



2018 BUDGET

AS APPROVED ON DECEMBER 14, 2017





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City of Markham



Regional Councillor
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City of Markham



Regional Councillor
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Vito Spatafora
Town of Richmond Hill



Regional Councillor
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City of Vaughan

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

York Regional Council is pleased to present the 2018 budget for The Regional Municipality of York. The combined operating and capital budget for 2018 totals \$3 billion, and the tax levy increase is 2.77 per cent.

The budget represents the final year of the multi-year plan for 2015 to 2018 approved by York Regional Council early in 2015. Over the next year, a new multi-year budget plan will be prepared to coincide with the 2019 to 2022 term of Council. Multi-year planning remains key to York Region as it enables us to better align our financial and strategic plans, set goals beyond one year and improve fiscal discipline.

Moody's Investors Service and S&P Global Ratings have maintained their credit ratings of Aaa and AA+ respectively for the Region. Among the positive factors consistently cited in rating analyses are the Region's high levels of reserves and strong financial management. Important elements of financial management include the Regional Fiscal Strategy and the Water and Wastewater Financial Sustainability Plan.

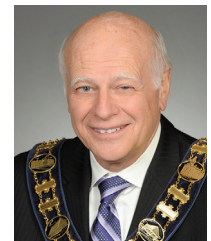
This budget continues to make key investments, especially in transportation, to address the Region's infrastructure needs. Managing growth while enhancing financial sustainability will be a legacy of our Council to the 1.2 million residents of York Region.



Regional Councillor
Brenda Hogg
Town of Richmond Hill



Regional Councillor
Gino Rosati
City of Vaughan



Mayor
Tony Van Bynen
Town of Newmarket



Regional Councillor
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Mayor
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Geoffrey Dawe
Town of Aurora



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Virginia Hackson
Town of East Gwillimbury



Mayor
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Township of King



Mayor
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Town of Whitchurch-Stouffville

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EXECUTIVE SUMMARY

This budget covers 2018, the last year of a four-year plan approved by York Regional Council in early 2015.

It sets out total operating spending of \$2,233 million, which will require tax levy funding of \$1,073 million. After assessment growth, this translates into a tax levy increase of 2.77%, equivalent to an additional \$65 on the average residential property tax bill.

The net tax levy has increased slightly from the 2.65% outlook for 2018 in last year's budget. Increases in spending to meet new needs and priorities were partially offset by higher-than-expected revenues, including a higher forecast for assessment growth revenue.

An updated 10-year capital plan provides for spending of \$5.9 billion out to 2027, including \$810 million in 2018. Transportation and transit represent the largest share of the planned capital spending in 2018.

2018 budget reflects new needs and priorities

The 2018 operating budget reflects a number of factors that were not anticipated in the outlook approved in 2017. These include approval of a new agreement with Metrolinx, the provincial transit agency, for the use of the PRESTO smart card system; creation of a new corporation to leverage and expand the Region's investments in its fibre network; and addition of resources across the organization to support greater efficiency, enhance risk management and strengthen management and organizational capacity.

On the revenue side, the forecast for assessment growth revenue has increased by \$1.1 million, and York Regional Police expect to receive \$0.4 million in provincial funding for anti-violence programs. These additional revenues help offset impacts of new priorities on the tax levy.

Community and Health Services received higher-than-expected revenues from the provincial government for children's services and homelessness programs. The funds will be used to provide the additional resources, including staff, needed to provide expanded services to York Region's residents. There is no impact on the tax levy from this change.

The water and wastewater user rate structure implemented in 2016 will ensure that starting in 2021, rate revenues will provide all funding needed to recover the full costs of providing water and wastewater services.

The Region adopted multi-year budgeting because of the benefits it provides in aligning spending with strategic priorities, providing greater clarity about future plans, and improving fiscal discipline. It also allows for regular review of plans to take into account unexpected changes.

Budgeting also continues to reflect and benefit from the Region's fiscal strategy introduced in 2014. The strategy builds key reserves and reduces the need for debt. Since its introduction, reserves have grown by \$679 million and are expected to increase by a further \$2,166 million by 2027. Over the next 10 years, the Region will issue \$1.4 billion less debt than without the strategy, and will not issue any debt supported by the tax levy or user rates.

The budget, like all Regional activities, is guided by Vision 2051, which sets out the long-term goal of creating strong, caring and safe communities. It also aligns with the related four-year strategic plan covering this Council term. These plans are discussed in more detail in the section entitled "Key Plans and Policies" starting on page 1.

York Region services

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

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

The operating budget

Almost all the spending in the operating budget goes to core service areas, including policing, community and social programs, environmental services, and operating the roads and transit systems. A key goal is providing timely, high-quality services in the most efficient ways.

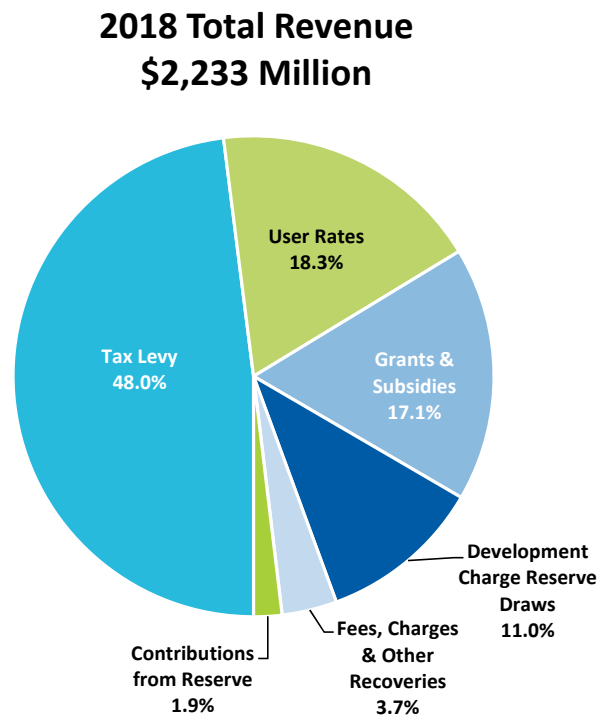
Services provided through the operating budget need to keep pace with population growth, as well as Regional Council priorities and changing needs.

Other changes to which the operating budget responds include increasing urbanization, demographic trends, especially as the large “baby boom” cohort ages, and higher needs and expectations. The budget also applies resources to the efficient and professional operation of the Region as an organization supporting Regional Council and residents.

The operating budget also includes contributions to fund the Region’s fiscal strategy, which is intended to improve long-term fiscal health.

Externally, new or changed provincial and federal policies, programs and legislation continue to have impacts on operating budgets, and these are often difficult to predict.

The operating budget is supported by the annual tax levy and several other sources of revenue, such as water and wastewater user rates, development charge reserve draws and grants from other levels of government. The “net operating budget” refers to the portion funded just by the tax levy.



The Operating Budget

(\$ Millions)	2015	2016	2017	2018
	Approved	Approved	Approved	Approved
Gross Expenditures	1,901	2,003	2,116	2,233
Non-Tax Revenue	963	1,022	1,090	1,160
Net Expenditures	938	981	1,026	1,073
Assessment Growth Revenue (%)	2.15	1.76	1.75	1.74
Proposed Tax Levy Increase (%)	2.97	2.85	2.87	2.77

The tax levy of \$1,073 million will support 48.0% of the total operating budget for 2018, with other revenues funding the balance. This is a slight decline from 2017, mainly because grants and subsidies from other levels of government — particularly the province — have increased.

The capital budget

York Region continues to invest in such major assets as roads, transit, water and wastewater systems, police stations and housing, with capital expenditures for 2018 of \$810 million. This represents the first year of a 10-year plan of \$5.9 billion out to 2027, among the largest in Ontario. Capital Spending Authority, which allows multi-year capital commitments, is \$2.2 billion.

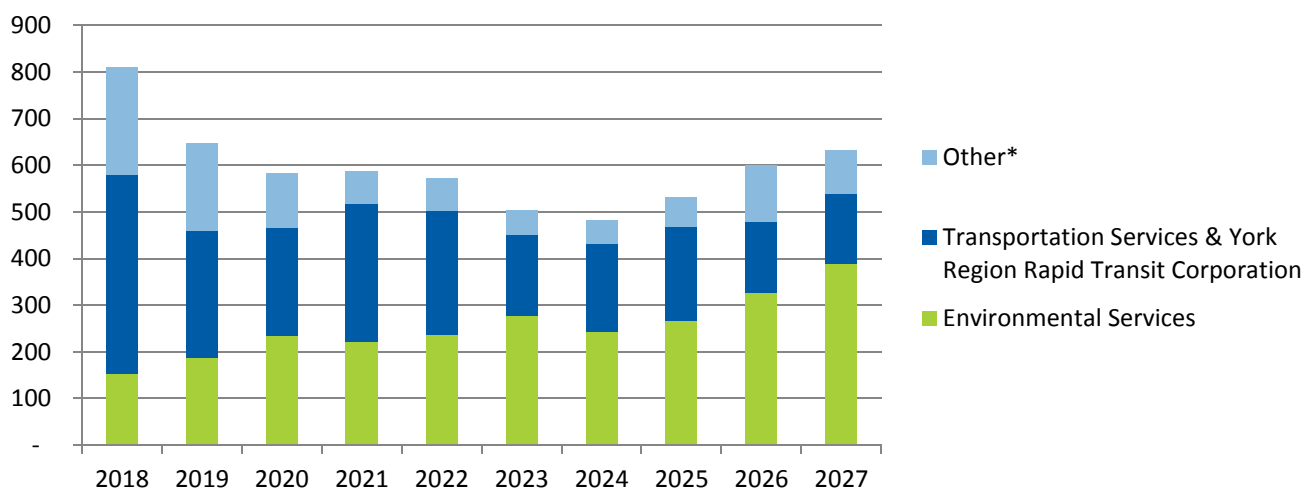
The new 10-year plan aligns with the 10-year plan in the 2017 budget, which was \$6.1 billion, and reflects largely the same portfolio of projects.

The capital plan continues the emphasis in the multi-year budget on investments in roads and transit. These are taking place through both the Transportation Services department, whose responsibilities include roads and some transit related capital construction, and York Region Rapid Transit Corporation, which is coordinating and project managing the building of several transit projects funded by multiple levels of government. With the Toronto-York Spadina Subway Extension essentially complete in 2017, the focus is increasingly building out the Viva bus rapid transit network and advancing the extension of the subway to Richmond Hill.

The Region and the Greater Toronto Area (GTA) as a whole both need a comprehensive, modern transit system to ensure continuing growth and quality of life. The subway extensions and bus rapid transit investments are key building blocks, as is expansion of the provincial GO rail service. The costs of these

Transportation and transit capital investments remain strong

\$ Millions



Note: Other includes Community and Health Services, Information Technology Services, Property Services, Planning and Economic Development, Court Services, YTN Telecom Network Inc. and York Regional Police.

projects are beyond the Region’s fiscal capacity, and it strongly advocates for continued funding from other levels of government, as well as new revenue tools, to continue this critical work.

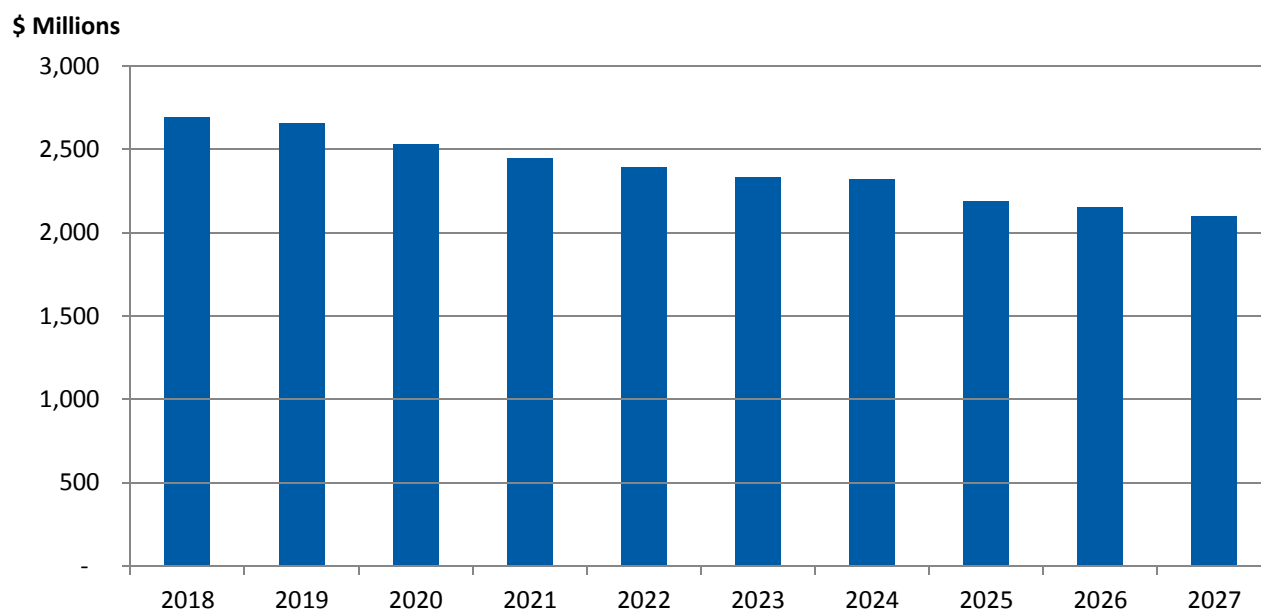
The Region will also make significant investments in water and wastewater assets both to serve growth and to renew existing assets. The current plan includes \$2.4 billion for these projects over the next ten years.

With the growth in its stock of assets, the Region must ensure it will have funds for rehabilitation and replacements. Since development charges fund growth-related investments only, the Region’s fiscal strategy addresses the need to build up reserves for capital spending on these other needs.

Because of the Region’s fiscal strategy, including the framework for full cost water and wastewater rates, the 10-year capital plan will be achieved without additions to user-rate or tax-levy-supported debt. The Region will continue to borrow to fill the timing gap between its growth-related capital needs and development charge collections.

Debt reached \$2.9 billion in 2017, which is expected to represent a peak. As the graph below shows, outstanding debt is expected to continue to decline.

Budget will reduce outstanding debt



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KEY PLANS AND POLICIES

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

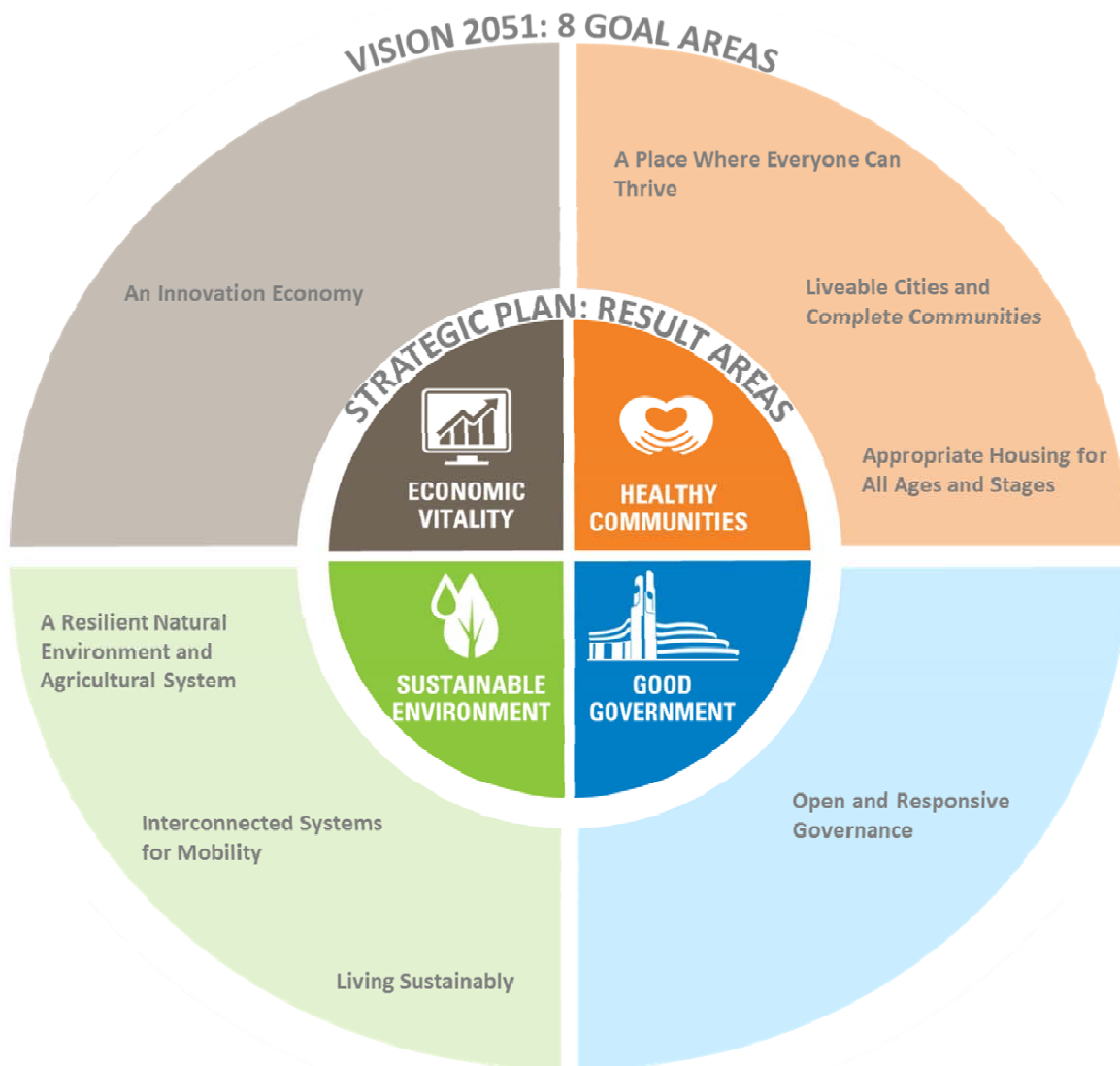
Vision 2051, which was approved by Regional Council in May 2012, sets out a path for York Region to follow over the next decades to achieve its goal of creating strong, caring and safe communities.

Like the Regional Official Plan, it lays out long-term objectives. While the Official Plan provides a framework for development, Vision 2051 complements it by speaking to a broad range of outcomes in the following eight areas:

- 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

The Strategic Plan highlights key priorities in four areas

At the start of each new term of office, Regional Council endorses a four-year strategic plan that aims to turn the long-term objectives of *Vision 2051* into day-to-day activities and goals. The 2015 to 2019 Strategic Plan, which was approved in February 2015, focuses on four priority areas for the Region. The graphic below shows how Vision 2051 provides the context for these priorities in the Strategic Plan:



The Strategic Plan also takes into consideration the Regional fiscal strategy, which is discussed in more detail in the chapter entitled “Achieving Financial Sustainability” starting on page 219. This alignment helps to ensure that as the plan is translated into programs and initiatives, they respond to the needs of the community now and in the future in ways that are responsible to taxpayers.

The plan, which is available on the Region's website under [About York Region > Plans, Reports and Strategies > 2015 to 2019 Strategic Plan](#), sets strategic objectives for each of its four priorities:

- **Strengthen the Region's economy**
 1. Fostering an environment that attracts, grows and maintains businesses
 2. Supporting the development and retention of the Region-wide workforce
 3. Focusing on networks and systems that connect people, goods and services
 4. Ensuring optimal locations for business and employment growth are available
- **Support community health and well-being**
 1. Increasing the range of available and affordable housing choices
 2. Protecting public health
 3. Making our communities more welcoming and inclusive
 4. Strengthening the Region's network of human services to support people in achieving their potential
- **Manage environmentally sustainable growth**
 1. Managing traffic congestion
 2. Optimizing critical infrastructure systems capacity
 3. Encouraging growth along Regional Centres and Corridors
 4. Preserving green spaces
- **Provide responsive and efficient public service**, with the strategic objectives of:
 1. Making it easier to access Regional information and services
 2. Ensuring a fiscally prudent and efficient Region
 3. Stewardship of the Region's assets
 4. Strengthening organizational capacity and effectiveness.

Council and York Region residents are regularly updated on the outcomes of Strategic Plan activities. The current plan includes 22 community indicators and 48 key performance measures to help track progress.

As well, in 2016 the Region started to provide an annual community report that includes both strategic plan outcomes and financial results.

The Community Report for 2016 showed that after two years of working towards the goals of the 2015 to 2019 Strategic Plan, 85% of performance measures were trending in the desired direction.

The Region's Senior Management Team engages in a strategy review process to support progress and troubleshoot areas where performance can be improved.

The graphic below shows how the Strategic Plan follows from *Vision 2051* and is underpinned by the fiscal strategy. These relationships help inform departmental plans and budgets, as well as individual performance plans.

