1.0	12.50%	-	-	-	-
Outlook Restated	9.0		9.0		9.0	
Increase/ (Decrease) from Outlook	-		-		-	

YorkNet is to add one permanent position, a construction administrator, in 2020 to support the strategic and cost-effective build-out of the network as a whole. Leveraging the \$2 million Connect to Innovate grant to extend the network in Georgina and East Gwillimbury would involve a temporary position in 2020 that would run through 2021.

A portion of YorkNet's operations is funded from revenues, which are projected to total \$489,300 in 2020, with the balance of \$2.3 million coming from the tax levy. Net tax levy support is projected to grow to \$2.5 million by the end of the current budget cycle.

While YorkNet continues to increase its contribution to reserves year-over-year, the corporation is not yet contributing at the full replacement cost level.

YorkNet found efficiency savings of \$74,000 by bringing asset data entry in-house and reducing the budget for external services. In addition to saving costs, in-house data entry has improved service by allowing YorkNet to identify outage locations and more easily advise users of scheduled maintenance work in specific areas.

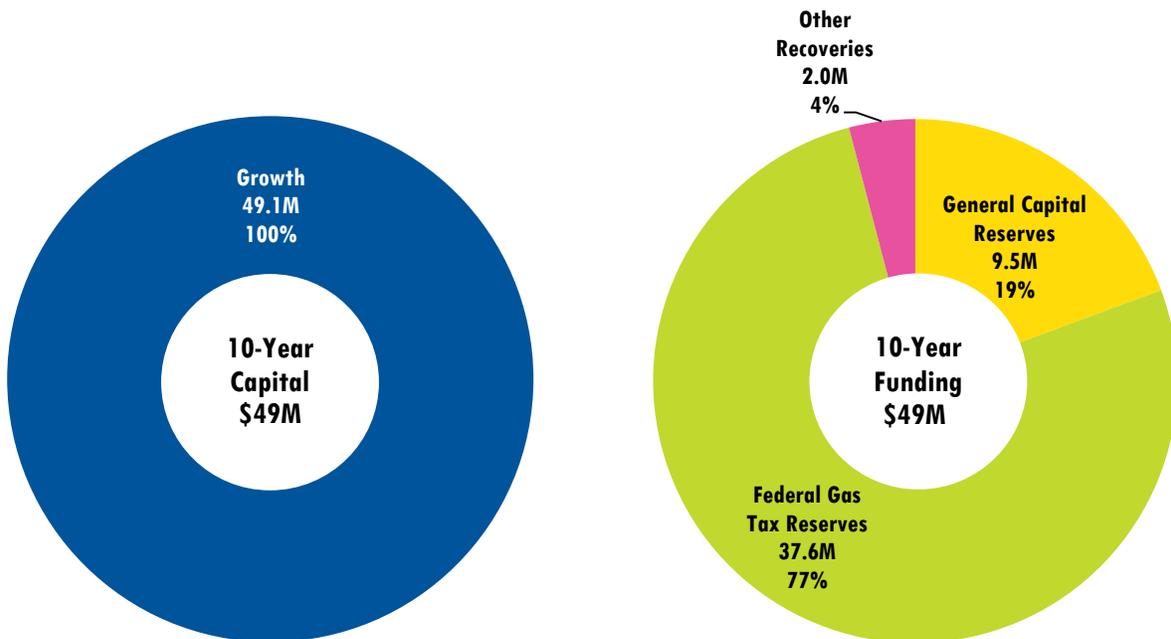
Other items in the budget increased, reflecting inflation and the need to expand the fibre network. The result is an approved net operating budget of \$2.3 million for 2020, an increase of 10.7% from 2019. This is slightly lower than the outlook presented to Regional Council last year, largely reflecting deferral of a portion of the Connect to Innovate project.

Capital budget

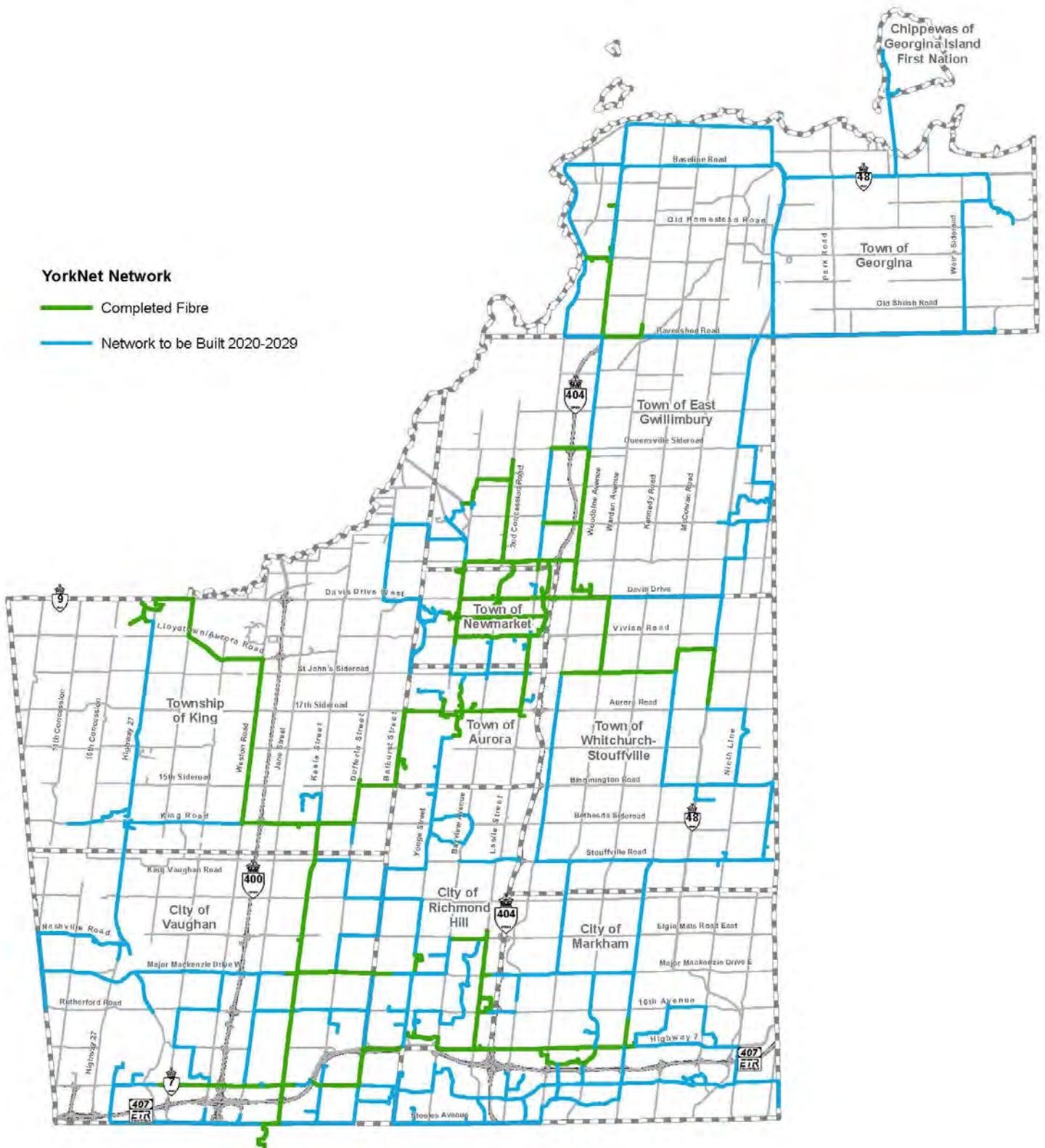
YorkNet’s 10-year capital plan is \$49.1 million or 0.7% of the Regional total. The map on the next page shows that this planned investment would take the network to nearly 800 kilometres. This would roughly quadruple its size from 2018 and provide high-speed capacity to link almost all Regional facilities and give local municipalities and private sector partners opportunities to connect. As well as extending the network, YorkNet is building additional loops and redundancies to reduce the risk of service disruptions.

10-year capital budget

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
York Telecom Network:								
Total Project Expenditures	10,242	6,822	4,000	4,000	4,000	20,000	49,064	21,064



YORKNET 10-YEAR CAPITAL PLAN MAP



YorkNet's capital budget for 2020 is \$10.2 million, or 1.2% of the Region's total for the year.

The Connect to Innovate project will account for 41% of the YorkNet capital plan for the year. The project began in 2019 and will be substantially complete in 2021. Further loops will be constructed in this area over the next 10 years. The box on the right provides more details.

In extending the network, YorkNet looks at reducing costs through fibre swaps and coordinated network builds as well as carrying out work itself. A fibre swap is where one provider allows another provider to use capacity in one part of its network and in return can use capacity on that provider's network to meet its own needs. A coordinated build is where one provider generally takes the lead and constructs the network for another provider in the same trench.

YorkNet's major capital projects in 2020 include:

- Providing a full east-west connection from Vaughan to Markham
- Extending the network in the Schomberg area through a combination of a YorkNet build and fibre swap
- Continuing the Connect to Innovate project in the Town of Georgina and Georgina Island
- Continuing network construction in the City of Markham to enable close to 50 local municipal and Regional connections
- Completing a coordinated build in the Town of Whitchurch-Stouffville that will connect six Regional facilities and one local municipal facility

The 2019 Regional budget included an accelerated capital plan to allow YorkNet to connect its existing east and west loops sooner than originally planned, improving opportunities for revenue generation and giving remote and under-served parts of the Region access to YorkNet's fibre in half the originally expected time.

HIGH-SPEED OPPORTUNITIES FOR RURAL AND REMOTE COMMUNITIES

Building high-speed internet connectivity today is as important to economic growth and well-being as investing in roads, railways and telephone service was in the past.

Better connectivity for rural and remote areas is a priority for the Region, and help from the federal government's Connect to Innovate program is allowing YorkNet to move ahead on a key project in the Georgina-East Gwillimbury area south of Lake Simcoe.

YorkNet will leverage \$2 million from Connect to Innovate federal funding and \$3 million in Regional capital funding to build a loop in the area that will connect two communities, Udora and the Chippewas of Georgina Island, directly to the network. These communities met the federal criteria for support under Connect to Innovate. In addition, the Region will invest a further \$2.25 million to maximize the number of Regional connections on this path, bringing Regional investment to a total of \$5.25 million.

YorkNet builds what is called a "dark fibre" network, which means it relies on third parties, including internet service providers, to provide service to end users. Once the loop is complete in 2021, those opportunities will become available in the two communities and at other connection points along the route.

With better connectivity, it becomes easier to reach family and friends, bank online, market and manage businesses, participate in distance education and take advantage of all the other opportunities afforded by the digital age. Improved service will be especially helpful to those living on Georgina Island by providing them with a link to the mainland during the winter months when they can be isolated by bad weather.

The YorkNet 10-year capital plan will see construction of additional loops in underserved areas of the Region as the network is fully built out.

OPERATING IMPACT OF CAPITAL

The goals of investing in the fibre network are to make its investments in other infrastructure, such as traffic signals and water systems, more productive, avoid costs and, potentially, generate revenues.

Investment can allow the Region to benefit from the same or better network coverage and level of service that a third party can provide, while achieving a lower all-in cost. YorkNet has done a preliminary cost-benefit analysis of opportunities to achieve this, and it will be refined and finalized in 2020.

LOOKING AHEAD

Continuing changes in technology are offering greater network flexibility, which should improve opportunities for revenue generation. For example, “microducting” is a way of running numerous smaller cable bundles through a conduit, which makes it easier and less costly to add or change connectivity for customers.

YorkNet has identified opportunities to build the network more efficiently. It will investigate materials used, spacing of infrastructure and methods of construction to decrease the cost per kilometre of construction.

Funding from the provincial or federal government for broadband expansion, especially in areas that are underserved by Canadian standards, reduces reliance on the Region’s own resources. The Connect to Innovate funding is an example. YorkNet will work to leverage additional opportunities as they become available.

INTENTIONAL BLANK



YORK REGIONAL POLICE

has as its mission to ensure the Region's citizens feel safe and secure through excellence in policing.

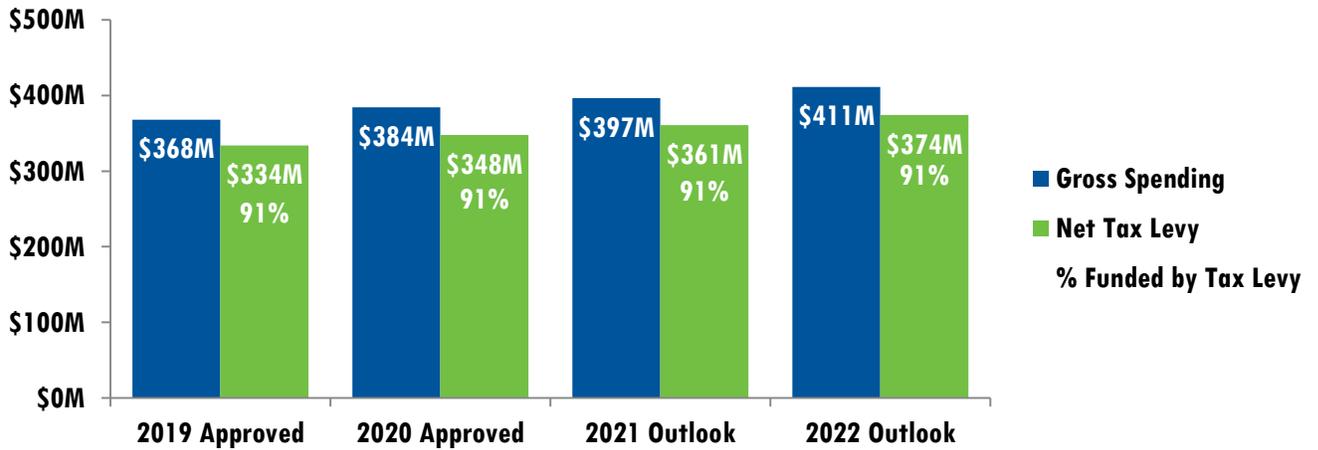


THE YORK REGIONAL POLICE OPERATING BUDGET IS...

**16% OF TOTAL
REGIONAL EXPENDITURES**

**29¢ ON THE
TAX DOLLAR**

2020 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

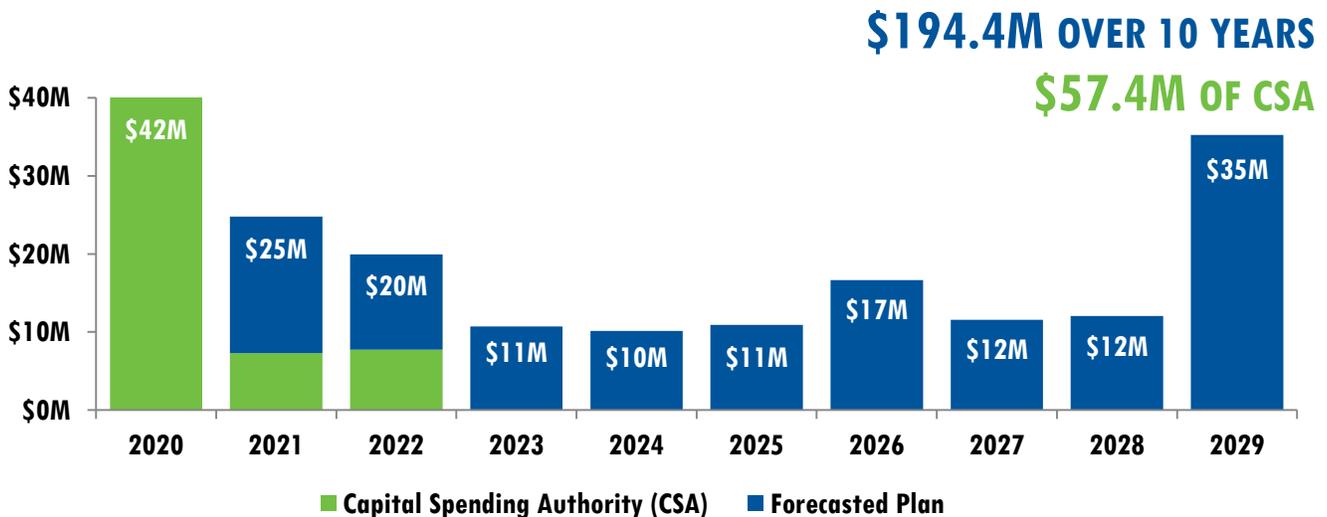


THE YORK REGIONAL POLICE CAPITAL BUDGET IS...

**2.7% OF THE
REGION'S 10-YEAR PLAN**

**2.1% OF
TOTAL CSA**

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



MAKING A DIFFERENCE TO 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, a real-time operations centre and a 911 communications centre, as well as information, community and court-related services.
- The investigations branch is responsible for organized crime enforcement, intelligence and special operations.
- 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.

ACCOMPLISHMENTS

Recent accomplishments:

- In October 2019, investigators with the York Regional Police Special Victims Unit laid more than 300 charges and arrested 31 people in Project Convalesce. The investigation identified a large human trafficking ring run by organized crime, with warrants issued across the GTA and in Quebec. The same group was also involved in frauds, drug trafficking and weapons offences.
- Working with the Canada Revenue Agency and other police services, York Regional Police in July 2019 made 27 arrests of people associated with an organized crime group and seized more than \$35 million in proceeds of crime. Project Sindacato, as it was known, targeted illegal gaming operations in Vaughan and a related money laundering system.
- Two separate investigations led to charges against 60 people and seizure of more than \$45 million in illegal drugs in August 2019. Project Zen and Project Moon focused on illegal drug production and trafficking by organized crime groups in York Region and the GTA.
- York Regional Police was named one of the country's Top Employers for Young People in 2019, the only police service in the country to be included.

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://www.yrp.ca/en/about/resources/2017-2019-YRPBusinessPlan-Web.pdf>.

The plan's goals and objectives were developed through extensive consultation. Key priorities include building trust in communities, engaging youth, modernizing business processes and ensuring safer schools, roads and neighbourhoods. The service works to meet these priorities as part of its mission while responding to new demands, challenges and legislative requirements.

The Police Services Board approved the York Regional Police operating and capital budgets in October 2019. The operating budget represents 16% of the Region's 2020 total gross operating budget. Its capital program over the next 10 years, at \$194.4 million, accounts for 2.7% of the Region's 10-year capital plan.

Operating budget

The 2020 operating budget would add 34 full-time equivalent staff to respond to growth within the Region, a focus on workload pressure, and continuing efforts towards more civilians in the workforce, while maintaining quality service.

The police service is currently facing a wave of retirements. The time between receiving a retirement notice and hiring, training and preparing a new officer is typically 18 months. Over this period, York Regional Police must prepare for the impacts of population growth, more calls for service from citizens and more complex investigations, while considering the well-being of the service's members.

The expense related to new staff is budgeted for half a year in the first year of hire, to reflect to average time of hiring. This conservative gapping treatment recognizes a full year expense in subsequent years.

Additional planned expense of \$1.7 million is due to new software for modernization initiatives, digital evidence and video testimony. Further pressures are driven by investigative costs for large-scale projects, facility operating costs related to the increasing age of district buildings, and vehicle operating costs.

The gross budget for 2020 of \$384.2 million represents a 4.4% increase from 2019. The increases for the final two years of the current budget cycle are 3.2% and 3.7% in 2021 and 2022, respectively.

90.6% of the gross police operating budget, which is expected to total \$348 million in 2020, is funded from the tax levy. Provincial grants and subsidies are expected to provide \$14.1 million, or 3.68% of operating funding. This is a decrease of \$0.3 million from the outlook last year, reflecting a reduction of \$0.3 million in the Court Security and Prisoner Transportation grant. In addition, a new Community Safety and Policing Grant will replace three existing grants.

Although both the federal and provincial governments have indicated that police services would receive a share of their cannabis-related revenues following legalization in the fall of 2018, to date there is no certainty as to timing and amount of the 2019 allocation.

Other non-tax revenue sources include paid duties, information management, responding to alarms, and providing motor vehicle accident reports for insurance purposes. Together these account for 5.8% of total funding.

The approved 2020 net operating budget is \$13.9 million, or 4.2%, higher than in 2019, mainly due to wages for existing complement which recognizes a full year expense for prior year hires, and additional staff. Compared to the outlook in the 2019-2022 budget, the approved net budget for 2020 is lower by \$4.0 million. The major factor in the variance was removal of contributions to contingency reserves for cannabis and sick leave, and increase risk tolerance of unapproved grant funding.

PROJECT SAFEGUARD ONE OF SEVERAL MEASURES SUPPORTING WELLNESS

Police work can take a toll not just physically, but mentally. Recognizing that many of its members face intense stress in the course of carrying out their duties, York Regional Police launched Project Safeguard.

Safeguard is a mandatory program for officers and civilians working in such units as homicide, forensic identification and human trafficking, where they routinely face psychologically distressing situations. Anyone seeking to work in these units must undergo screening for any psychological concerns that might put them at risk or affect their ability to carry out their jobs. Once on the job, members in these units must undergo annual wellness checks with a psychologist.

Project Safeguard also provides members with the opportunity to learn about their personal signs of distress, discuss current concerns and develop healthy coping strategies. Ultimately, it aims to reduce the stigma around acknowledging mental health concerns and reaching out for professional help. At present, 13 units with a total of roughly 500 members take part in the program.

The success of the Safeguard has led to plans for another mental health program, focused on recruits. Project Healthy Start will teach new officers how to recognize their own symptoms of stress and develop coping strategies, as well as the value of seeking professional help when needed.

Project Safeguard, which also provides members and their families with information about other resources available to them, is one of several programs supporting member wellness. Others include:

- A Peer Support Team of serving, auxiliary, and retired police officers trained to identify those who may be struggling and draw on their experience to give members and their families emotional support
- The Critical Incident Stress Management Team
- York Beyond the Blue, for spouses and children of members, with a focus on education, social support and opportunities for fun, growth and connection with other members of the York Regional Police family
- Chaplaincy Services, whose trained members of various religious and spiritual communities can provide members with emotional and spiritual support around the clock

Year-over-year operating budget changes

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Opening Budget	367,981	334,007	384,225	347,951	396,561	360,652
Status Quo	15,126	11,381	13,659	10,746	13,082	11,474
Revenues:						
Revenues (excl. senior government funding)	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:						
Efficiencies	(20)	(20)	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-
Subtotal	(20)	(20)	-	-	-	-
Debt Servicing Net of Development Charges	(1,444)	-	(3,279)	-	(320)	(0)
Fiscal Strategy	806	806	383	383	465	465
Maintaining Service Levels for Growth	1,777	1,777	1,573	1,573	1,607	1,607
Enhancements and Transformation	-	-	-	-	-	-
Proposed Budget	384,225	347,951	396,561	360,652	411,396	374,199
Total Budget Change	\$ 16,244	13,944	12,336	12,702	14,834	13,546
	% 4.41%	4.17%	3.21%	3.65%	3.74%	3.76%
Outlook Restated	387,160	351,977	400,885	365,084	416,462	380,040
Increase/ (Decrease) from Outlook	(2,935)	(4,026)	(4,324)	(4,431)	(5,067)	(5,841)

Staffing changes

(Full-Time Equivalents)	2020		2021		2022	
	FTE	% Change	FTE	% Change	FTE	% Change
Opening	2,320.0		2,354.0		2,388.0	
New	34.0	1.47%	34.0	1.44%	34.0	1.42%
Conversions	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-
Proposed Budget	2,354.0		2,388.0		2,422.0	
Budget Change	34.0	1.47%	34.0	1.44%	34.0	1.42%
Outlook Restated	2,354.0		2,388.0		2,422.0	
Increase/ (Decrease) from Outlook	-		-		-	

Capital budget

The police capital budget for 2020 is \$42.4 million, of which \$26.6 million is for building and renewing facilities. The balance is for information technology and vehicles (\$5.8 million and \$6.2 million respectively), and \$3.7 million in specialized and communications equipment.

Development charges will fund \$21.8 million of capital needs in 2020, with most of the balance coming from reserves.

The \$194.4 million 10-year capital plan includes investments of \$52.6 million in facilities, including a new substation in West Vaughan and renovation of existing facilities, and \$40.9 million in information technology to refresh and modernize service delivery, including enhancements to a business intelligence solution.

The service will also spend \$59.3 million on fleet, including air and water-based vehicles, and a further \$41.6 million on specialized and communications equipment.

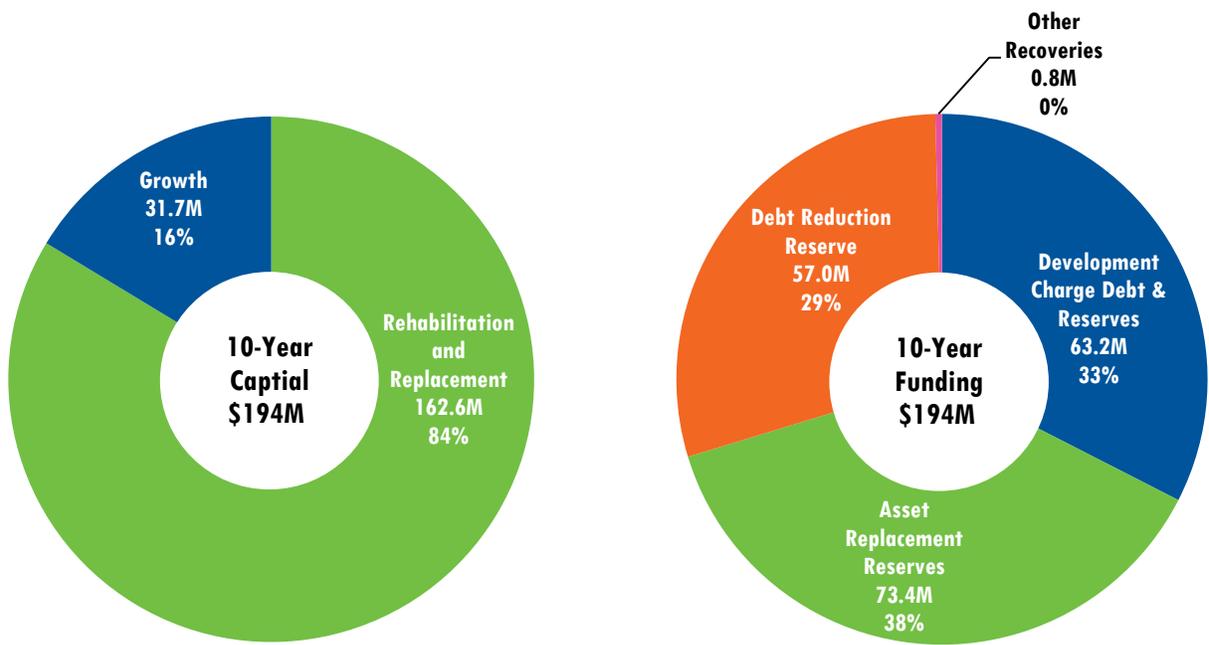
Major growth-related investments include:

- Marine Headquarters in District 3. This 8,400-square-foot facility on Lake Simcoe will house the Marine Unit, its staff and equipment.
- 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 new facility will be larger to support population growth in the district.
- Land bank acquisition. The proposed purchase of land for a West Vaughan police substation would support population growth in the area as identified in the 20-year Facilities Master Plan.
- 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.

10-year capital budget

(in \$000s)	2020	2021	2022	2023	2024	2025-2029	10-Year Total	Capital Spending Authority
York Regional Police:								
Total Project Expenditures	42,360	24,776	19,948	10,726	10,142	86,430	194,382	57,381



York Regional Police is finalizing a 2018 State of Infrastructure Report to help plan asset management. In preparation for this report, York Regional Police reviewed its capital assets to inform the capital business plan, including assessing building condition for all districts and headquarters. Looking at the condition, life cycle and replacement cost of existing assets resulted in initiatives to renovate facilities and modernize software.

Over the 10 years of the capital plan, 83.7% 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.

OPERATING IMPACT OF CAPITAL

As the population grows, York Regional Police must add more 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.