York Region's planning and accountability framework and hierarchy





ECONOMY AND DEMOGRAPHICS

Roughly 1.2 million people live in York Region, making it one of Canada's largest municipalities.

With close to 51,000 businesses, York Region is the second largest business centre in Ontario after Toronto. While manufacturing remains important, knowledge-based and service jobs are growing. The Region is home to one of the largest information and communications technology clusters in Canada. The life sciences and business services sectors are also expanding.

York Region employment grew by 3.1 per cent between 2015 and 2016, bringing the total to roughly 600,000 jobs. The rate of growth was in line with the trend of the past several years, in which the Region's job gains outpaced the national and provincial averages.

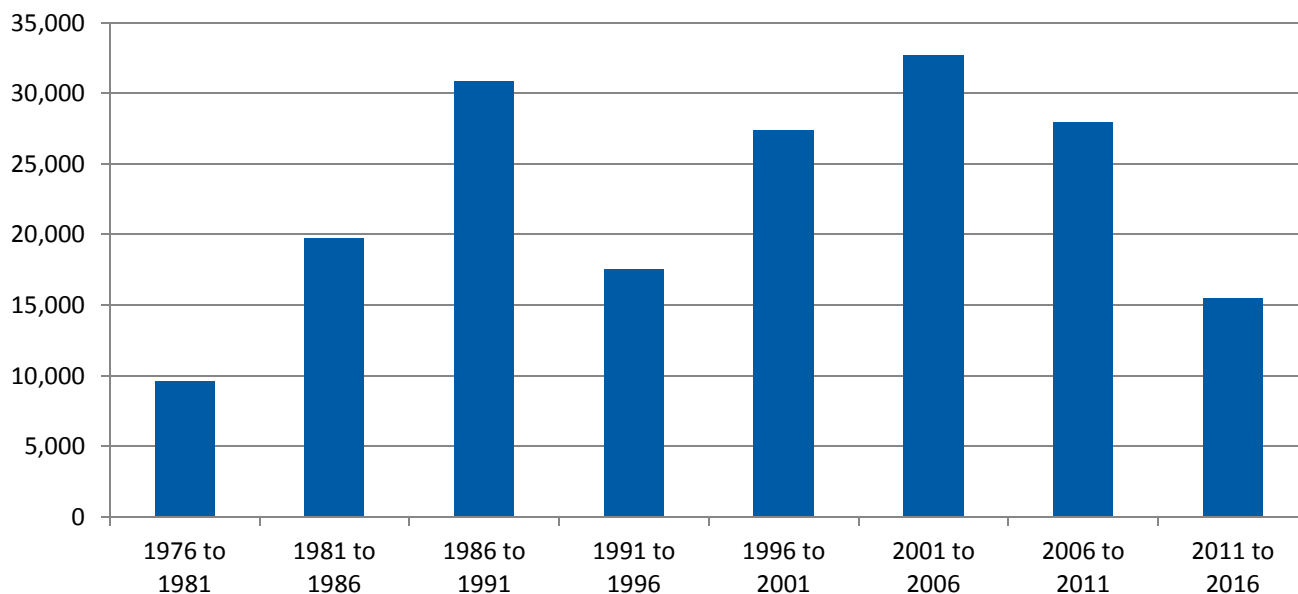
The 2016 Census identified York Region as home to one of Canada's wealthiest populations. Median gross income for one couple census families was about \$112,000, well above the figures of roughly \$98,000 for Ontario and \$95,000 for Canada.

Growth moderates, dampening development charge flows

York Region has historically seen a pattern of alternating stronger and weaker periods of growth, as the graph below shows:

Population growth in York Region since 1976 (annualized rate over 5-year periods)

Average Annual Census
Population Growth



Source: Statistics Canada 2016 community census

While the 2011 census identified York Region as Canada's fastest growing large municipality in the 2006 to 2011 period, with average annual increase in census population of about 3%, growth had begun to moderate from the previous census period. Recent years have seen continuing slow growth. Between 2011 and 2016, the census population increased by 2.0% a year on average.

A major reason appears to be that many working-age people are choosing to live in Toronto, especially downtown. This may reflect long commute times and the relatively high cost of housing outside the core, including in York.

As a result of slower growth, the gap between actual population and the population forecast in the provincial Growth Plan for the Greater Golden Horseshoe is widening. Census population growth in York Region was about 2.2% a year from 2006 to 2016, while the forecast for the Region in the Growth Plan was 2.6% a year. Despite the decline, the Region is continuing to grow, although at a slower pace.

Development charges, a key revenue source, fall short of forecast

New development is important to both the revenue and spending sides of the Regional budget. The Region invests in roads, transit, water and wastewater systems and other infrastructure to serve new housing, commercial and other developments. It uses charges levied on the developments to fund most of these upfront capital costs.

In general, development charges are collected when a plan of subdivision is registered and when a building permit is issued. The amount collected depends on the type of development involved. For homes, the development charge applies to the unit and varies by housing type — for example, single detached home, townhome, small or large apartment. Charges for industrial, non-retail commercial and institutional developments are based entirely on employment and floor area. Retail developments are also charged by floor area, but at a different rate.

A key goal of good fiscal management is to match the pacing of capital projects to the rate of growth. The nature of capital investments, however, means that they often need to be made in advance of the growth they will serve. Budgeting decisions, especially those relating to capital investments, must therefore be based on the best available forecasts of growth. This has been a challenge in recent years, and is likely to remain so.

Housing construction and growth in non-residential development since 2012 has been, in total, below what was forecast in both the 2012 Development Charge Background Study and the Region's Official Plan. This has had an impact, in turn, on development charge collections. From mid-2012 to mid-2017, the Region achieved \$1.6 billion in collections, which was 56% of the level expected in the 2012 Background Study.

Even when growth is on target, the development charge collections do not cover the full cost of infrastructure owing to statutory deductions in the rate calculation and statutory and discretionary exemptions. Finally, development charge collections depend on several factors that are difficult to forecast. These include the number of new households formed as population grows, availability of suitable land, length of the planning approvals process, state of the economy and outlook in the development industry – to name a few. Other factors, especially the mix of housing types and the development charges levied on each, then determine how development activity translates into development charge collections.

The Region thus faces major uncertainty both in terms of how much growth it will get, and how that growth will translate into development charge collections. It is managing these risks through the Regional fiscal strategy, which is discussed in more detail starting on page 219.

A key element of the strategy is more rigorous capital planning. The capital plan was adjusted in 2013, 2014 and 2015 to better match outlays with expected development charge collections, and the Region has adopted more prudent budgeting practices for capital. At the same time, the Region remains committed to providing infrastructure needed for safe, reliable public services.

Another important factor in development charge revenue is the amount and structure of the charges themselves. A development charge background study, based on research, analysis and consultation with local municipalities and the development industry, was endorsed by Regional Council in May 2017. It aligned with new provincial requirements and standards for development charges.

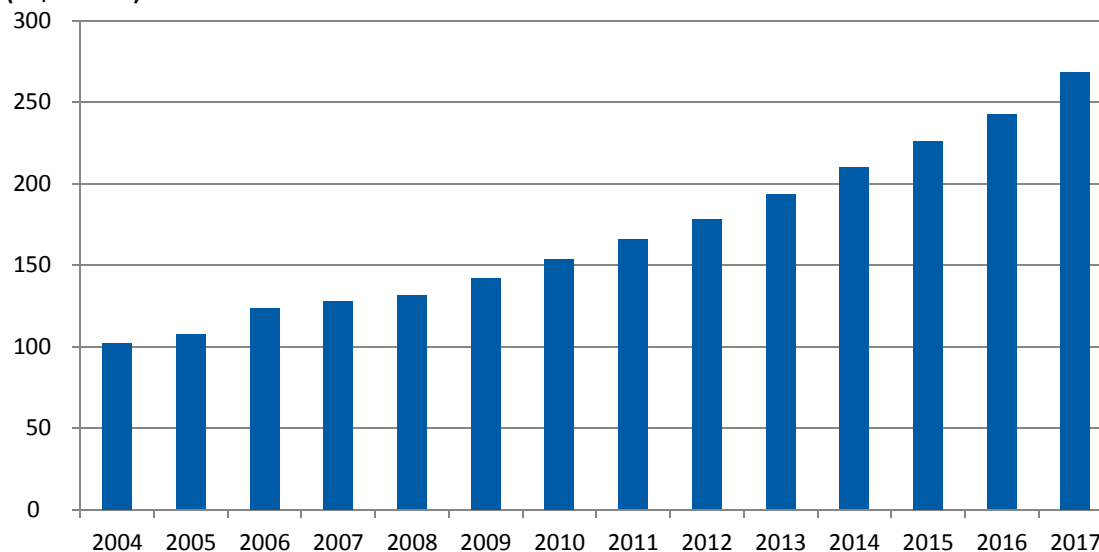
The 2017 Development Charge Background Study outlined more than \$6.5 billion in infrastructure to support growth to 2031, with about 43% of the total for roads and 37% for water and wastewater. The new bylaw set out a moderate increase for residential development, while rates for non-residential development stayed flat or declined.

Assessed value of property forms a stable foundation to fund services

Ongoing services and asset upkeep, as opposed to new growth-related projects, are funded to a large extent by property taxes. These are based on tax rates and the assessed value of existing homes and businesses. The assessment base provides a stable long-term funding source. In 2017 the Region benefited from a total property tax assessment base of \$268.4 billion, one of the highest in the GTA.

Taxable assessment value in York Region is increasing

Total Taxable Assessment Value
(in \$ Billions)



Residential housing represents a large part of the assessment base. In 2017, residential properties made up 81.8% of the total taxable assessment base. The average residential property value in York Region in 2017 is assessed at \$632,000.

Resale housing prices in the Region are generally high: in 2016, the average cost of a unit of any type was \$932,563, and that of single detached unit, \$1,179,136. The latter represented a 23% rise from the previous year. York Region's average resale housing price (all dwelling types) is roughly 27% higher than the Greater Toronto Area average of \$731,975. Despite the relatively high cost of resale homes, sales totaled more than 22,000 properties, a new high for the Region.

The provincial Fair Housing Plan introduced earlier this year, which includes a 15% non-resident speculation tax on homes in the Greater Golden Horseshoe, has moderated home sales in the Region and housing price increases are expected to follow suit.

With increasing urbanization, demographic shifts and high prices for single detached housing, new developments tend to use less land per household than in the past, especially in the southern part of the Region.

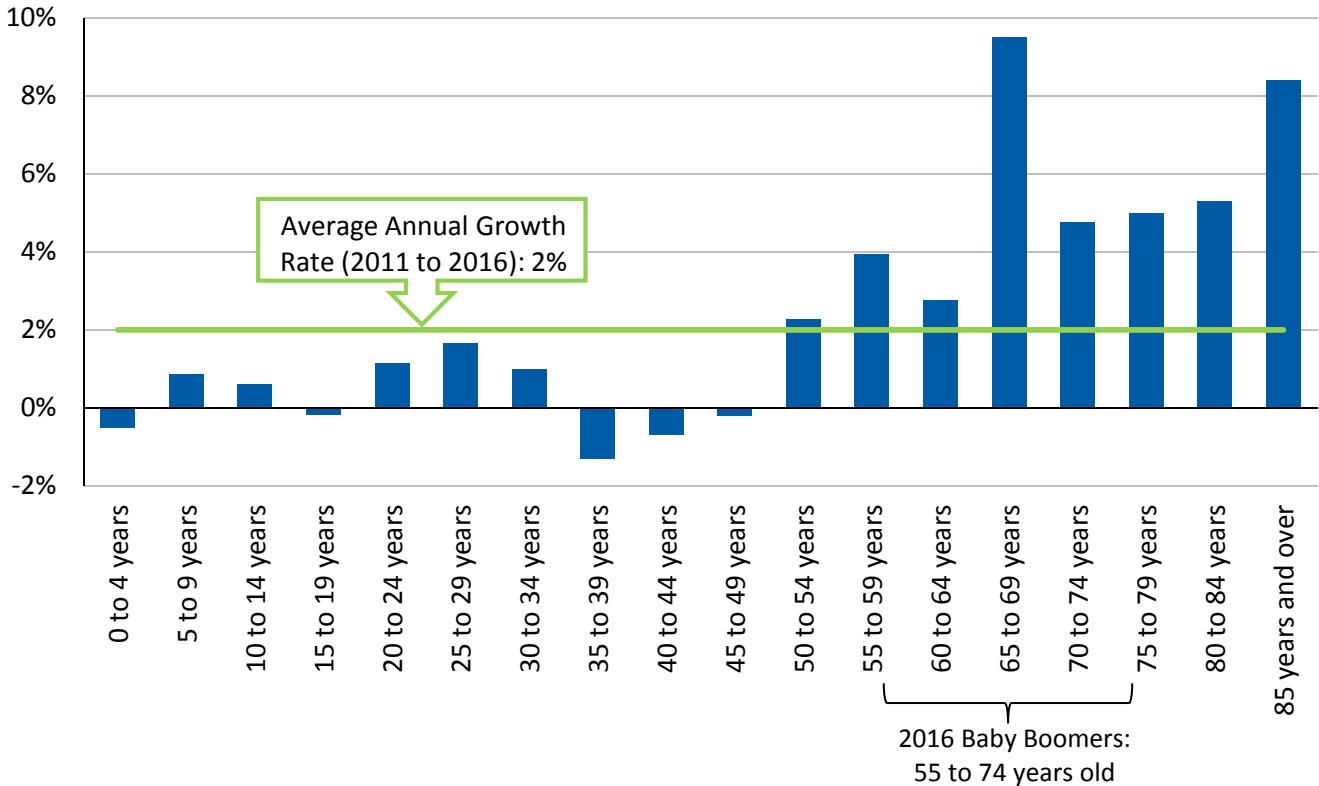
Growth and its geography have major impacts on both capital and operating budgets. In 2017, the province amended the provincial growth management plans that will affect growth across the Region. Major changes include changes in density and intensification targets and heightened importance of major transit areas. The Region is undertaking a Municipal Comprehensive Review to incorporate the new provincial requirements into its policies.

Couples with children the largest age group, but older cohorts growing

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

According to the 2016 census, couples with children make up the majority of all households in York Region. Their share has fallen, however, from 59% in 2011 to 57% in 2016. This trend is reflected, in particular, in the negative rate of growth in the 35-to-49-year age cohorts shown in the graph below. As well, the number of children from newborn to four years old has declined slightly, as has the number of teenagers 15 to 19 years of age.

Population growth rate by age cohort (2011-2016 annualized inter-censal data)



Source: 2011 to 2016 community census profiles (Age and Sex)

The general aging trend across Canada and in other developed countries is also evident in the Region. Based on 2011 and 2016 census data, the fastest-growing cohort is residents aged 65 to 69, reflecting the entry of many “baby boomers” into those years.

The growth in the 80-to-84 and 85-and-over cohorts reflects increasing life expectancy, which is higher in York Region than Ontario or Canada as a whole. Typically, an increasing share of population over 75 can create pressures on services, especially long-term care and paramedics. To help balance the demand for services across the entire spectrum as older age cohorts grow, the Region is implementing a seniors strategy. It is discussed in more detail in the “Community and Health Services” chapter starting on page 119.

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

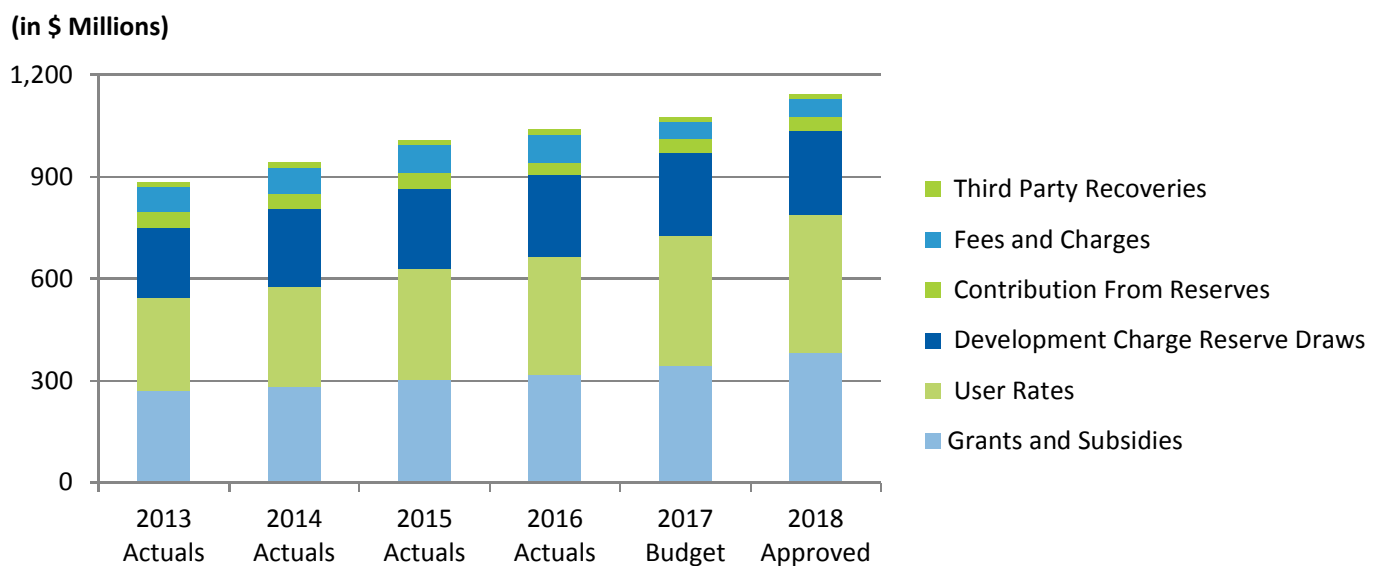
Revenue trends

A municipality is considered to face greater risk when a significant share of its revenue comes from sources over which it has little or no control.

Roughly half the Region’s budget is funded from property taxes, with water and wastewater rates and other user fees, such as transit fares, accounting for about 18.3% more. These are revenue sources over which the Region has considerable control.

As the graph below shows, the Region has access to several additional revenue sources. Grants and subsidies from the federal and provincial governments are a major source, and the Region bases its projections of these revenues on information from the provincial and federal program areas responsible for allocating funds.

Non-tax revenue trends (2013-2018)



In general, transfer payments from the federal and provincial governments reflect demographic factors, policy decisions that affect all municipalities, and time-limited funding, especially for infrastructure. The Region is accustomed to managing the impact of changes in these payments.

Development charge reserve draws are another non-tax revenue source, representing cash flows from the development charge account that are used to pay for growth-related capital projects, primarily debt servicing costs. Draws can vary from year to year in line with the needs of the projects they fund. Over the past several years draws have been relatively stable, reflecting better capital planning and delivery, and the gradual completion of several major projects.

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BUDGET OVERVIEW

This budget book outlines York Region's budget for 2018. It is the third and final update to the four-year budget approved by Council early in 2015. The Region will prepare a new four-year budget next year for the 2019 to 2022 period.

This budget sets out approved spending on operations of \$2,233 million for 2018. The budget also includes a 10-year capital plan that totals \$5.9 billion, including capital spending of \$810 million in 2018. Capital Spending Authority is \$2.2 billion.

The budget is based on a base tax levy increase of 2.77% for 2018, against the outlook of 2.65% in last year's budget. The increase reflects cost pressures and new resource needs that have arisen in the past year.

Budget increase reflects new expenses, resource needs

Approved operating spending for 2018 is \$2.4 million higher than set out in last year's outlook. This reflects both external cost pressures and the need for additional resources to manage risks, improve operations and pursue opportunities. These are described in more detail in the chapter on the operating budget, as are savings that partially offset the higher costs.

On the revenue side, assessment growth revenue for 2018 is \$1.1 million higher than the outlook at \$17.9 million. This and provincial grants for police for anti-violence programs of \$0.4 million have partially offset spending pressures in 2018.

Additional details of both revenues and spending are provided in the section entitled "Changes to 2018 operating outlook" starting on page 34.

The 10-year capital plan of \$5.9 billion is essentially the same size as the plans included in the 2016 and 2017 budgets. Details appear in the section starting on page 45.

The balance of this chapter discusses the Region's general approach to budgeting. The following section, "Accrual Budget Presentation," restates the budget so that it can be more easily compared to the financial statements in the Region's annual report.

The value of multi-year budgeting

This budget completes the cycle that began with the four-year budget approved in early 2015. The adoption in 2015 of a four-year budget cycle to coincide with Council terms has the following benefits:

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

Having a multi-year plan also gives the Region an opportunity to direct financial resources toward key strategic priorities during the current Council term. This budget book describes some of the accomplishments to date and initiatives underway that support those priorities.

Four-year budgeting provides a valuable planning framework, while also allowing flexibility to make changes each year as needs and conditions change.

Aligning with Vision 2051 and strategic plan priorities

The multi-year budget approved in early 2015 addressed Vision 2051 and the four-year strategic plan to support Vision 2051 during the current Council term. The Region has worked to align its activities with these priorities, which are discussed in more detail in the section starting on page 1. Specifically, departments have focused their activities on four priorities: strengthening the Region's economy, supporting community health and well-being, managing environmentally sustainable growth, and providing responsive and efficient public service.

Budget addresses service and fiscal planning needs

The budget itself addresses two objectives under the priority of providing responsive and efficient public service: a fiscally prudent and efficient Region, and stewardship of the Region's assets. To achieve these objectives, it must balance four important activities: investing in assets, providing ongoing services, using the right mix of funding sources, and keeping the Region financially sustainable. Budgeting therefore involves:

- **Keeping up with growth while maintaining assets.** York Region must build new infrastructure to meet growth needs, care for existing assets as they age and meet service expectations. All departments are developing asset management plans to ensure assets are properly cared for; the Regional fiscal strategy and the water and wastewater financial sustainability plan are helping to ensure adequate funding from reserves for major renewals and replacements.
- **Responding to greater and more complex service needs.** York Region's population is not just growing, it is changing. Older people make up the fastest growing cohort in the Region, which has prompted the development of a seniors strategy, discussed in more detail on page 131. There are more single-person and sole-parent households and more people facing language barriers than in the past. Despite high average incomes, the number of low-income residents has grown by 8.8% since 2011, more than twice as fast as the growth in population as a whole. Housing affordability is a major concern, as house prices have consistently gone up faster than incomes. The Region will continue to deliver services that support people across the age spectrum, providing enhancements where possible to meet specific community needs.
- **Ensuring the right balance of funding sources.** The tax levy covers about half of the costs in the operating budget, but its support varies widely by program. Some programs or services require only partial support or none at all, as with water and wastewater services funded by user rates. In some areas the province and/or federal government provide grants or subsidies. The Region looks at user fees and other revenue options to ensure costs are allocated fairly between users of specific services

and the general tax base, and advocates for appropriate support from the federal and provincial governments, especially where programs have broad societal benefits.

- **Remaining financially sustainable.** The Regional fiscal strategy is addressing how to meet critical spending priorities while reducing reliance on debt. To help deal with the uncertainty around population growth and development charge revenues, it strikes a prudent balance between investing in infrastructure now and saving for the future. The Region also works to ensure it is directing resources to the most important capital priorities.

Managing the potential impacts of a range of risks

The budget process identifies and responds to risks and emerging concerns that may have organization-wide impacts in the short and longer terms. For example:

- Capital investments have impacts on operations, and these can become risks for the operating budget because they are often difficult to predict accurately for future years and across the organization as a whole. The Region works to ensure operating forecasts reflect these costs as accurately as possible.
- Provincial and to a lesser extent federal decisions and policy directions can increase costs and change the Region's responsibilities. Examples include potential changes in the prosecution of some provincial offences, more stringent regulation of wastewater treatment, new regulations around asset management planning and the new provincial cap-and-trade framework for fossil fuels.
- An increasingly volatile climate with more extreme weather events is a risk to both the operating and capital budgets. It is already being felt through, for example, unexpected clean-up costs after ice or wind storms, flooding, and damage to roads and related infrastructure. The Region advocates for directing some of the additional provincial revenue from the cap-and-trade framework to municipalities' capital costs arising from climate change.
- Some departments and program areas use fees to recover costs from service users and help manage demand for their services, where appropriate. The accuracy of the revenue forecast associated with the fee or charge represents a risk for the Regional budget. The Region rigorously reviews business plans to help identify, quantify and manage risks of this nature.

The budget process

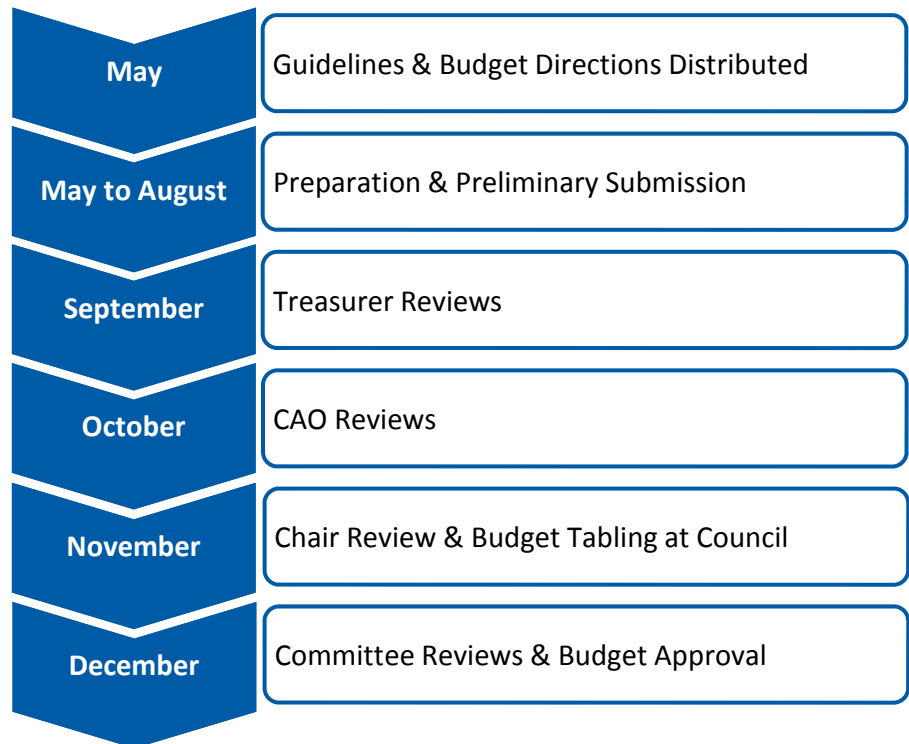
The approved multi-year budget provides departments with an operating budget for the first year of the four-year cycle and guidance on the remaining three years. In subsequent budgets, departments must address any spending pressures that were not foreseen when the multi-year budget was first approved. These could include higher-than-expected costs of providing services, lower-than-forecast revenues, increased demand for services, or some combination of these factors. To help address pressures, departments review their base budgets to identify possible areas for cost savings and efficiencies.

Departments develop their capital budgets using master plans and goals, which are guided ultimately by Vision 2051 and the York Region Official Plan. Each year, the budget updates a 10-year capital plan. The Capital Spending Authority outlined in the budget, however, is what actually allows departments to

commit dollars to specific projects, including projects with associated contracts covering multiple years. Any borrowing associated with the Region’s Capital Spending Authority must fall within the debt limits set by the province.

The nature of capital projects provides some flexibility to reschedule work to better align project timing with available funding. There is a limit to this flexibility, however, as work can be put off only so long before risks to service delivery become unacceptably high.

Senior management of the Region and the Chairman of Regional Council review budget proposals to ensure they comply with Council guidelines and balance competing priorities in ways that are reasonable and responsible. As spending needs become clearer, estimates of funding sources are prepared and the budget, including the proposed tax levy, is finalized for Committee review and Council approval. Council may also amend the budget after approval. Final approved budgets, including any amendments, are available to the public on York.ca.



The operating impacts of capital

Operating and capital budgets are presented separately because the two kinds of spending follow different patterns. Operating expenses are more predictable and stable from year to year. Spending on capital projects, in contrast, generally involves very large up-front investments for assets like roads and buses, watermains and water treatment plants that are designed to give service for a long period — often measured in decades.

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

- As additional capital assets go into service, operating costs generally rise. Building more roads, for example, means more has to be spent each year on keeping them clear and maintaining them.
- Some capital investments, conversely, are intended to reduce operating costs. One example would be replacing an old piece of equipment that has high operating costs with a new, more efficient asset. Another would be spending more on insulating a building to reduce its future heating and cooling costs. An analysis of total lifecycle costs — that is, the costs to build, operate, maintain, upgrade, rehabilitate and finally dispose of an asset — takes trade-offs of this nature into consideration.

- When major spending on capital has to take place to serve a development before the related development charges are collected, the Region must borrow money to fill the gap. The interest charges and debt repayments are included in operating costs.

The table below shows how the operating budget is expected to change against the previous year as a result of capital investments.

The first line, “Departments’ contributions to capital reserves,” records net changes to contributions to capital reserves through the operating budget. Departmental budgets add to reserves each year to pay for renewal and replacement projects, such as resurfacing roads and rehabilitating trunk sewers. (The Regional fiscal strategy also contributes to reserves for capital, but this is not recorded in the table.) Contributions from the operating budget to these reserves are increasing, reflecting new water and wastewater user rates.

The second line of the table shows the year-over-year change in debt financing (that is, interest and principal repayment) for capital projects. This largely reflects three types of debt: debt for growth-related projects that is to be repaid from development charges; user-rate debt that is mainly for water and wastewater renewals and replacements; and debt supported by the tax levy for other renewals and replacements and the portion of roads growth projects not funded by development charges.

Before the Regional fiscal strategy and full cost recovery water and wastewater rates were put in place, all three types of debt were generally increasing. Water and wastewater rates approved in 2015 have put an end to new user-rate debt, and the Regional fiscal strategy did the same for new tax-levy debt. Now the only types of debt that might increase are development charge debt and debt for Housing York Inc. repaid from rental income. The Regional fiscal strategy, however, is also moderating this source of debt. Looking at all three sources, debt repayment costs will decline by \$14.2 million from 2017 to 2018 as existing user-rate and tax-levy debt is repaid and not replaced.

The major impact of capital on day-to-day operating expense, as opposed to reserve contributions or debt, comes from putting new assets into service. By the end of 2018, the Region will be spending \$4.9 million more each year to operate new assets than it was in 2017, with \$1.3 million, or about one-quarter, attributable to opening additional segments of the Viva bus rapidways. The balance is due to

Impacts of capital on operations

(in \$000s)	2018 Approved Gross
Departments’ Contributions to Capital Reserves	32,297
Debenture Financing Costs of Capital Projects	(14,168)
Operating Impact of New Capital (excluding VivaNext)	3,590
VivaNext Impact on Operating	1,335
Total	23,053

Note: Impacts are the additions to operating expense from the preceding year resulting from capital activities.

putting other new assets into service. The table does not show any offsetting revenue or funding support from other levels of government that may result from the operation of new assets.

Asset management planning

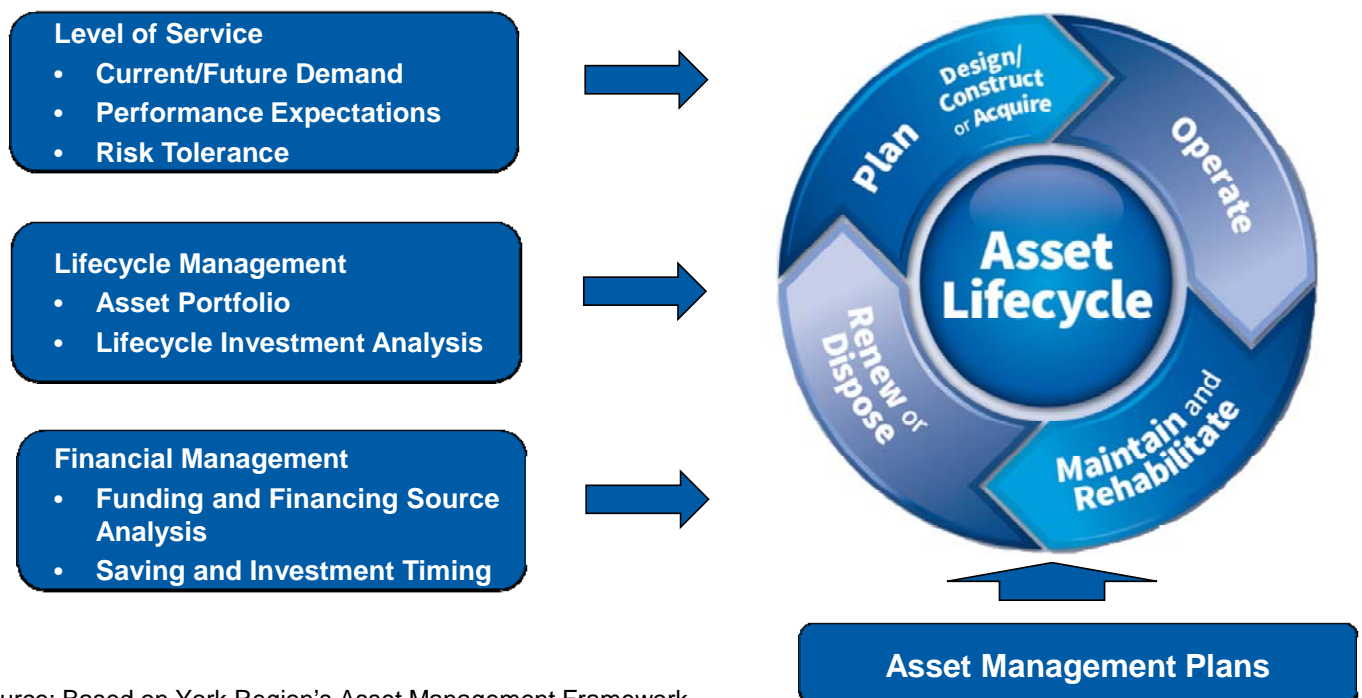
Just as capital spending affects operating costs, the reverse is also true: operating budgets have impacts on capital investments. The most serious of these is the risk of shortening an asset’s useful life because it is not maintained properly, owing to lack of funds. Ensuring this does not happen is an aspect of good asset management planning.

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

Developing an asset management plan starts with assessing the current state of assets. York Region reports publicly every two years on the state of its major asset classes, including roads, transit, water and wastewater and housing. In October 2016, Council received an updated State of Infrastructure report. The Region’s assets were assessed as being in good condition, based on assessments at year-end 2015, with most assets classes scoring an “A” or “B” grade. There were no material changes from the previous report, two years earlier.

The good condition of the major asset classes underscores that the Region benefits from having made most of its infrastructure investments fairly recently. The bulk were in the past 30 years, meaning that most major assets are not long into their service lives.

Drivers of good asset management



Source: Based on York Region’s Asset Management Framework

Starting from such a strong base, York Region has the opportunity to ensure its asset management programs address renewal and replacement of existing assets, as well as demographic shifts, public expectations, changes in technology and regulatory requirements, and population growth.

The need to spend on renewal and replacement is growing. In the approved 10-year capital plan, 61% of expected spending will be to serve growth, 38% will be on renewals and replacements, and 1% will provide enhancements; in 2014, the shares were 73%, 25% and 2%, respectively. The Region's corporate-wide approach to building reserves for asset renewals and replacements is discussed in the section on financial sustainability starting on page 219.

A central tenet of asset management is recognizing that proper repairs and maintenance are usually a far more cost-effective way to meet service requirements than acquiring new assets. Failing to take care of assets can have other cost impacts, for example by damaging other infrastructure. Estimates vary across types of asset, but many experts cite a "Rule of Five" that says every dollar of maintenance put off now will cost five dollars later.

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

The Region has made significant progress on developing asset management plans, especially within its most capital-intensive departments. In 2017, the provincial government set out new asset management planning requirements under the *Infrastructure for Jobs and Prosperity Act, 2015*. The Region's current asset management plans meet the requirements.

Sources of funding

The Region has access to several funding sources, and achieving the right balance among these is an important priority.

Fares and user fees. These are charges collected directly for a Regional service, for example fares paid by transit passengers. These fees may cover only part of the costs, which is often acceptable because the service brings other benefits. In the case of transit, for example, reasonable fares encourage ridership, which reduces congestion and provides Regional residents with more travel options.

Development charges. These charges are included in the cost of new housing and non-residential developments and are used to fund the infrastructure that residents and businesses will need. If development charges are received before the related infrastructure is built, they go into a reserve until needed; if after, the infrastructure must be financed with debt until the charges are collected. Council approved an update to the Development Charge bylaw in 2017.

Transfers from the provincial and federal governments. Funding from other orders of government can be provided on a long-term basis for specific programs, like Ontario Works. Transfers can also be for programs of time-limited duration or be targeted to building infrastructure. On the latter point, the Region welcomes new infrastructure funding commitments from the federal government for a range of

critical infrastructure, including social housing, transit, and water and wastewater, which could help meet key Regional priorities.

The tax levy covers the difference between these other sources of funding and the Region's total costs each year. It is collected based on the assessed value of property in York Region.

The use of debt and reserves

Issuing **debt** is a source of financing, but ultimately it is not a source of funding itself and must be repaid from one or more funding sources. Under provincial legislation debt can be used only to a limited extent and only for infrastructure.

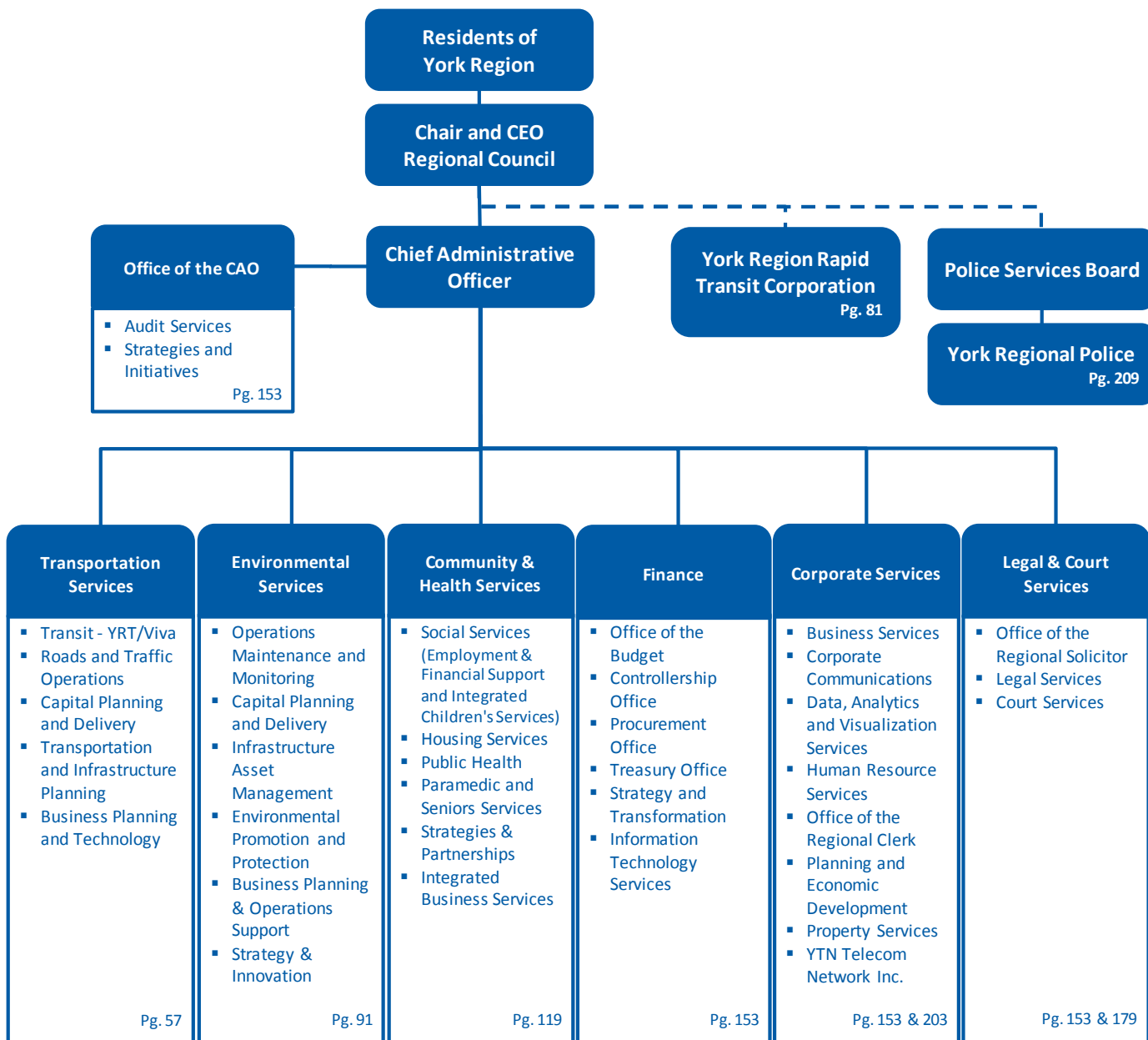
For the purposes of good planning and prudence, the Region maintains and contributes to **reserves**. These are built up over time and are intended to cover major future costs, especially capital projects. They provide funding for the budget in the year that the Region withdraws from them.

Keeping a strong level of reserves is critical to reducing the need for debt and contributes to the Region's high credit ratings. Reserves also provide a cushion against sudden, unforeseen changes in revenues or spending. The section on financial sustainability starting on page 219 discusses their role in the Regional fiscal strategy.