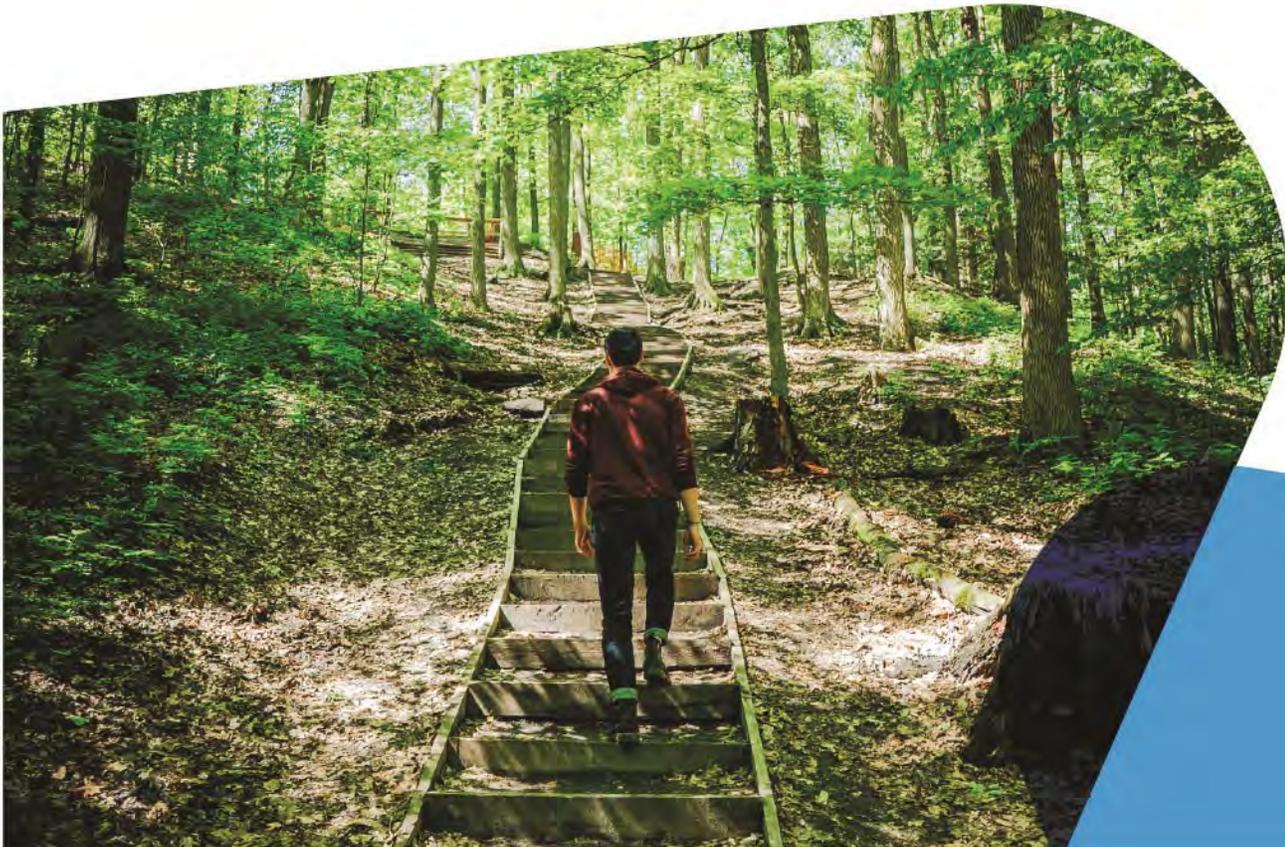
LOOKING AHEAD

York Regional Police operates under the guidance of a corporate business plan published every three years. The next plan, to cover the years 2020 to 2022 inclusive, is currently in development. Once final, it will be published on the York Regional Police website at <https://www.yrp.ca/en/about/business-plan.asp>.



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 revenue source. For the operating budget, this is generally 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.

Where the balance becomes more challenging is capital spending. Development charges pay most of the costs of capital projects to serve new growth, but projects usually need to be built 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, the impacts of provincial changes to the development charge framework are subject to considerable uncertainty, as discussed in the Budget Context chapter.

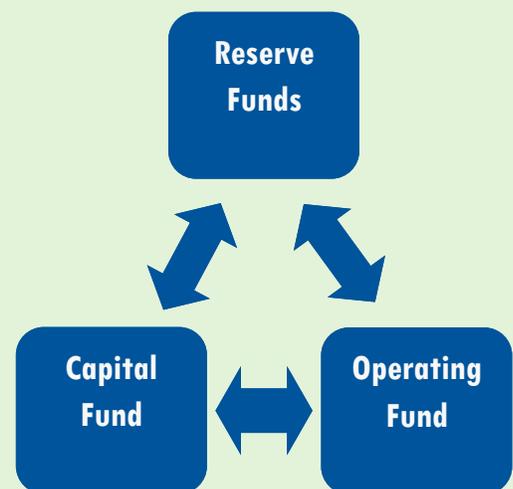
BUDGETING BY FUNDS EMPHASIZES ACCOUNTABILITY

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, development charge reserve contributions, contributions from 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 181. Interest earned on reserves is held within the reserve fund.



Once growth-related assets are built, funds must be available to care for and, in many cases, eventually replace them. These asset renewal 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)	2020 Approved		2021 Outlook		2022 Outlook	
	Operating	Capital	Operating	Capital	Operating	Capital
Usage of Funds:						
Transportation Services	479,422	404,005	509,218	334,701	542,522	370,612
York Region Rapid Transit Corporation	31,400	44,264	30,561	25,661	32,155	19,900
Environmental Services	643,901	196,076	666,245	254,931	696,009	217,156
Community and Health Services	658,439	67,584	655,604	54,782	664,976	59,959
Corporate Management and Governance	119,111	61,671	119,603	44,544	125,158	46,735
Court Services	15,058	120	15,328	120	15,684	120
Financial Initiatives	92,094	-	95,269	-	94,292	-
External Partners	39,985	-	41,115	-	42,173	-
YorkNet	2,827	10,242	2,993	6,822	3,145	4,000
York Regional Police	384,225	42,360	396,561	24,776	411,396	19,948
Total	2,466,461	826,322	2,532,496	746,337	2,627,511	738,430
Source of Funds:						
General Tax Levy	1,188,572	-	1,240,302	-	1,293,564	-
User Rates	464,483	-	487,607	-	506,881	-
Fees and Charges	57,960	-	59,314	-	61,549	-
Reserves	45,310	447,576	45,259	420,649	45,915	393,251
Development Charge Reserve Draws	255,380	134,786	263,815	15,067	287,313	14,268
Grants and Subsidies	423,747	48,414	406,090	33,301	402,274	17,623
Debenture Proceeds	-	177,003	-	251,008	-	272,127
Other Revenues/Recoveries*	31,009	18,544	30,108	26,312	30,014	41,161
Total	2,466,461	826,322	2,532,496	746,337	2,627,511	738,430

* 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”).

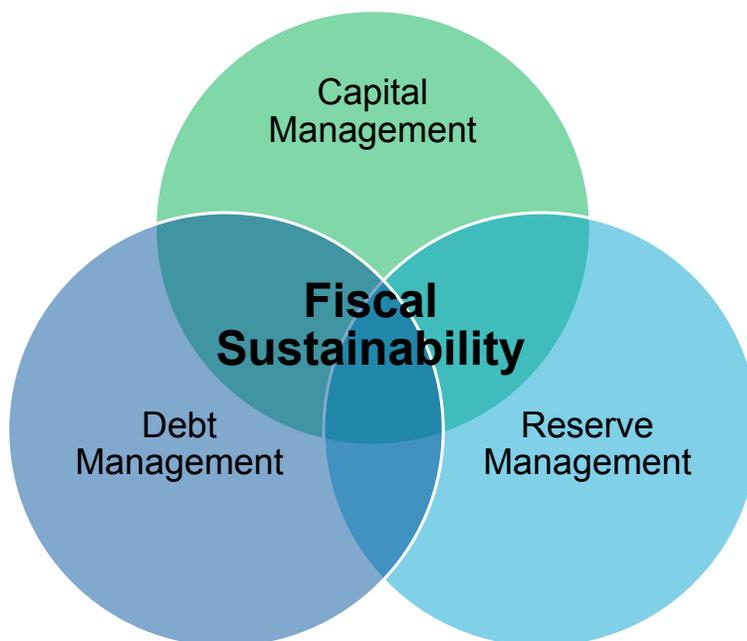
THREE ELEMENTS OF THE REGIONAL FISCAL STRATEGY

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 because this avoids diverting too much of the budget into debt servicing costs. It does recognize, however, that debt can be used judiciously to close a gap between the need to spend money on a capital project sooner than the funding arrives. This is typically the case with growth-related capital. Use of debt, however, must be carefully managed.

The strategy also recognizes the importance of fairness over time: 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 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 evenly 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 to achieve a fair balance over time without excessive financial risk.

MANAGING THE CAPITAL PLAN

The capital plan in this budget includes \$3.1 billion for asset management and \$4.0 billion in growth-related projects over the next 10 years.

The budgeted asset management spending would be funded from the asset replacement reserves and other tax levy reserves.

On the growth side, nearly three-quarters 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. The last of these categories includes the recently launched federal Disaster Mitigation Adaptation Fund, which will contribute to the costs of a number of major Environmental Services projects.

Pacing growth-related projects in line with a realistic population forecast is critical. The provincial Growth Plan sets out 2041 population and employment targets for municipalities in south-central Ontario. The Region's own planning processes, including the Official Plan, the master plans of the Transportation Services and Environmental Services departments, and the Region's capital plan, incorporate these targets.

For several years, however, the Region has not been growing as fast as predicted by the Growth Plan and this, in turn, 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 planned spending in its 10-year capital plans in the 2014 and 2015 budgets. It also adopted other prudent capital planning processes. These measures helped to ensure projects aligned more closely with expected growth, which limited the amount and duration of borrowing.

York Region maintains a long-term development charge collections forecast, which is updated annually to reflect housing market trends and anticipated long-term demographic shifts. This year's forecast projects that development charges and future Regional community benefits charges collections would total \$3.3 billion from 2020 to 2029, which is less than what was projected for the 2019 budget. The reduction in the forecast reflects the recent slow down in the housing market as well as the anticipated impacts of Bill 108, which are further discussed in the Budget Context Chapter.

To further manage debt, the Region is looking at ways of growing that require relatively less new infrastructure. This was a theme in updating the Regional Official Plan, Water and Wastewater Master Plan and Transportation Master Plan.

RESERVE MANAGEMENT

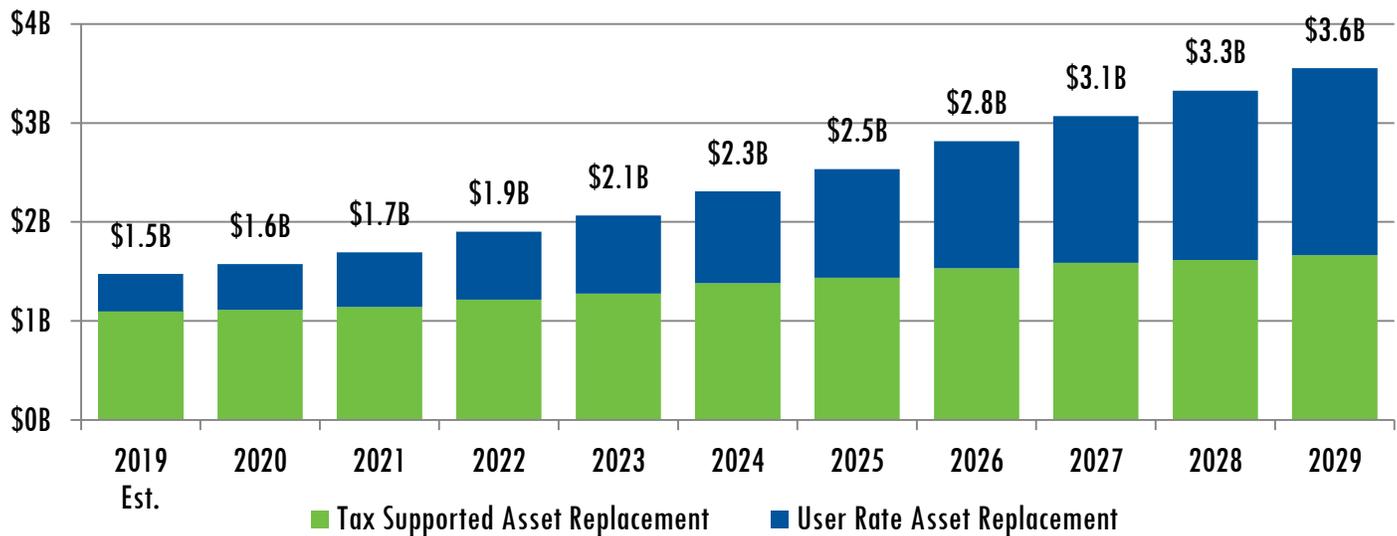
Reserves are central to the fiscal strategy. Capital-focused reserves fund most capital spending, while operating reserves can help prevent large fluctuations in the tax levy in the event of unforeseen changes to revenues and/ or spending. In addition, because the Region's reserves consist of cash and cash equivalents, they promote investor confidence and help to preserve its credit ratings.

The Region's 59 reserves are expected to hold a total of \$2.7 billion at December 31, 2019. Reserves for various capital purposes accounted for just over 80% of the total.

There are several capital-related reserves:

- 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 \$228.4 million at 2019 year-end.
- Asset replacement reserves, which are set aside to rehabilitate and replace capital assets, are expected to total \$1.5 billion at 2019 year-end. Of that amount, \$1.1 billion is for tax-levy-funded spending on assets like roads and administrative buildings, while \$0.4 billion is for user-rate-funded spending on water and wastewater assets.

Asset replacement reserves are growing, but must keep pace with needs



- Capital reserves are expected to total \$466.8 million by 2019 year-end. They include:
 - ◇ 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 \$379.2 million at 2019 year-end.
 - ◇ The Federal Gas Tax Reserve reflects ongoing funding that the Region receives twice a year. Used mainly to fund transit and road infrastructure and expand the Region's fibre optic network, the balance is expected to total \$66.6 million at 2019 year-end.
 - ◇ The Roads Capital Acceleration Reserve was created by Regional Council in early 2019 as part of the 2019-2022 budget to allow priority roads projects to be accelerated. It is expected to total \$21.0 million at 2019 year-end. The reserve is expected to fund roughly \$200 million of the \$251 million total cost of 14 priority roads projects in the 10-year capital plan, with other sources making up the balance.

Corporate reserves are expected to total \$415.8 million by 2019 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 \$135.7 million at 2019 year-end. Funded by contributions from the tax levy, it pays for capital enhancements and growth-related projects not fully funded by development charges. Since its creation in 2014, it has funded over \$375.3 million in capital investments that would have otherwise be funded by debt. Over the next 10 years, it is expected to fund a further \$436.1 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.
- 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 \$112.2 million by 2019 year-end, address such future liabilities as long-term disability and worker's compensation.

Reserve Schedule to 2022

(\$ in 000s)	2019 Estimate		2020 Approved		2021 Outlook		2022 Outlook	
	Ending	Change	Ending	Change	Ending	Change	Ending	
Development Charge Reserves	228,410	(22,139)	206,271	(58,834)	147,437	(21,542)	125,895	
Asset Replacement Reserves:								
Tax Levy Funded Assets	1,095,964	15,769	1,111,733	29,197	1,140,931	73,165	1,214,096	
User Rate Funded Assets	378,626	84,494	463,120	88,251	551,372	137,217	688,589	
	1,474,590	100,264	1,574,854	117,449	1,692,302	210,382	1,902,685	
Capital Reserves:								
Program Specific and Other	379,212	(46,171)	333,040	(27,987)	305,053	(26,979)	278,074	
Federal Gas Tax	66,605	3,343	69,948	(16,715)	53,233	(43,092)	10,141	
Roads Capital Acceleration	21,028	13,831	34,859	13,566	48,426	22,574	70,999	
	466,845	(28,997)	437,848	(31,136)	406,712	(47,497)	359,215	
Corporate Reserves:								
Debt Reduction Reserve	135,744	8,107	143,851	62,224	206,075	70,004	276,079	
Fiscal Stabilization	48,532	1,467	49,999	1,664	51,663	1,825	53,488	
Tax Stabilization	57,872	(500)	57,373	388	57,760	1,011	58,771	
Water Rate Stabilization	16,624	1,412	18,037	1,493	19,529	1,548	21,078	
Wastewater Rate Stabilization	19,724	1,883	21,607	1,986	23,593	2,063	25,656	
Working Capital	44,552	-	44,552	-	44,552	-	44,552	
Other Reserves	92,763	1,900	94,663	3,416	98,079	1,432	99,511	
	415,812	14,269	430,081	71,171	501,252	77,884	579,136	
Human Resources Reserves	112,161	(9,278)	102,883	(9,913)	92,970	(10,356)	82,614	
Total	2,697,817	54,120	2,751,937	88,737	2,840,674	208,870	3,049,544	

Through the 2020 budget, total reserves are expected to increase to \$2.8 billion by 2020 year-end and continue to grow beyond then. Total reserves are expected to reach \$5.1 billion in 2029. Major changes would include:

- Asset replacement reserves are planned to increase by \$100.3 million in 2020. As a result of ongoing contributions, the reserve balances are expected to grow to \$3.6 billion by 2029. Nonetheless, further saving will be needed. The current replacement value of the Region's assets is about \$14 billion, and the 10-year capital plan includes some \$4 billion in additional growth-related projects that will increase that total.
- Development charge reserves are expected to decrease by \$22.1 million in 2020. 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. Development charge reserve balances are forecast to show a deficit in 2029, and \$96.4 million borrowing from other reserves would be required.
- The 2020 contribution to the Roads Capital Acceleration Reserve is expected to be \$14.4 million, with the balance reaching \$35 million by year-end. Over 10 years, contributions totaling \$200 million would include \$10.7 million a year from the tax levy, a total of \$42.0 million from the Debt Reduction Reserve, funds freed up from the one-time Federal Gas Tax Municipal Top-Up funding, a \$10.1 million contribution from the 2018 operating surplus, and interest earned on the reserve. As priority projects move ahead, the reserve will be drawn down and, as a result, it is expected to have a minimal balance by 2029. Since the projects are growth-related, the ultimate source of funding will be development charge collections. Funds advanced from this reserve would be repaid from that source in the year the accelerated projects were originally scheduled to be funded in the Region's capital plan.
- Other capital reserves will grow by \$163.7 million over 10 years, to a total of \$609.5 million in 2029.
- The Debt Reduction Reserve will grow by \$281.9 million over 10 years, to reach a total of \$417.7 million in 2029.
- Other corporate reserves are expected to increase by a total of \$217.0 million over 10 years, reaching a total of \$497.1 million in 2029.

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 \$699 million as at December 31, 2019.

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 2020, the annual repayment limit is \$679 million while debt repayments and financial obligations are planned at \$387 million.

To qualify for the supplement, the Region must meet two conditions:

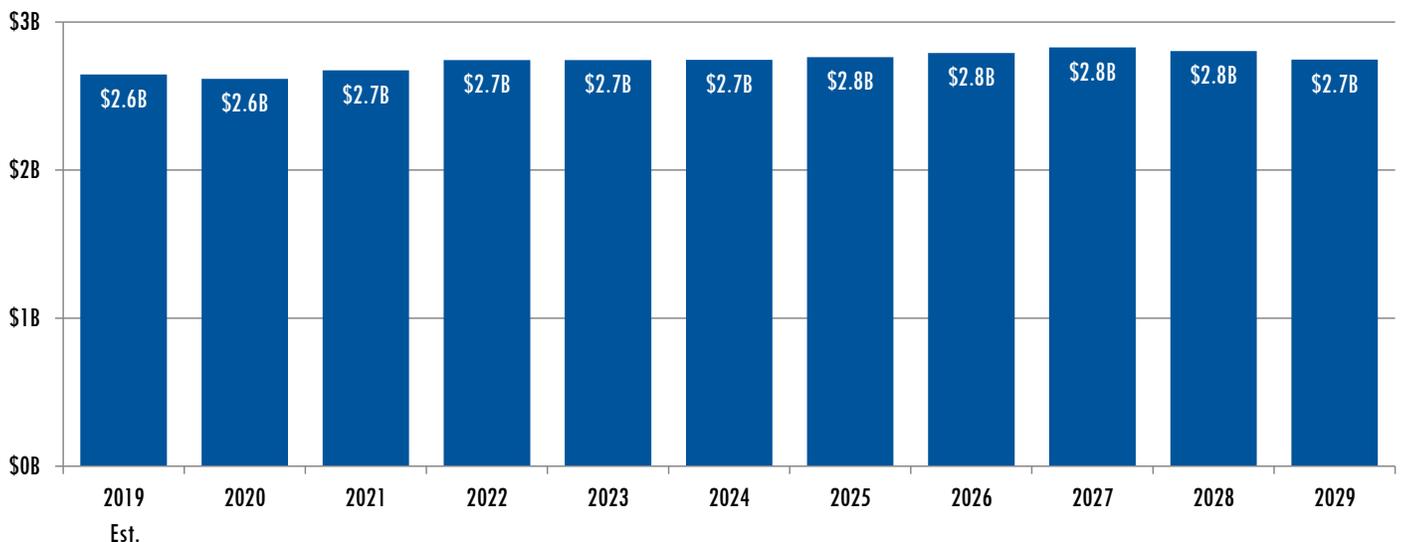
- Maintain at least an AA low (or equivalent) credit rating
- As part of the preparation of the annual budget, have Council adopt or affirm a plan for the management of long-term debt and financial obligations

The debt management plan in this budget shows the Region needing to issue about \$2.5 billion in new debt and would repay \$2.3 billion of its existing and new debts over the next 10 years. The table on the right shows debt principal and interest repayments until 2022. Net debt at the end of 2029 is expected to be around \$2.7 billion.

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 \$156 million in new debt in 2019.

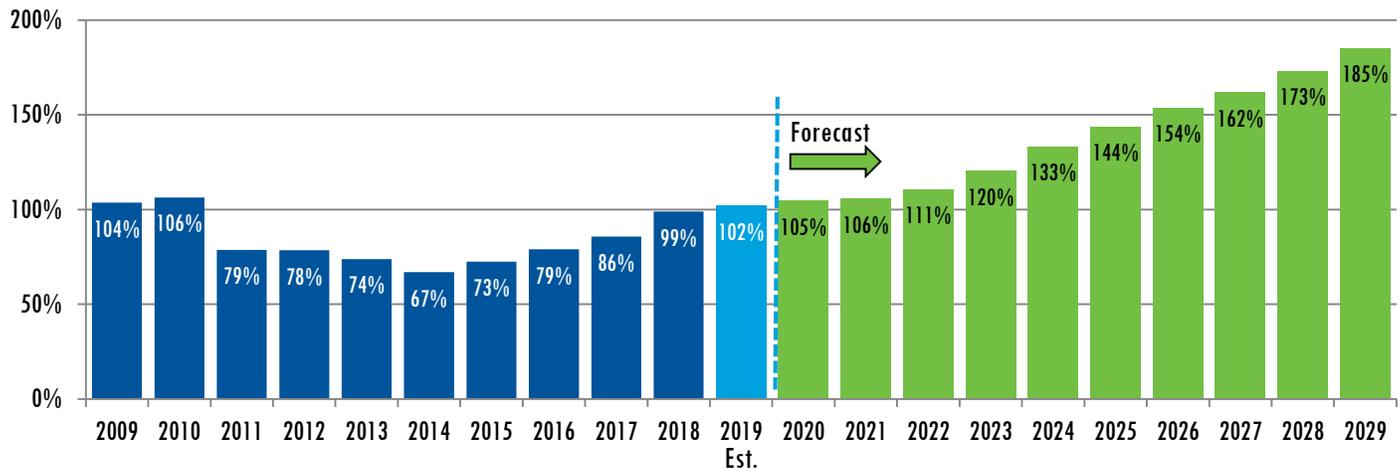
DEBT PRINCIPAL AND INTEREST REPAYMENTS				
(\$ in 000s)	2019 Estimate	2020	2021	2022
Development Charge Reserves:				
Principal	129,075	145,735	153,541	171,150
Interest	108,675	106,131	108,154	114,170
	237,750	251,866	261,695	285,320
Waster and Wastewater User Rate:				
Principal	8,665	6,894	6,421	6,716
Interest	7,169	5,580	5,397	5,238
	15,834	12,474	11,818	11,953
Tax Levy:				
Principal	6,357	4,947	3,902	3,110
Interest	3,677	2,518	2,334	2,190
	10,034	7,465	6,237	5,301
Housing York Rental Fees:				
Principal	599	955	975	996
Interest	857	926	906	1,010
	1,455	1,881	1,881	2,006
Provincial Funding:				
Principal	226	231	236	305
Interest	212	207	173	138
	438	438	409	443
York Region Total				
Principal	144,922	158,762	165,075	182,277
Interest	120,590	115,361	116,964	122,746
Total	265,511	274,123	282,039	305,023

Outlook for debt, net of sinking fund



As a result of avoiding debt and building reserves, the Region is expected to become a net investor — that is, to have more reserves than debt — by 2019 year-end, as shown in the graph below.

Ratio of reserves to debt is expected to surpass 100% in 2019



CREDIT AGENCIES CONFIRM RATINGS, S&P UPGRADES OUTLOOK

In 2019, 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+/ Stable, in 2019 the rating agency upgraded its outlook for York Region from stable to positive, as noted on page vii.

The ratings and S&P's positive trend reflect 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

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 triple A rating with S&P and maintain its current Moody's rating, the Region must continue to closely monitor the capital plan and keep to its current debt management plan. These are key parts of the fiscal strategy.