Accounting basis of budget

York Region prepares its budgets using the modified accrual basis of accounting, but reports on the full accrual basis. The next section presents the budget on the full accrual basis to make it easier to compare planned and final results. It also discusses why Ontario municipalities use differing approaches in their budgeting and reporting documents, and the benefits of each approach.

Regional organizational chart





ACCRUAL BUDGET PRESENTATION

This section of the budget book brings together the operating and capital budgets by presenting figures in the same format as the full accrual basis used in the financial statements. This approach makes it easier to compare the budget to the actual results published in the annual community report.

In line with provincial requirements, York Region builds its budget to balance cash inflows and outflows. While the budget is balanced from a cash perspective, the full accrual basis of presentation shows a planned annual surplus.

Enabling comparison between the planned and actual annual surplus is a critical marker of good financial management.

Integrating the operating and capital budgets through full accrual treatment

The Region has been working for several years to bring together its operating and capital budgets to make it easier to compare budgets to final results.

This has been an ongoing challenge. The provincial government requires Ontario municipalities, when reporting results, to follow the guidance of the Public Sector Accounting Board (PSAB), which develops accounting standards for governments in Canada. PSAB recommends full accrual treatment. Under full accrual, any excess of revenue over expense results in an annual surplus. (For those unfamiliar with accounting definitions of revenues, expenses, cash, accrual, modified accrual and full accrual, the box below provides definitions.)

For planning purposes, however, the Region must present a budget that follows the requirements of the provincial *Municipal Act*. The act essentially requires municipalities to treat key cash inflows like the proceeds of borrowings as revenues, and outflows like debt repayment as expenses. The budget must then be drawn up to balance “revenues” and “expenses,” with the tax levy as the main lever available to the municipality to achieve the balance. At year-end, if there is a positive balance, it is an “operating surplus;” if the balance is negative, an “operating deficit.”

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.

Some definitions:

In financial reporting, “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.

“Modified accrual” means an organization treats certain cash items as revenues and expenses, even though these would not meet the reporting definition above. It accrues these and other revenues and expenses by recognizing them when the related transaction happens, not when the cash is received or paid. The Region uses modified accrual to prepare its budget, in line with provincial guidance.

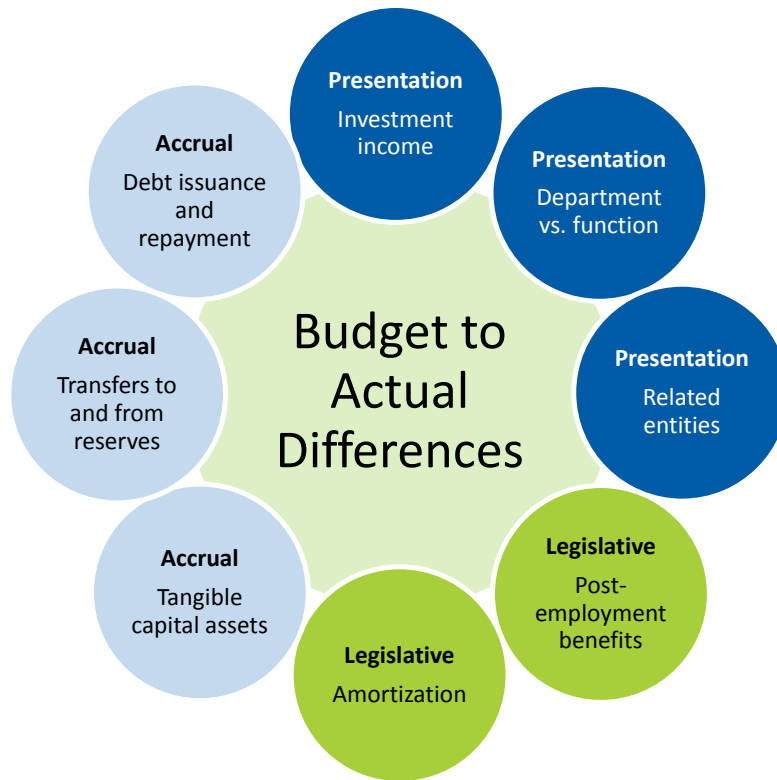
“Full accrual” goes further. First, it limits revenues and expenses to the definitions outlined above. As well, it “capitalizes” assets like buses or buildings that are expected to last for more than a year. This means the upfront cost is shown on the statement of cash flows that year. A fraction of the cost, called amortization, is recorded as an expense each year the asset is expected to be in service. In the view of PSAB, recording amortization expense on the operating statement shows more clearly how assets are used up over time.

Budget Statement of Operations (Full Accrual)

(in \$000's)	2018 Approved
Revenues	
Net taxation/user charges	1,092,496
Transfer payments	623,844
Development contributions	519,403
Fees and services	465,958
Interest and investment	58,942
Other revenues	87,268
Total revenues	2,847,911
Expenses	
General Government	185,583
Protection to persons and property	378,822
Transportation Services	503,902
Environmental Services	482,021
Health and emergency services	196,174
Community Services	305,145
Social Housing	137,549
Planning and development services	12,999
Total expenses	2,202,196
Annual surplus	645,716

The table above 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 starting on the next page explain in more detail all of the differences between the full accrual budget above and the modified accrual budget allowed by provincial legislation.



Presentation and legislation also result in differences

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 above shows, there are essentially three ways in which the modified accrual budget differs from the full accrual budget:

Presentation

Changes in presentation generally have no impact on the projected annual surplus.

In line with provincial requirements, the annual report sets out expense by function instead of department. The modified accrual 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.

Related entities are presented differently under modified budgeting and full-accrual budgeting and reporting. The Region has the following two related entities:

- York Region Rapid Transit Corporation, which is owned by the Region, receives funding from Metrolinx, the provincial transit agency, that it uses to build assets on behalf of Metrolinx. When the assets are completed, they largely move into Metrolinx ownership. Neither the funding nor the assets it builds are included in the modified accrual budget. These flows, however, are included in financial reporting. For comparability, they are therefore included in the full accrual budget presented here. Starting in 2019, Regional budgets will include Metrolinx-related funding and spending.
- Housing York Inc. provides community housing programs. Its own board of directors, not Regional Council, approves its budget. For this reason its revenues and expenses are not included in the modified accrual budget. The budget for Community and Health Services, however, includes only 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 for being consolidated into the Region's results, any additional Housing York expenses and revenues are included in the Region's financial statements. For comparability, the accrual-based budget in this section therefore includes them.

Starting in 2018, the budget also includes York Telecom Network, which has been set up as a corporation wholly owned by the Region, similar to York Region Rapid Transit Corporation and Housing York Inc. This budget presents York Telecom Network the same way as a Regional program, showing both expected revenues and expected spending. The Region's financial statements will reflect the accounting treatment deemed appropriate for the organization. If this differs from the treatment in the budget, the annual report will include an explanation and reconciliation.

Legislative

The Province allows municipalities to exclude amortization and post-employment benefits expense from their modified accrual budgets, even though these must be included in full accrual treatment. Amortization is explained in the box on page 24.

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.

Accrual

As explained in the box on page 24, capital spending that meets certain accounting tests is not an expense under full accrual treatment. It is therefore excluded from the full accrual budget calculation of the annual surplus. Two capital-related adjustments, however, do have an impact on the calculation:

- Some planned capital spending in departmental budgets is reclassified at year-end as a capital-related expense. This means a portion of the capital spending ends up in the Statement of Operations in the year the funds are spent. This impact is estimated in the full accrual budget.

- A share of the Metrolinx flow-through funding goes to increasing the value of Regional assets like roadways. That share is not an operating expense but instead a capital asset for the Region. In the full accrual budget, the funding is shown as revenue. Only a portion of it, reflecting the estimated portion for Metrolinx assets, is expensed.

Other items must be adjusted for accrual. 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. Similarly, transfers and contributions into reserves and repayments of debt are not expenses under full accrual, so they are removed from expenses.

Cash-based planning helps to track spending on capital and operations

While the accrual-based budget allows for greater comparability to final operating results, 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.

For budgeting purposes, a statement that shows where the Region expects to get cash and how it will spend that cash is more useful. It is especially helpful in seeing how much revenue from the tax levy will be needed to balance cash coming in and cash going out. It essentially provides much of the same information as the full set of statements in the annual report, except that amortization expense is excluded. The Region's budget, however, is informed by asset management plans that track changes in asset condition and help to allocate spending appropriately.

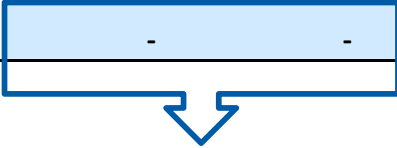
In the balance of this budget book, the Region continues to present detailed figures on a modified accrual basis, which focuses largely on cash flows during the year.

This gives decision-makers and other readers of the budget a clearer picture of where cash resources are expected to come from and how they will be applied to all activities, including capital and operations. The figures show the change from the previous year, which is also helpful in highlighting in detail annual increases and decreases in spending. For consistency with previous budget presentations, the modified accrual budget also excludes amounts relating to Metrolinx funding of some projects and does not show expected revenues and expenses for Housing York Inc.

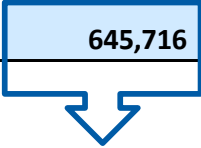
The table opposite shows a reconciliation between the modified and full accrual budgets. The tables on the following page provide a detailed breakdown of expected results on the full accrual by function and by detailed revenue and expense item, which will allow an in-depth analysis of planned to actual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

Reconciling the Approved 2018 Budget with PSAB Standards

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
Revenues				
Approved budget	2,232,654	809,809		3,042,463
Reclassification of investment income			58,942	58,942
Transfer from other funds			(416,649)	(416,649)
Flow through funding from Metrolinx			147,761	147,761
Housing York Inc.			38,382	38,382
Related entities adjustment			(22,987)	(22,987)
Total Revenues	2,232,654	809,809	(194,552)	2,847,911
Expenses				
Approved budget	2,232,654	809,809		3,042,463
Reclassification of revenue			58,942	58,942
Transfer to other funds			(443,509)	(443,509)
Acquisition of tangible capital assets			(677,473)	(677,473)
Debt principal repayments			(145,032)	(145,032)
Amortization			263,478	263,478
Post employment benefits			10,533	10,533
Spending funded by Metrolinx			85,657	85,657
Housing York Inc.			30,124	30,124
Related entities adjustment			(22,987)	(22,987)
Total Expenses	2,232,654	809,809	(840,267)	2,202,196
Surplus	-	-	645,716	645,716



**Balanced
Budget**



**Annual
Surplus**

2018 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/user charges	273,227	327,246	237,634	47,997	102,577	47,220
Transfer payments	9,301	15,297	68,446	4,747	89,518	248,939
Development contributions	7,483	17,021	252,105	224,242	11,562	
Fees and services	5,273	27,330	77,399	345,873	699	5,419
Interest and investment	58,942					
Other Revenues	290	1,863	50,713	9,582		1,064
Total revenues	354,515	388,757	686,296	632,442	204,356	302,642
Expenses						
Salaries and benefits	80,527	314,700	78,489	59,807	142,754	64,984
Interest payments	313	3,905	21,634	99,455	245	4
Operating expenses	87,505	40,345	198,835	222,187	33,745	238,488
Government transfers		6,167		1,523	14,675	
Amortization	17,238	13,705	119,288	99,049	4,754	1,669
Total expenses	185,583	378,822	418,245	482,021	196,174	305,145
Annual surplus	168,932	9,935	268,050	150,421	8,182	(2,503)

	Social Housing	Planning and development services	Metrolinx funded projects	Housing York Inc.	York Telecom Network	Related Entities Adjustment	Total
Revenues							
Net taxation/user charges	48,475	7,328			793		1,092,496
Transfer payments	39,709	125	147,761				623,844
Development contributions	5,730	1,261					519,403
Fees and services	8,920	2,482			808	(8,245)	465,958
Interest and investment							58,942
Other Revenues		117		38,382		(14,742)	87,268
Total revenues	102,834	11,313	147,761	38,382	1,601	(22,987)	2,847,911
Expenses							
Salaries and benefits	12,249	9,669		7,128	820	(7,128)	763,999
Interest payments	1,155				130		126,841
Operating expenses	109,234	1,729	85,657	22,996	651	(15,859)	1,025,512
Government transfers							22,366
Amortization	1,286			6,489			263,478
Total expenses	123,924	11,398	85,657	36,613	1,601	(22,987)	2,202,196
Annual surplus	(21,090)	(85)	62,104	1,769	-	-	645,716

Note: The "Metrolinx" column refers to spending by York Region Rapid Transit that is fully funded by Metrolinx.



OPERATING BUDGET

Planned operating spending for 2018 is \$2,233 million, of which just under half will be supported by the tax levy.

The approved 2018 spending translates into an increase of 2.77% on the tax levy, against an outlook a year ago of 2.65%. The increases for 2015, 2016 and 2017 were 2.97%, 2.85%, and 2.87% respectively.

Reasons for the change include higher costs related to a proposed new agreement for the use of the PRESTO smart card system, the establishment of YTN Telecom Network Inc., and the addition of resources to meet workload demands and to help manage risks. The increases are partially offset by higher-than-expected assessment growth and York Regional Police revenues, and lower costs.

The tax levy increase translates to an additional \$65 on the average residential property tax bill in the Region.

Operating budget funds services and priorities

The operating budget supports a wide range of important public services that York Region residents use and depend on every day and that are provided by paramedics, public health nurses, water system operators, forestry technicians, police officers and others who work for the Region.

Operating costs also include heat and light, leases for space not owned by the Region, fuel for vehicles and other day-to-day expenses, as well as ongoing services like waste management and transit that are provided under contract. In addition, the operating budget includes contributions for “pay-as-you-go” capital spending, which is spending on current-year capital projects that can be covered from ongoing revenues.

Together, the departments that provide waste management, water and wastewater, roads and transit services, paramedic services and public health and social programs account for 67% of the total 2018 operating budget. York Regional Police accounts for a further 16%.

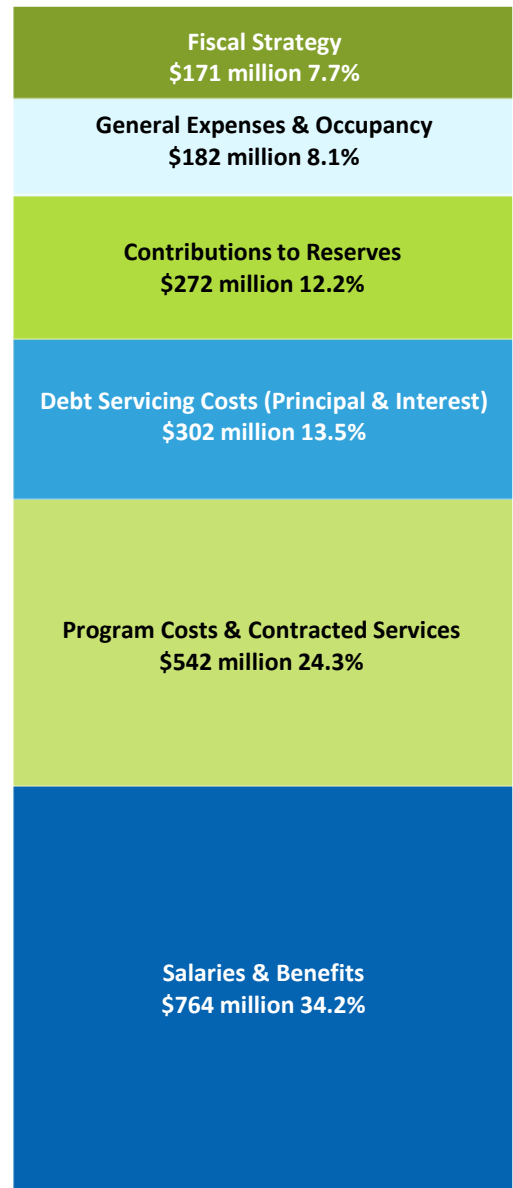
Several financial items are funded by the operating budget. These include interest charges, debt repayments and the Regional fiscal strategy. The section on financial sustainability, which starts on page 219, provides more details on the fiscal strategy.

2018 budget highlights

- Restructuring the YRT/Viva bus network to connect to the new Line 1 subway extension with three new terminals and to align with expanded GO rail service
- Implementing the Travel Smart program to provide informed travel options through the use of technology and to improve system reliability
- Adding 16 new paramedic services staff and 22 York Regional Police staff, including 14 sworn members and 8 civilian support staff, to strengthen emergency response services
- Working to roll out a One Water action plan to put York Region at the forefront of wise water use
- Continuing advocacy efforts as the provincial government moves forward on its new framework for waste management that makes producers fully responsible for recycling many materials
- Preparing to deliver and administer the EarlyON Child and Family Centres as part of provincial modernization of the child care system, and serving more children and their families
- Increasing Public Health resources to continue implementing its vaccine strategy, strengthen senior management capacity and respond to findings of a process audit
- Creating an agricultural specialist position in Planning and Economic Development to support the Region’s farming communities and businesses
- Launching YTN Telecom Network Inc., a corporation designed to leverage the potential of the Region’s fibre network and extend coverage into under-served areas of the Region.

Where funds come from...

... and where they go



**2018 Operating Budget Balances Funding and Spending
\$2,233 Million**

Note: Numbers may not add due to rounding.

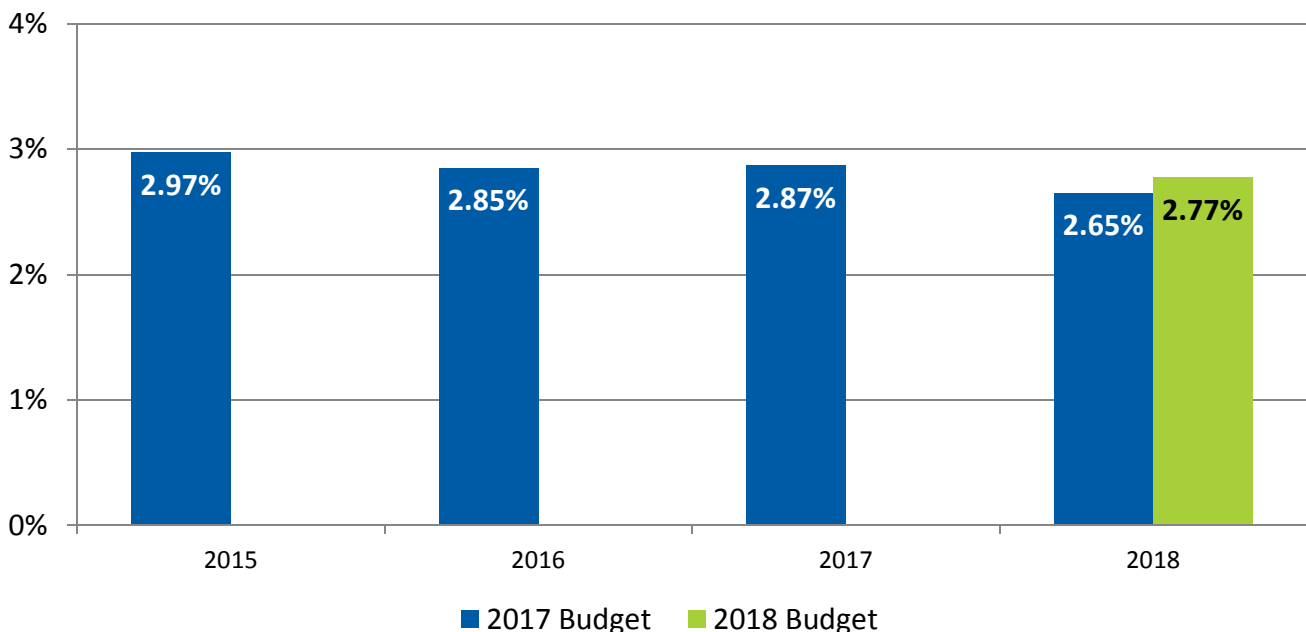
Changes to 2018 operating outlook

As the “Budget Overview” section discussed, multi-year budgeting is valuable for working towards strategic priorities. It also allows for regular review of plans to take into account unexpected changes.

The approved 2018 operating budget reflects a number of factors that were not fully anticipated in the outlook approved in 2017, including:

- The Region expects to enter into a new agreement with Metrolinx, the provincial transit agency, for the use of the PRESTO smart card system. PRESTO makes fare payment easier, especially across municipal boundaries, and is more secure than paper tickets or cash fares. The proposed new agreement would increase Transportation Services spending by about \$1.4 million in 2018
- Regional Council approved the creation of a new corporation, YTN Telecom Network Inc., to leverage and expand the Region’s investments in its fibre network, with net costs of \$0.8 million in 2018
- Additional items in the operating budgets of Legal Services, Internal Audit and Public Health will address increased and more complex development reviews, enhance risk management and strengthen management and organizational capacity
- As well, Regional Council proposed a new agriculture specialist position in Planning and Economic Development in response to the work of the Region’s Agricultural Advisory Liaison Group.