LIST OF APPENDICES

Operating Budget Appendix	189
<hr/>	
Capital Budget Appendices	
<hr/>	
Transportation Services	191
<hr/>	
York Region Rapid Transit Corporation	221
<hr/>	
Environmental Services	225
<hr/>	
Community and Health Services	253
<hr/>	
Corporate Management and Governance	267
<hr/>	
Court Services	275
<hr/>	
YorkNet	279
<hr/>	
York Regional Police	283

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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 — Detailed

(in \$000s)	2018 Actual	2019 Restated	2020 Approved	2021 Outlook	2022 Outlook
Operating Expenditures:					
Salaries and Benefits	745,721	802,986	845,149	868,225	889,273
Program Specific Costs	534,965	580,343	599,909	603,378	613,621
Professional/Contracted Services	122,735	124,020	122,532	121,143	124,385
General Expenses	118,972	99,564	109,061	111,144	113,726
Financial Charges and Insurance	(34,648)	7,424	3,617	(1,455)	(2,538)
Occupancy Costs	58,043	65,670	74,373	73,882	75,328
Contribution to Reserves	497,097	474,566	516,394	547,366	573,065
Internal Charges/Recoveries	-	-	(215)	(215)	(215)
Minor Capital	3,093	3,855	6,004	3,565	3,616
Debt Principal and Interest	292,339	269,667	272,348	279,577	301,748
Direct Charges & Intradepartmental Costs	(73,617)	(84,163)	(82,711)	(74,113)	(64,500)
Total Expenditures	2,264,700	2,343,932	2,466,461	2,532,496	2,627,511
Revenues:					
Grants and Subsidies	(409,563)	(398,972)	(423,747)	(406,090)	(402,274)
User Fees	(390,377)	(431,426)	(464,483)	(487,607)	(506,881)
Fees and Charges	(93,871)	(55,088)	(57,960)	(59,314)	(61,549)
Development Charges	(243,009)	(247,558)	(255,380)	(263,815)	(287,313)
Contribution from Reserves	(35,973)	(43,007)	(45,310)	(45,259)	(45,915)
Third Party Recoveries	(14,509)	(14,546)	(15,457)	(14,317)	(13,976)
Court Fine Revenues	(17,332)	(15,324)	(15,552)	(15,791)	(16,037)
Total Revenues	(1,204,634)	(1,205,920)	(1,277,889)	(1,292,195)	(1,333,946)
Net Tax Levy Requirements	1,060,066	1,138,011	1,188,572	1,240,302	1,293,564

Incremental staff complement summary (base year 2018)

Full Time Equivalents	2018 Total	2019 Approved	2020 Proposed	2021 Outlook	2022 Outlook	Total FTEs
Transportation Services	495.7	14.0	20.5	15.5	6.0	551.7
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	22.0	26.0	2,002.4
Corporate Management and Governance	664.0	21.0	14.0	7.0	10.0	716.0
Court Services	79.0	6.0	-	1.0	-	86.0
York Region Rapid Transit Corporation	48.0	-	-	-	(20.0)	28.0
YorkNet	6.0	2.0	1.0	-	-	9.0
York Regional Police	2,267.0	53.0	34.0	34.0	34.0	2,422.0
Total York Region	5,839.2	155.5	128.9	94.5	71.0	6,289.1

Net operating impact of capital

(in \$000s)	2020		2021		2022	
	Gross	Net	Gross	Net	Gross	Net
Net Debenture Financing of Capital Projects						
Transportation Services	7,303	(613)	9,933	-	10,199	-
York Region Rapid Transit Corporation	(44)	(156)	(889)	(911)	(535)	(3)
Environmental Services	(306)	377	(1,456)	(559)	10,537	135
Community and Health Services	40	50	25	(293)	679	(282)
Corporate Management and Governance	490	-	(60)	-	468	-
York Regional Police	(1,444)	-	(3,279)	-	(320)	-
	6,039	(343)	4,273	(1,763)	21,028	(150)
Operating Impact of New Capital						
Transportation Services	5,288	5,288	2,252	2,252	906	906
York Region Rapid Transit Corporation	-	-	-	-	-	-
Community and Health Services	250	-	(883)	(498)	850	850
Corporate Management and Governance	3,283	3,283	36	36	-	-
	8,820	8,570	1,405	1,790	1,756	1,756
Resources Required to Implement the Capital Plan						
Community and Health Services	288	-	-	-	674	150
Corporate Management and Governance	-	-	-	-	-	-
YorkNet	-	-	-	-	324	324
	288	-	-	-	998	474
Total Net Operating Impact of Capital	15,147	8,227	5,677	26	23,782	2,080

**Transit Services
2020 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
TS86107 : Intelligent TRN System Expansion	12,011	1,085	900	820	1,520	1,220	770	770	570	570	570	570	8,280	9,900	31,276	900
TS86116 : Automated Fare Collection System Expansion	4,189	225	350	250	250	250	250	250	250	250	250	250	2,600	2,500	9,514	2,100
TT81582 : Transit Vehicle Garage - North	27,185	7,680	2,600	-	-	-	-	-	-	-	-	-	2,600	48,000	85,465	2,600
TT81583 : Transit Garage Southeast	164	-	27,460	-	-	-	-	-	-	2,500	4,000	4,000	33,960	90,000	124,124	27,460
TT81584 : Transit Garage South	-	-	-	-	1,500	1,500	10,000	10,000	-	-	-	27,000	50,000	99,000	149,000	-
TT81585 : 55 Orlando Garage Expansion	1,937	185	4,315	29,250	29,250	-	-	-	-	-	-	-	62,815	-	64,937	62,815
TT82150 : Bus Terminals, Loops & Stops - Expansion	23,573	1,420	996	1,077	1,104	826	826	826	826	779	779	668	8,707	6,680	40,380	2,073
TT82151 : Newmarket Bus Terminal	-	-	15,000	-	-	-	-	-	-	-	-	-	15,000	-	15,000	15,000
TT82155 : Mackenzie-Vau Hospital Terminal	443	600	8,700	-	-	-	-	-	-	-	-	-	8,700	-	9,743	8,700
TT82770 : Support Vehicles	2,206	100	100	50	50	50	50	50	50	50	50	50	550	500	3,356	100
TT84399 : Mobility Plus Bus Expansion	271	1,550	780	780	780	520	520	1,040	520	780	520	520	6,760	6,500	15,081	2,340
TT84599 : Conventional Bus Expansion	27,817	-	-	-	13,200	10,860	18,000	14,640	7,560	3,780	8,820	6,300	83,160	64,110	175,087	13,200
TT84799 : Viva Bus Expansion	5,773	3,100	-	3,600	2,400	4,800	3,600	-	3,600	-	-	-	18,000	16,800	43,673	6,000
Total Growth Expenditures	105,568	15,945	61,201	35,827	50,054	20,026	34,016	27,576	13,376	6,209	13,489	39,358	301,132	343,990	766,635	143,288
Funding Sources:																
Program Specific Reserves	4,037	-	-	-	-	-	-	-	-	-	-	-	-	-	4,037	-
Debt Reduction Reserve	9,265	-	13,343	-	-	-	16,848	-	-	-	-	4,590	34,781	-	44,046	13,343
General Capital Reserve	-	-	14,000	-	-	-	-	-	-	-	-	-	14,000	-	14,000	14,000
Development Charge Reserves	12,137	4,698	20,269	4,450	5,552	6,209	12,725	9,566	3,757	535	1,943	24,824	89,830	149,317	255,982	28,704
Grants & Subsidies	1,524	-	-	-	-	-	-	-	-	-	-	-	-	-	1,524	-
Other Recoveries	362	-	-	-	-	-	-	-	-	-	-	-	-	-	362	-
Planned Debenture Proceeds	4,176	-	-	-	-	-	-	-	-	-	-	-	-	-	4,176	-
Federal Gas Tax Reserve	74,067	11,247	13,589	31,377	44,502	13,817	4,443	18,010	9,619	5,674	11,546	9,944	162,521	194,673	442,508	87,241
Total Growth Funding	105,568	15,945	61,201	35,827	50,054	20,026	34,016	27,576	13,376	6,209	13,489	39,358	301,132	343,990	766,635	143,288

Transit Services 2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Rehabilitation and Replacement																
Gross Expenditures:																
TS86114 : Intelligent TRN System Replacement	1,913	700	500	440	540	620	6,070	5,570	5,570	670	570	570	21,120	-	23,733	500
TS86115 : Automated Fare Collection System Replacement	2,876	390	4,250	5,250	100	100	100	100	1,050	3,550	4,550	5,050	24,100	-	27,366	14,500
TS86117 : Transportation Services Office Expansion	3,292	300	250	200	250	350	250	400	400	400	400	400	3,300	-	6,892	250
TT81589 : YRT Garage Rehabilitation and Replacement	574	1,246	1,521	3,272	2,083	1,064	3,243	6,500	1,627	8,068	910	3,195	31,483	-	33,303	1,521
TT82190 : Bus Terminals, Loops & Stops - Replacement	13,590	1,662	1,446	1,501	1,528	1,450	1,600	1,200	1,050	1,320	1,020	1,581	13,696	-	28,948	2,947
TT83970 : Bike Racks - Bus Replacement	516	55	60	-	-	-	-	-	-	-	-	-	60	-	631	60
TT84499 : Mobility Plus Bus Replacement	2,766	-	-	-	-	1,820	-	3,380	2,080	780	2,600	780	11,440	-	14,206	-
TT84698 : Electric Bus Pilot Project	-	7,142	600	-	-	-	-	-	-	-	-	-	600	-	7,742	600
TT84699 : Conventional Bus Replacement	19,545	4,828	37,650	40,320	15,810	29,070	5,670	18,900	11,970	28,350	23,940	12,600	224,280	-	248,653	93,780
TT84899 : Viva Bus Replacement	-	7,300	-	13,200	32,000	14,000	-	32,400	-	-	-	6,000	97,600	-	104,900	45,200
TT86102 : 60 Foot Bus Refresh	7,381	1,445	850	-	-	425	-	850	2,380	3,230	2,380	1,020	11,135	-	19,961	850
TT86103 : Bike Racks & Lockers - Transit Facilities	182	50	50	-	-	-	-	-	-	-	-	-	50	-	282	50
TT86110 : Vehicle Diagnostic System	-	50	-	-	-	-	-	-	-	-	-	-	-	-	50	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	28,356	7,750	9,890	7,945	4,540	4,605	7,210	4,930	6,000	4,015	7,520	5,910	62,565	-	98,671	22,375
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	7,625	-	-	-	-	-	-	-	-	-	-	3,400	3,400	-	11,025	-
Total Rehabilitation and Replacement Expenditures	88,616	32,918	57,067	72,128	56,851	53,504	24,143	74,230	32,127	50,383	43,890	40,506	504,829	-	626,363	182,633
Funding Sources:																
Program Specific Reserves	51,495	-	-	-	-	-	-	-	-	-	-	-	-	-	51,495	-
Debt Reduction Reserve	-	-	-	-	-	3,370	-	10,756	-	-	-	-	14,126	-	14,126	-
Asset Replacement Reserves	33,908	32,813	56,957	72,128	56,851	50,134	24,143	63,474	32,127	50,383	43,890	40,506	490,593	-	557,314	182,523

Transit Services
2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Development Charge Reserves	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Grants & Subsidies	2,885	105	110	-	-	-	-	-	-	-	-	-	110	110	3,100	110
Other Recoveries	153	-	-	-	-	-	-	-	-	-	-	-	-	-	153	-
Planned Debenture Proceeds	170	-	-	-	-	-	-	-	-	-	-	-	-	-	170	-
Total Rehabilitation and Replacement Funding	88,616	32,918	57,067	72,128	56,851	53,504	24,143	74,230	32,127	50,383	43,890	40,506	504,829	-	626,363	182,633
Total Expenditures	194,184	48,863	118,268	107,955	106,905	73,530	58,159	101,806	45,503	56,592	57,379	79,864	805,961	343,990	1,392,998	325,921
Funding Sources:																
Program Specific Reserves	55,532	-	-	-	-	-	-	-	-	-	-	-	-	-	55,532	-
Debt Reduction Reserve	9,265	-	13,343	-	-	3,370	16,848	10,756	-	-	-	4,590	48,907	-	58,172	13,343
Asset Replacement Reserves	33,908	32,813	56,957	72,128	56,851	50,134	24,143	63,474	32,127	50,383	43,890	40,506	490,593	-	557,314	182,523
General Capital Reserve	-	-	14,000	-	-	-	-	-	-	-	-	-	14,000	-	14,000	14,000
Development Charge Reserves	12,142	4,698	20,269	4,450	5,552	6,209	12,725	9,566	3,757	535	1,943	24,824	89,830	149,317	255,987	28,704
Grants & Subsidies	4,409	105	110	-	-	-	-	-	-	-	-	-	110	-	4,624	110
Other Recoveries	515	-	-	-	-	-	-	-	-	-	-	-	-	-	515	-
Planned Debenture Proceeds	4,346	-	-	-	-	-	-	-	-	-	-	-	-	-	4,346	-
Federal Gas Tax Reserve	74,067	11,247	13,589	31,377	44,502	13,817	4,443	18,010	9,619	5,674	11,546	9,944	162,521	194,673	442,508	87,241
Total Funding	194,184	48,863	118,268	107,955	106,905	73,530	58,159	101,806	45,503	56,592	57,379	79,864	805,961	343,990	1,392,998	325,921

**Transit Services
2020 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 Debeniture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
Program Group: Growth												
TS86107 : Intelligent TRN System Expansion	8,280	-	-	-	-	-	-	-	-	-	8,280	
TS86116 : Automated Fare Collection System Expansion	2,600	-	-	-	-	-	-	-	-	-	2,600	
TT81582 : Transit Vehicle Garage - North	2,600	-	-	-	-	364	-	-	-	-	2,236	
TT81583 : Transit Garage Southeast	33,960	-	13,343	-	-	15,048	-	-	-	-	5,569	
TT81584 : Transit Garage South	50,000	-	4,590	-	-	41,500	-	-	-	-	3,910	
TT81585 : 55 Orlando Garage Expansion	62,815	-	-	-	-	2,324	-	-	-	-	60,491	
TT82150 : Bus Terminals, Loops & Stops - Expansion	8,707	-	-	-	-	2,539	-	-	-	-	6,168	
TT82151 : Newmarket Bus Terminal	15,000	-	-	-	14,000	-	-	-	-	-	1,000	
TT82155 : Mackenzie-Vau Hospital Terminal	8,700	-	-	-	-	7,221	-	-	-	-	1,479	
TT82770 : Support Vehicles	550	-	-	-	-	-	-	-	-	-	550	
TT84399 : Mobility Plus Bus Expansion	6,760	-	-	-	-	572	-	-	-	-	6,188	
TT84599 : Conventional Bus Expansion	83,160	-	16,848	-	-	5,322	-	-	-	-	60,990	
TT84799 : Viva Bus Expansion	18,000	-	-	-	-	14,940	-	-	-	-	3,060	
Total Growth	301,132	-	34,781	-	14,000	89,830	-	-	-	-	162,521	

Program Group: Rehabilitation and Replacement

TS86114 : Intelligent TRN System Replacement	21,120	-	-	21,120	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	24,100	-	-	24,100	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	3,300	-	-	3,300	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	31,483	-	-	31,483	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	13,696	-	-	13,696	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	60	-	-	-	-	-	60	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	11,440	-	-	11,440	-	-	-	-	-	-	-
TT84698 : Electric Bus Pilot Project	600	-	-	600	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	224,280	-	14,126	210,154	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	97,600	-	-	97,600	-	-	-	-	-	-	-
TT86102 : 60 Foot Bus Refresh	11,135	-	-	11,135	-	-	-	-	-	-	-

Transit Services
2020 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
TT86103 : Bike Racks & Lockers - Transit Facilities	50	-	-	-	-	-	50	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	62,565	-	-	62,565	-	-	-	-	-	-	-
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	3,400	-	-	3,400	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	504,829	-	14,126	490,593	-	-	110	-	-	-	-
Total Funding	805,961	-	48,907	490,593	14,000	89,830	110	-	-	-	162,521

Transit Services
2020 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: Growth												
TS86107 : Intelligent TRN System Expansion	900	-	-	-	-	-	-	-	-	-	900	
TS86116 : Automated Fare Collection System Expansion	2,100	-	-	-	-	-	-	-	-	-	2,100	
TT81582 : Transit Vehicle Garage - North	2,600	-	-	-	-	364	-	-	-	-	2,236	
TT81583 : Transit Garage Southeast	27,460	-	13,343	-	-	12,168	-	-	-	-	1,949	
TT81585 : 55 Orlando Garage Expansion	62,815	-	-	-	-	2,324	-	-	-	-	60,491	
TT82150 : Bus Terminals, Loops & Stops - Expansion	2,073	-	-	-	-	604	-	-	-	-	1,469	
TT82151 : Newmarket Bus Terminal	15,000	-	-	-	14,000	-	-	-	-	-	1,000	
TT82155 : Mackenzie-Vau Hospital Terminal	8,700	-	-	-	-	7,221	-	-	-	-	1,479	
TT82770 : Support Vehicles	100	-	-	-	-	-	-	-	-	-	100	
TT84399 : Mobility Plus Bus Expansion	2,340	-	-	-	-	198	-	-	-	-	2,142	
TT84599 : Conventional Bus Expansion	13,200	-	-	-	-	845	-	-	-	-	12,355	
TT84799 : Viva Bus Expansion	6,000	-	-	-	-	4,980	-	-	-	-	1,020	
Total Growth	143,288	-	13,343	-	14,000	28,704	-	-	-	-	87,241	

Program Group: Rehabilitation and Replacement

TS86114 : Intelligent TRN System Replacement	500	-	-	500	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	14,500	-	-	14,500	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	250	-	-	250	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	1,521	-	-	1,521	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	2,947	-	-	2,947	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	60	-	-	-	-	-	60	-	-	-	-
TT84698 : Electric Bus Pilot Project	600	-	-	600	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	93,780	-	-	93,780	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	45,200	-	-	45,200	-	-	-	-	-	-	-
TT86102 : 60 Foot Bus Refresh	850	-	-	850	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	50	-	-	-	-	-	50	-	-	-	-

Transit Services
2020 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
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	22,375	-	-	22,375	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	182,633	-	-	182,523	-	-	110	-	-	-	-
Total Funding	325,921	-	13,343	182,523	14,000	28,704	110	-	-	-	87,241

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
TR39910 : Miscellaneous Design & Survey for Future Projects	18,316	600	1,277	999	747	747	747	747	747	747	747	747	8,252	7,470	34,638	1,277
TR39920 : Property Acquisition for Future Capital Projects	5,089	496	498	498	498	498	498	498	498	498	498	498	4,980	4,980	15,545	498
TR80121 : Development Transportation Demand Management	885	382	383	383	383	383	383	383	383	383	1,205	1,205	5,474	12,050	18,791	383
TR81990 : Keele Street - Highway 407 to Highway 7	-	-	-	-	-	-	-	-	-	-	-	548	548	12,396	12,944	-
TR83490 : Smart Commute Initiative	3,577	450	219	219	219	219	219	219	219	219	219	219	2,190	2,190	8,407	219
TR84045 : Lake to Lake Cycling Facilities	3,605	114	15	15	15	-	-	-	-	-	-	-	45	-	3,764	45
TR84940 : Pedestrian Cycling Program	2,849	2,498	2,409	1,150	1,150	548	548	548	548	548	548	548	8,545	5,480	19,372	2,409
TR86880 : Pedestrian Cycling Municipal Partnership Program	4,024	400	1,075	548	548	548	548	548	548	548	548	548	6,007	5,480	15,911	1,075
TR88165 : Lake to Lake - Bayview Avenue - Bloomington Road to Vandorf Sideroad	15	1,486	-	-	-	-	-	-	-	-	-	-	-	-	1,501	-
TR88185 : Bathurst Street - Gamble Road to Shaftsbury Avenue	-	44	662	-	-	-	-	-	-	-	-	-	662	-	706	662
TR99900 : Fleet New Additions	7,926	900	438	438	438	438	438	438	438	438	438	438	4,380	4,380	17,586	438
TR80106 : Various Maintenance Facility Upgrades	-	-	219	215	219	164	164	-	27	-	27	-	1,035	578	1,613	219
TR80118 : Southwest Main Yard	6,995	-	-	181	-	1,807	1,122	-	-	-	-	-	3,110	-	10,105	-
TR80230 : Portable Snow Melting Facilities	845	337	-	-	-	-	-	-	-	-	-	-	-	-	1,182	-
TR81045 : Central Snow Management Facility	3,592	2,644	843	-	-	-	-	-	-	-	-	-	843	-	7,079	843
TR85790 : Southeast Main Yard	28,087	-	2	-	-	-	-	-	-	-	-	-	2	-	28,089	2
TR88166 : Southeast Satellite Yard	-	-	-	-	-	-	986	2,201	4,873	7,172	2,486	-	17,718	-	17,718	-
TR88179 : North Existing Yard	149	65	261	82	-	-	3,176	1,807	-	-	-	-	5,326	-	5,540	261
TR88181 : Southwest Satellite Yard	-	-	26,434	1,916	2,190	-	1,643	1,643	-	12,319	12,319	-	58,464	-	58,464	33,826

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR88182 : Central Main Yard	3,417	209	181	-	2,026	1,779	-	-	-	-	-	-	3,986	-	7,612	181
TR88183 : Central Satellite Yard	-	-	-	-	-	-	-	-	-	-	9,198	1,095	10,293	31,098	41,391	-
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	1,478	21,255	-	-	-	-	-	-	-	-	-	-	-	-	22,733	-
TR39950 : Intersection Improvement Program	37,360	3,870	3,887	3,887	3,937	3,986	3,986	4,128	4,855	4,855	4,855	4,855	43,231	48,550	133,011	3,887
TR80105 : Signal Modernization Program	125	1,090	1,095	1,095	-	-	-	-	-	-	-	-	2,190	-	3,405	1,095
TR80221 : LED Streetlight Conversion	-	109	110	110	110	110	110	110	110	110	110	110	1,100	1,100	2,309	110
TR81010 : King Road and Weston Road	865	2,600	2,913	11	11	-	-	-	-	-	-	-	2,935	-	6,400	2,935
TR81020 : King Road and Highway 27	5,493	1,499	11	11	-	-	-	-	-	-	-	-	22	-	7,014	22
TR81030 : Leslie Street and 19th Avenue	3,664	2,598	82	82	-	-	-	-	-	-	-	-	164	-	6,426	164
TR81932 : Major Capital Intersection Improvements Program	5,567	7,500	1,876	199	3,292	-	-	-	-	-	-	-	5,367	-	18,434	1,876
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	2,387	273	-	-	-	-	-	-	-	-	-	-	-	-	2,660	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	170	-	-	-	-	-	-	87	784	782	-	-	1,653	-	1,823	-
TR83920 : Traffic Safety Program Improvements	-	338	219	219	219	219	219	219	219	219	219	219	2,190	2,190	4,718	219
TR84860 : Bathurst Street and Davis Drive	4,122	2,784	438	8	7	-	-	-	-	-	-	-	453	-	7,359	453
TR86910 : Dufferin Street and King Vaughan Road	323	-	-	-	-	-	-	-	219	275	275	92	586	5,344	6,253	-
TR86920 : Keele Street and King Vaughan Road	500	-	-	-	-	-	-	-	-	426	433	433	859	5,670	7,029	-
TR86930 : Jane Street and King Vaughan Road	530	-	-	-	-	-	-	-	-	-	-	1,299	1,299	5,373	7,202	-
TR88175 : Ravenshoe Road and Woodbine Avenue	-	-	-	-	-	-	-	-	-	-	286	286	572	5,947	6,519	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	-	545	1,643	1,643	3,493	3,493	3,493	3,548	3,548	3,548	3,548	3,548	31,505	65,541	97,591	1,643
TR99890 : Intelligent Transportation System	9,829	1,635	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	1,643	16,430	16,430	44,324	1,643
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	1,304	801	2,360	-	-	-	-	-	-	-	-	-	2,360	-	4,465	2,360

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	6	331	336	274	8,572	-	-	-	-	-	-	-	9,182	-	9,520	610
TR81985 : Donald Cousins Parkway - Highway 48 to Highway 404	2	-	-	-	-	-	-	-	-	-	1,533	924	2,457	-	2,459	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	30,223	164	-	-	110	-	110	-	-	-	-	-	220	-	30,607	220
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	26,641	198	-	-	55	-	55	-	-	-	-	-	110	-	26,949	110
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	17,125	6,361	3,815	2,500	-	-	-	-	-	-	-	-	6,315	-	29,801	6,315
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	659	5	-	-	-	-	-	-	169	169	429	429	1,196	31,196	33,056	-
TR85830 : Retrofit Noise Mitigation	132	27	27	27	27	27	27	27	27	27	27	27	270	270	699	27
TR86730 : Highway 404 Interchange at Doane Road	13,612	-	-	-	-	-	-	-	-	-	-	110	110	5,203	18,925	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	-	-	406	1,923	2,986	6,966	-	-	-	-	-	-	12,281	-	12,281	2,329
TR99806 : Langstaff Road - Jane Street to Keele Street	487	218	38	-	-	-	-	-	-	-	-	-	38	-	743	38
TR99816 : Teston Road - Keele Street to Dufferin Street	304	40	1,381	1,095	1,095	1,046	-	-	-	-	-	-	4,617	-	4,961	4,617
TR99970 : Miscellaneous Payments to Developers	38,843	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	122,843	4,000
TR83480 : Transportation Master Plan Update	1,918	-	-	219	438	438	-	-	-	-	219	438	1,752	1,533	5,203	-
TR85810 : Arterial Corridor Transportation Studies	1,695	465	268	268	268	268	268	268	268	268	268	268	2,680	2,680	7,520	268
TR80430 : Regional Streetscaping	13,467	1,154	1,476	1,298	4,620	1,298	1,298	1,298	1,298	1,298	1,298	1,298	16,480	12,980	44,081	1,476
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	2,367	419	762	66	16,381	-	-	-	-	-	-	-	17,209	-	19,995	762
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	-	-	-	-	545	-	-	6,380	-	-	-	-	6,925	-	6,925	-
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	-	-	-	-	-	6,023	6,023	-	-	-	-	-	12,046	-	12,046	-

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	-	100	301	301	-	1,998	1,998	796	6,353	16,874	17,969	-	46,590	-	46,690	602
TS36110 : Technology Data	1,139	1,500	2,231	1,966	2,038	2,132	1,853	1,967	2,229	2,300	2,202	2,017	20,935	21,255	44,829	2,231
TR39990 : Traffic Control Signal Electronic Improvements	30,145	2,044	2,053	2,053	2,053	657	657	657	657	657	657	657	10,758	6,570	49,517	2,053
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	25,091	(573)	-	-	-	-	-	-	-	-	-	-	-	-	24,518	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	15,596	-	38	22	14	-	-	-	-	-	-	-	74	-	15,670	74
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	30,126	105	38	22	14	-	-	-	-	-	-	-	74	-	30,305	74
TR80750 : Teston Road - Dufferin Street to Bathurst Street	7,664	-	-	-	-	-	-	-	-	-	164	164	328	12,706	20,698	-
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	53	-	-	-	-	-	-	-	-	-	-	-	-	-	53	-
TR81901 : 14th Avenue - Markham Road to Donald Cousens Parkway	-	-	-	-	-	-	-	-	-	-	228	228	456	35,208	35,664	-
TR81911 : Dufferin Street - Teston Road to King Road	-	-	-	-	-	-	-	-	-	-	752	751	1,503	-	1,503	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	1,749	1,000	12,909	5,024	33	33	38	-	-	-	-	-	18,037	-	20,786	18,037
TR81958 : Jane Street - Teston Road to Kirby Road	-	-	-	-	-	-	-	-	-	-	176	176	352	32,565	32,917	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	1,209	1,700	11,697	9,837	-	-	-	-	-	-	-	-	21,534	-	24,443	21,534
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	897	150	548	1,095	1,385	4,161	1,456	14,175	13,041	-	-	-	35,861	-	36,908	8,645
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	-	-	-	-	-	-	657	631	855	1,507	3,650	13,874	17,524	-
TR83998 : Highway 27 - Nashville Road to King Road	-	-	-	-	-	-	-	-	-	-	232	232	464	21,406	21,870	-
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	213	-	-	-	-	-	-	-	-	-	563	563	1,126	19,290	20,629	-

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	32	1,038	1,770	7,665	6,362	1,490	-	-	-	-	-	-	17,287	-	18,357	17,287
TR84027 : 19th Avenue - Yonge Street to Bayview Avenue	-	-	-	-	-	-	-	-	-	-	82	82	164	29,579	29,743	-
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	-	-	-	-	-	-	-	-	-	-	168	168	336	18,795	19,131	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	14,926	13,220	1,612	33	33	-	-	-	-	-	-	-	1,678	-	29,824	1,678
TR84190 : Leslie Street - John's Sideroad to Mulock Drive	12,232	20	7	-	-	-	-	-	-	-	-	-	7	-	12,259	7
TR84200 : Doane Road - Highway 404 to Yonge Street	4,183	342	-	-	-	-	-	548	548	876	5,694	5,694	13,360	43,175	61,060	-
TR85620 : 2nd Concession - Green Lane to Doane Road	76,344	263	33	11	11	-	-	-	-	-	-	-	55	-	76,662	55
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	-	90	493	2,314	5,856	1,232	164	32	-	-	-	-	10,091	-	10,181	2,807
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,360	-	-	-	-	-	-	-	-	-	-	180	180	329	4,869	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	45,066	1,871	47	15	4	-	-	-	-	-	-	-	66	-	47,003	66
TR98320 : Leslie Street - Green Lane to Colonel Wrayling Boulevard	233	-	-	-	-	-	-	-	-	-	110	107	217	9,786	10,236	-
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	12,549	20	-	-	-	-	-	-	-	-	-	-	-	-	12,569	-
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	1,414	22	-	-	-	-	-	-	-	-	-	-	-	-	1,436	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	21,935	-	350	-	-	-	-	-	-	-	-	-	350	-	22,285	350
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	2	-	-	-	-	-	-	-	-	-	245	1,630	1,875	-	1,877	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	1,477	1,200	3,047	14,296	14,296	-	-	-	-	-	-	-	31,639	-	34,316	3,047
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	19,802	11,520	19,682	21,470	4,827	44	22	-	-	-	-	-	46,045	-	77,367	46,045

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR81362 : Dufferin Street and Rutherford Road	-	90	2,055	397	6,531	128	-	-	-	-	-	-	9,111	-	9,201	2,452
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	11,714	2,261	532	55	55	4,643	11,552	10,669	272	-	-	-	27,778	-	41,753	642
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	18	-	-	-	-	-	-	-	-	219	227	548	994	26,424	27,436	-
TR81420 : Bayview Avenue - John Street to Highway 7	322	-	-	-	-	-	-	-	-	-	876	946	1,822	36,121	38,265	-
TR81810 : Highway 50 - Highway 7 to Rutherford Road, including intersection at Gore Road	22,227	23	-	-	-	-	-	-	-	-	-	-	-	-	22,250	-
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	7,745	27	16	-	-	-	-	-	-	-	-	-	16	-	7,788	16
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	48	172	55	-	-	-	-	-	-	-	-	-	55	-	275	55
TR81952 : Dufferin Street - Langstaff Road to Major Mackenzie Drive	655	48	-	-	-	-	-	-	-	1,058	1,058	10,358	12,474	27,350	40,527	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	69	272	170	-	-	-	-	-	-	-	-	-	170	-	511	170
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	47	172	38	-	-	-	-	-	-	-	-	-	38	83,631	83,888	38
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	2,439	1,776	1,423	11	55	55	4,062	13,288	13,608	327	-	-	32,829	-	37,044	1,544
TR83450 : Major Mackenzie Drive - Highway 50 to Canadian Pacific Railway	3,388	355	6,707	-	-	-	-	-	-	-	-	-	6,707	-	10,450	6,707
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,014	6	-	1,916	1,916	463	4,154	4,154	-	-	-	-	12,603	-	13,623	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	269	-	-	-	-	-	3,285	809	7,295	7,294	-	-	18,683	-	18,952	-
TR84008 : 16th Avenue - McCowan Road to Ninth Line	496	104	-	-	-	-	-	-	-	-	-	-	-	-	600	-
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	-	-	-	-	-	-	-	-	-	-	95	95	190	7,167	7,357	-
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,698	300	2,540	1,200	-	-	-	-	-	-	-	-	3,740	33,714	39,452	3,740

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	326	104	-	-	-	-	-	-	-	-	-	-	-	-	430	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	176	91	367	3,082	1,718	3,073	11,569	11,569	1,437	16	16	16	32,863	-	33,130	5,167
TR85570 : Rutherford Road - Jane Street to Westburne Drive	2,679	5,800	8,302	11,727	11,642	7,464	273	71	71	-	-	-	39,550	-	48,029	39,550
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	2,385	234	1,554	1,567	8,185	8,103	8,943	219	244	-	-	-	28,815	-	31,434	3,121
TR85590 : Carrville Road - Bathurst Street to Yonge Street	565	-	-	-	-	-	-	-	665	654	-	-	1,319	-	1,884	-
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	430	112	-	-	-	-	-	-	145	145	55	708	1,053	47,365	48,960	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	283	976	3,542	4,077	4,077	4,113	55	-	-	-	-	-	15,864	-	17,123	15,864
TR85630 : Keele Street - Langstaff Road to Rutherford Road	3	-	-	-	-	-	-	-	-	-	241	241	482	-	485	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	50,003	7,674	22,877	9,081	298	33	33	-	-	-	-	-	32,322	-	89,999	32,322
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	26,543	942	82	-	-	-	-	-	-	-	-	-	82	-	27,567	82
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	1,382	1,090	13,343	4,500	5,541	2,962	11	11	-	-	-	-	26,368	-	28,840	26,368
TR85710 : Yonge Street - Davis Drive to Green Lane	6,048	900	8,401	4,458	17,109	13,824	2,279	45	44	-	-	-	46,160	-	53,108	12,859
TR88163 : Steeles Avenue - Donald Cousens Parkway to Morningside Avenue	460	166	274	-	-	-	-	-	-	-	-	-	274	-	900	274
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	-	-	-	-	-	-	-	-	-	-	128	128	256	15,876	16,132	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	-	-	-	3,833	8,760	8,213	2,738	-	-	-	-	-	23,544	-	23,544	-
TR96020 : Bathurst Street - Green Lane West to Yonge Street	30,511	190	12	-	-	-	-	-	-	-	-	-	12	-	30,713	12
TR96770 : Keele Street - Steeles Avenue to Highway 7	9,810	1,531	11,744	11,005	8,243	160	16	16	16	-	-	-	31,200	-	42,541	31,200
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	42,502	617	-	-	-	-	-	-	-	-	-	-	-	-	43,119	-

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	16,076	-	-	-	-	-	-	-	548	442	876	876	2,742	59,543	78,361	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	134	55	33	274	492	4,637	805	128	16	16	16	-	6,417	-	6,606	33
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	288	104	-	-	-	-	-	-	-	145	145	736	1,026	26,505	27,923	-
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	1,770	454	88	-	-	-	-	-	-	-	-	-	88	-	2,312	88
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	1,840	3,434	9,503	7,793	4,399	4,348	55	-	-	-	-	-	26,098	-	31,372	26,098
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	1,695	469	55	-	-	-	-	-	-	-	-	-	55	-	2,219	55
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	72	172	71	-	219	4,842	2,324	1,478	2,970	13,874	11,719	431	37,928	48	38,220	71
TR99805 : Langstaff Road - Weston Road to Jane Street	465	218	38	-	-	-	-	-	-	-	-	-	38	-	721	38
TR80101 : King Road - Yonge Street to Bond Crescent	691	50	38	-	6,636	55	-	-	-	-	-	-	6,729	-	7,470	38
TR88192 : Markham Whistling Cessation	-	2,725	-	-	-	-	-	-	-	-	-	-	-	-	2,725	-
*TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	13,735	10,500	246	2,978	17,788	17,788	18,401	-	-	-	-	-	57,201	-	81,436	3,224
*TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	1,223	436	-	548	548	1,546	3,685	1,273	8,149	8,088	-	-	23,837	-	25,496	-
*TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	-	-	-	-	164	268	285	1,107	3,186	3,186	3,186	-	11,382	-	11,382	-
*TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	437	104	301	1,068	767	3,772	3,772	10,503	10,903	55	-	-	31,141	-	31,682	301
*TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	364	19	44	600	644	908	4,791	7,985	3,529	-	-	-	18,501	-	18,884	2,196
*TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	820	104	-	171	171	868	868	926	1,870	944	16,564	17,016	39,398	55	40,377	-
*TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	-	-	110	548	438	438	438	631	476	2,321	9,176	1,037	15,613	32	15,645	1,096
*TR84006 : Weston Road - North and South of Rutherford Road	11	-	-	-	157	157	399	1,210	1,387	5,068	5,277	-	13,655	-	13,666	-

* Roads Capital Acceleration Reserve

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
*TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	-	-	-	-	110	329	275	548	1,752	956	3,488	10,353	17,811	11,000	28,811	-
*TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	-	-	-	55	431	1,653	4,125	1,859	-	-	-	-	8,123	-	8,123	-
*TR88196 : Weston Road - Highway 407 to North of Highway 7	-	-	55	411	671	534	2,436	2,386	-	-	-	-	6,493	-	6,493	466
*TR88197 : Highway 7 West of Kipling Avenue	-	-	-	269	269	219	689	612	1,052	982	-	-	4,092	-	4,092	-
*TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	1,795	120	55	669	668	900	1,102	5,810	5,810	7,747	210	110	23,081	-	24,996	3,394
*TR99540 : Langstaff Road - Keele Street to Dufferin Street	696	218	82	207	275	548	548	2,705	10,646	10,625	483	-	26,119	-	27,033	564
Total Growth Expenditures	907,381	151,751	215,311	165,846	206,145	145,439	131,860	128,927	124,778	125,510	131,302	83,580	1,458,698	975,478	3,493,308	423,954

Funding Sources:

Program Specific Reserves	102,897	13,390	20,362	15,544	17,660	11,528	11,319	12,180	10,873	9,535	10,277	8,659	127,937	92,332	336,556	37,850
Debt Reduction Reserve	14,354	-	-	-	-	-	-	-	-	-	-	-	-	-	14,354	-
Asset Replacement Reserves	-	34	-	-	-	-	-	-	-	-	-	-	-	-	34	-
General Capital Reserve	1,141	-	-	-	-	-	-	-	-	-	-	-	-	-	1,141	-
Development Charge Reserves	407,600	5,345	46,578	5,513	5,072	5,141	5,142	5,102	4,901	5,449	6,664	6,041	95,603	359,578	868,127	47,906
Grants & Subsidies	807	-	-	-	-	-	-	-	-	-	-	-	-	-	807	-
Other Recoveries	72,622	12,571	5,193	14,347	33,380	25,393	17,220	6,217	6,955	4,208	3,829	1,551	118,293	66,421	269,907	28,820
Planned Debenture Proceeds	307,380	119,420	141,498	125,471	140,480	87,703	72,588	73,544	60,179	72,291	82,241	48,080	904,075	640,095	1,970,969	301,131
Roads Capital Acceleration Reserve	-	-	550	4,058	8,644	14,761	24,678	30,971	39,856	32,045	26,341	17,283	199,187	(199,187)	-	7,117
Federal Gas Tax Reserve	580	991	1,130	913	909	913	913	913	2,014	1,982	1,950	1,966	13,603	16,239	31,413	1,130
Total Growth Funding	907,381	151,751	215,311	165,846	206,145	145,439	131,860	128,927	124,778	125,510	131,302	83,580	1,458,698	975,478	3,493,308	423,954

Program Group: Rehabilitation and Replacement

Gross Expenditures:

TR99910 : Fleet Replacement	24,238	2,192	3,830	4,577	2,497	3,975	3,033	4,500	3,909	4,500	2,321	3,655	36,797	-	63,227	3,830
TR80220 : LED Replacement Traffic Signals	2,013	273	274	329	329	329	-	-	329	329	329	329	2,577	-	4,863	274

* Roads Capital Acceleration Reserve

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR83910 : Roads Asset Management	6,022	1,000	1,807	1,478	1,478	1,478	1,478	1,916	1,588	1,588	1,588	1,697	16,096	-	23,118	1,807
TR99801 : Rapidways Asset Management	546	150	219	110	110	110	110	110	110	110	110	137	1,236	-	1,932	219
TR39960 : Road Asset Renewal and Replacement	193,705	16,000	13,912	14,186	14,153	14,208	14,317	14,317	14,240	14,153	26,444	27,539	167,469	-	377,174	13,912
TR39980 : Various Road Improvements	53,954	3,319	3,089	3,297	3,587	3,687	3,787	3,886	3,986	4,085	4,235	4,384	38,023	-	95,296	3,089
TR88173 : Yonge Street North of Industrial Parkway	839	1,618	7,941	-	-	-	-	-	-	-	-	-	7,941	-	10,398	7,941
TR88176 : Emergency Projects	(1)	700	1	1	1	1	1	1	1	1	1	1	10	-	709	1
TR88188 : Asset Renewal and Replacement	-	17,845	25,250	29,510	29,215	38,703	42,006	48,625	60,671	70,757	93,530	83,137	521,404	-	539,249	25,250
TR88198 : Intersection Improvement at Vaughan City Hall	-	-	2,101	-	-	-	-	-	-	-	-	-	2,101	-	2,101	2,101
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	-	-	-	-	-	-	-	-	-	-	107	-	107	-	107	-
TR99870 : Various Railway Crossing Improvements	4,625	283	383	391	399	406	415	423	431	440	449	458	4,195	-	9,103	383
TR84950 : Drainage System Program	3,103	391	712	821	931	1,040	1,095	1,130	1,151	1,171	1,190	1,214	10,455	-	13,949	712
TR39930 : Structures Rehabilitation Program	23,959	3,470	6,899	4,566	4,862	5,256	5,453	5,650	5,847	6,044	6,537	6,833	57,947	-	85,376	6,899
TR87300 : East Humber River Bridge - Jane Street, North of King Road	62	-	1,558	-	-	-	-	-	-	-	-	-	1,558	-	1,620	1,558
TR87310 : King Horne Bridge - King Road, East of Highway 400	2	-	2,450	1,634	-	-	-	-	-	-	-	-	4,084	-	4,086	4,084
TR88167 : Structure - Major Mackenzie Drive at McNaughton Road	88	9,500	-	-	-	-	-	-	-	-	-	-	-	-	9,588	-
TR88174 : Retaining Wall - Mount Albert Road at Warden Avenue	539	650	-	-	-	-	-	-	-	-	-	-	-	-	1,189	-
TR88174 : Major Mackenzie Depressurization System	253	361	-	-	-	-	-	-	-	-	-	-	-	-	614	-
Total Rehabilitation and Replacement Expenditures	313,949	57,752	70,426	60,900	57,562	69,193	71,695	80,558	92,263	103,178	136,841	129,384	872,000	-	1,243,701	72,060
Funding Sources:																
Program Specific Reserves	243,605	-	-	-	-	-	-	-	-	-	-	-	-	-	243,605	-
Debt Reduction Reserve	21,723	1,707	3,953	-	1,500	-	134	-	-	-	-	-	5,587	-	29,017	3,953
Asset Replacement Reserves	22,163	54,195	58,601	52,912	35,755	59,806	65,911	73,190	83,943	94,270	120,445	112,014	756,847	-	833,205	59,827

Roads

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
General Capital Reserve	2,363	-	-	-	-	-	-	-	-	-	-	-	-	-	2,363	-
Development Charge Reserves	9,394	-	660	15	15	15	15	15	15	15	15	18	798	798	10,192	660
Grants & Subsidies	2,750	-	-	-	-	-	-	-	-	-	-	-	-	-	2,750	-
Other Recoveries	3,988	1,850	2,568	50	50	50	50	50	50	50	50	63	3,031	3,031	8,869	2,568
Planned Debuture Proceeds	7,964	-	1,644	2,123	1,442	4,022	5,585	7,303	8,255	8,843	16,331	17,289	72,837	72,837	80,801	2,052
Federal Gas Tax Reserve	-	-	3,000	5,800	18,800	5,300	-	-	-	-	-	-	32,900	32,900	32,900	3,000
Total Rehabilitation and Replacement Funding	313,949	57,752	70,426	60,900	57,562	69,193	71,695	80,558	92,263	103,178	136,841	129,384	872,000	872,000	1,243,701	72,060
Total Expenditures	1,221,330	209,503	285,737	226,746	263,707	214,632	203,555	209,485	217,041	228,688	268,143	212,964	2,330,698	975,478	4,737,009	496,014
Funding Sources:																
Program Specific Reserves	346,502	13,390	20,362	15,544	17,660	11,528	11,319	12,180	10,873	9,535	10,277	8,659	127,937	92,332	580,161	37,850
Debt Reduction Reserve	36,076	1,707	3,953	-	1,500	-	134	-	-	-	-	-	5,587	-	43,370	3,953
Asset Replacement Reserves	22,163	54,229	58,601	52,912	35,755	59,806	65,911	73,190	83,943	94,270	120,445	112,014	756,847	-	833,239	59,827
General Capital Reserve	3,504	-	-	-	-	-	-	-	-	-	-	-	-	-	3,504	-
Development Charge Reserves	416,994	5,345	47,238	5,528	5,087	5,156	5,157	5,117	4,916	5,464	6,679	6,059	96,401	359,578	878,319	48,566
Grants & Subsidies	3,556	-	-	-	-	-	-	-	-	-	-	-	-	-	3,556	-
Other Recoveries	76,611	14,421	7,761	14,397	33,430	25,443	17,270	6,267	7,005	4,258	3,879	1,614	121,324	66,421	278,777	31,388
Planned Debuture Proceeds	315,344	119,420	143,142	127,594	141,922	91,725	78,173	80,847	68,434	81,134	98,572	65,369	976,912	640,095	2,051,770	303,183
Roads Capital Acceleration Reserve	-	-	550	4,058	8,644	14,761	24,678	30,971	39,856	32,045	26,341	17,283	199,187	(199,187)	-	7,117
Federal Gas Tax Reserve	580	991	4,130	6,713	19,709	6,213	913	913	2,014	1,982	1,950	1,966	46,503	16,239	64,313	4,130
Total Funding	1,221,330	209,503	285,737	226,746	263,707	214,632	203,555	209,485	217,041	228,688	268,143	212,964	2,330,698	975,478	4,737,009	496,014

Roads

2020 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												
TR39910 : Miscellaneous Design & Survey for Future Projects	8,252	828	-	-	-	-	-	-	7,424	-	-	
TR39920 : Property Acquisition for Future Capital Projects	4,980	500	-	-	-	-	-	-	4,480	-	-	
TR80121 : Development Transportation Demand Management	5,474	546	-	-	-	-	-	-	4,928	-	-	
TR81990 : Keele Street - Highway 407 to Highway 7	548	55	-	-	-	-	-	-	493	-	-	
TR83490 : Smart Commute Initiative	2,190	220	-	-	1,970	-	-	-	-	-	-	
TR84045 : Lake to Lake Cycling Facilities	45	6	-	-	39	-	-	-	-	-	-	
TR84940 : Pedestrian Cycling Program	8,545	856	-	-	-	-	-	-	7,689	-	-	
TR86880 : Pedestrian Cycling Municipal Partnership Program	6,007	603	-	-	-	-	-	-	5,404	-	-	
TR88185 : Bathurst Street - Gamble Road to Shaftsbury Avenue	662	3	-	-	-	-	-	659	-	-	-	
TR99900 : Fleet New Additions	4,380	-	-	-	-	4,380	-	-	-	-	-	
TR80106 : Various Maintenance Facility Upgrades	1,035	51	-	-	-	364	-	-	620	-	-	
TR80118 : Southwest Main Yard	3,110	155	-	-	-	172	-	-	2,783	-	-	
TR81045 : Central Snow Management Facility	843	84	-	-	-	-	-	-	759	-	-	
TR85790 : Southeast Main Yard	2	-	-	-	-	2	-	-	-	-	-	
TR88166 : Southeast Satellite Yard	17,718	886	-	-	-	-	-	-	16,832	-	-	
TR88179 : North Existing Yard	5,326	266	-	-	-	78	-	-	4,982	-	-	
TR88181 : Southwest Satellite Yard	58,464	2,924	-	-	-	-	-	-	55,540	-	-	
TR88182 : Central Main Yard	3,986	199	-	-	-	172	-	-	3,615	-	-	
TR88183 : Central Satellite Yard	10,293	515	-	-	-	-	-	-	9,778	-	-	
TR39950 : Intersection Improvement Program	43,231	4,327	-	-	-	-	-	-	38,904	-	-	
TR80105 : Signal Modernization Program	2,190	220	-	-	-	-	-	-	1,970	-	-	
TR80221 : LED Streetlight Conversion	1,100	110	-	-	-	990	-	-	-	-	-	
TR81010 : King Road and Weston Road	2,935	293	-	-	-	20	-	-	2,622	-	-	
TR81020 : King Road and Highway 27	22	2	-	-	-	20	-	-	-	-	-	
TR81030 : Leslie Street and 19th Avenue	164	16	-	-	-	148	-	-	-	-	-	
TR81932 : Major Capital Intersection Improvements Program	5,367	537	-	-	-	179	-	-	4,651	-	-	
TR83850 : Highway 50 and Albion - Vaughan	1,653	165	-	-	-	78	-	-	1,410	-	-	

Roads

2020 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
Road/Mayfield Road											
TR83920 : Traffic Safety Program Improvements	2,190	220	-	-	-	1,970	-	-	-	-	-
TR84860 : Bathurst Street and Davis Drive	453	46	-	-	-	13	-	-	394	-	-
TR86910 : Dufferin Street and King Vaughan Road	586	59	-	-	-	280	-	-	247	-	-
TR86920 : Keele Street and King Vaughan Road	859	86	-	-	-	-	-	-	773	-	-
TR86930 : Jane Street and King Vaughan Road	1,299	130	-	-	-	-	-	-	1,169	-	-
TR88175 : Ravenshoe Road and Woodbine Avenue	572	58	-	-	-	-	-	-	514	-	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	31,505	3,150	-	-	-	-	-	-	28,355	-	-
TR99890 : Intelligent Transportation System	16,430	1,640	-	-	-	-	-	-	14,790	-	-
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	2,360	236	-	-	-	-	-	-	2,124	-	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	9,182	-	-	-	-	-	-	6,062	3,120	-	-
TR81985 : Donald Cousens Parkway - Highway 48 to Highway 404	2,457	-	-	-	-	-	-	-	2,457	-	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	220	-	-	-	-	100	-	120	-	-	-
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	110	6	-	-	-	54	-	50	-	-	-
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	6,315	632	-	-	-	-	-	-	5,683	-	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	1,196	-	-	-	-	410	-	786	-	-	-
TR85830 : Retrofit Noise Mitigation	270	30	-	-	-	240	-	-	-	-	-
TR86730 : Highway 404 Interchange at Doane Road	110	11	-	-	-	99	-	-	-	-	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	12,281	-	-	-	-	-	-	-	12,281	-	-
TR99806 : Langstaff Road - Jane Street to Keele Street	38	-	-	-	-	38	-	-	-	-	-
TR99816 : Teston Road - Keele Street to Dufferin Street	4,617	-	-	-	-	-	-	-	4,617	-	-
TR39970 : Miscellaneous Payments to Developers	40,000	4,000	-	-	-	36,000	-	-	-	-	-
TR83480 : Transportation Master Plan Update	1,752	176	-	-	-	394	-	-	1,182	-	-
TR85810 : Arterial Corridor Transportation Studies	2,680	270	-	-	-	-	-	-	2,410	-	-
TR80430 : Regional Streetscaping	16,480	3,300	-	-	-	-	-	-	13,180	-	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	17,209	-	-	-	-	66	-	382	16,761	-	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	6,925	-	-	-	-	-	-	-	6,925	-	-

Roads

2020 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 Debeniture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	12,046	1,204	-	-	-	-	-	-	10,842	-	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	46,590	-	-	-	-	-	-	-	46,590	-	-
TS36110 : Technology Data	20,935	7,332	-	-	-	-	-	-	-	-	13,603
TR39990 : Traffic Control Signal Electronic Improvements	10,758	1,077	-	-	-	-	-	-	9,681	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	74	7	-	-	-	67	-	-	-	-	-
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	74	7	-	-	-	67	-	-	-	-	-
TR80750 : Teston Road - Dufferin Street to Bathurst Street	328	32	-	-	-	296	-	-	-	-	-
TR81901 : 14th Avenue - Markham Road to Donald Cousens Parkway	456	46	-	-	-	-	-	-	410	-	-
TR81911 : Dufferin Street - Teston Road to King Road	1,503	1,503	-	-	-	-	-	-	-	-	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	18,037	1,687	-	-	-	94	-	1,165	15,091	-	-
TR81958 : Jane Street - Teston Road to Kirby Road	352	36	-	-	-	316	-	-	-	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	21,534	2,154	-	-	-	-	-	-	19,380	-	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	35,861	3,421	-	-	-	-	-	1,670	30,770	-	-
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	3,650	366	-	-	-	-	-	-	3,284	-	-
TR83998 : Highway 27 - Nashville Road to King Road	464	46	-	-	-	-	-	-	418	-	-
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	1,126	112	-	-	-	-	-	-	1,014	-	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	17,287	-	-	-	-	-	-	17,287	-	-	-
TR84027 : 19th Avenue - Yonge Street to Bayview Avenue	164	16	-	-	-	148	-	-	-	-	-
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	336	34	-	-	-	302	-	-	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	1,678	167	-	-	-	60	-	-	1,451	-	-
TR84190 : Leslie Street - John's Sideroad to Mulock Drive	7	1	-	-	-	6	-	-	-	-	-
TR84200 : Doane Road - Highway 404 to Yonge Street	13,360	1,336	-	-	-	-	-	-	12,024	-	-
TR85620 : 2nd Concession - Green Lane to Doane Road	55	5	-	-	-	50	-	-	-	-	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	10,091	1,008	-	-	-	177	-	-	8,906	-	-
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	180	18	-	-	-	162	-	-	-	-	-

Roads

2020 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
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	66	7	-	-	-	59	-	-	-	-	-
TR98320 : Leslie Street - Green Lane to Colonel Weyling Boulevard	217	22	-	-	-	195	-	-	-	-	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	350	35	-	-	-	-	-	-	315	-	-
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	1,875	188	-	-	-	-	-	-	1,687	-	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	31,639	2,981	-	-	-	-	-	1,826	26,832	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	46,045	4,488	-	-	-	60	-	1,159	40,338	-	-
TR81362 : Dufferin Street and Rutherford Road	9,111	884	-	-	-	115	-	286	7,826	-	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	27,778	2,647	-	-	-	98	-	1,310	23,723	-	-
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	994	100	-	-	-	197	-	-	697	-	-
TR81420 : Bayview Avenue - John Street to Highway 7	1,822	183	-	-	-	-	-	-	1,639	-	-
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	16	2	-	-	-	14	-	-	-	-	-
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	55	6	-	-	-	49	-	-	-	-	-
TR81952 : Dufferin Street - Langstaff Road to Major Mackenzie Drive	12,474	1,248	-	-	-	-	-	-	11,226	-	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	170	17	-	-	-	153	-	-	-	-	-
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	38	4	-	-	-	34	-	-	-	-	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	32,829	2,936	-	-	-	108	-	3,495	26,290	-	-
TR83450 : Major Mackenzie Drive - Highway 50 to Canadian Pacific Railway	6,707	653	-	-	-	-	-	172	5,882	-	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	12,603	1,260	-	-	-	-	-	-	11,343	-	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	18,683	1,869	-	-	-	-	-	-	16,814	-	-
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	190	18	-	-	-	172	-	-	-	-	-
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	3,740	374	-	-	-	-	-	-	3,366	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	32,863	3,132	-	-	-	42	-	1,559	28,130	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	39,550	3,756	-	-	-	128	-	1,994	33,672	-	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	28,815	2,829	-	-	-	197	-	526	25,263	-	-
TR85590 : Carrville Road - Bathurst Street to Yonge Street	1,319	132	-	-	-	-	-	-	1,187	-	-

Roads

2020 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
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	1,053	107	-	-	-	309	-	-	637	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	15,864	1,551	-	-	-	49	-	258	14,006	-	-
TR85630 : Keele Street - Langstaff Road to Rutherford Road	482	48	-	-	-	-	-	-	434	-	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	32,322	3,138	-	-	-	76	-	941	28,167	-	-
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	82	8	-	-	-	74	-	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	26,368	2,636	-	-	-	20	-	-	23,712	-	-
TR85710 : Yonge Street - Davis Drive to Green Lane	46,160	3,399	-	-	-	80	-	12,184	30,497	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	274	27	-	-	-	-	-	-	247	-	-
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	256	26	-	-	-	230	-	-	-	-	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	23,544	2,354	-	-	-	-	-	-	21,190	-	-
TR96020 : Bathurst Street - Green Lane West to Yonge Street	12	1	-	-	-	11	-	-	-	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 7	31,200	3,122	-	-	-	186	-	-	27,892	-	-
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	2,742	275	-	-	-	-	-	-	2,467	-	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	6,417	621	-	-	-	187	-	214	5,395	-	-
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	1,026	104	-	-	-	260	-	-	662	-	-
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	88	9	-	-	-	79	-	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	26,098	2,561	-	-	-	49	-	495	22,993	-	-
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	55	6	-	-	-	49	-	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	37,928	3,720	-	-	-	261	-	723	33,224	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	38	4	-	-	-	34	-	-	-	-	-
TR80101 : King Road - Yonge Street to Bond Crescent	6,729	2,478	-	-	-	37	-	2,600	1,614	-	-
*TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	57,201	-	-	-	-	96	-	44,250	8,654	4,201	-
*TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	23,837	2,095	-	-	-	-	-	2,892	-	18,850	-
*TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	11,382	-	-	-	-	-	-	7,588	-	3,794	-
*TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	31,141	3,088	-	-	-	-	-	265	-	27,788	-