Added costs, partially offset by higher revenues, result in tax levy rise



Regional departments managed other spending pressures in the 2018 budget by finding efficiencies and offsets, and the Region also benefited from revenues that were higher than projected.

Key changes with tax levy impacts include:

- Net savings of \$0.3 million in staffing and other expenses in the York Regional Police budget, along with provincial revenues of \$0.4 million for targeted anti-violence programs that were not included in the 2018 outlook
- Additional assessment revenues of \$1.1 million, for a total of \$17.9 million in 2018. Assessment growth revenue may vary from the outlook because of construction activity and the timing of updates from the Municipal Property Assessment Corporation, which provides assessment services to Ontario municipalities.

In addition, Community and Health Services received additional provincial funding that does not affect the tax levy. It includes:

- Over \$9.1 million in 2018 for local management of the EarlyON Child and Family Centres
- More than \$1.5 million over the next three years for the Home for Good program, which helps people who are chronically homeless find and keep housing.

The net impact of the changes, including offsetting efficiencies and additional revenues, is an increase in the tax levy of 2.77%, compared to the approved outlook for 2018 of 2.65%.

Managing ongoing pressures and improving processes

All areas of Regional government work to find ways of operating more efficiently to meet service levels at a lower cost and/or deliver more service with the same resources. Examples include:

- Moving from 40-foot to 60-foot buses on high-volume YRT routes to serve the passenger load more efficiently, and providing on-demand service in areas of low volume or at off-peak times on regular routes
- Reducing water and wastewater repair and maintenance costs through improved preventive maintenance
- Environmental Services found budget reductions by better aligning expected operating costs with historical experience (e.g., costs to operate Duffin Creek Water Pollution Control plant and professional fees)
- Leveraging partnerships with the private sector and non-profit housing providers to expand the rent supplement program and increase the supply of affordable rental housing
- Continuing to streamline court processes by leveraging digitization and other technology (a recent example is the rollout of electronic disclosure to transmit documents from York Regional Police to Prosecutions, which is expected to save time and costs)

- Putting in place several initiatives to better manage the Region’s data, including automating repetitive tasks and making more information available on line. Examples include updating an atlas for fire services, delivering data to outside parties and responding to routine calls about development applications
- Investing funding made available under a provincial program in energy-saving upgrades and retrofits in community housing to reduce heating and cooling costs
- Replacing lighting in York Regional Police parking structures with light emitting diodes (LEDs) and adjusting heating, cooling and lighting schedules to reflect building occupancy, with a projected payback period of about two years.

Delivering service to a larger population

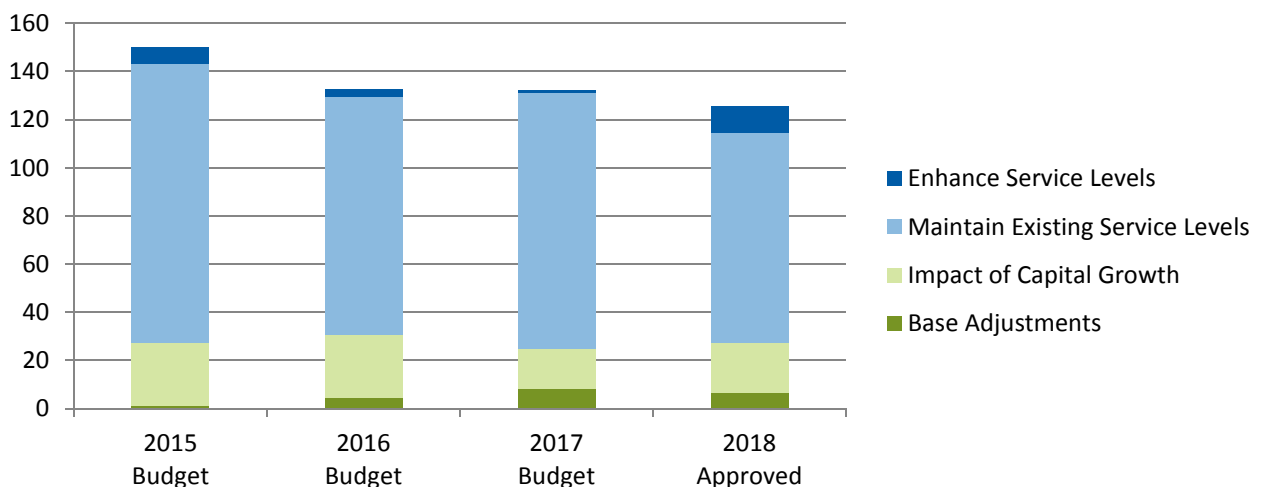
While the Region adopts new technology to help deliver services more efficiently where possible and cost-effective, public services continue to be delivered mainly by people. Providing additional service, whether to meet the needs of population growth or to enhance services, may therefore result in increased staffing.

As the graph below shows, maintaining existing service levels as growth occurs is by far the largest driver of higher staff complement at the Region. The second-largest driver is the need for staff to operate new capital assets as they come into service. Both types of increase are needed to maintain critical services.

In reporting its staff complement, the Region includes all permanent full-time and part-time staff on a full-time equivalent basis. People employed on a casual or temporary basis are not counted in the complement, but the costs associated with their positions are included in the budget.

Drivers of staffing growth

of Full-Time Equivalents



Reliance on the tax levy varies across service areas

The Region receives revenues and other funds in the form of grants and subsidies, transit fares and other fees, and water/wastewater user rates. These sources offset operating costs and help to moderate pressure on the tax levy.

The table below shows how tax levy support varies across areas, depending on how much is funded from other sources.

- Environmental Services has the lowest reliance on the tax levy because its largest program, water and wastewater services, is fully funded from rates charged for those services. It also receives revenues related to its other activities, such as materials sold for recycling.
- Transportation Services includes both the road program, which is reliant on the tax levy, and transit, which is about 40% funded by fares and other transit-related revenues.
- Community and Health Services receives more than 60% of its funding from the provincial government and to a lesser extent the federal government. While this lessens its reliance on the tax levy, it can also create uncertainty around funding levels, operating costs and the department's responsibilities.
- York Regional Police, which is governed at arm's length from the Region, relies heavily on the tax levy for its funding. By passing the cost of certain services through user fees, such as responding to false alarms or marine tows, only those individuals or groups that use the service pay for the cost of providing it, rather than taxpayers in general.
- The "other" category includes corporate departments and the fiscal strategy, which are largely funded by the tax levy.

2018 share of operating spending versus share of tax levy

	Share of Operating Spending	Share of Tax Levy
Environmental Services	26%	5%
Transportation Services	16%	20%
Community & Health Services	26%	17%
York Regional Police	16%	30%
Other	16%	28%

Main drivers of year-over-year changes to the operating budget

Most of the discussion in this section has focused on the approved change in the operating budget from the outlook for 2018 presented in the multi-year budget. This section instead looks at the trend in the operating budget from 2017 to 2018.

At \$2,232.5 million, the 2018 operating budget has increased by \$116.3 million from the \$2,116.2 million budget for 2017. Some \$1,072.5 million, or about 48%, of this is funded by the tax levy. This represents a net increase of \$46.4 million from the 2017 base.

The table and analysis that follows it focus on net pressures on the tax levy. The discussion excludes the water and wastewater budget because those costs are fully covered from user rate revenues.

Year-over-year drivers of the 2018 tax levy increase

(in \$ Millions)	2018 Approved \$
Base Adjustments:	
Inflation	25.3
Revenues	(8.9)
Reserves, Allocations, and Capital Recoveries	(5.1)
Efficiencies & Program Reductions	(3.9)
Legislated & Contractual	4.9
Fiscal Strategy	15.8
Impact of Capital	3.7
Growth & Service Enhancements	14.6
Total Budget Change	46.4

Notes:

Water and wastewater services are excluded as they are fully funded through user rates. See page 111.
Numbers may not add due to rounding.

The major factors in the tax levy change from 2017 to 2018 are:

- **Base adjustments.** Inflationary pressure on the cost of goods, services and staffing is the major driver of base adjustments, accounting for an increase of \$25.3 million. This is partially offset by increases of \$8.9 million in revenues, including additional funding for Community and Health Services and York Regional Police discussed on page 35, transit fares (\$1.6 million), bus advertising (\$0.2 million) and court fines (\$0.2 million.)
- **Efficiencies and program reductions.** This item, totaling \$3.9 million, reflects efforts that departments have made to contain costs, some of which are outlined on page 35.
- **Legislated and contractual.** This item includes services the Region is mandated to provide under legislation, as well as its contractual commitments. In 2018, these will add \$4.9 million to costs. Major increases include \$1.8 million for transit contracts, \$0.9 million for legislated programs in Community and Health Services, \$0.8 million for third parties providing Community and Health Services programs, \$0.6 million more for facility maintenance and utilities and \$0.5 million in fees charged by the Municipal Property Assessment Corporation.
- **Fiscal strategy.** Contributions to the Debt Reduction Reserve and the Capital Asset Replacement reserve are the two elements of this item, and together they account for \$15.8 million of the increase. As a result of these contributions, the Region is reducing its reliance on debt. For more information, see the “Achieving Financial Sustainability” section starting on page 219.

- **Impact of capital.** This reflects changes in operating costs as new capital assets go into service and debt-service costs related to capital. Overall, the net impact in 2018 is \$3.7 million. This increase is driven mainly by staffing needs arising from the Paramedic Services' 10-year plan for facilities and related resources (\$2.0 million), the opening of additional Viva rapidways (\$1.3 million) and widening and upgrades of Regional roads (\$0.4 million). Contributions from the operating budget to the capital plan will also increase by \$0.5 million. This is partially offset by lower interest and principal repayment costs for tax-levy debt of \$1.7 million, reflecting the fiscal strategy, which has eliminated the need for new tax-levy debt.
- **Growth and service enhancements.** As the Region grows, operating costs must generally increase to maintain existing service levels. Costs may also rise to provide a higher level or new services. Together, these factors account for \$14.6 million in pressure and reflect expanding the transit system and carrying more riders, handling increased waste management tonnage, establishing YTN Telecom Network Inc., creating a new position to support agriculture in the Region, enhancing risk management, adding paramedics, police services, audit, public health and law clerk staff.

Net tax levy calculation

(in \$000s)	2015 Approved	2016 Approved	2017 Budget	2018 Approved
Operating Expenditures	1,761,887	1,911,344	1,881,235	1,950,075
Capital Contributions	88,256	49,647	174,710	206,205
Fiscal Strategy	105,566	127,479	155,299	171,191
Allocations & Recoveries	(54,630)	(85,509)	(95,041)	(94,817)
Total Operating Budget	1,901,079	2,002,961	2,116,203	2,232,654
Less: Revenues	(963,475)	(1,022,152)	(1,090,063)	(1,160,135)
Total Tax Levy	937,604	980,809	1,026,140	1,072,519
Less: Revenue from Assessment Growth				17,903
Tax Levy Net of Assessment Growth				1,054,615

Note: Numbers do not add due to rounding.

Major capital initiatives with ongoing operating impacts

Capital projects with significant operating impacts in the current four-year budget include:

- New Viva bus rapidways and a new bus operations, maintenance and storage facility
- Expansions and upgrades of roads
- Two new transitional/emergency housing facilities

- Building and rehabilitating paramedic stations
- Expanding and upgrading water and wastewater infrastructure.

These and other capital projects will increase operating costs by about \$4.9 million in 2018, as indicated in the table on page 18. In 2018, major sources of the increase relate to Transportation (20%), mainly because of new and existing bus facilities and widening and upgrades of Regional roads, the opening of new segments of Viva rapidways (27%), and staffing and other resources for new paramedic stations (41%). These increases do not reflect offsetting revenues, for example from transit fares or increased funding from other levels of government.

The 2018 Operating Budget

Consolidated Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	1,881,235	1,950,075	68,839
Contribution to Capital	174,710	206,205	31,495
Fiscal Strategy	155,299	171,191	15,892
Revenues	(1,090,063)	(1,160,135)	(70,073)
Allocations and Recoveries	(95,041)	(94,817)	224
Net Budget	1,026,140	1,072,519	46,379
Assessment Growth Revenue		(17,903)	
Net Budget After Assessment Growth Revenue		1,054,615	
% Change			2.77%
% Change - Outlook			2.65%

Consolidated Incremental Changes to Budget

(in \$000s)	2018 Approved		
	Gross	Net	
Restated Base	2,116,203	1,026,140	
Base Adjustments	44,149	(10,539)	
Efficiencies & Program Reductions	(5,258)	(4,789)	
Legislated & Contractual	8,438	4,915	
Fiscal Strategy	15,892	15,792	
Impact of Capital	23,053	20,827	
Growth & Service Enhancements	30,176	20,173	
Total Budget	2,232,654	1,072,519	
Assessment Growth Revenue		(17,903)	
Total Budget After Assessment Growth Revenue	2,232,654	1,054,615	
Change from Prior Year Before Assessment Growth Revenue	\$	116,451	46,379
	%	5.50%	4.52%
Change from Prior Year After Assessment Growth Revenue	\$		28,475
	%		2.77%

Consolidated Staffing Summary

	2018 Approved	% Change
Budget Base	5,710.6	
New	121.6	2.1%
Conversions	4.0	0.1%
Program Reductions	-	
Total Full-Time Equivalents	5,836.2	2.2%
Outlook - Restated	5,813.6	1.8%

Consolidated Tax Levy Summary 2017 to 2018

(in \$000s)	2017 Budget		2018 Approved		\$ Change	% Change
	Gross	Net	Gross	Net	Net	Net
Transportation Services						
York Region Transit/Viva	197,071	105,672	198,956	107,717	2,044	1.93%
Roads & Traffic	121,643	83,307	128,783	85,550	2,242	2.69%
Transportation Program Support	17,930	17,870	20,233	19,953	2,083	11.65%
Sub Total	336,644	206,850	347,972	213,219	6,369	3.08%
Environmental Services						
Waste Management	64,663	43,803	65,887	45,207	1,404	3.21%
Water & Wastewater Services	488,965	-	504,048	-	-	-
Natural Heritage & Forestry	9,251	8,171	9,382	8,239	69	0.84%
Energy Management	886	731	953	745	15	1.99%
Sub Total	563,765	52,704	580,270	54,192	1,487	2.82%
Community & Health Services						
Employment & Financial Support	101,319	17,717	108,942	18,217	500	2.82%
Integrated Children's Services	133,981	15,332	160,374	15,720	389	2.54%
Housing Services	82,207	48,143	86,725	48,475	332	0.69%
Public Health	62,827	14,899	65,750	17,004	2,105	14.13%
Paramedic Services	75,465	34,781	78,492	36,558	1,777	5.11%
Seniors Services	34,059	12,932	34,925	13,283	351	2.71%
Strategies & Partnerships	14,563	14,373	14,971	14,971	598	4.16%
Integrated Business Services	18,717	18,717	20,389	19,369	653	3.49%
Sub Total	523,137	176,893	570,568	183,597	6,703	3.79%
Corporate Management						
Chair & Council	2,336	2,336	2,373	2,373	37	1.58%
Office of the C.A.O.	6,064	5,887	6,685	6,508	621	10.55%
Legal Services	6,306	5,896	6,860	6,427	531	9.01%
Financial Management	18,856	16,628	19,772	17,355	727	4.37%
Information Technology Services	26,425	26,425	26,865	26,865	441	1.67%
Communications, Information and Data	13,661	13,396	14,555	14,357	961	7.18%
Human Resource Services	8,938	8,858	9,217	9,207	348	3.93%
Planning and Economic Development	9,699	7,057	10,547	7,328	271	3.85%
Property Services	5,247	4,458	5,397	4,674	216	4.85%
Sub Total	97,533	90,941	102,272	95,095	4,154	4.57%
Recovery from WWw (User Rate)		(6,014)		(6,195)	(181)	3.01%
Total Regional Programs	1,521,080	521,374	1,601,082	539,907	18,533	3.55%
Court Services	13,151	(2,402)	13,467	(2,432)	(30)	1.23%
Financial Initiatives						
Fiscal Strategy	155,299	146,644	171,191	162,436	15,792	10.77%
Non-Program and Financial Management	16,698	5,013	13,885	3,292	(1,721)	(34.34%)
Sub Total	171,997	151,658	185,076	165,728	14,070	9.28%
Boards & Authorities						
Conservation Authorities	5,948	5,948	6,167	6,167	219	3.68%
Hospital Capital Funding	14,424	14,424	14,675	14,675	251	1.74%
Property Assessment (MPAC)	19,185	19,185	19,732	19,732	548	2.86%
GO Transit	2,500	-	2,500	-	-	-
Sub Total	42,057	39,557	43,075	40,575	1,018	2.57%
York Region Rapid Transit Corporation	24,879	4,662	30,827	4,436	(226)	(4.84%)
York Telecom Network	500	500	1,601	793	293	58.60%
Total Operating Programs	1,773,664	715,349	1,875,129	749,007	33,658	4.71%
Police Services	342,538	310,791	357,525	323,511	12,720	4.09%
Total Operating Budget	2,116,203	1,026,140	2,232,654	1,072,519	46,379	4.52%
Less Assessment Growth Revenue				(17,903)	(17,903)	(1.74%)
Total After Assessment Growth	2,116,203	1,026,140	2,232,654	1,054,615	28,475	2.77%

Consolidated Net Tax Levy Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	2,116,203	1,026,140
Base		
Compensation and Inflation	30,800	30,446
Legislated Program Requirements	4,080	1,483
Contractual Commitments and Rate Adjustments	4,359	3,432
Contributions to Non-Capital Reserves	1,585	161
Direct Charges, Allocations and Recoveries	12,100	(4,531)
Revenues		
Provincial/Federal Funding	707	(4,931)
Transit Fare Revenue	-	(1,587)
Provincial Offences Court Fine Revenue	-	(218)
Other Revenues	(1,042)	(29,878)
Program Reductions and Efficiencies	(5,258)	(4,789)
	47,201	(10,542)
Fiscal Strategy		
Debt Reduction	11,113	11,063
Capital Asset Replacement	4,779	4,729
	15,892	15,792
Impact of Capital		
Contributions to Capital Reserves	32,297	32,297
Net Debenture Financing of Capital Projects	(14,168)	(16,356)
Operating Impact of New Capital	3,590	3,551
VivaNext Impact on Operating	1,335	1,335
	23,053	20,827
Growth and Service Enhancements		
Maintaining Existing Service Levels	14,815	18,719
Enhancing Service Levels	15,489	1,583
	30,304	20,302
Total Budget	2,232,654	1,072,519
Change from Prior Year	\$ 116,451	46,379
	% 5.5%	4.5%

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CAPITAL BUDGET

Building the right portfolio of infrastructure – including roads, bridges, water and wastewater systems – and maintaining it properly is critical to ensuring the Region’s growing communities benefit from safe, reliable and efficient services.

To support that goal, York Region’s capital budget for the 10 years from 2018 to 2027 totals \$5.9 billion. It aligns closely with the 10-year plan from the 2017 budget and reflects largely the same portfolio of projects.

Because of the Regional fiscal strategy and move to full cost recovery water and wastewater rates, the plan — one of the largest in Ontario outside Toronto — will be achieved without additions to user-rate or tax-levy-supported debt.

The Capital Spending Authority associated with the 2018 budget is \$2.2 billion, including \$810 million for 2018.

Capital plan supports growth and asset management

While the operating budget focuses mainly on the four-year term of Council, the capital budget takes a longer view because of the time involved in putting infrastructure in place and the length of its service life once it is commissioned. Projects, which are typically costly, should also align with expected growth.

Because of the long time horizons and high costs of major projects, capital planning is guided by infrastructure master plans, especially those developed by Transportation Services and Environmental Services, and the Regional fiscal strategy.

Because of the link to expected growth, the capital plan is also informed by the outlook for development charge collections, which are the major funding source for growth-related infrastructure investments, and by the Regional Official Plan.

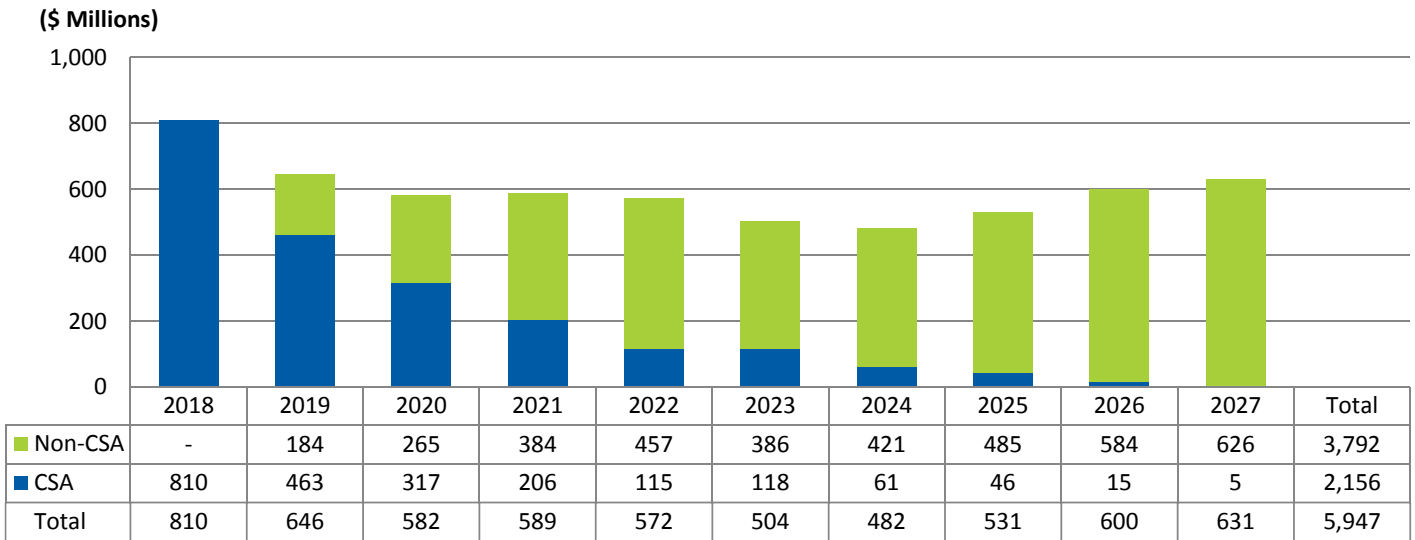
A major focus of the capital plan is the transportation and transit system, which accounts for the largest share of planned capital spending in 2018. The Region is working to develop a modern, integrated system that supports many ways of travelling, including transit, cycling, walking, and private vehicle, and enables residents to move easily among them.

Continued on page 48

Capital investment helps the Region grow and prosper

- Investment in roads and transit, including \$329 million planned in 2018, is expected to total almost \$1 billion by the end of the current term of Council
- The extension of the Toronto Transit Commission (TTC) subway Line 1 to Vaughan, partially funded by the Region, will open in December 2017; three new stops will integrate with bus service in the Region
- Several provincially-funded Viva bus rapidways are now in service, reducing travel time compared to mixed traffic, and work is underway to add more
- Federal and provincial contributions are supporting planning and design work on the proposed TTC subway Line 1 extension to Richmond Hill, a critical link in a comprehensive transit system
- Transportation Services is preparing for GO expansion, which will provide all-day two-way GO train service on all three routes in the Region
- For water and wastewater, Upper York Sewage Servicing is a strategic growth project, while user rates are allowing more spending on rehabilitation of existing assets
- The Annex, a new Regional building, will bring together a variety of services in one location in Newmarket that is easy to reach by transit

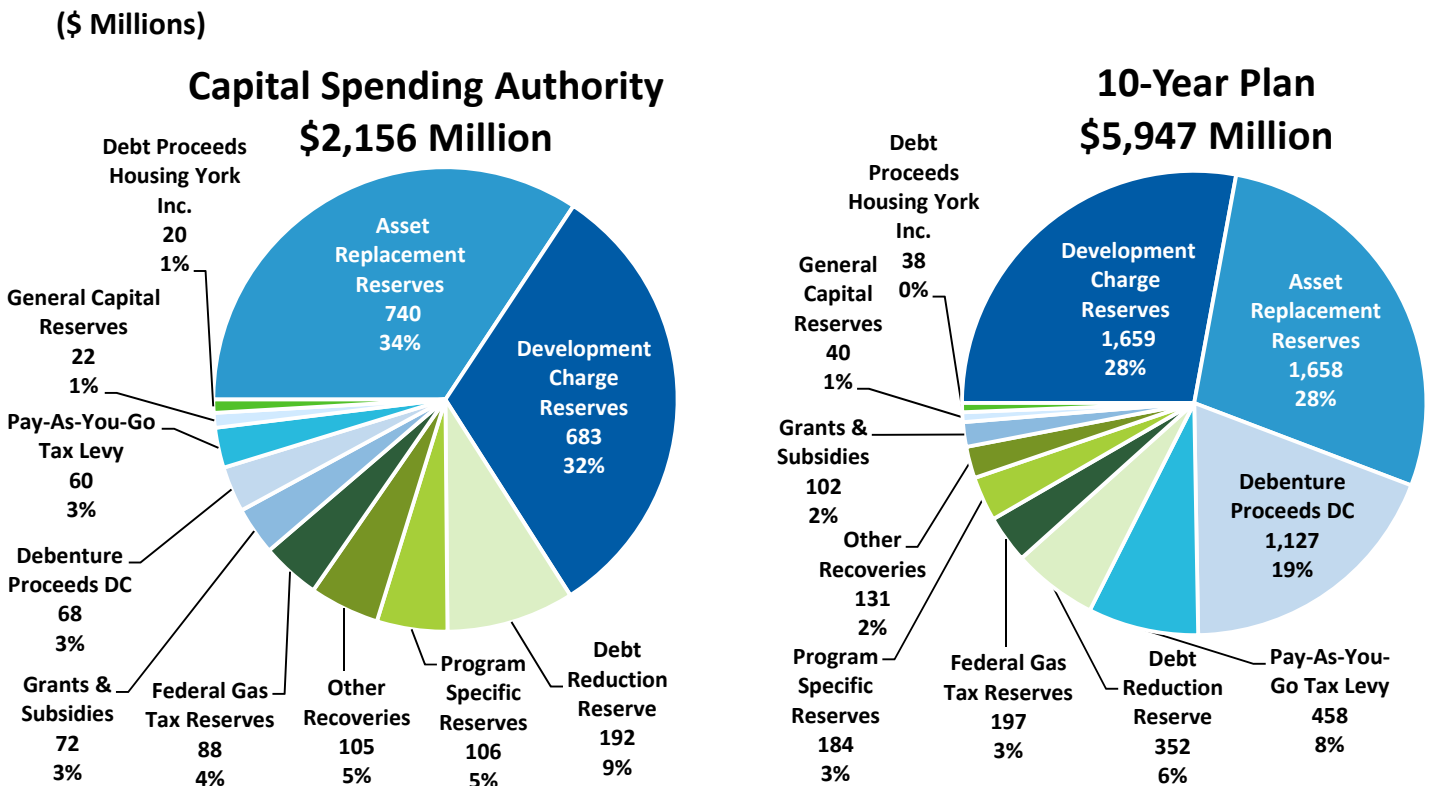
10-year capital plan and Capital Spending Authority (CSA)



Note: Environmental Services has an additional \$860,000 in Capital Spending Authority in years beyond 2027. Total Capital Spending Authority is \$2,156 million.

*Numbers may not add due to rounding.

2018 Capital Spending Authority and 10-year capital plan funding



Continued from page 46

The transit network continues to grow with work on more segments of the bus rapid transit network, which is being built with provincial investments that will total almost \$1.8 billion by 2021.

The federal and provincial governments have also contributed a total of \$91.3 million to enable the Region and its partners move forward on the planning and design work to extend the TTC subway Line 1 up Yonge Street to Richmond Hill.

Environmental Services is focusing on leveraging existing assets and reducing operational risks, while planning to meet future growth needs strategically and efficiently. It is placing increasing emphasis on approaches like One Water, the SM4RT Living Plan and green infrastructure that reduce reliance on built infrastructure, as outlined in the section starting on page 91.

While roads, bridges, rapidways, buses and water and wastewater assets account for most of the capital plan, investments in other assets, such as community housing, paramedic and police stations, courts, social service offices, street trees and woodlands provide key services and benefits to residents. The Region will also continue to invest in new technology and other corporate assets to deliver its services more efficiently.

Major sources of funding for the capital plan include development charges, draws on reserves, and funding from other levels of government. The plan does not require new user-rate or tax-levy debt.

Capital Spending Authority totals \$2.2 billion

Capital Spending Authority is the authority from Council to commit funding to a capital project, and typically covers more than one year because of the length of time needed for large projects.

Debt requirements associated with Capital Spending Authority are the basis for ensuring the Region will comply with the annual repayment limit that the province imposes on municipal borrowings.

10 largest projects under the approved 2018 Capital Spending Authority of \$2.2 billion

Project	Delivered by	\$ Millions
Duffin Creek Incinerators	Environmental Services	181
York Durham Sewage System - Rehabilitation Program	Environmental Services	142
Administrative Centre Annex	Corporate Services	140
Toronto-York Spadina Subway Extension	York Region Rapid Transit Corporation	128
Southeast Collector Rehabilitation	Environmental Services	106
Unionville Redevelopment	Community and Health Services	79
Upper York Sewage Servicing	Environmental Services	71
Major Mackenzie Drive - Highway 27 to Pine Valley Drive	Transportation Services	59
Major Mackenzie Drive -Canadian Pacific Railway to Highway 27	Transportation Services	56
Toronto Water Supply - Cost Shared Works	Environmental Services	41

Transportation and transit make up 52% of single-year capital spending

Transportation Services projects totalling \$329 million, mainly for the road system, account for the largest share of capital spending for the 2018 budget year. Projects are described in more detail in the “Transportation Services” section starting on page 57.

York Region Rapid Transit Corporation manages major transit capital projects for the Region. Its \$96 million share of the Region’s 2018 capital spending reflects \$48 million for the final phases of work related to the TTC subway extension to Vaughan, \$21 million for bus terminals and facilities, and \$27 million in federal funding for preliminary work to extend the TTC subway along Yonge Street to Richmond Hill from the existing terminus at Finch Avenue.

The Region also receives full funding for Viva rapidway projects from Metrolinx, the provincial transit agency for the Greater Toronto and Hamilton Area. Metrolinx owns the rapidways when complete, and York Region Rapid Transit Corporation is the project manager for their construction and related work. The Metrolinx amounts, which total \$269 million for 2018, are not included in the 2018 budget.

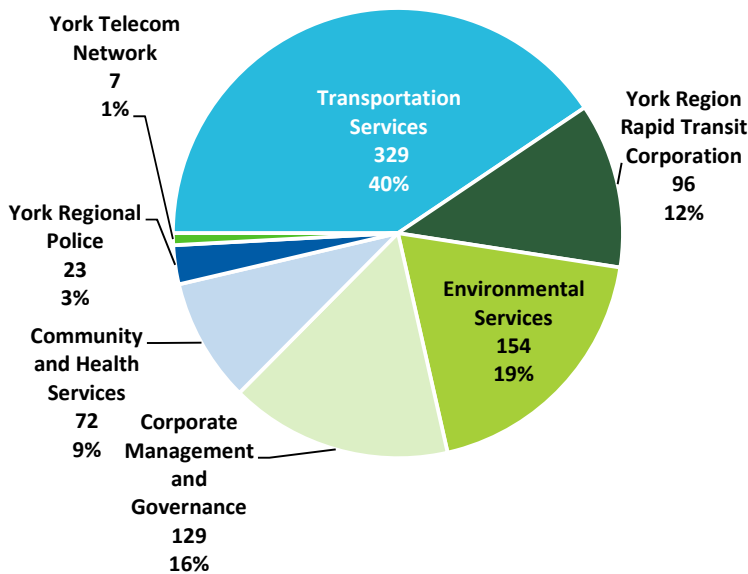
With several major water and wastewater projects recently completed, Environmental Services is increasingly focused on rehabilitation and renewal. Such projects account for almost two-thirds of its \$154 million share of 2018 capital spending. It is also preparing to move ahead on Upper York Sewage Servicing, an innovative facility for wastewater treatment, to meet the needs of future growth in East Gwillimbury, Newmarket and Aurora.

Corporate Services accounts for \$110 million, or 14%, of 2018 capital spending. The largest element of their 2018 program is construction of the new Annex building in Newmarket, which when open in 2020 will offer a variety of Regional services in an eight-storey, 422,000-square-foot building well-served by transit.

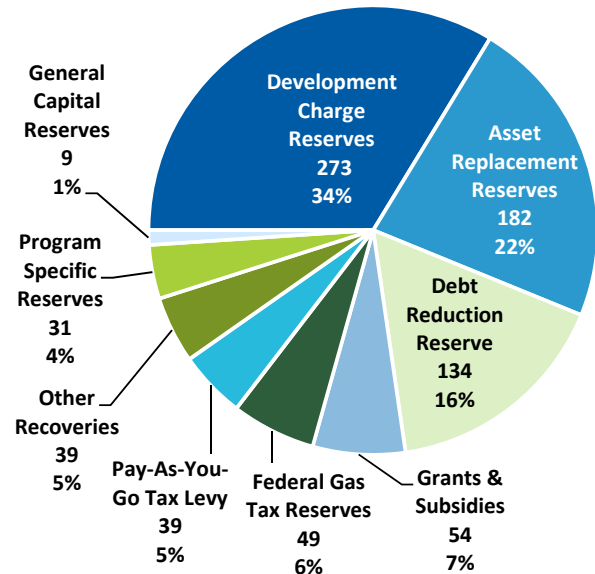
2018 single-year capital spending by department and funding source

(\$ Millions)

**2018 Spending
\$810 Million**



**2018 Funding
\$810 Million**



Spending of \$72 million, or 9%, of the 2018 capital spending by Community and Health Services largely reflects redevelopment of community housing sites in Unionville and Woodbridge.

Urgent priorities in York Region remain unfunded

Despite the size of its capital plan, the Region faces significant unfunded needs in areas critical to its continuing growth and quality of life.

Extending, expanding and integrating rapid transit

The current bus rapidway program and extension of the TTC subway to Vaughan represent the first building blocks in a comprehensive rapid transit system. Building out the system will call for:

- Adding more bus rapidways. By the end of 2021, the Region will have delivered all currently funded bus rapid transit projects. Creating a full system in the Region will call for significant additional investments out to 2041, as outlined in the “York Region Rapid Transit Corporation” chapter starting on page 81. The estimated cost of the highest-priority projects is about \$1.2 billion.
- Extending the TTC Line 1 subway to Richmond Hill. The extension is essential to accommodate the Region’s population growth, and would support some 48,000 residents and 31,000 jobs at the Richmond Hill/Langstaff urban growth centre. An expected 58 million riders a year would use the

GO expansion improves travel options, brings new capital needs

A \$16 billion provincial initiative to improve and expand rapid transit in the Greater Toronto and Hamilton Area is bringing improvements to the three GO train corridors in the Region, with implications for Regional capital planning:

- The **Barrie line** will offer two-way, 60-minute service or better between Barrie and Union Station, 15-minute electrified service between Aurora and Union Station, and two new GO train stations, in Vaughan and Newmarket. Work to second-track the line continues, and related upgrades are completed, underway or soon to begin at several existing stations.
- On the **Stouffville line**, there will be two-way, 60-minute service or better between Mount Joy and Union Station, and 15-minute electrified service between Unionville and Union Station. A key aspect is determining a long-term plan for the Unionville GO Station and area as the city of Markham grows. In the shorter term, 19 new trips have been added, work will soon be underway on improvements to the Unionville station, and second-tracking of the line has started.
- The **Richmond Hill line** will provide peak service every 15-30 minutes between Bloomington Road and Union Station. Ground has been broken on a new station at Bloomington Rd. and Highway 404 that will include a bus loop, Kiss ‘n’ Ride, and a bike lane and shelters with direct platform access.

GO expansion could have significant fiscal impacts on the Region, including the need to provide new rail crossings on Regional roads, deal with traffic flow into and out of GO stations and parking lots, and expand transit service at stations.

extension by 2031, easing the burden on surface routes. The estimated construction cost is \$5.1 billion.

The Region, province and federal government must all support these investments, which would advance not only Regional growth but that of the Greater Toronto and Hamilton Area as a whole. The federal and provincial funding for preliminary work on the Yonge subway extension is an encouraging sign that this need is being recognized.

Creating more affordable housing

With the average price of a new single detached house in the Region roughly \$1 million, a rental vacancy rate of only 1.5%, and an increasing share of residents meeting the definition of “working poor,” ensuring affordable housing is becoming an ever more urgent priority.

Tackling affordability requires action by all levels of government. Both the provincial and federal governments have taken welcome steps on plans and strategies. To date, it is not clear what total funding will be available.

Lacking certainty about cost-sharing, the Region’s current capital plan assumes only modest investment. As the federal and provincial governments make longer-term decisions based on their recent reviews, York Region is advocating for significant help to address the pressing needs of the large number of residents who struggle to cover the cost of their housing.

New revenue sources

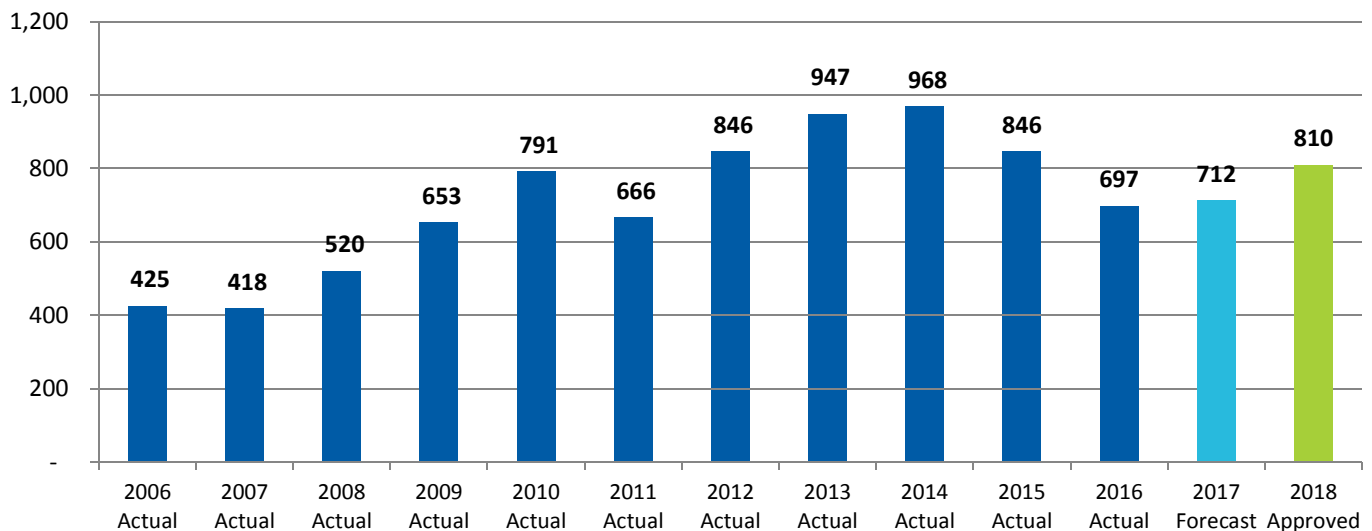
Revenue sources for municipalities in Ontario are determined by the provincial government. For York Region, these include property taxes, user fees and charges, development charges, fines and penalties, and investment income.

In the case of the City of Toronto, the province recognized the unique financial challenges posed by a large and diverse population, and granted the city the power to levy additional direct taxes. As a large and growing municipality, York Region faces similar challenges but does not have access to these revenue sources.

Since 2014, Regional Council has approved a fiscal strategy to guide the Region toward financial sustainability. This strategy aligns the timing of capital projects with the expected receipt of development charge revenues. But the Region’s infrastructure needs are significant and pressing, particularly as the Region plans to accommodate the growth mandated by the provincial Growth Plan. Access to revenue tools similar to those that already exist for Toronto would allow the Region to make timely investments in infrastructure and support the Region’s long-term financial sustainability.