* Roads Capital Acceleration Reserve

Roads

2020 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
*TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	18,501	1,683	-	-	-	-	-	1,671	-	15,147	-
*TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	39,398	3,884	-	-	308	308	-	557	781	33,868	-
*TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	15,613	1,392	-	-	-	197	-	1,712	930	11,382	-
*TR84006 : Weston Road - North and South of Rutherford Road	13,655	1,367	-	-	-	306	-	-	-	11,982	-
*TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	17,811	1,783	-	-	-	197	-	-	394	15,437	-
*TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	8,123	811	-	-	-	-	-	-	-	7,312	-
*TR88196 : Weston Road - Highway 407 to North of Highway 7	6,493	648	-	-	-	-	-	-	-	5,845	-
*TR88197 : Highway 7 West of Kipling Avenue	4,092	410	-	-	-	-	-	-	-	3,682	-
*TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	23,081	2,285	-	-	-	-	-	227	3,054	17,515	-
*TR99540 : Langstaff Road - Keele Street to Dufferin Street	26,119	2,493	-	-	-	34	-	1,208	-	22,384	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	40,832	-	-	(40,832)	-	-
Total Growth	1,458,698	127,937	-	-	-	95,603	-	118,293	904,075	199,187	13,603

Program Group: Rehabilitation and Replacement

TR99910 : Fleet Replacement	36,797	-	-	36,640	-	-	-	157	-	-	-
TR80220 : LED Replacement Traffic Signals	2,577	-	-	2,577	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	16,096	-	-	12,074	-	-	-	-	4,022	-	-
TR99801 : Rapidways Asset Management	1,236	-	-	505	-	168	-	563	-	-	-
TR39960 : Road Asset Renewal and Replacement	167,469	-	-	117,196	-	-	-	-	50,273	-	-
TR39980 : Various Road Improvements	38,023	-	-	35,868	-	-	-	-	2,155	-	-
TR88173 : Yonge Street North of Industrial Parkway	7,941	-	-	7,093	-	-	-	848	-	-	-
TR88176 : Emergency Projects	10	-	-	10	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	521,404	-	-	488,504	-	-	-	-	-	-	32,900
TR88198 : Intersection Improvement at Vaughan City Hall	2,101	-	-	638	-	-	-	1,463	-	-	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	107	-	-	107	-	-	-	-	-	-	-
TR99870 : Various Railway Crossing Improvements	4,195	-	-	4,195	-	-	-	-	-	-	-
TR84950 : Drainage System Program	10,455	-	-	7,842	-	178	-	-	2,435	-	-

* Roads Capital Acceleration Reserve

Roads
2020 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
TR39930 : Structures Rehabilitation Program	57,947	-	5,587	39,365	-	-	-	-	12,995	-	-
TR87300 : East Humber River Bridge - Jane Street, North of King Road	1,558	-	-	1,169	-	-	-	-	389	-	-
TR87310 : King Horne Bridge - King Road, East of Highway 400	4,084	-	-	3,064	-	-	-	-	1,020	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	452	-	-	(452)	-	-
Total Rehabilitation and Replacement	872,000	-	5,587	756,847	-	798	-	3,031	72,837	-	32,900
Total Funding	2,330,698	127,937	5,587	756,847	-	96,401	-	121,324	976,912	199,187	46,503

Roads

2020 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: Growth												
TR39910 : Miscellaneous Design & Survey for Future Projects	1,277	128	-	-	-	-	-	-	1,149	-	-	
TR39920 : Property Acquisition for Future Capital Projects	498	50	-	-	-	-	-	-	448	-	-	
TR80121 : Development Transportation Demand Management	383	38	-	-	-	-	-	-	345	-	-	
TR83490 : Smart Commute Initiative	219	22	-	-	-	197	-	-	-	-	-	
TR84045 : Lake to Lake Cycling Facilities	45	6	-	-	-	39	-	-	-	-	-	
TR84940 : Pedestrian Cycling Program	2,409	241	-	-	-	-	-	-	2,168	-	-	
TR86880 : Pedestrian Cycling Municipal Partnership Program	1,075	108	-	-	-	-	-	-	967	-	-	
TR88185 : Bathurst Street - Gamble Road to Shaftsbury Avenue	662	3	-	-	-	-	-	659	-	-	-	
TR99900 : Fleet New Additions	438	-	-	-	-	438	-	-	-	-	-	
TR80106 : Various Maintenance Facility Upgrades	219	11	-	-	-	-	-	-	208	-	-	
TR81045 : Central Snow Management Facility	843	84	-	-	-	-	-	-	759	-	-	
TR85790 : Southeast Main Yard	2	-	-	-	-	2	-	-	-	-	-	
TR88179 : North Existing Yard	261	13	-	-	-	-	-	-	248	-	-	
TR88181 : Southwest Satellite Yard	33,826	1,692	-	-	-	-	-	-	32,134	-	-	
TR88182 : Central Main Yard	181	9	-	-	-	172	-	-	-	-	-	
TR39950 : Intersection Improvement Program	3,887	389	-	-	-	-	-	-	3,498	-	-	
TR80105 : Signal Modernization Program	1,095	110	-	-	-	-	-	-	985	-	-	
TR80221 : LED Streetlight Conversion	110	11	-	-	-	99	-	-	-	-	-	
TR81010 : King Road and Weston Road	2,935	293	-	-	-	20	-	-	2,622	-	-	
TR81020 : King Road and Highway 27	22	2	-	-	-	20	-	-	-	-	-	
TR81030 : Leslie Street and 19th Avenue	164	16	-	-	-	148	-	-	-	-	-	
TR81932 : Major Capital Intersection Improvements Program	1,876	188	-	-	-	-	-	-	1,688	-	-	
TR83920 : Traffic Safety Program Improvements	219	22	-	-	-	197	-	-	-	-	-	
TR84860 : Bathurst Street and Davis Drive	453	46	-	-	-	13	-	-	394	-	-	
TR88180 : Minor Capital - Bottlenecks & Pinch Points	1,643	164	-	-	-	-	-	-	1,479	-	-	
TR99890 : Intelligent Transportation System	1,643	164	-	-	-	-	-	-	1,479	-	-	

Roads

2020 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 Debeniture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	2,360	236	-	-	-	-	-	-	2,124	-	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	610	-	-	-	-	-	-	-	610	-	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	220	-	-	-	-	100	-	120	-	-	-
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	110	6	-	-	-	54	-	50	-	-	-
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	6,315	632	-	-	-	-	-	-	5,683	-	-
TR85830 : Retrofit Noise Mitigation	27	3	-	-	-	24	-	-	-	-	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	2,329	-	-	-	-	-	-	-	2,329	-	-
TR99806 : Langstaff Road - Jane Street to Keele Street	38	-	-	-	-	38	-	-	-	-	-
TR99816 : Teston Road - Keele Street to Dufferin Street	4,617	-	-	-	-	-	-	-	4,617	-	-
TR39970 : Miscellaneous Payments to Developers	4,000	400	-	-	-	3,600	-	-	-	-	-
TR85810 : Arterial Corridor Transportation Studies	268	27	-	-	-	-	-	-	241	-	-
TR80430 : Regional Streetscaping	1,476	296	-	-	-	-	-	-	1,180	-	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	762	-	-	-	-	-	-	382	380	-	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	602	-	-	-	-	-	-	-	602	-	-
TS36110 : Technology Data	2,231	1,101	-	-	-	-	-	-	-	-	1,130
TR39990 : Traffic Control Signal Electronic Improvements	2,053	205	-	-	-	-	-	-	1,848	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	74	7	-	-	-	67	-	-	-	-	-
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	74	7	-	-	-	67	-	-	-	-	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	18,037	1,687	-	-	-	94	-	1,165	15,091	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	21,534	2,154	-	-	-	-	-	-	19,380	-	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	8,645	866	-	-	-	-	-	-	7,779	-	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	17,287	-	-	-	-	-	-	17,287	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	1,678	167	-	-	-	60	-	-	1,451	-	-
TR84190 : Leslie Street - John's Sideroad to Mullock Drive	7	1	-	-	-	6	-	-	-	-	-
TR85620 : 2nd Concession - Green Lane to Doane Road	55	5	-	-	-	50	-	-	-	-	-

Roads

2020 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 Debeniture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	2,807	280	-	-	-	-	-	-	2,527	-	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	66	7	-	-	-	59	-	-	-	-	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	350	35	-	-	-	-	-	-	315	-	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	3,047	305	-	-	-	-	-	-	2,742	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	46,045	4,488	-	-	-	60	-	1,159	40,338	-	-
TR81362 : Dufferin Street and Rutherford Road	2,452	246	-	-	-	-	-	-	2,206	-	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	642	65	-	-	-	98	-	-	479	-	-
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	16	2	-	-	-	14	-	-	-	-	-
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	55	6	-	-	-	49	-	-	-	-	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	170	17	-	-	-	153	-	-	-	-	-
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	38	4	-	-	-	34	-	-	-	-	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,544	156	-	-	-	108	-	-	1,280	-	-
TR83450 : Major Mackenzie Drive - Highway 50 to Canadian Pacific Railway	6,707	653	-	-	-	-	-	172	5,882	-	-
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	3,740	374	-	-	-	-	-	-	3,366	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	5,167	517	-	-	-	-	-	-	4,650	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	39,550	3,756	-	-	-	128	-	1,994	33,672	-	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	3,121	312	-	-	-	-	-	-	2,809	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	15,864	1,551	-	-	-	49	-	258	14,006	-	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	32,322	3,138	-	-	-	76	-	941	28,167	-	-
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	82	8	-	-	-	74	-	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	26,368	2,636	-	-	-	20	-	-	23,712	-	-
TR85710 : Yonge Street - Davis Drive to Green Lane	12,859	1,125	-	-	-	-	-	1,618	10,116	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	274	27	-	-	-	-	-	-	247	-	-
TR96020 : Bathurst Street - Green Lane West to Yonge Street	12	1	-	-	-	11	-	-	-	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 7	31,200	3,122	-	-	-	186	-	-	27,892	-	-

Roads

2020 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
TR98960 : Kennedy Road - Highway 407 to Highway 7	33	3	-	-	-	30	-	-	-	-	-
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	88	9	-	-	-	79	-	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	26,098	2,561	-	-	-	49	-	495	22,993	-	-
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	55	6	-	-	-	49	-	-	-	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	71	7	-	-	-	64	-	-	-	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	38	4	-	-	-	34	-	-	-	-	-
TR80101 : King Road - Yonge Street to Bond Crescent	38	23	-	-	-	15	-	-	-	-	-
*TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	3,224	-	-	-	-	96	-	2,450	678	-	-
*TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	301	30	-	-	-	-	-	-	-	271	-
*TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	2,196	213	-	-	-	-	-	70	-	1,913	-
*TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	1,096	110	-	-	-	-	-	-	-	986	-
*TR88196 : Weston Road - Highway 407 to North of Highway 7	466	47	-	-	-	-	-	-	-	419	-
*TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	3,394	339	-	-	-	-	-	-	-	3,055	-
*TR99540 : Langstaff Road - Keele Street to Dufferin Street	564	57	-	-	-	34	-	-	-	473	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	40,832	-	-	(40,832)	-	-
Total Growth	423,954	37,850	-	-	-	47,906	-	28,820	301,131	7,117	1,130

Program Group: Rehabilitation and Replacement

TR99910 : Fleet Replacement	3,830	-	-	3,673	-	-	-	157	-	-	-
TR80220 : LED Replacement Traffic Signals	274	-	-	274	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	1,807	-	-	1,355	-	-	-	-	452	-	-
TR99801 : Rapidways Asset Management	219	-	-	89	-	30	-	100	-	-	-
TR39960 : Road Asset Renewal and Replacement	13,912	-	-	13,912	-	-	-	-	-	-	-
TR39980 : Various Road Improvements	3,089	-	-	3,089	-	-	-	-	-	-	-
TR88173 : Yonge Street North of Industrial Parkway	7,941	-	-	7,093	-	-	-	848	-	-	-
TR88176 : Emergency Projects	1	-	-	1	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	25,250	-	-	22,250	-	-	-	-	-	-	3,000

* Roads Capital Acceleration Reserve

Roads

2020 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
TR88198 : Intersection Improvement at Vaughan City Hall	2,101	-	-	638	-	-	-	1,463	-	-	-
TR99870 : Various Railway Crossing Improvements	383	-	-	383	-	-	-	-	-	-	-
TR84950 : Drainage System Program	712	-	-	534	-	178	-	-	-	-	-
TR39930 : Structures Rehabilitation Program	6,899	-	3,953	2,303	-	-	-	-	643	-	-
TR87300 : East Humber River Bridge - Jane Street, North of King Road	1,558	-	-	1,169	-	-	-	-	389	-	-
TR87310 : King Horne Bridge - King Road, East of Highway 400	4,084	-	-	3,064	-	-	-	-	1,020	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	452	-	-	(452)	-	-
Total Rehabilitation and Replacement	72,060	-	3,953	59,827	-	660	-	2,568	2,052	-	3,000
Total Funding	496,014	37,850	3,953	59,827	-	48,566	-	31,388	303,183	7,117	4,130

York Region Rapid Transit Corporation 2020 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
90992 : Bus Rapid Transit Facilities and Terminals	179,987	26,440	2,638	103	-	-	-	-	-	-	-	-	2,741	-	209,168	2,741
90996 : Toronto-York Spadina Subway Extension	1,246,615	19,245	18,686	24,800	19,900	-	-	-	-	-	-	-	63,386	-	1,329,245	63,386
90997 : Yonge Subway Extension CD & Preliminary Engineering	4,097	16,307	20,249	-	-	-	-	-	-	-	-	-	20,249	-	40,652	20,249
90999 : Rapid Transit Initiatives	2,145	625	2,691	758	-	-	-	-	-	-	-	-	3,449	-	6,219	3,449
Total Expenditures	1,432,843	62,617	44,264	25,661	19,900	-	89,825	-	1,585,285	89,825						
Funding Sources:																
Program Specific Reserves	53,898	-	2,223	-	-	-	-	-	-	-	-	-	2,223	-	56,121	2,223
Debt Reduction Reserve	8,192	-	-	-	-	-	-	-	-	-	-	-	-	-	8,192	-
General Capital Reserve	42,460	516	304	-	-	-	-	-	-	-	-	-	304	-	43,279	304
Development Charge Reserves	140,919	10,698	2,999	692	-	-	-	-	-	-	-	-	3,691	-	155,308	3,691
Grants & Subsidies	760,653	26,804	20,103	-	-	-	-	-	-	-	-	-	20,103	-	807,560	20,103
Other Recoveries	3,215	1,082	1,400	-	-	-	-	-	-	-	-	-	1,400	-	5,697	1,400
Planned Debuture Proceeds	349,722	2,113	13,828	18,352	14,726	-	-	-	-	-	-	-	46,906	-	398,741	46,906
Federal Gas Tax Reserve	73,783	21,404	3,407	6,617	5,174	-	-	-	-	-	-	-	15,198	-	110,385	15,198
Total Funding	1,432,843	62,617	44,264	25,661	19,900	-	89,825	-	1,585,285	89,825						

York Region Rapid Transit Corporation
2020 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 Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
90992 : Bus Rapid Transit Facilities and Terminals	2,741	-	-	-	-	829	41	1,400	-	-	471
90996 : Toronto-York Spadina Subway Extension	63,386	2,223	-	-	-	-	-	-	46,906	-	14,257
90997 : Yonge Subway Extension CD & Preliminary Engineering	20,249	-	-	-	187	-	20,062	-	-	-	-
90999 : Rapid Transit Initiatives	3,449	-	-	-	117	2,862	-	-	-	-	470
Total Funding	89,825	2,223	-	-	304	3,691	20,103	1,400	46,906	-	15,198

**York Region Rapid Transit Corporation
2020 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
90992 : Bus Rapid Transit Facilities and Terminals	2,741	-	-	-	-	829	41	1,400	-	-	471
90996 : Toronto-York Spadina Subway Extension	63,386	2,223	-	-	-	-	-	-	46,906	-	14,257
90997 : Yonge Subway Extension CD & Preliminary Engineering	20,249	-	-	-	187	-	20,062	-	-	-	-
90999 : Rapid Transit Initiatives	3,449	-	-	-	117	2,862	-	-	-	-	470
Total Funding	89,825	2,223	-	-	304	3,691	20,103	1,400	46,906	-	15,198

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Water

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
71250 : Queensville Tank No. 2	-	-	-	-	-	-	-	-	120	359	598	4,186	5,263	6,698	11,961	-
72390 : Water for Tomorrow Program	20,977	1,153	1,125	965	990	975	1,000	925	1,175	1,200	1,225	1,250	10,830	13,220	46,180	3,080
72450 : Aurora Elevated Tank	13,174	157	506	1,878	1,833	7	-	-	-	-	-	-	4,224	-	17,555	4,224
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	13,454	50	5	-	-	-	-	-	-	-	-	-	5	-	13,509	5
73170 : King City - Additional Water Supply Watermain	24,992	108	6	-	-	-	-	-	-	-	-	-	6	-	25,106	6
73300 : Water Master Plan Update	3,056	183	300	500	150	25	250	300	500	150	25	250	2,450	2,450	8,139	975
73580 : Toronto Water Supply - Cost Shared Works	234,371	6,459	6,800	6,500	5,000	2,800	2,200	2,000	2,000	2,000	1,500	1,000	31,800	42,000	314,630	31,800
73790 : Peel Water Supply - Cost Shared Works	547,325	4,353	(23,025)	324	1,144	575	1,075	575	75	75	75	75	(19,032)	750	533,396	5,968
75390 : West Vaughan Water Servicing	721	30	30	201	19	-	-	-	-	-	-	-	250	-	1,001	250
75400 : East Vaughan Pumping Station	55,716	492	20	-	-	-	-	-	-	-	-	-	20	-	56,228	20
75440 : Eagle to Kirby Pumping Station Watermain	1	-	-	-	-	-	-	213	213	426	2,130	3,728	6,710	3,941	10,652	-
75510 : Second Concession Watermain	14,641	-	20	-	-	-	-	-	-	-	-	-	20	-	14,661	20
75520 : Stouffville Zone 2 Elevated Tank and Watermain	727	188	228	-	-	-	-	-	-	254	509	2,965	3,956	4,744	9,615	228
75530 : Northeast Vaughan Water Servicing	1,697	4,431	5,000	2,020	2,120	1,250	5,700	21,200	19,700	21,500	20,700	1,500	100,690	4,890	111,708	25,000
75600 : Green Lane Leslie Street Newmarket Central Watermain	461	-	-	-	-	-	-	-	393	300	499	5,900	7,092	28,468	36,021	-
75680 : North Markham Water Servicing	-	-	-	-	-	-	-	-	-	-	400	426	826	51,774	52,600	-
75690 : South Maple Pumping Station Upgrades	2,573	667	25	10	-	-	-	-	-	-	-	-	35	-	3,275	35
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	442	16	5	5	5	50	3,400	5	5	750	-	-	4,225	-	4,683	4,225
75710 : York Peel Feedermain Upgrade	-	-	-	50	250	750	2,000	1,750	200	-	-	-	5,000	-	5,000	-

Water

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
75740 : East Gwillimbury Water Servicing	-	-	-	-	-	-	-	-	344	1,722	1,765	8,400	12,231	22,200	34,431	-
75790 : Environmental Services General Facility Upgrades	1,718	1,400	1,000	-	-	-	-	-	-	-	-	-	1,000	-	4,118	1,000
75800 : Water & Wastewater Vehicle Purchases	396	215	350	250	250	-	-	-	-	-	-	-	850	-	1,461	350
75850 : Aurora East BPS Upgrade	-	-	-	-	-	-	203	406	1,015	1,624	18,672	20,296	1,624	-	20,296	-
78270 : Ballantrae Well Expansion	652	31	23	14	-	-	-	-	-	-	-	-	37	-	720	37
78310 : Nobleton Water Wastewater Servicing	450	38	-	-	-	-	-	-	503	554	1,057	2,995	1,057	-	4,540	-
78360 : Orchard Heights Reservoir Inlet Upgrade	94	-	100	150	1,200	20	20	-	-	-	-	-	1,490	-	1,584	1,490
78380 : Kirby Pumping Station Expansion And Watermain	-	-	-	-	-	-	-	-	-	294	490	2,937	3,721	6,070	9,791	-
79670 : Water System Capacity Assessment	1,958	357	250	200	200	150	150	150	150	150	150	150	1,700	1,500	5,515	650
Total Growth Expenditures	939,596	20,328	(7,232)	13,067	13,161	6,602	15,795	27,118	24,875	29,383	30,975	34,336	188,080	210,372	1,358,376	79,363
Funding Sources:																
Asset Replacement Reserves	1,792	1,615	1,350	250	250	-	-	-	-	-	-	-	1,850	-	5,257	1,350
Development Charge Reserves	49,920	2,499	(8,582)	1,689	1,340	1,150	1,400	1,375	1,825	1,500	1,400	1,650	4,747	37,335	94,500	19,472
Grants & Subsidies	4,800	-	-	-	-	-	-	-	-	-	-	-	-	-	4,800	-
Other Recoveries	1,109	-	-	-	-	-	-	-	-	-	-	-	-	-	1,109	-
Planned Debiture Proceeds	880,068	16,214	-	11,128	11,571	5,452	14,395	25,743	23,050	27,883	29,575	32,686	181,483	173,037	1,250,803	58,541
Total Growth Funding	939,596	20,328	(7,232)	13,067	13,161	6,602	15,795	27,118	24,875	29,383	30,975	34,336	188,080	210,372	1,358,376	79,363

Program Group: Rehabilitation and Replacement

Gross Expenditures:

70470 : Rehab and Replacement Discrete Condition Assessment	3,380	1,925	1,787	1,799	1,611	1,974	1,637	1,650	1,664	2,077	1,692	17,816	-	23,121	7,122	
70500 : Valve Chamber Inspection	2,338	700	750	612	774	787	799	812	826	839	852	867	7,918	-	10,956	750
70520 : Energy Management Efficiency	609	320	249	250	250	27	-	-	-	-	-	-	776	-	1,705	776
70550 : Facility Security Upgrade	1,016	600	600	600	-	-	-	-	-	-	-	-	1,200	-	2,816	600

Water

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
72150 : Water Conservation Authority Joint Initiatives	44,121	5,890	5,776	5,759	5,847	5,952	6,058	6,049	6,104	6,175	6,240	6,589	60,549	-	110,560	5,776
75540 : Water Modeling Update	983	885	550	350	350	21	31	50	50	50	21	31	1,504	-	3,372	1,250
78350 : Emergencies Rehabilitation	15,194	39	5	-	-	-	-	-	-	-	-	-	5	-	15,238	5
78390 : Well System Treatment Upgrades	-	-	550	1,050	1,000	5,000	4,000	4,000	4,000	4,000	5,100	5,100	33,800	-	33,800	550
78510 : Surface Water Treatment	7,007	123	2,168	2,250	3,160	4,150	1,950	330	250	250	1,750	250	16,508	-	23,638	8,608
78511 : Ground Water Treatment	10,985	2,253	4,139	1,483	1,801	1,510	1,025	3,020	500	500	500	500	14,978	-	28,216	6,978
78513 : Storage at Grade	-	-	-	-	250	-	-	-	-	250	-	-	500	-	500	-
78514 : Storage Elevated Tank	19,230	1,003	3,332	5,601	2,112	4,300	4,290	3,020	3,520	3,000	3,000	3,000	35,175	-	55,408	13,675
78515 : Rehab Pumping	16,488	6,548	5,470	905	500	500	500	500	500	500	600	500	10,475	-	33,511	6,175
78516 : Storage Reservoir	5,212	791	3,197	7,840	8,645	6,905	2,357	1,020	1,000	1,000	1,000	1,000	33,964	-	39,967	26,164
78518 : Control Valve Chamber - Water	744	402	100	300	400	-	-	-	-	-	-	-	800	-	1,946	800
78555 : SCADA Communication Network Rehabilitation	8,649	905	5	5	-	-	-	-	-	-	-	-	10	-	9,564	10
78565 : Tech Integration Rehabilitation	2,383	650	700	700	700	700	700	700	700	700	700	700	7,000	-	10,033	700
78575 : Tech Development Implementation	5,610	650	700	700	700	700	700	700	700	700	700	700	7,000	-	13,260	700
78585 : Asset Management Rehabilitation	14,087	1,228	1,283	1,253	1,065	1,105	1,060	1,066	1,078	1,091	1,103	1,116	11,220	-	26,535	3,601
Total Rehabilitation and Replacement Expenditures	206,324	30,468	33,666	35,226	30,403	35,438	26,614	24,154	22,628	26,219	29,429	36,841	300,618	-	537,410	90,978
Funding Sources:																
Asset Replacement Reserves	134,041	29,498	33,666	35,226	30,403	35,438	26,614	24,154	22,628	26,219	29,429	36,841	300,618	-	464,157	90,978
Grants & Subsidies	6,064	-	-	-	-	-	-	-	-	-	-	-	-	-	6,064	-
Other Recoveries	785	970	-	-	-	-	-	-	-	-	-	-	-	-	1,755	-
Planned Debiture Proceeds	22,378	-	-	-	-	-	-	-	-	-	-	-	-	-	22,378	-
Total Rehabilitation and Replacement Funding	206,324	30,468	33,666	35,226	30,403	35,438	26,614	24,154	22,628	26,219	29,429	36,841	300,618	-	537,410	90,978
Total Expenditures	1,145,920	50,796	26,434	48,293	43,564	42,040	42,409	51,272	47,503	55,602	60,404	71,177	488,698	210,372	1,895,786	170,341

Water

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Funding Sources:																
Asset Replacement Reserves	135,833	31,113	35,016	35,476	30,653	35,438	26,614	24,154	22,628	26,219	29,429	36,841	302,468	-	469,414	92,328
Development Charge Reserves	49,920	2,499	(8,582)	1,689	1,340	1,150	1,400	1,375	1,825	1,500	1,400	1,650	4,747	37,335	94,500	19,472
Grants & Subsidies	10,864	-	-	-	-	-	-	-	-	-	-	-	-	-	10,864	-
Other Recoveries	1,894	970	-	-	-	-	-	-	-	-	-	-	-	-	2,864	-
Planned Debenture Proceeds	902,446	16,214	-	11,128	11,571	5,452	14,395	25,743	23,050	27,883	29,575	32,686	181,483	173,037	1,273,180	58,541
Total Funding	1,145,920	50,796	26,434	48,293	43,564	42,040	42,409	51,272	47,503	55,602	60,404	71,177	488,698	210,372	1,895,786	170,341