Current term of Council has seen significant capital investment

(\$ Millions)

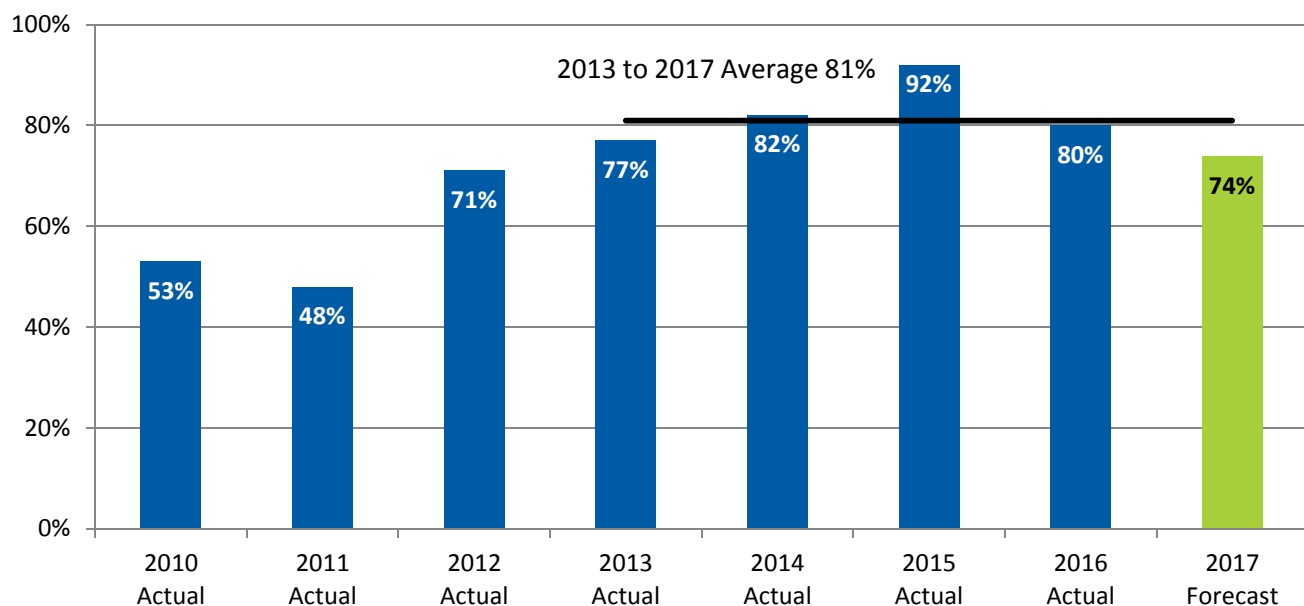


Seeing the results of better budgeting and capital delivery

The graph below shows that the Region has generally been delivering a higher percentage of the capital budget each year. The improvement reflects budget changes and greater focus on delivery.

Capital budgeting requires departments to develop and follow a multi-year plan that aligns with strategic corporate priorities. 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.

Capital delivery performance to budget has improved



10-Year Capital Plan Gross Expenditures

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Plan Total	Balance to Complete	Total Plan
	Transportation Services												
York Region Transit	107,018	56,013	35,556	84,392	84,648	48,474	38,922	67,356	50,740	72,919	646,038	269,920	915,958
Roads	221,525	194,793	171,017	164,522	182,625	125,185	149,878	132,506	100,936	75,814	1,518,801	1,083,077	2,601,878
Sub Total	328,543	250,806	206,573	248,914	267,273	173,659	188,800	199,862	151,676	148,733	2,164,839	1,352,997	3,517,836
Environmental Services													
Water	65,463	69,907	46,907	40,314	27,814	34,891	34,014	70,202	92,438	107,281	589,231	135,082	724,313
Wastewater	80,652	110,745	184,367	177,688	201,923	239,719	207,139	180,380	223,702	236,877	1,843,192	584,122	2,427,314
Waste Management	2,644	5,039	1,404	1,655	3,899	969	552	9,900	8,668	43,430	78,160	213,115	291,275
Natural Heritage and Forestry	1,486	1,761	1,762	1,874	1,547	1,495	1,445	1,915	1,515	1,730	16,530	4,850	21,380
Energy Management	3,670	355	386	378	340	295	484	5,534	466	355	12,263	8,940	21,203
Sub Total	153,915	187,807	234,826	221,909	235,523	277,369	243,634	267,931	326,789	389,673	2,539,376	946,109	3,485,485
Community and Health Services													
Housing Services	47,185	43,850	32,580	20,930	18,494	3,580	1,830	10,080	20,080	24,780	223,389	300	223,689
Public Health	200	1,400	500	500	-	-	-	-	-	-	2,600	-	2,600
Paramedic Services	21,778	23,518	12,719	4,689	4,089	3,986	4,413	5,579	3,997	7,301	92,069	-	92,069
Seniors Services	2,939	3,478	3,503	1,053	868	853	703	641	1,466	3,216	18,720	-	18,720
Sub Total	72,102	72,246	49,302	27,172	23,451	8,419	6,946	16,300	25,543	35,297	336,778	300	337,078
Corporate Management and Governance													
Information Technology Services	19,152	18,190	19,908	16,100	15,058	15,390	17,332	20,692	22,610	22,651	187,083	117,015	304,098
Property Services	109,414	55,832	13,311	10,885	12,173	16,508	13,705	13,901	56,067	22,147	323,943	393,785	717,728
Planning and Economic Development	851	-	-	-	-	-	-	-	-	-	851	-	851
Sub Total	129,417	74,022	33,219	26,985	27,231	31,898	31,037	34,593	78,677	44,798	511,877	510,800	1,022,677
Court Services	120	120	120	120	120	120	120	120	120	120	1,200	-	1,200
York Region Rapid Transit Corporation	96,130	20,627	24,748	47,580	-	-	-	-	-	-	189,085	-	189,085
York Telecom Network	6,940	9,919	7,645	2,000	2,000	2,000	2,000	2,000	2,000	2,000	38,504	-	38,504
York Regional Police	22,642	30,718	25,739	14,482	16,642	10,047	9,514	10,257	14,907	10,579	165,527	43,585	209,112
York Region	809,809	646,265	582,172	589,162	572,240	503,512	482,051	531,063	599,712	631,200	5,947,186	2,853,791	8,800,977

2018 Capital Spending Authority Gross Expenditures

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	10-Year Plan Total	Balance to Complete	Total Plan
Transportation Services													
York Region Transit	107,018	36,015	11,150	-	-	-	-	-	-	-	154,183	-	154,183
Roads	221,525	103,217	74,533	28,249	7,642	5,663	-	-	-	-	440,829	-	440,829
Sub Total	328,543	139,232	85,683	28,249	7,642	5,663	-	-	-	-	595,012	-	595,012
Environmental Services													
Water	65,463	52,271	20,130	13,542	6,037	5,711	4,204	1,782	355	2,950	172,445	-	172,445
Wastewater	80,652	101,062	107,046	90,880	85,768	91,150	56,630	44,025	15,000	2,000	674,213	860	675,073
Waste Management	2,644	4,420	35	15	-	-	-	-	-	-	7,114	-	7,114
Natural Heritage and Forestry	1,486	-	-	-	-	-	-	-	-	-	1,486	-	1,486
Energy Management	3,670	35	-	-	-	-	-	-	-	-	3,705	-	3,705
Sub Total	153,915	157,788	127,211	104,437	91,805	96,861	60,834	45,807	15,355	4,950	858,963	860	859,823
Community and Health Services													
Housing Services	47,185	43,770	32,500	8,600	914	-	-	-	-	-	132,969	-	132,969
Public Health	200	1,275	-	-	-	-	-	-	-	-	1,475	-	1,475
Paramedic Services	21,778	17,968	8,596	603	-	-	-	-	-	-	48,945	-	48,945
Seniors Services	2,939	2,300	500	-	-	-	-	-	-	-	5,739	-	5,739
Sub Total	72,102	65,313	41,596	9,203	914	-	-	-	-	-	189,128	-	189,128
Corporate Management and Governance													
Information Technology Services	19,152	18,190	19,908	16,100	15,058	15,390	-	-	-	-	103,798	-	103,798
Property Services	109,414	40,980	813	-	-	-	-	-	-	-	151,207	-	151,207
Planning and Economic Development	851	-	-	-	-	-	-	-	-	-	851	-	851
Sub Total	129,417	59,170	20,721	16,100	15,058	15,390	-	-	-	-	255,856	-	255,856
Court Services													
	120	-	-	-	-	-	-	-	-	-	120	-	120
York Region Rapid Transit Corporation													
	96,130	20,627	24,748	47,580	-	-	-	-	-	-	189,085	-	189,085
York Telecom Network													
	6,940	7,919	5,645	-	-	-	-	-	-	-	20,504	-	20,504
York Regional Police													
	22,642	12,500	11,750	-	-	-	-	-	-	-	46,892	-	46,892
York Region	809,809	462,549	317,354	205,569	115,419	117,914	60,834	45,807	15,355	4,950	2,155,560	860	2,156,420

10-Year Capital Plan Financing Sources

(in \$000s)	10-Year Plan Total	Pay-As-You-Go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserves	Development Charge Reserves	Federal Gas Tax Reserves	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Transportation Services											
York Region Transit	646,038	105,800	30,357	286,930	-	-	88,781	133,961	209	-	-
Roads	1,518,804	305,273	21,914	32,750	-	-	897,629	14,829	-	68,698	177,711
Sub Total	2,164,842	411,073	52,271	319,680	-	-	986,410	148,790	209	68,698	177,711
Environmental Services											
Water	589,231	-	-	337,220	-	-	214,779	-	-	3,364	33,868
Wastewater	1,843,192	-	-	639,192	-	-	237,745	-	-	56,656	909,599
Waste Management	78,160	-	45,015	-	32,636	-	509	-	-	-	-
Natural Heritage and Forestry	16,530	8,392	-	-	-	-	8,138	-	-	-	-
Energy Management	12,263	-	-	12,173	-	-	-	-	-	90	-
Sub Total	2,539,376	8,392	45,015	988,585	32,636	-	461,171	-	-	60,110	943,467
Community and Health Services											
Housing Services	223,389	-	-	33,315	72,394	-	23,732	-	56,064	-	37,884
Public Health	2,600	-	-	656	-	-	1,944	-	-	-	-
Paramedic Services	92,069	-	14,882	48,638	-	-	28,549	-	-	-	-
Seniors Services	18,720	-	13,490	3,230	-	-	-	-	2,000	-	-
Sub Total	336,778	-	28,372	85,839	72,394	-	54,225	-	58,064	-	37,884
Corporate Management and Governance											
Information Technology Services	187,083	-	-	107,833	79,250	-	-	-	-	-	-
Property Services	323,943	38,165	183,216	92,683	-	-	9,879	-	-	-	-
Planning and Economic Development	851	85	-	-	-	-	766	-	-	-	-
Sub Total	511,877	38,250	183,216	200,516	79,250	-	10,645	-	-	-	-
Court Services											
	1,200	-	-	1,200	-	-	-	-	-	-	-
York Region Rapid Transit Corporation											
	189,085	-	-	-	-	1,809	93,277	48,667	43,932	1,400	-
York Telecom Network											
	38,504	-	-	-	-	38,504	-	-	-	-	-
York Regional Police											
	165,527	-	43,355	62,260	-	-	53,411	-	-	935	5,566
York Region	5,947,189	457,715	352,229	1,658,080	184,280	40,313	1,659,139	197,457	102,205	131,143	1,164,628

2018 Capital Spending Authority Financing Sources

(in \$000s)	2018 Capital Spending Authority	Pay-As-You-Go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserves	Development Charge Reserves	Federal Gas Tax Reserves	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Transportation Services											
York Region Transit	154,183	9,400	13,357	69,208	-	-	24,048	37,961	209	-	-
Roads	440,829	50,058	14,619	3,260	-	-	297,535	1,472	-	44,561	29,324
Sub Total	595,012	59,458	27,976	72,468	-	-	321,583	39,433	209	44,561	29,324
Environmental Services											
Water	172,445	-	-	88,193	-	-	61,539	-	-	3,364	19,349
Wastewater	675,073	-	-	476,139	-	-	123,616	-	-	55,556	19,762
Waste Management	7,114	-	-	-	6,605	-	509	-	-	-	-
Natural Heritage and Forestry	1,486	800	-	-	-	-	686	-	-	-	-
Energy Management	3,705	-	-	3,705	-	-	-	-	-	-	-
Sub Total	859,823	800	-	568,037	6,605	-	186,350	-	-	58,920	39,111
Community and Health Services											
Housing Services	132,969	-	-	15,915	55,008	-	14,213	-	28,112	-	19,721
Public Health	1,475	-	-	397	-	-	1,078	-	-	-	-
Paramedic Services	48,945	-	14,882	7,347	-	-	26,716	-	-	-	-
Seniors Services	5,739	-	5,136	603	-	-	-	-	-	-	-
Sub Total	189,128	-	20,018	24,262	55,008	-	42,007	-	28,112	-	19,721
Corporate Management and Governance											
Information Technology Services	103,798	-	-	59,358	44,440	-	-	-	-	-	-
Property Services	151,207	-	131,723	9,605	-	-	9,879	-	-	-	-
Planning and Economic Development	851	85	-	-	-	-	766	-	-	-	-
Sub Total	255,856	85	131,723	68,963	44,440	-	10,645	-	-	-	-
Court Services											
	120	-	-	120	-	-	-	-	-	-	-
York Region Rapid Transit Corporation											
	189,085	-	-	-	-	1,809	93,277	48,667	43,932	1,400	-
York Telecom Network											
	20,504	-	-	-	-	20,504	-	-	-	-	-
York Regional Police											
	46,892	-	12,065	5,776	-	-	28,976	-	-	75	-
York Region	2,156,420	60,343	191,782	739,626	106,053	22,313	682,838	88,100	72,253	104,956	88,156



TRANSPORTATION SERVICES

The foundation of future growth and prosperity in York Region will be modern, integrated mobility – that is, an up-to-date transportation system in which travellers can shift easily among the options of using transit, driving, cycling and walking.

The Transportation Services department is working to deliver that system to York Region's communities, residents and businesses as cost-effectively as possible. It is adopting forward-looking business processes, managing its assets for the long term, and planning in line with the Region's fiscal capacity. Above all, its aim is to enhance the traveller experience.

- **Capital Planning and Delivery**
- **Transit — YRT/Viva**
- **Roads and Traffic Operations**
- **Transportation and Infrastructure Planning (formerly Infrastructure Management and Project Management Office)**
- **Business Planning and Technology**

Enhancing the experience for all travellers

The Transportation Services department works to use the resources available to it to best serve all of the Region's travellers, including motorists, pedestrians, cyclists and transit riders, while ensuring the Region remains fiscally sustainable.

The department plans, builds, operates and maintains the roads, cycling lanes and related infrastructure, and the public transit system that travellers rely on. It accounts for \$348.0 million, or 15.6%, of the York Region gross operating budget. Almost two-thirds of this is funded from the tax levy, with development charges and user fees (mainly transit fares) accounting for the remainder.

The department manages about \$3.0 billion of transportation and related infrastructure, including roads, bridges, transit terminals, fleet vehicles and maintenance facilities.

Transportation Services' 10-year capital program totals \$2.2 billion. This includes roads and all transit projects not being carried out by York Region Rapid Transit Corporation, which are discussed in the section that follows.

In planning, building and operating the transportation network, the department is increasingly leveraging opportunities to integrate roads, public transit and active transportation. While private vehicle travel is expected to remain the dominant choice, encouraging all modes of transportation is essential to a healthy, thriving, connected and sustainable Region. It is also critical to a future that includes extending the Yonge subway line into the Region, introducing all-day two-way GO train service, and planning for such emerging concepts as the autonomous vehicle.

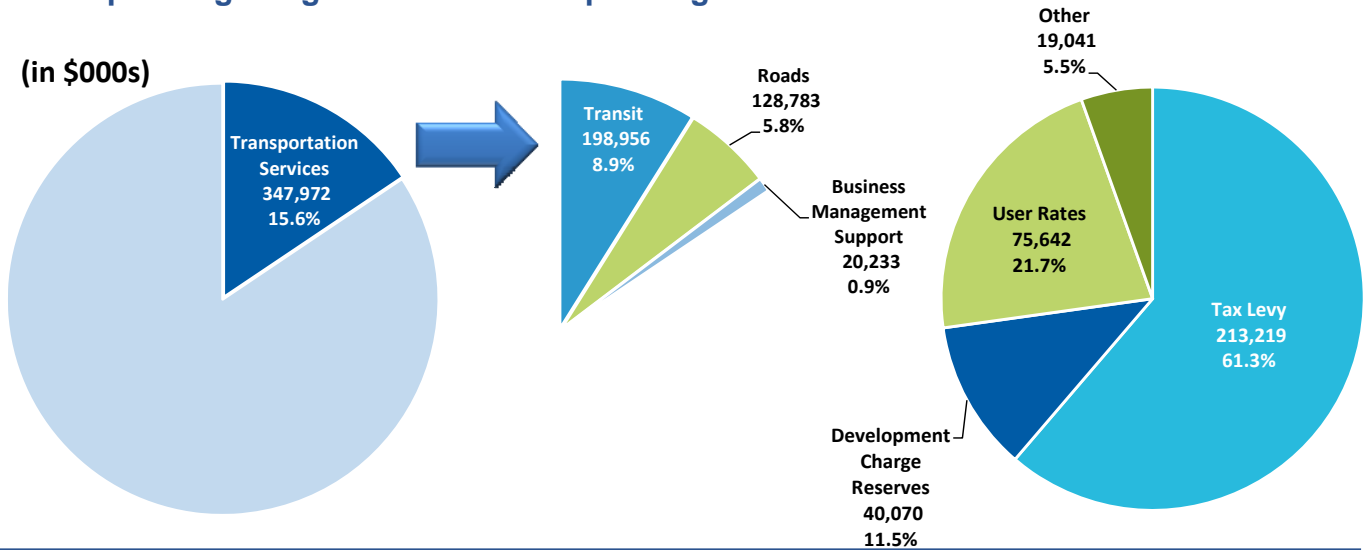
In supporting the Region's fiscal sustainability, the department:

- looks constantly for ways to improve its business processes to operate more cost-effectively
- plans new assets and manages existing ones to minimize their lifecycle costs while providing the appropriate level of service
- integrates fiscal capacity and return on investment, including contribution to the department's transportation goals, into its priority-setting model.

Major initiatives planned and underway:

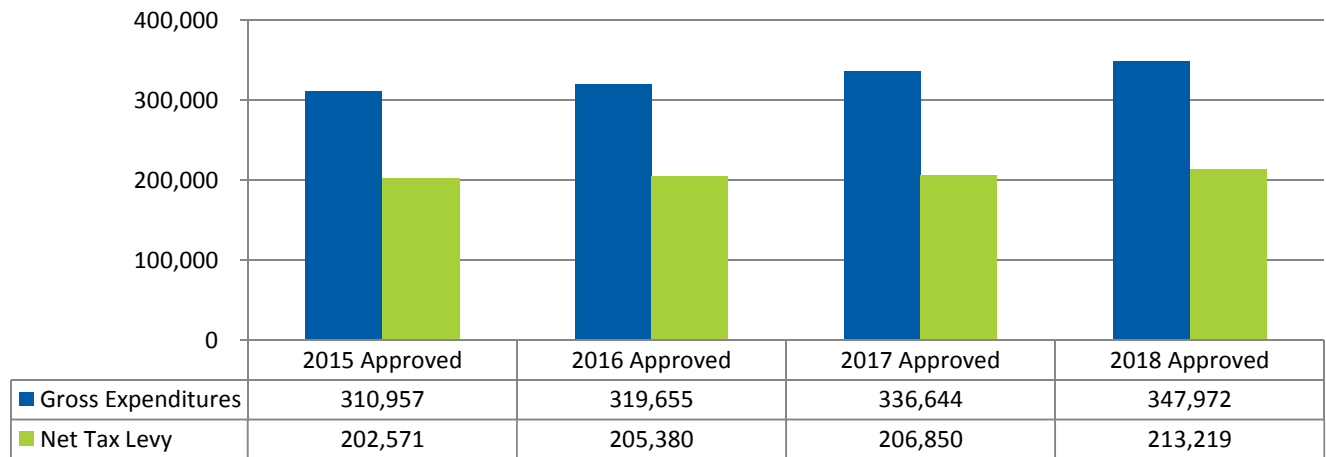
- Connecting YRT/Viva services to the TTC's Line 1 subway with the completion of the Toronto-York Spadina Subway Extension and three subway stations in York Region
- Updating the process and criteria used to prioritize transportation capital projects
- Operating and maintaining the transportation system to serve an expected 22.9 million transit passengers and provide more than six billion vehicle-kilometres of travel a year
- Working with partners to advance key projects such as the Highway 427 Extension, Regional Express Rail service and the Yonge North Subway Extension

2018 operating budget share of total spending and how it's funded



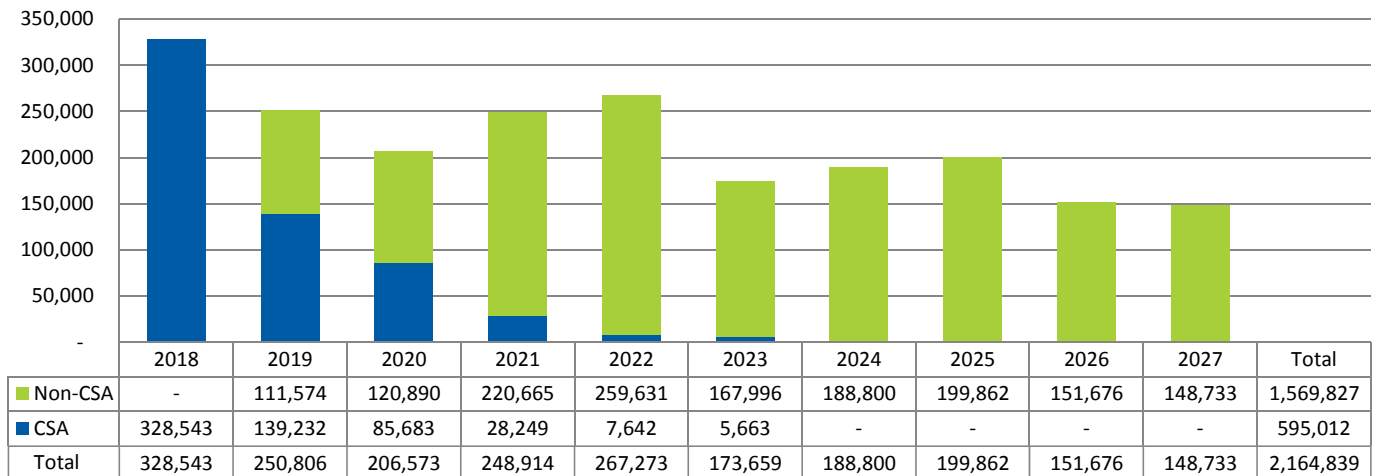
4-year operating budget spending

(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



Recent department accomplishments align with this strategy:

- hosting the 2017 Canadian Urban Transit Association (CUTA) Fall Forum
- adding 32.4 lane-kilometres of road and 43.7 kilometres of cycling lanes
- developing the Travel Smart program to make the best use of all elements of the transportation network (see box on page 68)
- providing transit passengers with new YRT/Viva apps and Wi-Fi at Richmond Hill Centre Terminal and on bus pilots
- increasing efficiency and safety and reducing costs in the 2016-17 winter season by equipping snow plows on Highway 7 rapidways with technology to pre-empt traffic signals, allowing lanes to be cleared simultaneously
- opening the newly widened 2nd Concession, with the addition of a cycling/pedestrian bridge over the Holland River (see box on page 62)
- inspecting and maintaining about 4,200 lane-kilometres of road pavement, 233 bridges and structures and 23 kilometres of storm sewer pipe to support better asset management planning (see box below)

To make the best use of public resources, Transportation Services also builds and leverages partnerships and relationships with the Region's nine local municipalities, York Regional Police, other Regional departments and other levels of government.