Water

2020 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												
71250 : Queensville Tank No. 2	5,263	-	-	-	-	-	-	-	5,263	-	-	
72390 : Water for Tomorrow Program	10,830	-	-	-	10,830	-	-	-	-	-	-	
72450 : Aurora Elevated Tank	4,224	-	-	-	-	-	-	-	4,224	-	-	
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	5	-	-	-	-	5	-	-	-	-	-	
73170 : King City - Additional Water Supply Watermain	6	-	-	-	-	6	-	-	-	-	-	
73300 : Water Master Plan Update	2,450	-	-	-	2,450	-	-	-	-	-	-	
73580 : Toronto Water Supply - Cost Shared Works	31,800	-	-	-	-	-	-	-	31,800	-	-	
73790 : Peel Water Supply - Cost Shared Works	(19,032)	-	-	-	-	(25,000)	-	-	5,968	-	-	
75390 : West Vaughan Water Servicing	250	-	-	-	-	-	-	-	250	-	-	
75400 : East Vaughan Pumping Station	20	-	-	-	-	20	-	-	-	-	-	
75440 : Eagle to Kirby Pumping Station Watermain	6,710	-	-	-	-	-	-	-	6,710	-	-	
75510 : Second Concession Watermain	20	-	-	-	-	20	-	-	-	-	-	
75520 : Stouffville Zone 2 Elevated Tank and Watermain	3,956	-	-	-	-	228	-	-	3,728	-	-	
75530 : Northeast Vaughan Water Servicing	100,690	-	-	-	-	-	-	-	100,690	-	-	
75600 : Green Lane Leslie Street Newmarket Central Watermain	7,092	-	-	-	-	-	-	-	7,092	-	-	
75680 : North Markham Water Servicing	826	-	-	-	-	-	-	-	826	-	-	
75690 : South Maple Pumping Station Upgrades	35	-	-	-	-	35	-	-	-	-	-	
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	4,225	-	-	-	-	-	-	-	4,225	-	-	
75710 : York Peel Feedermain Upgrade	5,000	-	-	-	-	-	-	-	5,000	-	-	
75740 : East Gwillimbury Water Servicing	12,231	-	-	-	-	-	-	-	12,231	-	-	
75790 : Environmental Services General Facility Upgrades	1,000	-	-	1,000	-	-	-	-	-	-	-	
75800 : Water & Wastewater Vehicle Purchases	850	-	-	850	-	-	-	-	-	-	-	
75850 : Aurora East BPS Upgrade	1,624	-	-	-	-	-	-	-	1,624	-	-	
78270 : Ballantrae Well Expansion	37	-	-	-	-	37	-	-	-	-	-	
78310 : Nobleton Water Wastewater Servicing	1,057	-	-	-	-	-	-	-	1,057	-	-	

Water 2020 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	
78360 : Orchard Heights Reservoir Inlet Upgrade	1,490	-	-	-	-	-	-	-	1,490	-	-	
78380 : Kirby Pumping Station Expansion And Watermain	3,721	-	-	-	-	-	-	-	3,721	-	-	
79670 : Water System Capacity Assessment	1,700	-	-	-	-	1,700	-	-	-	-	-	
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	14,416	-	-	(14,416)	-	-	
Total Growth	188,080	-	-	1,850	-	4,747	-	-	181,483	-	-	
Program Group: Rehabilitation and Replacement												
70470 : Rehab and Replacement Discrete Condition Assessment	17,816	-	-	17,816	-	-	-	-	-	-	-	
70500 : Valve Chamber Inspection	7,918	-	-	7,918	-	-	-	-	-	-	-	
70520 : Energy Management Efficiency	776	-	-	776	-	-	-	-	-	-	-	
70550 : Facility Security Upgrade	1,200	-	-	1,200	-	-	-	-	-	-	-	
72150 : Water Conservation Authority Joint Initiatives	60,549	-	-	60,549	-	-	-	-	-	-	-	
75540 : Water Modeling Update	1,504	-	-	1,504	-	-	-	-	-	-	-	
78350 : Emergencies Rehabilitation	5	-	-	5	-	-	-	-	-	-	-	
78390 : Well System Treatment Upgrades	33,800	-	-	33,800	-	-	-	-	-	-	-	
78510 : Surface Water Treatment	16,508	-	-	16,508	-	-	-	-	-	-	-	
78511 : Ground Water Treatment	14,978	-	-	14,978	-	-	-	-	-	-	-	
78513 : Storage at Grade	500	-	-	500	-	-	-	-	-	-	-	
78514 : Storage Elevated Tank	35,175	-	-	35,175	-	-	-	-	-	-	-	
78515 : Rehab Pumping	10,475	-	-	10,475	-	-	-	-	-	-	-	
78516 : Storage Reservoir	33,964	-	-	33,964	-	-	-	-	-	-	-	
78518 : Control Valve Chamber - Water	800	-	-	800	-	-	-	-	-	-	-	
78519 : Transmission Main	39,420	-	-	39,420	-	-	-	-	-	-	-	
78555 : SCADA Communication Network Rehabilitation	10	-	-	10	-	-	-	-	-	-	-	
78565 : Tech Integration Rehabilitation	7,000	-	-	7,000	-	-	-	-	-	-	-	
78575 : Tech Development Implementation Rehabilitation	7,000	-	-	7,000	-	-	-	-	-	-	-	
78585 : Asset Management Rehabilitation	11,220	-	-	11,220	-	-	-	-	-	-	-	
Total Rehabilitation and Replacement	300,618	-	-	300,618	-	4,747	-	-	181,483	-	-	
Total Funding	488,698	-	-	302,468	-	4,747	-	-	181,483	-	-	

Water

2020 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	3,080	-	-	-	-	3,080	-	-	-	-	-	
72450 : Aurora Elevated Tank	4,224	-	-	-	-	-	-	-	4,224	-	-	
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	5	-	-	-	-	5	-	-	-	-	-	
73170 : King City - Additional Water Supply Watermain	6	-	-	-	-	6	-	-	-	-	-	
73300 : Water Master Plan Update	975	-	-	-	-	975	-	-	-	-	-	
73580 : Toronto Water Supply - Cost Shared Works	31,800	-	-	-	-	-	-	-	31,800	-	-	
73790 : Peel Water Supply - Cost Shared Works	5,968	-	-	-	-	-	-	-	5,968	-	-	
75390 : West Vaughan Water Servicing	250	-	-	-	-	-	-	-	250	-	-	
75400 : East Vaughan Pumping Station	20	-	-	-	-	20	-	-	-	-	-	
75510 : Second Concession Watermain	20	-	-	-	-	20	-	-	-	-	-	
75520 : Stouffville Zone 2 Elevated Tank and Watermain	228	-	-	-	-	228	-	-	-	-	-	
75530 : Northeast Vaughan Water Servicing	25,000	-	-	-	-	-	-	-	25,000	-	-	
75690 : South Maple Pumping Station Upgrades	35	-	-	-	-	35	-	-	-	-	-	
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	4,225	-	-	-	-	-	-	-	4,225	-	-	
75790 : Environmental Services General Facility Upgrades	1,000	-	-	1,000	-	-	-	-	-	-	-	
75800 : Water & Wastewater Vehicle Purchases	350	-	-	350	-	-	-	-	-	-	-	
78270 : Ballantrae Well Expansion	37	-	-	-	-	37	-	-	-	-	-	
78360 : Orchard Heights Reservoir Inlet Upgrade	1,490	-	-	-	-	-	-	-	1,490	-	-	
79670 : Water System Capacity Assessment	650	-	-	-	-	650	-	-	-	-	-	
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	14,416	-	-	(14,416)	-	-	
Total Growth	79,363	-	-	1,350	-	19,472	-	-	58,541	-	-	

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	7,122	-	-	7,122	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	750	-	-	750	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	776	-	-	776	-	-	-	-	-	-	-

Water

2020 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
70550 : Facility Security Upgrade	600	-	-	600	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	5,776	-	-	5,776	-	-	-	-	-	-	-
75540 : Water Modeling Update	1,250	-	-	1,250	-	-	-	-	-	-	-
78350 : Emergencies Rehabilitation	5	-	-	5	-	-	-	-	-	-	-
78390 : Well System Treatment Upgrades	550	-	-	550	-	-	-	-	-	-	-
78510 : Surface Water Treatment	8,608	-	-	8,608	-	-	-	-	-	-	-
78511 : Ground Water Treatment	6,978	-	-	6,978	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	13,675	-	-	13,675	-	-	-	-	-	-	-
78515 : Rehab Pumping	6,175	-	-	6,175	-	-	-	-	-	-	-
78516 : Storage Reservoir	26,164	-	-	26,164	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	800	-	-	800	-	-	-	-	-	-	-
78519 : Transmission Main	6,738	-	-	6,738	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	10	-	-	10	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	3,601	-	-	3,601	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	90,978	-	-	90,978	-	-	-	-	-	-	-
Total Funding	170,341	-	-	92,328	-	19,472	-	-	58,541	-	-

Wastewater
2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
70530 : Yonge St Sewer Twinning	-	-	-	-	-	-	-	-	-	-	-	1,044	1,566	50,626	52,192	-
70540 : Water Reclamation Control Phase 2 Expansion	0	-	-	-	-	-	-	-	-	-	-	30	30	122,457	122,487	-
70080 : York Durham Sewage System (YDSS) Interim Servicing	520	4,629	6,904	6,166	4,282	1,010	500	-	-	-	-	-	18,862	-	24,011	18,862
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	116,527	201	500	20	-	-	-	-	-	-	-	-	520	-	117,248	520
71230 : Holland Landing Lagoon Decommissioning	15	-	-	-	-	-	-	-	100	1,000	-	-	1,100	-	1,115	-
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	9,074	282	920	4,230	8,470	4,067	1,000	2,000	3,000	2,500	2,000	3,000	31,187	231,900	272,443	16,187
72530 : Duffin Creek Stage 1 & 2 Upgrades	204,135	4,307	807	27	18	-	-	-	-	-	-	-	852	-	209,294	852
72550 : High Street PS Expansion	-	-	-	-	-	-	-	-	-	-	-	69	69	2,215	2,284	-
73640 : Inflow & Infiltration Reduction	29,828	3,449	3,659	3,382	3,230	3,307	3,522	3,573	3,604	2,350	2,350	2,350	31,327	20,602	85,206	24,277
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	626,347	2,469	8,845	4,500	250	-	-	-	-	-	-	-	13,595	-	642,411	13,595
74270 : Upper York Water Reclamation Centre	87,964	3,542	2,500	14,910	29,810	60,310	90,000	82,810	83,310	61,310	36,000	16,500	477,460	58,820	627,786	492,280
75290 : North Markham Trunk Sewer	-	-	-	-	-	-	-	-	-	348	696	697	1,741	33,090	34,831	-
75300 : West Vaughan Sewage Servicing	19,035	7,679	1,811	6,006	6,431	24,582	30,637	25,387	61,709	72,419	40,881	-	269,863	58,323	354,900	24,663
75310 : Northeast Vaughan Wastewater Servicing	2,194	495	1,250	1,250	1,250	1,250	6,700	34,857	32,857	31,857	17,857	15,857	144,985	17,857	165,531	25,142
75320 : Primary Trunk Sewer	42	-	300	800	2,410	4,000	4,000	5,456	5,000	5,000	4,428	62,456	93,850	159,200	253,092	28,850
75330 : Green Lane Sewer Diversion	11,049	-	20	-	-	-	-	-	-	-	-	-	20	-	11,069	20
75340 : East Queensville Pumping Station (PS) and Forcemain	-	-	-	-	-	-	219	200	433	900	10,074	10,074	21,900	-	21,900	-
75350 : Sharon Trunk Sewer	18,681	100	20	-	-	-	-	-	-	-	-	-	20	-	18,801	20

Wastewater 2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
75360 : Newmarket Division Sewer	0	-	-	-	-	-	-	-	205	410	410	614	1,639	18,842	20,481	-
75640 : Wastewater System Capacity Studies	1,469	556	440	450	450	345	345	345	345	345	345	345	3,755	3,450	9,230	1,340
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	2,180	1,551	1,500	8,350	11,000	5,600	1	10	-	-	-	-	26,461	-	30,192	26,461
75770 : Leslie St PS Forcemain	-	-	-	-	-	-	-	-	490	980	980	1,470	3,920	45,820	49,740	-
75780 : Duffin Creek Lab Expansion	150	131	1,570	1,590	590	60	-	-	-	-	-	-	3,810	-	4,091	3,810
78310 : Nobleton Water Wastewater Servicing	443	545	690	811	-	-	-	-	-	-	400	500	2,401	17,140	20,529	1,501
79100 : York Durham Sewage System Wastewater Master Plan Update	3,016	183	300	500	150	25	250	300	500	150	25	250	2,450	2,450	8,099	975
79570 : Sutton Water Resource Recovery Facility Expansion	1,218	-	-	-	-	1,000	-	-	-	-	814	1,220	3,034	39,646	43,898	-
79740 : Peel System Cost Shared Works	61,433	1,401	2,270	1,070	170	70	70	70	55	55	55	55	3,940	550	67,324	3,940
79760 : York Durham Sewage System (YDSS) Forcemain Twinning	-	18,217	35,280	36,080	22,000	4,000	3,864	-	-	-	-	-	101,224	-	119,441	101,224
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	41,317	369	40	-	-	-	-	-	-	-	-	-	40	-	41,726	40
Total Growth Expenditures	1,236,638	50,106	69,626	90,142	90,511	109,626	141,108	155,008	191,608	179,624	117,837	116,531	1,261,621	882,988	3,431,353	784,559
Funding Sources:																
Asset Replacement Reserves	22,599	18,971	537	471	475	585	854	754	758	558	328	150	5,470	533	47,573	5,604
Development Charge Reserves	74,548	739	32,155	950	600	370	595	645	845	495	370	595	37,620	10,084	122,991	33,730
Grants & Subsidies	62,942	-	15,396	15,478	9,860	2,000	1,746	-	-	-	-	-	44,480	-	107,422	44,480
Other Recoveries	284,847	1,686	2,469	1,343	852	307	-	-	100	1,000	-	-	6,071	-	292,604	4,971
Planned Debiture Proceeds	789,522	28,710	19,069	71,900	78,724	106,364	137,913	153,609	189,905	177,571	117,139	115,786	1,167,980	872,371	2,858,583	695,774
Total Growth Funding	1,236,638	50,106	69,626	90,142	90,511	109,626	141,108	155,008	191,608	179,624	117,837	116,531	1,261,621	882,988	3,431,353	784,559

Program Group: Rehabilitation and Replacement

Gross Expenditures:

Wastewater
2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
70470 : Rehab and Replacement Discrete Condition Assessment	3,212	1,300	1,625	1,312	1,324	1,286	1,399	1,362	1,375	1,389	1,452	1,417	13,941	-	18,453	5,547
70490 : CCTV Sewer Inspection	5,044	1,650	1,650	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	15,150	-	21,844	3,150
70500 : Valve Chamber Inspection	448	70	70	-	50	50	50	50	50	50	50	50	470	-	988	70
70520 : Energy Management Efficiency	596	405	657	282	250	28	-	-	-	-	-	-	1,217	-	2,218	1,217
72590 : Mt. Albert WPCP Corrosion Rehab	760	1,365	1,475	1,105	-	-	-	-	-	-	-	-	2,580	-	4,705	2,580
75380 : Wastewater Model Calibration	833	160	150	150	150	100	100	100	100	100	100	100	1,150	-	2,143	450
75820 : Duffin Creek Incinerators	3,515	1,851	6,670	18,430	16,980	35,000	30,900	30,300	25,000	15,000	1,000	478	179,758	-	185,124	179,758
75840 : Existing Southeast Collector Rehabilitation	4,042	1,673	9,459	2,388	24	26	-	-	-	-	-	-	11,897	-	17,612	11,897
75870 : Existing Primary Trunk Rehab	437	85	1,015	4,900	15,500	21,000	15,500	-	-	-	-	-	57,915	-	58,437	57,915
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	4,543	5,055	3,445	8,040	8,010	4,866	1,000	50	-	-	-	-	25,411	-	35,009	25,411
78350 : Emergencies Rehabilitation	9,366	1	5	-	-	-	-	-	-	-	-	-	5	-	9,372	5
78410 : Sutton Water Resource Recovery Facility Upgrades	671	675	3,290	50	50	-	-	-	-	-	-	-	3,390	-	4,736	3,390
78420 : Aurora PS West FM Cleaning	328	178	450	2,550	4,400	35	35	-	-	-	-	-	7,470	-	7,976	7,470
78440 : Oak Ridges Area OCF Mitigate Odour	1,135	1,260	1,613	4,761	1,351	1,008	1,015	-	-	-	-	-	9,748	-	12,143	9,748
78515 : Rehab Pumping Chamber - Control Valve	41,822	2,978	5,796	6,201	4,251	3,915	2,040	2,420	1,500	1,500	1,500	1,500	30,623	-	75,423	17,423
78518 : Control Valve Chamber - Water	1,340	286	1	7	-	-	-	-	-	-	-	-	8	-	1,634	8
78525 : WWWG/General Treatment	23,626	641	653	-	-	-	-	-	-	-	-	-	653	-	24,920	653
78533 : Wastewater Sewage System Rehabilitation Program	19,052	1,605	401	2,329	2,075	1,701	1,800	1,500	1,500	1,500	1,500	1,500	15,806	-	36,463	3,706
78536 : York Durham Sewage System Rehabilitation Program	65,011	21,293	47,483	48,351	13,275	27,285	25,250	27,020	30,020	32,000	30,682	75,000	356,366	-	442,670	115,334
78538 : Odour Control	2,438	517	556	29	26	-	-	-	-	-	-	-	611	-	3,567	611
78555 : SCADA Communication Network Rehabilitation	9,414	935	5	5	-	-	-	-	-	-	-	-	10	-	10,359	10
78565 : Tech Integration Rehabilitation	2,406	650	700	700	700	700	700	700	700	700	700	700	7,000	-	10,056	700

Wastewater

2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
78575 : Tech Development Implementation Rehabilitation	5,478	650	700	700	700	700	700	700	700	700	700	700	7,000	-	13,128	700
78584 : Duffin Creek Water Pollution Control Plant Assets	2,090	175	200	200	300	400	100	100	100	300	400	100	2,200	-	4,465	1,100
78585 : Asset Management Rehabilitation	8,760	1,228	1,283	1,253	1,065	1,105	1,060	1,066	1,078	1,091	1,103	1,116	11,220	-	21,208	3,601
79470 : Wastewater Conservation Authority Joint Initiative	21,181	1,096	1,899	1,919	1,949	1,984	2,020	2,017	2,034	2,058	2,080	2,197	20,157	-	42,434	1,899
79850 : York Durham Sewage System Duffin Creek Minor Capital	33,804	478	2,681	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,681	-	45,963	2,681
Total Rehabilitation and Replacement Expenditures	271,353	48,261	93,932	108,162	74,930	103,689	86,169	69,885	66,657	58,888	43,767	87,358	793,437	-	1,113,051	457,034
Funding Sources:																
Asset Replacement Reserves	157,702	47,252	91,877	101,290	68,435	93,324	77,875	61,994	60,157	54,988	43,507	87,234	740,681	-	945,634	404,278
Development Charge Reserves	94	-	-	-	-	-	-	-	-	-	-	-	-	-	94	-
Grants & Subsidies	20,146	-	-	-	-	-	-	-	-	-	-	-	-	-	20,146	-
Other Recoveries	828	1,009	2,055	6,872	6,495	10,365	8,294	7,891	6,500	3,900	260	124	52,756	-	54,593	52,756
Planned Debenture Proceeds	49,767	-	-	-	-	-	-	-	-	-	-	-	-	-	49,767	-
Total Rehabilitation and Replacement Funding	271,353	48,261	93,932	108,162	74,930	103,689	86,169	69,885	66,657	58,888	43,767	87,358	793,437	-	1,113,051	457,034
Total Expenditures	1,507,991	98,367	163,558	198,304	165,441	213,315	227,277	224,893	258,265	238,512	161,604	203,889	2,055,058	882,988	4,544,404	1,241,593
Funding Sources:																
Asset Replacement Reserves	180,300	66,223	92,414	101,761	68,910	93,909	78,729	62,748	60,915	55,546	43,835	87,384	746,151	533	993,207	409,882
Development Charge Reserves	74,641	739	32,155	950	600	370	595	645	845	495	370	595	37,620	10,084	123,084	33,730
Grants & Subsidies	83,088	-	15,396	15,478	9,860	2,000	1,746	-	-	-	-	-	44,480	-	127,568	44,480
Other Recoveries	285,675	2,695	4,524	8,215	7,347	10,672	8,294	7,891	6,600	4,900	260	124	58,827	-	347,197	57,727
Planned Debenture Proceeds	839,289	28,710	19,069	71,900	78,724	106,364	137,913	153,609	189,905	177,571	117,139	115,786	1,167,980	872,371	2,908,350	695,774
Total Funding	1,507,991	98,367	163,558	198,304	165,441	213,315	227,277	224,893	258,265	238,512	161,604	203,889	2,055,058	882,988	4,544,404	1,241,593

Wastewater
2020 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 Debeniture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
Program Group: Growth												
70530 : Yonge St Sewer Twinning	1,566	-	-	-	-	-	-	-	1,566	-	-	
70540 : Water Reclamation Control Phase 2 Expansion	30	-	-	-	-	-	-	-	30	-	-	
70080 : York Durham Sewage System (YDSS) Interim Servicing	18,862	-	-	-	-	-	6,620	-	12,242	-	-	
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	520	-	-	-	-	-	-	520	-	-	-	
71230 : Holland Landing Lagoon Decommissioning	1,100	-	-	-	-	-	-	1,100	-	-	-	
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	31,187	-	-	-	-	-	-	1,619	29,568	-	-	
72530 : Duffin Creek Stage 1 & 2 Upgrades	852	-	-	205	-	-	-	93	554	-	-	
72550 : High Street PS Expansion	69	-	-	-	-	-	-	-	69	-	-	
73640 : Inflow & Infiltration Reduction	31,327	-	-	-	-	-	-	-	31,327	-	-	
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	13,595	-	-	-	-	-	-	2,719	10,876	-	-	
74270 : Upper York Water Reclamation Centre	477,460	-	-	4,346	-	-	-	-	473,114	-	-	
75290 : North Markham Trunk Sewer	1,741	-	-	-	-	-	-	-	1,741	-	-	
75300 : West Vaughan Sewage Servicing	269,863	-	-	-	-	-	-	-	269,863	-	-	
75310 : Northeast Vaughan Wastewater Servicing	144,985	-	-	-	-	-	-	-	144,985	-	-	
75320 : Primary Trunk Sewer	93,850	-	-	-	-	-	-	-	93,850	-	-	
75330 : Green Lane Sewer Diversion	20	-	-	-	-	20	-	-	-	-	-	
75340 : East Queensville Pumping Station (PS) and Foremain	21,900	-	-	-	-	-	-	-	21,900	-	-	
75350 : Sharon Trunk Sewer	20	-	-	-	-	-	-	20	-	-	-	
75360 : Newmarket Diversion Sewer	1,639	-	-	-	-	-	-	-	1,639	-	-	
75640 : Wastewater System Capacity Studies	3,755	-	-	-	-	3,755	-	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	26,461	-	-	-	-	-	-	-	26,461	-	-	
75770 : Leslie St PS Foremain	3,920	-	-	-	-	-	-	-	3,920	-	-	
75780 : Duffin Creek Lab Expansion	3,810	-	-	-	-	-	-	-	3,810	-	-	
78310 : Nobleton Water Wastewater Servicing	2,401	-	-	-	-	-	-	-	2,401	-	-	
79100 : York Durham Sewage System Wastewater Master Plan Update	2,450	-	-	-	-	2,450	-	-	-	-	-	

Wastewater 2020 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 Debtenture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
79570 : Sutton Water Resource Recovery Facility Expansion	3,034	-	-	-	-	-	-	-	3,034	-	-
79740 : Peel System Cost Shared Works	3,940	-	-	-	-	-	-	-	3,940	-	-
79760 : York Durham Sewage System (YDSS) Forcemain Twinning	101,224	-	-	919	-	-	37,860	-	62,445	-	-
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	40	-	-	-	-	40	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	31,355	-	-	(31,355)	-	-
Total Growth	1,261,621	-	-	5,470	-	37,620	44,480	6,071	1,167,980	-	-

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	13,941	-	-	13,941	-	-	-	-	-	-	-
70490 : CCTV Sewer Inspection	15,150	-	-	15,150	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	470	-	-	470	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	1,217	-	-	1,217	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	2,580	-	-	2,580	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	1,150	-	-	1,150	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	179,758	-	-	133,021	-	-	-	46,737	-	-	-
75840 : Existing Southeast Collector Rehabilitation	11,897	-	-	11,897	-	-	-	-	-	-	-
75870 : Existing Primary Trunk Rehab	57,915	-	-	57,915	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	25,411	-	-	19,392	-	-	-	6,019	-	-	-
78350 : Emergencies Rehabilitation	5	-	-	5	-	-	-	-	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	3,390	-	-	3,390	-	-	-	-	-	-	-
78420 : Aurora PS West FM Cleaning	7,470	-	-	7,470	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	9,748	-	-	9,748	-	-	-	-	-	-	-
78515 : Rehab Pumping	30,623	-	-	30,623	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	8	-	-	8	-	-	-	-	-	-	-
78525 : WWWGeneral	653	-	-	653	-	-	-	-	-	-	-
78533 : Wastewater Treatment	15,806	-	-	15,806	-	-	-	-	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	356,366	-	-	356,366	-	-	-	-	-	-	-
78538 : Odour Control	611	-	-	611	-	-	-	-	-	-	-

Wastewater
2020 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
78555 : SCADA Communication Network Rehabilitation	10	-	-	10	-	-	-	-	-	-	-
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	2,200	-	-	2,200	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	11,220	-	-	11,220	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	20,157	-	-	20,157	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	11,681	-	-	11,681	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	793,437	-	-	740,681	-	-	44,480	52,756	-	-	-
Total Funding	2,055,058	-	-	746,151	-	37,620	44,480	58,827	1,167,980	-	-

Wastewater

2020 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 (YDSS) Interim Servicing	18,862	-	-	-	-	-	6,620	-	12,242	-	-	
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	520	-	-	-	-	-	-	520	-	-	-	
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	16,187	-	-	-	-	-	-	1,619	14,568	-	-	
72530 : Duffin Creek Stage 1 & 2 Upgrades	852	-	-	205	-	-	-	93	554	-	-	
73640 : Inflow & Infiltration Reduction	24,277	-	-	-	-	-	-	-	24,277	-	-	
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	13,595	-	-	-	-	-	-	2,719	10,876	-	-	
74270 : Upper York Water Reclamation Centre	492,280	-	-	4,480	-	-	-	-	487,800	-	-	
75300 : West Vaughan Sewage Servicing	24,663	-	-	-	-	-	-	-	24,663	-	-	
75310 : Northeast Vaughan Wastewater Servicing	25,142	-	-	-	-	-	-	-	25,142	-	-	
75320 : Primary Trunk Sewer	28,850	-	-	-	-	-	-	-	28,850	-	-	
75330 : Green Lane Sewer Diversion	20	-	-	-	-	20	-	-	-	-	-	
75350 : Sharon Trunk Sewer	20	-	-	-	-	-	-	20	-	-	-	
75640 : Wastewater System Capacity Studies	1,340	-	-	-	-	1,340	-	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	26,461	-	-	-	-	-	-	-	26,461	-	-	
75780 : Duffin Creek Lab Expansion	3,810	-	-	-	-	-	-	-	3,810	-	-	
76310 : Nobleton Water Wastewater Servicing	1,501	-	-	-	-	-	-	-	1,501	-	-	
79100 : York Durham Sewage System Wastewater Master Plan Update	975	-	-	-	-	975	-	-	-	-	-	
79740 : Peel System Cost Shared Works	3,940	-	-	-	-	-	-	-	3,940	-	-	
79760 : York Durham Sewage System (YDSS) Foremain Twinning	101,224	-	-	919	-	-	37,860	-	62,445	-	-	
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	40	-	-	-	-	40	-	-	-	-	-	
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	31,355	-	-	(31,355)	-	-	
Total Growth	784,559	-	-	5,604	-	33,730	44,480	4,971	695,774	-	-	
Program Group: Rehabilitation and Replacement												
70470 : Rehab and Replacement Discrete Condition Assessment	5,547	-	-	5,547	-	-	-	-	-	-	-	

Wastewater
2020 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
70490 : CCTV Sewer Inspection	3,150	-	-	3,150	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	70	-	-	70	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	1,217	-	-	1,217	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	2,580	-	-	2,580	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	450	-	-	450	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	179,758	-	-	133,021	-	-	-	46,737	-	-	-
75840 : Existing Southeast Collector Rehabilitation	11,897	-	-	11,897	-	-	-	-	-	-	-
75870 : Existing Primary Trunk Rehab	57,915	-	-	57,915	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	25,411	-	-	19,392	-	-	-	6,019	-	-	-
78350 : Emergencies Rehabilitation	5	-	-	5	-	-	-	-	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	3,390	-	-	3,390	-	-	-	-	-	-	-
78420 : Aurora PS West FM Cleaning	7,470	-	-	7,470	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	9,748	-	-	9,748	-	-	-	-	-	-	-
78515 : Rehab Pumping	17,423	-	-	17,423	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	8	-	-	8	-	-	-	-	-	-	-
78525 : WWW/General	653	-	-	653	-	-	-	-	-	-	-
78533 : Wastewater Treatment	3,706	-	-	3,706	-	-	-	-	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	115,334	-	-	115,334	-	-	-	-	-	-	-
78538 : Odour Control	611	-	-	611	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	10	-	-	10	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	700	-	-	700	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	1,100	-	-	1,100	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	3,601	-	-	3,601	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	1,899	-	-	1,899	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,681	-	-	2,681	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	457,034	-	-	404,278	-	-	44,480	52,756	-	-	-
Total Funding	1,241,593	-	-	409,882	-	33,730	44,480	57,727	695,774	-	-

**Waste Management
2020 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
71285 : Community Environmental Centre - Georgina Transfer Station #3	6,080	19	4	-	-	-	-	-	-	-	-	-	4	-	6,103	4
71325 : Energy From Waste Facility	71,672	-	1,000	-	-	-	-	-	-	-	-	-	1,000	159,000	231,672	1,000
71335 : Source Separated Organics Facility	1,188	-	50	-	-	5,000	5,000	5,000	5,000	45,015	45,015	-	100,080	-	101,268	50
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	4,844	1,000	1,000	4,000	2,000	-	-	-	-	-	-	-	7,000	-	12,844	1,000
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	3,290	22	43	-	-	-	-	-	-	-	-	-	43	-	3,355	43
79885 : New Waste Management Initiatives	2,267	100	100	100	100	100	100	100	100	100	100	100	1,000	500	3,867	100
Total Growth Expenditures	89,341	1,141	2,197	4,100	2,100	100	100	5,100	5,100	45,115	45,115	100	109,127	159,500	359,109	2,197
Funding Sources:																
Program Specific Reserves	57,606	1,141	2,197	4,100	2,100	100	100	100	100	10,100	10,100	100	29,097	500	88,344	2,197
Debt Reduction Reserve	13,132	-	-	-	-	-	-	5,000	5,000	35,015	35,015	-	80,030	159,000	252,162	-
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Other Recoveries	1,259	-	-	-	-	-	-	-	-	-	-	-	-	-	1,259	-
Planned Debenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268	-
Federal Gas Tax Reserve	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	-
Total Growth Funding	89,341	1,141	2,197	4,100	2,100	100	100	5,100	5,100	45,115	45,115	100	109,127	159,500	359,109	2,197

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
70195 : Solid Waste Master Plan	1,679	300	50	-	250	250	-	-	-	250	250	-	1,050	-	3,029	50
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	7,791	1,850	170	336	2,136	482	435	2,325	2,189	1,000	100	100	9,273	-	18,914	170

Waste Management
2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	531	341	195	581	564	234	54	546	766	353	416	385	4,094	-	4,966	195
78585 : Asset Management Rehabilitation	645	15	100	75	10	10	10	210	15	15	15	15	470	-	1,130	185
79935 : Household Hazardous Waste Depot - Vaughan	5,148	29	43	-	-	-	-	-	-	-	-	-	43	-	5,220	43
Total Rehabilitation and Replacement Expenditures	15,794	2,535	558	992	2,960	976	499	2,881	3,165	1,618	781	500	14,930	-	33,259	643
Funding Sources:																
Program Specific Reserves	15,576	2,535	558	992	2,960	976	499	2,881	3,165	1,618	781	500	14,930	-	33,041	643
Development Charge Reserves	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-
Other Recoveries	211	-	-	-	-	-	-	-	-	-	-	-	-	-	211	-
Total Rehabilitation and Replacement Funding	15,794	2,535	558	992	2,960	976	499	2,881	3,165	1,618	781	500	14,930	-	33,259	643
Total Expenditures	105,135	3,676	2,755	5,092	5,060	1,076	599	7,981	8,265	46,733	45,896	600	124,057	159,500	392,368	2,840
Funding Sources:																
Program Specific Reserves	73,182	3,676	2,755	5,092	5,060	1,076	599	2,981	3,265	11,718	10,881	600	44,027	500	121,385	2,840
Debt Reduction Reserve	13,132	-	-	-	-	-	-	5,000	5,000	35,015	35,015	-	80,030	159,000	252,162	-
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Development Charge Reserves	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7	-
Other Recoveries	1,470	-	-	-	-	-	-	-	-	-	-	-	-	-	1,470	-
Planned Debenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268	-
Federal Gas Tax Reserve	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000	-
Total Funding	105,135	3,676	2,755	5,092	5,060	1,076	599	7,981	8,265	46,733	45,896	600	124,057	159,500	392,368	2,840

**Waste Management
2020 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												
71285 : Community Environmental Centre - Georgina Transfer Station #3	4	4	-	-	-	-	-	-	-	-	-	
71325 : Energy From Waste Facility	1,000	1,000	-	-	-	-	-	-	-	-	-	
71335 : Source Separated Organics Facility	100,080	20,050	80,030	-	-	-	-	-	-	-	-	
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	7,000	7,000	-	-	-	-	-	-	-	-	-	
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	43	43	-	-	-	-	-	-	-	-	-	
79885 : New Waste Management Initiatives	1,000	1,000	-	-	-	-	-	-	-	-	-	
Total Growth	109,127	29,097	80,030	-	-	-	-	-	-	-	-	
Program Group: Rehabilitation and Replacement												
70195 : Solid Waste Master Plan	1,050	1,050	-	-	-	-	-	-	-	-	-	
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	9,273	9,273	-	-	-	-	-	-	-	-	-	
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	4,094	4,094	-	-	-	-	-	-	-	-	-	
78585 : Asset Management Rehabilitation	470	470	-	-	-	-	-	-	-	-	-	
79935 : Household Hazardous Waste Depot - Vaughan	43	43	-	-	-	-	-	-	-	-	-	
Total Rehabilitation and Replacement	14,930	14,930	-	-	-	-	-	-	-	-	-	
Total Funding	124,057	44,027	80,030	-	-	-	-	-	-	-	-	

Waste Management
2020 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												
71285 : Community Environmental Centre - Georgina Transfer Station #3	4	4	-	-	-	-	-	-	-	-	-	
71325 : Energy From Waste Facility	1,000	1,000	-	-	-	-	-	-	-	-	-	
71335 : Source Separated Organics Facility	50	50	-	-	-	-	-	-	-	-	-	
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	1,000	1,000	-	-	-	-	-	-	-	-	-	
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	43	43	-	-	-	-	-	-	-	-	-	
79885 : New Waste Management Initiatives	100	100	-	-	-	-	-	-	-	-	-	
Total Growth	2,197	2,197	-	-	-	-	-	-	-	-	-	
Program Group: Rehabilitation and Replacement												
70195 : Solid Waste Master Plan	50	50	-	-	-	-	-	-	-	-	-	
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	170	170	-	-	-	-	-	-	-	-	-	
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	195	195	-	-	-	-	-	-	-	-	-	
78585 : Asset Management Rehabilitation	185	185	-	-	-	-	-	-	-	-	-	
79935 : Household Hazardous Waste Depot - Vaughan	43	43	-	-	-	-	-	-	-	-	-	
Total Rehabilitation and Replacement	643	643	-	-	-	-	-	-	-	-	-	
Total Funding	2,840	2,840	-	-	-	-	-	-	-	-	-	

Forestry
2020 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
72620 : Regional Forest Property Upgrade	1,776	420	525	525	580	530	400	450	430	430	480	430	4,780	4,619	11,595	525
72650 : Urban Forest Studies	212	90	56	124	133	138	306	85	7	-	12	141	1,002	1,130	2,434	849
99900 : Fleet New Addition	40	-	42	-	42	-	-	-	50	-	-	50	184	550	774	42
72600 : Tree Planting on Region Rights of Way	7,573	1,504	1,500	1,272	1,350	1,350	1,350	1,450	1,450	1,450	1,550	1,550	14,272	-	23,349	1,500
72690 : Trail Linkage	-	-	-	-	-	-	-	-	-	100	250	250	600	-	600	-
72700 : Holiday Tract Bridge	-	-	-	-	30	100	-	-	-	-	-	-	130	-	130	-
78585 : Asset Management Rehabilitation	458	85	155	150	85	84	84	84	220	84	84	105	1,135	-	1,678	390
Total Expenditures	10,060	2,099	2,278	2,071	2,220	2,202	2,140	2,069	2,157	2,064	2,376	2,526	22,103	6,299	40,561	3,306
Funding Sources:																
Program Specific Reserves	5,797	1,145	1,151	1,115	1,206	1,188	1,126	980	1,068	975	1,211	1,361	11,381	6,299	24,622	2,179
Development Charge Reserves	4,147	954	1,127	956	1,014	1,014	1,014	1,089	1,089	1,089	1,165	1,165	10,722	-	15,823	1,127
Other Recoveries	116	-	-	-	-	-	-	-	-	-	-	-	-	-	116	-
Total Funding	10,060	2,099	2,278	2,071	2,220	2,202	2,140	2,069	2,157	2,064	2,376	2,526	22,103	6,299	40,561	3,306

Forestry
2020 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 Debeniture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
72620 : Regional Forest Property Upgrade	4,780	4,780	-	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	1,002	1,002	-	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	184	184	-	-	-	-	-	-	-	-	-
72600 : Tree Planting on Region Rights of Way	14,272	3,550	-	-	-	10,722	-	-	-	-	-
72690 : Trail Linkage	600	600	-	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	130	130	-	-	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	1,135	1,135	-	-	-	-	-	-	-	-	-
Total Funding	22,103	11,381	-	-	-	10,722	-	-	-	-	-

Forestry
2020 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
72620 : Regional Forest Property Upgrade	525	525	-	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	849	849	-	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	42	42	-	-	-	-	-	-	-	-	-
72600 : Tree Planting on Region Rights of Way	1,500	373	-	-	-	1,127	-	-	-	-	-
78585 : Asset Management Rehabilitation	390	390	-	-	-	-	-	-	-	-	-
Total Funding	3,306	2,179	-	-	-	1,127	-	-	-	-	-

**Energy Management
2020 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
14702 : Energy Retrofit - Various Existing Buildings	3,013	783	651	516	491	585	713	548	698	1,693	2,838	836	9,569	10,815	24,180	1,658
70520 : Energy Management Efficiency	-	-	400	655	380	700	760	840	850	860	945	955	7,345	-	7,345	1,435
Total Expenditures	3,013	783	1,051	1,171	871	1,285	1,473	1,388	1,548	2,553	3,783	1,791	16,914	10,815	31,525	3,093
Funding Sources:																
Asset Replacement Reserves	3,009	783	1,051	1,171	871	1,285	1,473	1,388	1,548	2,553	3,783	1,791	16,914	10,815	31,521	3,093
Other Recoveries	4	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-
Total Funding	3,013	783	1,051	1,171	871	1,285	1,473	1,388	1,548	2,553	3,783	1,791	16,914	10,815	31,525	3,093

**Energy Management
2020 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	9,569	-	-	9,569	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	7,345	-	-	7,345	-	-	-	-	-	-	-
Total Funding	16,914	-	-	16,914	-	-	-	-	-	-	-

**Energy Management
2020 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	1,658	-	-	1,658	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	1,435	-	-	1,435	-	-	-	-	-	-	-
Total Funding	3,093	-	-	3,093	-	-	-	-	-	-	-

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Housing Services 2020 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
			80	80	80	80	80	80	80	80	80	80				
Gross Expenditures:																
H67510 : Pre-Development Costs	1,740	80	80	80	80	80	80	80	80	80	80	80	800	-	2,620	80
H67875 : Regeneration program	-	-	-	-	-	-	-	10,000	15,000	24,700	300	10,000	60,000	40,000	100,000	-
H67876 : Unionville Seniors Affordable Housing Development	1,174	10,200	22,136	22,136	22,137	2,217	-	-	-	-	-	-	68,626	-	80,000	68,626
H67916 : Woodbridge Redevelopment	33,094	9,658	1,500	-	-	-	-	-	-	-	-	-	1,500	-	44,252	1,500
H67918 : Belinda's Place - Emergency Housing	9,926	-	550	-	-	-	-	-	-	-	-	-	550	-	10,476	550
H67919 : Stouffville Affordable Housing Development	358	13,500	5,000	14,000	9,150	500	-	-	-	-	-	-	28,650	-	42,508	28,650
H67921 : Lakeside Residences Keswick	19,687	490	610	-	-	-	-	-	-	-	-	-	610	-	20,787	610
H67923 : Land Acquisition	-	-	-	-	-	-	-	-	-	10,000	-	-	10,000	-	10,000	-
H67924 : Men's Emergency Housing Replacement	511	-	6,238	4,100	4,000	150	-	-	-	-	-	-	14,488	-	14,999	14,488
H67925 : Emergency Housing Improvements	421	615	-	-	-	-	-	-	-	-	-	-	-	-	1,036	-
H67930 : Net Zero Affordable Housing Development	-	-	-	-	12,250	17,500	7,163	1,750	-	-	-	-	38,663	-	38,663	-
Total Expenditures	66,911	34,543	36,114	40,316	47,617	20,447	7,243	11,830	15,080	34,780	380	10,080	223,887	40,000	365,341	114,504
Funding Sources:																
Program Specific Reserves	34,729	22,110	13,035	13,328	29,249	2,111	4,867	(2,752)	8,668	20,486	368	7,076	96,436	965	154,240	37,584
Asset Replacement Reserves	897	615	6,238	4,100	4,000	150	-	-	-	-	-	-	14,488	31,299	47,299	14,488
Development Charge Reserves	4,646	12	4,136	11	11	11	12	12	12	12	12	12	4,241	-	8,899	4,136
Grants & Subsidies	24,597	5,176	12,705	16,223	7,463	5,775	2,364	8,577	6,400	1,600	-	2,992	64,099	2,993	96,865	32,348
Other Recoveries	2,042	-	-	-	-	-	-	-	-	-	-	-	-	-	2,042	-
Planned Debenture Proceeds	-	6,630	-	6,654	6,894	12,400	-	5,993	-	12,682	-	-	44,623	4,743	55,996	25,948
Total Funding	66,911	34,543	36,114	40,316	47,617	20,447	7,243	11,830	15,080	34,780	380	10,080	223,887	40,000	365,341	114,504

Housing Services 2020 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
H67510 : Pre-Development Costs	800	684	-	-	-	116	-	-	-	-	-
H67875 : Regeneration/Expansion program	60,000	28,326	-	-	-	-	18,992	-	12,682	-	-
H67876 : Unionville Seniors Affordable Housing Development	68,626	28,379	-	-	-	-	19,213	-	21,034	-	-
H67916 : Woodbridge Redevelopment	1,500	1,500	-	-	-	-	-	-	-	-	-
H67918 : Belinda's Place - Emergency Housing	550	550	-	-	-	-	-	-	-	-	-
H67919 : Stouffville Affordable Housing Development	28,650	6,476	-	-	-	-	13,135	-	9,039	-	-
H67921 : Lakeside Residences Keswick	610	610	-	-	-	-	-	-	-	-	-
H67923 : Land Acquisition	10,000	10,000	-	-	-	-	-	-	-	-	-
H67924 : Men's Emergency Housing Replacement	14,488	-	-	14,488	-	-	-	-	-	-	-
H67930 : Net Zero Affordable Housing Development	38,663	19,911	-	-	-	-	12,759	-	5,993	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	4,125	-	-	(4,125)	-	-
Total Funding	223,887	96,436	-	14,488	-	4,241	64,099	-	44,623	-	-

Housing Services

2020 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 Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H67510 : Pre-Development Costs	80	69	-	-	-	11	-	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	68,626	28,379	-	-	-	-	19,213	-	21,034	-	-
H67916 : Woodbridge Redevelopment	1,500	1,500	-	-	-	-	-	-	-	-	-
H67918 : Belinda's Place - Emergency Housing	550	550	-	-	-	-	-	-	-	-	-
H67919 : Stouffville Affordable Housing Development	28,650	6,476	-	-	-	-	13,135	-	9,039	-	-
H67921 : Lakeside Residences Keswick	610	610	-	-	-	-	-	-	-	-	-
H67924 : Men's Emergency Housing Replacement	14,488	-	-	14,488	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	4,125	-	-	(4,125)	-	-
Total Funding	114,504	37,584	-	14,488	-	4,136	32,348	-	25,948	-	-

**Paramedic Services
2020 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H54301 : Vehicles - New	2,851	239	478	126	496	-	496	-	496	-	496	-	2,588	-	5,678	604
H54420 : Paramedic Response Station 13 - Holland Landing	4,142	28	-	-	-	-	-	-	-	-	-	-	-	-	4,170	-
H54510 : Paramedic Response Station 32 - Maple	147	-	2,398	1,105	-	-	-	-	-	-	-	-	3,503	-	3,650	3,503
H54520 : Vehicles - Replacement	29,761	3,075	3,405	3,211	2,693	3,382	2,693	3,226	2,693	3,360	3,211	3,071	30,945	-	63,781	6,616
H54540 : Paramedics Defibrillators Replacement	1,759	256	549	-	3,100	-	-	-	-	-	-	-	3,649	-	5,664	549
H54580 : Paramedic Response Station 31 - Vaughan S/W	2,022	-	109	-	-	-	-	-	-	-	-	-	109	-	2,131	109
H54600 : Medical Equipment Replacement	3,909	2,075	1,114	864	977	888	1,422	1,825	1,027	961	1,157	175	10,410	-	16,394	1,114
H54601 : Paramedic Response Station 27 - Markham N/W	40	61	389	1,850	2,488	-	-	-	-	-	-	-	4,727	-	4,828	4,727
H54638 : Land Acquisition - Growth	7,049	-	4,141	-	-	-	5,000	-	-	-	-	4,870	14,011	-	21,060	4,141
H54640 : Paramedic Response Station 16 - Newmarket N/W	3,481	203	-	-	-	-	-	-	-	-	-	-	-	-	3,684	-
H54645 : Paramedic Response Station 19 - Newmarket S/E	5,819	-	100	-	-	-	-	-	-	-	-	-	100	-	5,919	100
H54650 : Paramedic Response Station 25 - Markham S/E	3,333	400	22	-	-	-	-	-	-	-	-	-	22	-	3,755	22
H54665 : Paramedic Response Station 22 - Gormley	84	67	2,581	-	-	-	-	-	-	-	-	-	2,581	-	2,732	2,581
H54670 : Paramedic Response Station 20 - Ballantrae	-	-	825	1,925	-	-	-	-	-	-	-	-	2,750	-	2,750	2,750
H54675 : Paramedic Response Station 29 - Thornhill/Markham	130	243	4,572	-	-	-	-	-	-	-	-	-	4,572	-	4,945	4,572
H54681 : Paramedic Response Station 33 - Jane & Teston	44	50	2,041	535	100	-	-	-	-	-	-	-	2,676	-	2,770	2,676
H54696 : Paramedic Response Station - Current Rehab/Reifresh	506	-	400	200	200	200	200	200	200	200	200	200	2,200	-	2,706	400
Total Expenditures	65,077	6,697	23,124	9,816	10,054	4,470	9,811	5,251	4,416	4,521	5,064	8,316	84,843	-	156,617	34,464

**Paramedic Services
2020 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Funding Sources:																
Program Specific Reserves	11,513	-	-	-	-	-	-	-	-	-	-	-	-	-	11,513	-
Debt Reduction Reserve	12,063	333	5,965	2,138	349	-	995	-	-	-	-	969	10,416	-	22,812	8,452
Asset Replacement Reserves	15,220	5,430	5,516	4,288	7,020	4,470	4,365	5,251	3,970	4,521	4,618	3,446	47,465	-	68,115	8,740
General Capital Reserve	6,050	-	-	-	-	-	-	-	-	-	-	-	-	-	6,050	-
Development Charge Reserves	12,482	934	11,643	113	446	-	446	-	446	-	446	-	13,540	-	26,956	11,756
Grants & Subsidies	3,877	-	-	-	-	-	-	-	-	-	-	-	-	-	3,877	-
Other Recoveries	243	-	-	-	-	-	-	-	-	-	-	-	-	-	243	-
Planned Debuture Proceeds	3,629	-	-	3,277	2,239	-	4,005	-	-	-	-	3,901	13,422	-	17,051	5,516
Total Funding	65,077	6,697	23,124	9,816	10,054	4,470	9,811	5,251	4,416	4,521	5,064	8,316	84,843	-	156,617	34,464

**Paramedic Services
2020 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	2,588	-	-	261	-	2,327	-	-	-	-	-
H54510 : Paramedic Response Station 32 - Maple	3,503	-	1,139	-	-	-	-	-	2,364	-	-
H54520 : Vehicles - Replacement	30,945	-	-	30,945	-	-	-	-	-	-	-
H54540 : Paramedics Defibrillators Replacement	3,649	-	-	3,649	-	-	-	-	-	-	-
H54580 : Paramedic Response Station 31 - Vaughan S/W	109	-	11	-	-	-	-	-	98	-	-
H54600 : Medical Equipment Replacement	10,410	-	-	10,410	-	-	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	4,727	-	473	-	-	-	-	-	4,254	-	-
H54638 : Land Acquisition - Growth	14,011	-	2,788	-	-	-	-	-	11,223	-	-
H54645 : Paramedic Response Station 19 - Newmarket S/E	100	-	70	-	-	-	-	-	30	-	-
H54650 : Paramedic Response Station 25 - Markham S/E	22	-	2	-	-	-	-	-	20	-	-
H54665 : Paramedic Response Station 22 - Gormley	2,581	-	258	-	-	-	-	-	2,323	-	-
H54670 : Paramedic Response Station 20 - Ballantrae	2,750	-	1,513	-	-	-	-	-	1,237	-	-
H54675 : Paramedic Response Station 29 - Thornhill/Markham	4,572	-	1,486	-	-	-	-	-	3,086	-	-
H54681 : Paramedic Response Station 33 - Jane & Teston	2,676	-	2,676	-	-	-	-	-	-	-	-
H54696 : Paramedic Response Station - Current Rehab/Reifresh	2,200	-	-	2,200	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	11,213	-	-	(11,213)	-	-
Total Funding	84,843	-	10,416	47,465	-	13,540	-	-	13,422	-	-

Paramedic Services
2020 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
H54301 : Vehicles - New	604	-	-	61	-	543	-	-	-	-	-
H54510 : Paramedic Response Station 32 - Maple	3,503	-	1,139	-	-	-	-	-	2,364	-	-
H54520 : Vehicles - Replacement	6,616	-	-	6,616	-	-	-	-	-	-	-
H54540 : Paramedics Defibrillators Replacement	549	-	-	549	-	-	-	-	-	-	-
H54580 : Paramedic Response Station 31 - Vaughan S/W	109	-	11	-	-	-	-	-	98	-	-
H54600 : Medical Equipment Replacement	1,114	-	-	1,114	-	-	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	4,727	-	473	-	-	-	-	-	4,254	-	-
H54638 : Land Acquisition - Growth	4,141	-	824	-	-	-	-	-	3,317	-	-
H54645 : Paramedic Response Station 19 - Newmarket S/E	100	-	70	-	-	-	-	-	30	-	-
H54650 : Paramedic Response Station 25 - Markham S/E	22	-	2	-	-	-	-	-	20	-	-
H54665 : Paramedic Response Station 22 - Gormley	2,581	-	258	-	-	-	-	-	2,323	-	-
H54670 : Paramedic Response Station 20 - Ballantrae	2,750	-	1,513	-	-	-	-	-	1,237	-	-
H54675 : Paramedic Response Station 29 - Thornhill/Markham	4,572	-	1,486	-	-	-	-	-	3,086	-	-
H54681 : Paramedic Response Station 33 - Jane & Teston	2,676	-	2,676	-	-	-	-	-	-	-	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	400	-	-	400	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	11,213	-	-	(11,213)	-	-
Total Funding	34,464	-	8,452	8,740	-	11,756	-	-	5,516	-	-

**Long Term Care/Seniors' Services
2020 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	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	2,230	115	785	300	563	202	254	204	204	199	269	204	3,184	-	5,529	785
H55286 : Scheduling Software	474	100	533	-	-	-	-	-	-	-	-	-	533	-	1,107	533
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,763	0	-	-	-	-	-	-	200	2,000	200	-	2,400	-	5,163	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	1,064	600	1,200	1,650	250	650	400	350	150	-	420	150	5,220	-	6,884	1,200
H59445 : Nurse Call System	-	-	1,180	-	-	-	-	-	-	-	-	600	1,780	-	1,780	1,180
H59450 : Adult Day Centre Expansion	99	0	-	-	-	-	-	-	-	-	-	-	-	-	99	-
H59451 : Adult Day Centre Expansion	-	0	100	1,600	300	-	-	-	-	-	-	-	2,000	-	2,000	2,000
H59455 : Technology Upgrade	99	35	665	400	175	-	75	188	-	-	825	475	2,803	-	2,937	665
H59465 : Generator Rehab	-	-	1,450	-	-	-	-	-	-	-	-	-	1,450	-	1,450	1,450
Total Expenditures	6,729	850	5,913	4,650	2,288	852	729	742	554	2,199	1,714	1,429	21,070	-	28,649	9,513
Funding Sources:																
Debt Reduction Reserve	1,603	735	3,848	2,050	425	650	475	538	350	2,000	1,445	625	12,406	-	14,744	3,848
Asset Replacement Reserves	902	115	1,965	1,000	1,563	202	254	204	204	199	269	804	6,664	-	7,681	3,665
General Capital Reserve	4,020	-	-	-	-	-	-	-	-	-	-	-	-	-	4,020	-
Grants & Subsidies	204	0	100	1,600	300	-	-	-	-	-	-	-	2,000	-	2,204	2,000
Total Funding	6,729	850	5,913	4,650	2,288	852	729	742	554	2,199	1,714	1,429	21,070	-	28,649	9,513

Long Term Care/Seniors' Services 2020 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
H52006 : Unionville Seniors Hub	1,700	-	-	1,700	-	-	-	-	-	-	-
H55245 : Resident Beds	3,184	-	-	3,184	-	-	-	-	-	-	-
H55286 : Scheduling Software	533	-	533	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,400	-	2,400	-	-	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	5,220	-	5,220	-	-	-	-	-	-	-	-
H59445 : Nurse Call System	1,780	-	-	1,780	-	-	-	-	-	-	-
H59451 : Adult Day Centre Expansion	2,000	-	-	-	-	-	2,000	-	-	-	-
H59455 : Technology Upgrade	2,803	-	2,803	-	-	-	-	-	-	-	-
H59465 : Generator Rehab	1,450	-	1,450	-	-	-	-	-	-	-	-
Total Funding	21,070	-	12,406	6,664	-	-	2,000	-	-	-	-

**Long Term Care/Seniors' Services
2020 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
H52006 : Unionville Seniors Hub	1,700	-	-	1,700	-	-	-	-	-	-	-
H55245 : Resident Beds	785	-	-	785	-	-	-	-	-	-	-
H55286 : Scheduling Software	533	-	533	-	-	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	1,200	-	1,200	-	-	-	-	-	-	-	-
H59445 : Nurse Call System	1,180	-	-	1,180	-	-	-	-	-	-	-
H59451 : Adult Day Centre Expansion	2,000	-	-	-	-	-	2,000	-	-	-	-
H59455 : Technology Upgrade	665	-	665	-	-	-	-	-	-	-	-
H59465 : Generator Rehab	1,450	-	1,450	-	-	-	-	-	-	-	-
Total Funding	9,513	-	3,848	3,665	-	-	2,000	-	-	-	-

Public Health
2020 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H52002 : Georgina Link Hub	-	35	1,503	-	-	-	-	-	-	-	-	-	1,503	-	1,538	1,503
H52005 : Vaccine Depot	-	70	930	-	-	-	-	-	-	-	-	-	930	-	1,000	930
Total Expenditures	-	105	2,433	-	-	-	-	-	-	-	-	-	2,433	-	2,538	2,433
Funding Sources:																
Asset Replacement Reserves	-	78	1,275	-	-	-	-	-	-	-	-	-	1,275	-	1,353	1,275
Development Charge Reserves	-	27	1,158	-	-	-	-	-	-	-	-	-	1,158	-	1,185	1,158
Total Funding	-	105	2,433	-	-	-	-	-	-	-	-	-	2,433	-	2,538	2,433

Public Health
2020 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
H52002 : Georgina Link Hub	1,503	-	-	345	-	-	-	-	1,158	-	-
H52005 : Vaccine Depot	930	-	-	930	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	1,158	-	-	(1,158)	-	-
Total Funding	2,433	-	-	1,275	-	1,158	-	-	-	-	-

Public Health
2020 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 Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52002 : Georgina Link Hub	1,503	-	-	345	-	-	-	-	1,158	-	-
H52005 : Vaccine Depot	930	-	-	930	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	1,158	-	-	(1,158)	-	-
Total Funding	2,433	-	-	1,275	-	1,158	-	-	-	-	-

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Finance 2020 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
16755 : Corporate & Departmental Systems	17,809	4,526	5,473	5,988	5,282	4,948	5,933	5,252	6,650	7,200	7,583	4,517	58,826	26,000	107,161	32,876
16756 : Finance Management Applications	1,545	613	1,621	2,363	912	10	10	10	10	10	10	10	4,966	50	7,174	4,926
16859 : IT Security	233	3,422	6,530	4,149	4,853	2,049	2,624	4,469	3,839	5,491	2,092	2,259	38,355	20,851	62,861	24,674
16895 : End User Devices	46,788	2,466	5,953	2,534	2,358	5,739	3,699	4,999	6,215	3,799	3,499	6,419	45,214	23,412	117,880	25,282
16896 : Network & Data Centre	31,521	3,384	5,286	4,186	6,224	8,437	5,429	4,466	4,350	6,569	10,225	5,869	61,041	40,213	136,159	34,028
Total Expenditures	97,896	14,411	24,863	19,220	19,629	21,183	17,695	19,196	21,064	23,069	23,409	19,074	208,402	110,526	431,235	121,786
Funding Sources:																
Program Specific Reserves	21,182	5,139	7,758	9,251	7,094	5,978	6,843	5,962	8,125	7,910	8,493	5,587	73,001	30,780	130,102	42,886
Asset Replacement Reserves	61,075	9,272	17,105	9,969	12,535	15,205	10,852	13,234	12,939	15,159	14,916	13,487	135,401	79,746	285,494	78,900
General Capital Reserve	15,637	-	-	-	-	-	-	-	-	-	-	-	-	-	15,637	-
Other Recoveries	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Total Funding	97,896	14,411	24,863	19,220	19,629	21,183	17,695	19,196	21,064	23,069	23,409	19,074	208,402	110,526	431,235	121,786

Finance
2020 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	58,826	58,826	-	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	4,966	4,966	-	-	-	-	-	-	-	-	-
16859 : IT Security	38,355	9,209	-	29,146	-	-	-	-	-	-	-
16895 : End User Devices	45,214	-	-	45,214	-	-	-	-	-	-	-
16896 : Network & Data Centre	61,041	-	-	61,041	-	-	-	-	-	-	-

Finance
2020 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 Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
16755 : Corporate & Departmental Systems	32,876	32,876	-	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	4,926	4,926	-	-	-	-	-	-	-	-	-
16859 : IT Security	24,674	5,084	-	19,590	-	-	-	-	-	-	-
16895 : End User Devices	25,282	-	-	25,282	-	-	-	-	-	-	-
16896 : Network & Data Centre	34,028	-	-	34,028	-	-	-	-	-	-	-
Total Funding	121,786	42,886	-	78,900	-	-	-	-	-	-	-

**Property Services
2020 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
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Program Group: Rehabilitation and Replacement

Gross Expenditures:																
14703 : Corporate Facilities Asset Renewal	36,228	6,450	5,986	7,057	5,771	7,394	2,217	7,691	3,578	2,928	8,378	5,913	56,913	-	99,591	5,986
14708 : Water & Wastewater Facilities Asset Renewal	4,947	500	1,700	442	582	490	802	1,358	926	1,080	1,570	1,118	10,068	-	15,515	1,700
Total Rehabilitation and Replacement Expenditures	41,175	6,950	7,686	7,499	6,353	7,884	3,019	9,049	4,504	4,008	9,948	7,031	66,981	-	115,106	7,686
Funding Sources:																
Asset Replacement Reserves	38,466	6,950	7,686	7,499	6,353	7,884	3,019	9,049	4,504	4,008	9,948	7,031	66,981	-	112,397	7,686
General Capital Reserve	1,218	-	-	-	-	-	-	-	-	-	-	-	-	-	1,218	-
Grants & Subsidies	150	-	-	-	-	-	-	-	-	-	-	-	-	-	150	-
Other Recoveries	546	-	-	-	-	-	-	-	-	-	-	-	-	-	546	-
Planned Debutenture Proceeds	794	-	-	-	-	-	-	-	-	-	-	-	-	-	794	-
Total Rehabilitation and Replacement Funding	41,175	6,950	7,686	7,499	6,353	7,884	3,019	9,049	4,504	4,008	9,948	7,031	66,981	-	115,106	7,686

Program Group: Business Initiatives

Gross Expenditures:																
14733 : Development of New Facilities	22,231	650	1,595	-	-	-	-	-	42,000	7,248	54,000	59,000	163,843	148,591	335,315	1,595
14740 : Legislative Compliance	1,939	600	425	125	50	50	50	50	50	50	50	50	950	-	3,489	425
14755 : Security & Life Safety	2,534	715	350	250	250	250	325	325	250	250	250	250	2,750	-	5,999	350
14775 : Property Services Branch General Capital	4,847	300	500	500	500	500	500	500	500	500	500	500	5,000	-	10,147	500
14780 : Admin Centre at 17150 Yonge Street	143,029	56,413	13,668	3,435	-	-	-	-	-	-	-	-	17,103	-	216,545	17,103
14810 : Technology Initiatives	3,244	150	150	150	150	150	150	650	650	650	650	650	4,000	-	7,394	150
14831 : Vehicles Purchases	65	60	60	-	-	-	-	-	-	-	-	-	60	-	185	60
14835 : Audio-Visual Equipment & Events	2,756	150	150	150	150	150	150	150	150	150	150	150	1,500	-	4,406	150
14855 : Renovations of Existing Facilities	23,483	2,800	2,749	4,334	3,052	2,988	1,679	5,262	5,272	5,175	5,270	5,072	40,853	49,214	116,350	2,749
14856 : Furniture Management	373	163	177	177	177	177	177	177	177	177	177	177	1,770	1,770	4,076	177

**Property Services
2020 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
14861 : Transportation Business Initiatives	-	333	5,321	4,613	12,035	4,230	-	-	-	-	792	283	27,275	19,438	47,046	5,321
14901 : Project Management	13,001	3,100	3,977	4,091	4,389	4,597	4,688	4,782	4,878	4,975	5,075	5,176	46,628	-	62,729	3,977
Total Business Initiatives Expenditures	217,502	65,434	29,122	17,825	20,753	13,092	7,719	11,896	53,927	19,175	66,914	71,308	311,732	219,014	813,682	32,557
Funding Sources:																
Program Specific Reserves	2,204	2	51	198	708	307	-	-	-	-	41	14	1,319	972	4,497	51
Debt Reduction Reserve	149,357	53,086	14,299	3,193	-	-	-	-	42,000	7,248	54,000	59,000	179,740	148,591	530,774	17,492
Asset Replacement Reserves	36,671	8,038	8,538	9,777	8,718	8,862	7,719	11,896	11,927	11,927	12,122	12,025	103,511	50,984	199,204	8,538
General Capital Reserve	21,975	-	-	-	-	-	-	-	-	-	-	-	-	-	21,975	-
Development Charge Reserves	5,057	12	798	-	-	-	-	-	-	-	-	-	798	1,847	7,714	798
Other Recoveries	10	283	4,472	1,769	-	-	-	-	-	-	-	-	6,241	-	6,534	4,472
Planned Debenture Proceeds	2,228	4,012	964	2,888	11,327	3,923	-	-	-	-	752	269	20,123	16,620	42,983	1,206
Total Business Initiatives Funding	217,502	65,434	29,122	17,825	20,753	13,092	7,719	11,896	53,927	19,175	66,915	71,308	311,732	219,014	813,682	32,557
Total Expenditures	258,677	72,384	36,808	25,324	27,106	20,976	10,738	20,945	58,431	23,183	76,862	78,339	378,713	219,014	928,788	40,243
Funding Sources:																
Program Specific Reserves	2,204	2	51	198	708	307	-	-	-	-	41	14	1,319	972	4,497	51
Debt Reduction Reserve	149,357	53,086	14,299	3,193	-	-	-	-	42,000	7,248	54,000	59,000	179,740	148,591	530,774	17,492
Asset Replacement Reserves	75,137	14,988	16,224	17,276	15,071	16,746	10,738	20,945	16,431	15,935	22,070	19,056	170,492	50,984	311,601	16,224
General Capital Reserve	23,193	-	-	-	-	-	-	-	-	-	-	-	-	-	23,193	-
Development Charge Reserves	5,057	12	798	-	-	-	-	-	-	-	-	-	798	1,847	7,714	798
Grants & Subsidies	150	-	-	-	-	-	-	-	-	-	-	-	-	-	150	-
Other Recoveries	557	283	4,472	1,769	-	-	-	-	-	-	-	-	6,241	-	7,081	4,472
Planned Debenture Proceeds	3,022	4,012	964	2,888	11,327	3,923	-	-	-	-	752	269	20,123	16,620	43,777	1,206
Total Funding	258,677	72,384	36,808	25,324	27,106	20,976	10,738	20,945	58,431	23,183	76,863	78,339	378,713	219,014	928,788	40,243

Property Services
2020 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: Rehabilitation and Replacement												
14703 : Corporate Facilities Asset Renewal	56,913	-	-	56,913	-	-	-	-	-	-	-	
14708 : Water & Wastewater Facilities Asset Renewal	10,068	-	-	10,068	-	-	-	-	-	-	-	
Total Rehabilitation and Replacement	66,981	-	-	66,981	-	-	-	-	-	-	-	
Program Group: Business Initiatives												
14733 : Development of New Facilities	163,843	-	163,843	-	-	-	-	-	-	-	-	
14740 : Legislative Compliance	950	-	-	950	-	-	-	-	-	-	-	
14755 : Security & Life Safety	2,750	-	-	2,750	-	-	-	-	-	-	-	
14775 : Property Services Branch General Capital	5,000	-	-	5,000	-	-	-	-	-	-	-	
14780 : Admin Centre at 17150 Yonge Street	17,103	-	15,897	-	-	-	-	-	1,206	-	-	
14810 : Technology Initiatives	4,000	-	-	4,000	-	-	-	-	-	-	-	
14831 : Vehicles Purchases	60	-	-	60	-	-	-	-	-	-	-	
14835 : Audio-Visual Equipment & Events	1,500	-	-	1,500	-	-	-	-	-	-	-	
14855 : Renovations of Existing Facilities	40,853	-	-	40,853	-	-	-	-	-	-	-	
14856 : Furniture Management	1,770	-	-	1,770	-	-	-	-	-	-	-	
14861 : Transportation Business Initiatives	27,275	1,319	-	-	-	-	-	6,241	19,715	-	-	
14901 : Project Management	46,628	-	-	46,628	-	-	-	-	-	-	-	
DC_Funding_Adjmt : Development Charge Debt Avoidance	-	-	-	-	-	798	-	-	(798)	-	-	
Total Business Initiatives	311,732	1,319	179,740	103,511	-	798	-	6,241	20,123	-	-	
Total Funding	378,713	1,319	179,740	170,492	-	798	-	6,241	20,123	-	-	

Property Services
2020 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: Rehabilitation and Replacement												
14703 : Corporate Facilities Asset Renewal	5,986	-	-	5,986	-	-	-	-	-	-	-	
14708 : Water & Wastewater Facilities Asset Renewal	1,700	-	-	1,700	-	-	-	-	-	-	-	
Total Rehabilitation and Replacement	7,686	-	-	7,686	-	-	-	-	-	-	-	
Program Group: Business Initiatives												
14733 : Development of New Facilities	1,595	-	1,595	-	-	-	-	-	-	-	-	
14740 : Legislative Compliance	425	-	-	425	-	-	-	-	-	-	-	
14755 : Security & Life Safety	350	-	-	350	-	-	-	-	-	-	-	
14775 : Property Services Branch General Capital	500	-	-	500	-	-	-	-	-	-	-	
14780 : Admin Centre at 17150 Yonge Street	17,103	-	15,897	-	-	-	-	-	1,206	-	-	
14810 : Technology Initiatives	150	-	-	150	-	-	-	-	-	-	-	
14831 : Vehicles Purchases	60	-	-	60	-	-	-	-	-	-	-	
14835 : Audio-Visual Equipment & Events	150	-	-	150	-	-	-	-	-	-	-	
14855 : Renovations of Existing Facilities	2,749	-	-	2,749	-	-	-	-	-	-	-	
14856 : Furniture Management	177	-	-	177	-	-	-	-	-	-	-	
14861 : Transportation Business Initiatives	5,321	51	-	-	-	-	-	4,472	798	-	-	
14901 : Project Management	3,977	-	-	3,977	-	-	-	-	-	-	-	
DC_Funding_Adjmt : Development Charge Debt Avoidance	-	-	-	-	-	798	-	-	(798)	-	-	
Total Business Initiatives	32,557	51	17,492	8,538	-	798	-	4,472	1,206	-	-	
Total Funding	40,243	51	17,492	16,224	-	798	-	4,472	1,206	-	-	

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Court Services
2020 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
A1601 : Courtroom Renovations	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120
Total Expenditures	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120
Funding Sources:																
Asset Replacement Reserves	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120
Total Funding	-	120	120	120	120	120	120	120	120	120	120	120	1,200	-	1,320	120

Court Services
2020 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
A1601 : Courtroom Renovations	1,200	-	-	1,200	-	-	-	-	-	-	-
Total Funding	1,200	-	-	1,200	-	-	-	-	-	-	-

Court Services
2020 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
A1601 : Courtroom Renovations	120	-	-	120	-	-	-	-	-	-	-
Total Funding	120	-	-	120	-	-	-	-	-	-	-

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2020 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
C298 : Connect To Innovate	-	186	4,242	2,822	-	-	-	-	-	-	-	-	7,064	-	7,250	7,064
C299 : Fibre Network Delivery	12,266	3,000	6,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	42,000	16,000	73,266	14,000
Total Growth Expenditures	12,266	3,186	10,242	6,822	4,000	49,064	16,000	80,516	21,064							
Funding Sources:																
General Capital Reserve	12,260	511	4,367	1,412	371	413	413	455	497	497	539	539	9,502	2,492	24,765	6,150
Other Recoveries	6	-	228	1,772	-	-	-	-	-	-	-	-	2,000	-	2,006	2,000
Federal Gas Tax Reserve	-	2,675	5,647	3,638	3,629	3,587	3,587	3,545	3,503	3,503	3,461	3,461	37,562	13,508	53,745	12,914
Total Growth Funding	12,266	3,186	10,242	6,822	4,000	49,064	16,000	80,516	21,064							
Total Expenditures	12,266	3,186	10,242	6,822	4,000	49,064	16,000	80,516	21,064							
Funding Sources:																
General Capital Reserve	12,260	511	4,367	1,412	371	413	413	455	497	497	539	539	9,502	2,492	24,765	6,150
Other Recoveries	6	-	228	1,772	-	-	-	-	-	-	-	-	2,000	-	2,006	2,000
Federal Gas Tax Reserve	-	2,675	5,647	3,638	3,629	3,587	3,587	3,545	3,503	3,503	3,461	3,461	37,562	13,508	53,745	12,914
Total Funding	12,266	3,186	10,242	6,822	4,000	49,064	16,000	80,516	21,064							

2020 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											
C298 : Connect To Innovate	7,064	-	-	-	5,064	-	-	2,000	-	-	-
C299 : Fibre Network Delivery	42,000	-	-	-	4,438	-	-	-	-	-	37,562
Total Growth	49,064	-	-	-	9,502	-	-	2,000	-	-	37,562
Total Funding	49,064	-	-	-	9,502	-	-	2,000	-	-	37,562

2020 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: Growth												
C298 : Connect To Innovate	7,064	-	-	-	5,064	-	-	2,000	-	-	-	
C299 : Fibre Network Delivery	14,000	-	-	-	1,086	-	-	-	-	-	12,914	
Total Growth	21,064	-	-	-	6,150	-	-	2,000	-	-	12,914	
Total Funding	21,064	-	-	-	6,150	-	-	2,000	-	-	12,914	

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**York Regional Police
2020 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
P29010 : Vehicles - Replacement & Additional	-	4,073	4,290	4,380	4,470	4,550	4,650	4,740	4,830	4,930	5,030	5,130	47,000	-	51,073	4,290
P29011 : Business Intelligence	-	100	350	240	170	170	170	170	170	170	170	100	1,880	-	1,980	350
P29014 : Specialized Equipment - Support Services	-	244	125	-	400	-	-	-	-	250	-	125	900	-	1,144	125
P29015 : Specialized Equipment - Telephone	-	-	-	700	-	-	-	-	-	-	-	-	700	-	700	-
P29017 : Specialized Equipment - Growth Staff	-	1,264	1,435	1,091	1,091	1,161	1,091	1,091	1,379	1,435	1,091	1,291	12,156	-	13,420	1,435
P29020 : #1 District Multi-Functional Facility	93	1,600	18,350	5,705	-	-	-	-	-	-	-	-	24,055	-	25,748	24,055
P29022 : Information Technology Hardware & Software	-	1,447	1,181	1,530	1,150	1,170	1,190	1,460	1,380	1,250	1,280	1,560	13,151	-	14,598	1,181
P29023 : Specialized Equipment - Technical Investigations	511	368	182	-	-	1,100	-	-	-	-	1,100	-	2,382	-	3,261	182
P29024 : Digital Evidence Management	-	-	1,060	-	-	-	-	-	-	-	-	-	1,060	-	1,060	1,060
P29028 : Portable and Mobile Radio Replacements	-	-	-	2,352	2,352	-	-	-	-	-	-	-	4,704	-	4,704	-
P29030 : IT Infrastructure and Applications	-	969	969	969	969	969	969	969	969	969	969	969	9,690	-	10,659	969
P29031 : #3 District - Marine Headquarters	4,012	2,000	3,502	-	-	-	-	-	-	-	-	-	3,502	-	9,514	3,502
P29032 : Data Governance Retention Management	1,057	-	-	-	-	-	-	-	1,000	-	-	-	1,000	-	2,057	-
P29033 : Renovations to Existing Facilities	-	750	750	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,750	-	10,500	750
P29034 : Connected Officer In Car Modernization	616	1,173	1,693	816	194	316	672	1,053	999	848	848	848	8,287	-	10,076	2,509
P29035 : Specialized Equipment - Closed Circuit System	-	290	243	-	-	-	-	-	-	-	-	716	959	-	1,249	243
P29036 : Computer Aided Dispatch - Records Management System	-	-	-	-	-	-	-	-	3,700	-	-	-	3,700	-	3,700	-
P29037 : Marine Patrol Boat	-	100	150	-	-	-	-	-	-	-	-	250	400	-	500	150
P29039 : Employee Scheduling	-	-	-	-	110	-	-	-	-	-	-	-	110	-	110	-

**York Regional Police
2020 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/18	2019 Forecast	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
P29042 : Radio System	-	390	380	380	190	190	-	-	-	-	-	14,000	15,140	-	15,530	380
P29043 : Renovations #4 District	1,377	235	-	-	-	-	-	-	-	-	-	-	-	-	1,612	-
P29044 : Talent Management	-	-	-	150	-	-	-	-	-	-	-	-	150	-	150	-
P29045 : Land Bank Acquisition	-	-	3,000	-	-	-	-	-	-	-	-	6,000	9,000	-	9,000	3,000
P29046 : King SubStation	1,079	40	-	-	-	-	-	-	-	-	-	-	-	-	1,119	-
P29047 : Specialized Equipment - Forensic Equipment	-	370	1,578	1,763	102	-	-	-	-	-	-	2,200	5,643	-	6,013	1,578
P29048 : YRP Net Rewrite	117	-	-	-	-	-	150	-	-	-	-	150	300	-	417	-
P29049 : Disaster Recovery Plan	-	-	319	-	-	-	-	308	-	-	-	-	627	-	627	319
P29050 : Air Operations	-	2,931	1,803	100	-	100	100	100	1,218	718	578	919	5,636	-	8,567	1,803
P29051 : Community Safety Village Expansion & Renovations	806	1,240	-	-	-	-	-	-	-	-	-	-	-	-	2,046	-
P29052 : New District Substation Outlook	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000	-	3,000	-
P29054 : Air Operations Helicopter	-	-	-	-	6,250	-	-	-	-	-	-	-	6,250	-	6,250	6,250
P29055 : 240 Prospect Renovation	-	-	-	250	1,500	-	-	-	-	-	-	-	1,750	-	1,750	1,750
P29056 : PS Leasehold Improvements	-	-	1,000	500	-	-	-	-	-	-	-	-	1,500	-	1,500	1,500
Total Expenditures	9,669	19,584	42,360	24,776	19,948	10,726	10,142	10,891	16,645	11,570	12,066	35,258	194,382	-	223,635	57,381
Funding Sources:																
Program Specific Reserves	-	93	-	-	-	-	-	-	-	-	-	-	-	-	93	-
Debt Reduction Reserve	1,597	6,152	12,411	7,398	7,782	1,417	1,015	1,673	5,715	1,570	2,128	15,876	56,985	-	64,734	19,597
Asset Replacement Reserves	679	6,014	7,946	7,326	6,840	7,026	7,126	7,226	7,326	7,426	7,526	7,626	73,394	-	80,087	8,805
General Capital Reserve	980	-	-	-	-	-	-	-	-	-	-	-	-	-	980	-
Development Charge Reserves	4,163	1,384	21,844	678	218	102	194	165	165	199	143	944	24,652	-	30,199	22,001
Other Recoveries	-	79	159	159	384	79	-	-	-	-	-	-	781	-	860	464
Planned Debiture Proceeds	2,250	5,862	-	9,215	4,724	2,102	1,807	1,827	3,439	2,375	2,269	10,812	38,570	-	46,682	6,514
Total Funding	9,669	19,584	42,360	24,776	19,948	10,726	10,142	10,891	16,645	11,570	12,066	35,258	194,382	-	223,635	57,381

**York Regional Police
2020 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 Debuture Proceeds	Roads Acceleration Reserve	Capital Reserve	Federal Gas Tax Reserve
P29010 : Vehicles - Replacement & Additional	47,000	-	-	36,467	-	-	-	-	10,533	-	-	-
P29011 : Business Intelligence	1,880	-	1,460	-	-	420	-	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	900	-	698	-	-	202	-	-	-	-	-	-
P29015 : Specialized Equipment - Telephone	700	-	543	-	-	-	-	-	157	-	-	-
P29017 : Specialized Equipment - Growth Staff	12,156	-	-	3,260	-	-	-	-	8,896	-	-	-
P29020 : #1 District Multi-Functional Facility	24,055	-	7,556	-	-	-	-	-	16,499	-	-	-
P29022 : Information Technology Hardware & Software	13,151	-	-	13,151	-	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	2,382	-	1,847	-	-	-	-	-	535	-	-	-
P29024 : Digital Evidence Management	1,060	-	1,060	-	-	-	-	-	-	-	-	-
P29028 : Portable and Mobile Radio Replacements	4,704	-	3,650	-	-	-	-	-	1,054	-	-	-
P29030 : IT Infrastructure and Applications	9,690	-	1,847	7,843	-	-	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	3,502	-	350	-	-	-	-	-	3,152	-	-	-
P29032 : Data Governance Retention Management	1,000	-	776	-	-	-	-	-	224	-	-	-
P29033 : Renovations to Existing Facilities	9,750	-	2,500	7,250	-	-	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	8,287	-	3,289	3,923	-	1,075	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	959	-	745	-	-	-	-	-	214	-	-	-
P29036 : Computer Aided Dispatch - Records Management System	3,700	-	2,871	-	-	-	-	-	829	-	-	-
P29037 : Marine Patrol Boat	400	-	310	-	-	90	-	-	-	-	-	-
P29039 : Employee Scheduling	110	-	85	-	-	25	-	-	-	-	-	-
P29042 : Radio System	15,140	-	11,377	-	-	150	-	476	3,137	-	-	-
P29044 : Talent Management	150	-	116	-	-	34	-	-	-	-	-	-
P29045 : Land Bank Acquisition	9,000	-	900	-	-	-	-	-	8,100	-	-	-
P29047 : Specialized Equipment - Forensic Equipment	5,643	-	4,378	-	-	1,265	-	-	-	-	-	-
P29048 : YRP Net Rewrite	300	-	232	-	-	68	-	-	-	-	-	-
P29049 : Disaster Recovery Plan	627	-	627	-	-	-	-	-	-	-	-	-
P29050 : Air Operations	5,636	-	4,374	-	-	477	-	-	785	-	-	-
P29052 : New District Substation Outlook	3,000	-	300	-	-	-	-	-	2,700	-	-	-
P29054 : Air Operations Helicopter	6,250	-	4,544	-	-	-	-	305	1,401	-	-	-
P29055 : 240 Prospect Renovation	1,750	-	550	-	-	-	-	-	1,200	-	-	-
P29056 : PS Leasehold Improvements	1,500	-	-	1,500	-	-	-	-	-	-	-	-

**York Regional Police
2020 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
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	20,846	-	-	(20,846)	-	-
Total Funding	194,382	-	56,985	73,394	-	24,652	-	781	38,570	-	-

**York Regional Police
2020 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
P29010 : Vehicles - Replacement & Additional	4,290	-	-	3,329	-	-	-	-	961	-	-
P29011 : Business Intelligence	350	-	272	-	-	78	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	125	-	97	-	-	28	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	1,435	-	-	326	-	-	-	-	1,109	-	-
P29020 : #1 District Multi-Functional Facility	24,055	-	7,556	-	-	-	-	-	16,499	-	-
P29022 : Information Technology Hardware & Software	1,181	-	-	1,181	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	182	-	141	-	-	-	-	-	41	-	-
P29024 : Digital Evidence Management	1,060	-	1,060	-	-	-	-	-	-	-	-
P29030 : IT Infrastructure and Applications	969	-	372	597	-	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	3,502	-	350	-	-	-	-	-	3,152	-	-
P29033 : Renovations to Existing Facilities	750	-	250	500	-	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	2,509	-	687	1,372	-	450	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	243	-	189	-	-	-	-	-	54	-	-
P29037 : Marine Patrol Boat	150	-	116	-	-	34	-	-	-	-	-
P29042 : Radio System	380	-	171	-	-	50	-	159	-	-	-
P29045 : Land Bank Acquisition	3,000	-	300	-	-	-	-	-	2,700	-	-
P29047 : Specialized Equipment - Forensic Equipment	1,578	-	1,224	-	-	354	-	-	-	-	-
P29049 : Disaster Recovery Plan	319	-	319	-	-	-	-	-	-	-	-
P29050 : Air Operations	1,803	-	1,399	-	-	161	-	-	243	-	-
P29054 : Air Operations Helicopter	6,250	-	4,544	-	-	-	-	305	1,401	-	-
P29055 : 240 Prospect Renovation	1,750	-	550	-	-	-	-	-	1,200	-	-
P29056 : PS Leasehold Improvements	1,500	-	-	1,500	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	20,846	-	-	(20,846)	-	-
Total Funding	57,381	-	19,597	8,805	-	22,001	-	464	6,514	-	-

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GLOSSARY

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.
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.