Moving vehicles, goods and passengers through the Region

The Regional transportation network:

- Takes more than 22 million passengers a year to their destinations on YRT/Viva, requiring 1.2 million transit service hours annually from more than 500 buses
- Carries more than six billion vehicle-kilometres of travel annually and more than 3.3 million vehicle trips daily
- Consists of roughly 4,200 lane-kilometres of urban and rural roads and 2,000 Regional road intersections, of which 875 have traffic signals
- Includes 160 traffic cameras to monitor traffic flow and 38 red light cameras to reduce collisions and improve safety
- Serves 13,220 Mobility Plus clients

Finally, the department must take into account emerging priorities and pressures within and beyond the Region. These include changes in provincial legislation, regulations and plans, as well as updates to the Regional Official Plan and other documents that guide growth in the Region.

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

Capital Planning and Delivery

Investing in the growth and renewal of transportation assets is fundamental to strengthening the links across communities. The Capital Planning and Delivery branch supports this goal by overseeing the planning and building of new assets and the rehabilitation of existing ones.

The 2018 10-year budget of \$1.5 billion for roads underscores that a strong transportation system is a key concern for the Region. York Regional Council has signalled this by investing more in transportation and transit-related infrastructure than in any previous council term.

To get the most from public investments, the Region works to leverage all available and potential sources of funding and to form partnerships that maximize the impacts of its capital priorities.

As an example, Transportation Services worked with local area municipalities to develop an application for Transport Canada funding under a program to help address changes to the *Railway Safety Act*. The \$1.8 million provided by this program will enable safety improvements at 88 road-rail crossings across the Region.

The map on page 70 shows planned tender dates for capital growth projects over the next 10 years. The Council-approved Transportation Master Plan identified \$22.1 billion of required infrastructure.

New approaches — and apps — enhance asset management planning

As co-lead of a Region-wide working group, Transportation Services is improving asset management planning at a corporate level by incorporating risk management, climate change impacts and alternative funding sources into plans and decision-making. This will help ensure that decisions about long-term investments benefit the corporation as a whole.

The department is also working to improve the sharing of asset management practices and data across departments. Externally, it is partnering with local municipalities to support and advance pavement management practices to ensure these practices are implemented on all roads across the Region.

Within the department, investments in technology are allowing workers to access and collect asset data from anywhere in the Region using mobile applications that interact with maintenance management systems and asset mapping tools. For example, a mobile app has streamlined the annual inspection of some 5,300 YRT bus stops, saving time and improving data quality.

Widening of 2nd Concession improves access to natural areas

The widening and reconstruction of 2nd Concession from Green Lane to Queensville Sideroad in East Gwillimbury was completed in 2017.

A final element of the project, which the department began planning in 2008, was the re-opening of the northern segment of the Nokiidaa Trail, which runs along the East Holland River. With further extension toward Yonge Street, the newly enhanced trail will be a key link in a future trail connecting Lake Simcoe to Lake Ontario.

Project features include:

- Widening the road to four lanes and adding curbs, storm sewers, street lighting and cycling facilities
- Improving water and sewer infrastructure
- Rebuilding the bridge over the Holland River and adding a new bridge over the GO Barrie rail corridor
- Adding a pedestrian bridge over the Holland River, eliminating the need for pedestrians and cyclists to cross at street level
- Providing a boardwalk through the Rogers Reservoir

The new trail winds through the flatlands beside the road and leads to a graceful wood and steel bridge. These and other project elements were designed to blend in with the historical and natural features of the nearby Rogers Reservoir.

Many Regional departments and external partners, including the towns of East Gwillimbury and Newmarket and the Lake Simcoe Region Conservation Authority, contributed to the success of this complex major project.

This has refined the 10-year capital plan program and allowed adjustments in provincial policies and programs, such as Regional Express Rail, to be reflected.

Recent major projects include:

- opening the widened 2nd Concession to traffic (see box on this page)
- completing the first section of Leslie Street widening to four lanes, from north of St. John's Sideroad to Mulock Drive, including the addition of on-street bike lanes, sidewalks and street lighting
- widening Highway 7 from Town Centre Boulevard to Sciberras Road, adding High Occupancy Vehicle (HOV) and transit lanes, boulevard cycling lanes, sewers, watermain, streetscaping and street lighting
- completing the first section of Major Mackenzie Drive widening, from Pine Valley Drive to Highway 400, with work continuing westward to Highway 50 and including widening to six lanes, adding High Occupancy Vehicle (HOV) and transit lanes, major structures over the rail corridor and watercourses, multi-use paths, sidewalks and street lighting

Many of these projects include features that are designed to support transit and encourage walking, cycling and other forms of active transportation. This approach is now routinely incorporated into the planning of capital projects.

Respect for the natural environment is another key concern in planning and delivering road improvement projects. Projects are designed to minimize impacts and often include features that actively enhance the quality of the natural environment.

Looking ahead

Transportation Services is working to update the model it uses to set capital priorities. The goals are closer integration with the Regional fiscal strategy, which is discussed in more detail starting on page 205, and broadening the focus to consider all modes of transportation, including transit, cycling and walking. This update, the first in more than ten years, will inform proposed projects in the next four-year budget cycle.

Major capital projects underway or planned in the current budget cycle include:

- Adding 117 lane-kilometres of road by the end of 2018 through road widenings and the assumption of about 52 lane-kilometres from the City of Vaughan during 2017 and 2018
- Integrating enhanced pedestrian and cycling infrastructure into projects along Bayview Avenue and 19th Avenue in the Town of Richmond Hill, and along Leslie Street and St. John's Sideroad in the towns of Aurora and Newmarket
- Working with residents and stakeholders through the environmental assessment process for Bayview Avenue from Steeles Avenue to Elgin Mills Road, 16th Avenue from Yonge Street to York-Durham Line and Stouffville Road from Yonge Street to Highway 404

As well, the Region is working on the Regional Express Rail initiative with local municipalities and Metrolinx, the provincial agency that coordinates transit in the Greater Toronto and Hamilton Area. This initiative is intended to bring more frequent and convenient train travel to York Region by 2025, with investments to be made first in the Barrie corridor, followed by the Stouffville line.

Transportation Services is coordinating road and transit service projects to complement Regional Express Rail plans. This will ensure integration of provincial and Regional infrastructure to better serve York Region residents and help achieve the best return on public investment.

Transit — YRT/Viva

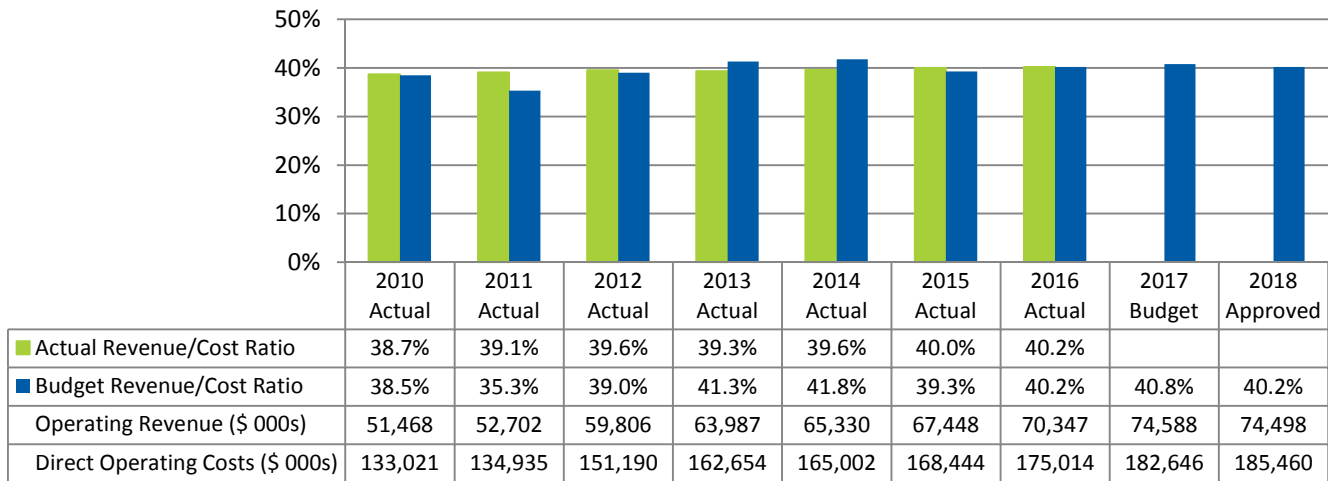
Effective public transit is critical to meeting the challenge of keeping the Region's communities connected and attracting business as the population grows. It also offers environmental benefits by reducing smog and greenhouse gas emissions compared to the use of private vehicles.

To ensure better and more integrated transit for travellers, York Region Transit (YRT/Viva) offers a variety of services: Viva bus rapid transit, YRT conventional bus, on-demand and its para-transit service, Mobility Plus.

- Viva buses provide rapid transit service using rapidways on major corridors, such as Highway 7 and Yonge Street. Rapidways, which are bus-only lanes in the centre of the road, are drawing increased ridership. Bus travel on them is up to 30% faster than service in mixed traffic.
- YRT operates conventional buses that provide local travel, with more frequent bus stops, and feed into rapid transit routes.

Revenues projected to rise inline with costs

Revenue/Cost Ratio



Ridership is expected to rise over the next two years as a result of population growth and transit network expansion, despite the continuing service impacts of rapidway construction. The revenue cost ratio is estimated to stay at 40 percent.

- On-demand provides service in areas and/or at times where the level of demand does not support conventional bus services.
- Mobility Plus provides shared-ride service to residents with disabilities to supplement or replace the other bus services.

These services are integrated and passengers can transfer easily from one to another for greater efficiency and timeliness. The YRT/Viva system is fully accessible, and programs are in place to give Mobility Plus clients the option to access the entire system.

YRT/Viva negotiates contracts for operating and maintaining buses, other transit vehicles and major transit facilities. It manages bus operations and fleet maintenance as set out in the contracts, as well as being responsible for planning and scheduling, security and fare enforcement, marketing and communications, capital procurement and delivery, and operates two customer service call centres.

The branch prides itself on being an early adopter of new technologies. In addition to creating a strong social media presence, it has adopted greening technologies and developed the apps described in the box on page 61.

Transit operating costs are projected to be \$199.0 million in 2018, or 57.0% of the department's total operating budget of \$348.0 million, down from a planned 58.2% in 2017.

Revenues, which come mainly from transit fares, are expected to remain stable compared to 2017, but come in below the forecast in the 2017-18 budget. During the restructuring of the transit system, which included major construction like the Toronto-York Spadina Subway Extension and key rapidway segments, growth in ridership was modest.

Transit continues to look for non-fare revenue opportunities to support its target of a 45% revenue-to-cost ratio. Bus and shelter advertising currently earns an additional \$1.7 million annually, with opportunities to expand.

YRT/Viva currently operates more than 550 vehicles, a number that is projected to reach 650 in the next 10 years. A comprehensive asset management program, including regular maintenance, aims to ensure bus reliability meets key performance indicators specified in the YRT/Viva operations and maintenance contract.

The Transit branch's capital investments are mainly in vehicles and related service and maintenance facilities. The table on page 76 shows that under the approved 2018 Capital Spending Authority, growth-related transit investment by Transportation Services would be \$75.4 million. The construction of Viva rapidways and related facilities is planned and delivered by York Region Rapid Transit Corporation, as discussed in more detail starting on page 81.

Looking ahead

The Toronto Transit Commission's Line 1 extension into York Region is scheduled to open December 17, 2017. The extension includes three subway stations in York Region: Pioneer Village Station, Highway 407 Station and Vaughan Metropolitan Centre Station.

New technology aims to improve the YRT/Viva traveller experience

YRT/Viva has gone paperless by giving passengers new, more convenient payment options.

With increasing use of the Presto fare card, especially since its adoption by the TTC, YRT/Viva recognized that paper tickets were no longer needed.

The switch was made even easier with the introduction of a mobile fare payment app, YRT/Viva Pay, that allows customers to purchase YRT/Viva fares anywhere, anytime, through their smartphones.

Payment by cash is still permitted for passengers who prefer that option.

The payment app joins an earlier innovation, the official YRT/Viva app, that makes it easy to get real-time YRT/Viva service information on a mobile device.

The app enables users to search by route, address or stop number as well as view service information for a specific stop, including the stop number, intersection, and scheduled and estimated arrival times.

With its GPS integration, the app is able to detect a user's current location and help them find the closest bus stops to them.

Users can also:

- Add any bus stop to a personalized favourites list for quicker access to information
- View all stops for a specific route

Users can download either app from the App Store (for iOS devices) or Google Play (for Android).

Aligning YRT/Viva services with the extended subway line is one of several key initiatives for the branch. Each of the stations in York Region will have a bus terminal and the existing bus network will be restructured to connect with the subway stations. Vaughan Metropolitan Centre Station also has a direct connection to the Highway 7 rapidway station. As well, in the absence of fare integration, YRT/Viva will continue to serve York University.

Other key initiatives for YRT/Viva in 2018:

- Roughly 20 of Viva's 60-foot articulated buses are being refurbished and converted to conventional YRT service to increase efficiency and capacity. The refurbished buses, which were due for retirement from Viva service, will be used to meet the demand on high-ridership routes on Jane and Leslie streets.
- YRT/Viva staff are preparing to realign the system to connect with the Cornell terminal in Markham when it opens in November 2018. Construction of the new terminal, which will serve as the main eastern terminus point for all routes in the area, is discussed in the following chapter.
- The existing on-demand service will be expanded to serve the entire Region on a new zone basis. In areas of consistently low demand it will continue to provide a transit option. In other zones, conventional service will run at times of higher ridership and on-demand service will be available at low-demand times. Customers will call in or use a booking app currently in development. Standard YRT fares will apply.
- A new agreement among para-transit services in the Greater Toronto and Hamilton Area, including Mobility Plus, will allow clients to transfer more easily between service providers and improve the ability of Mobility Plus to serve clients within the Region.

YRT/Viva staff take part in some 200 community events each year and provide training for travellers of all abilities on how to use transit. The branch also supports the Region's seniors strategy, in which transit plays a key role, by co-chairing a cross-department group on implementation, as discussed further on page 132.

Environmental sustainability is an increasingly important priority for YRT/Viva. The goal is for the bus network to produce zero greenhouse gas emissions by 2051. YRT/Viva has completed an alternative fuel study that identifies energy sources and technology to support the transition. As well, in March 2017, Council approved the purchase of six 40-foot electric buses to take part in the Pan-Ontario Electric Bus Demonstration and Integration Trial, conditional on receiving funding from the Ministry of Transportation.

Roads and Traffic Operations Branch

The Regional road network is a key part of the integrated mobility system needed to meet the needs of residents and businesses today and in the future and build complete communities.

The Roads and Traffic Operations branch is responsible for managing, maintaining and improving about 4,200 lane-kilometres of Regional roads, as well as intersections, bus rapid transit corridors, bridges,

sidewalks and cycling lanes and related infrastructure. These assets support travel by bus, private vehicle, cycling and walking.

This branch conducts hundreds of traffic studies annually to make recommendations and respond to public inquiries about traffic signals and all-way stops, speed limits, pedestrian crossings, signage and traffic data.

Each year, Roads and Traffic Operations issues 3,500 road permits and responds to more than 20,000 service requests from the public. It monitors 875 signalized intersections, responds to traffic problems and receives and shares information through various channels, including social media. In 2016, the branch directly responded to nearly 380 Facebook and Twitter inquiries, underlining the value of these channels for quick, two-way communication.

The branch uses a range of technologies to keep the road system operating as it was designed to in all conditions. For example, the Road Weather Information System consists of several remote weather stations that monitor real-time weather and road conditions across the Region. The data are used to develop highly local, detailed status reports and forecasts that are more accurate and useful than broader-based information. This allows the branch to make better-informed decisions when facing winter storms or other severe weather.

Attention to managing the impacts of weather underlines that road safety is a key consideration for the branch. Enforcement, which is provided by York Region Police, plays a major role in modifying driver behavior. The branch also works with the police and other partners to deliver awareness campaigns for pedestrian and motorist safety. Recent safety initiatives include expanded use of red light cameras, the Speed Watch program using radar-linked pixel boards to discourage speeding, and the Pledge to Ignore campaign, which addresses distracted driving.

Clear pavement marking to guide the users of an increasingly urbanized and multi-use road system is another important element of safety. Each year the branch repaints all the markings that run longitudinally on the 4,200 kilometres of Regional roads. In addition, the markings at each intersection are regularly inspected and refreshed as necessary, with some of the higher-traffic areas needing repainting more than once a year.

Looking ahead

Based on the success of using signal pre-emption technology to make snow-clearing from Viva rapidways on Highway 7 safer and less costly, this technology will be extended to additional rapidways.

The Roads and Traffic Operations branch is developing the Travel Smart Program to address increasing traffic volume and respond to residents' concerns. The goal is to make the existing network as efficient as possible. This involves leveraging the capacity of each component to give road users more travel options and distribute transportation demand more evenly throughout the Region. The box on this page provides more details.

New provincial legislation will permit automated speed enforcement in school zones and on some sections of municipal roads. This technology uses radar to measure a vehicle's speed and, like a red-light camera, takes a photograph at the same time. York Region, along with other Ontario municipalities, is part of a group that is helping to finalize the regulatory and administrative details.

The Roads and Traffic Operations Branch continues to improve the road network with leading-edge technology. Examples include:

- converting 100 more intersection signal controllers to real-time monitoring for more responsive management of traffic flow
- installing 400 Bluetooth sensors to transmit information to the Traffic Management Centre

Travel Smart builds on measures to inform travellers, boost reliability

Bringing together and building on existing initiatives, the Region's new Travel Smart program has four goals:

- work with partners to give travellers better access to information about real-time traffic conditions and their options (see the box on page 65 for more details)
- make travel throughout the Region more reliable
- optimize safe and efficient use of the transportation network
- leverage technologies and practices to make it easier to use transit and improve adherence to schedules

Travel Smart is a five-year tactical program developed to identify, prioritize, plan and schedule initiatives to better manage the most significant areas of traffic delay. It responds to the need identified in the recent update of the Transportation Master Plan to develop a plan to manage congestion.

Its foundation includes several successful existing initiatives, such as coordinated timing of traffic signals, priority signals for transit and emergency vehicles, an advanced traffic management system, and movable signs that can display real-time messages about traffic or construction delays, emergency detour routes and bottlenecks.

Looking ahead, Travel Smart will take into account and respond to new technologies and initiatives. Examples include the results of a pilot program using Bluetooth sensors to monitor travel times, and the need to prepare infrastructure for the introduction of connected and autonomous vehicles on Regional roads.

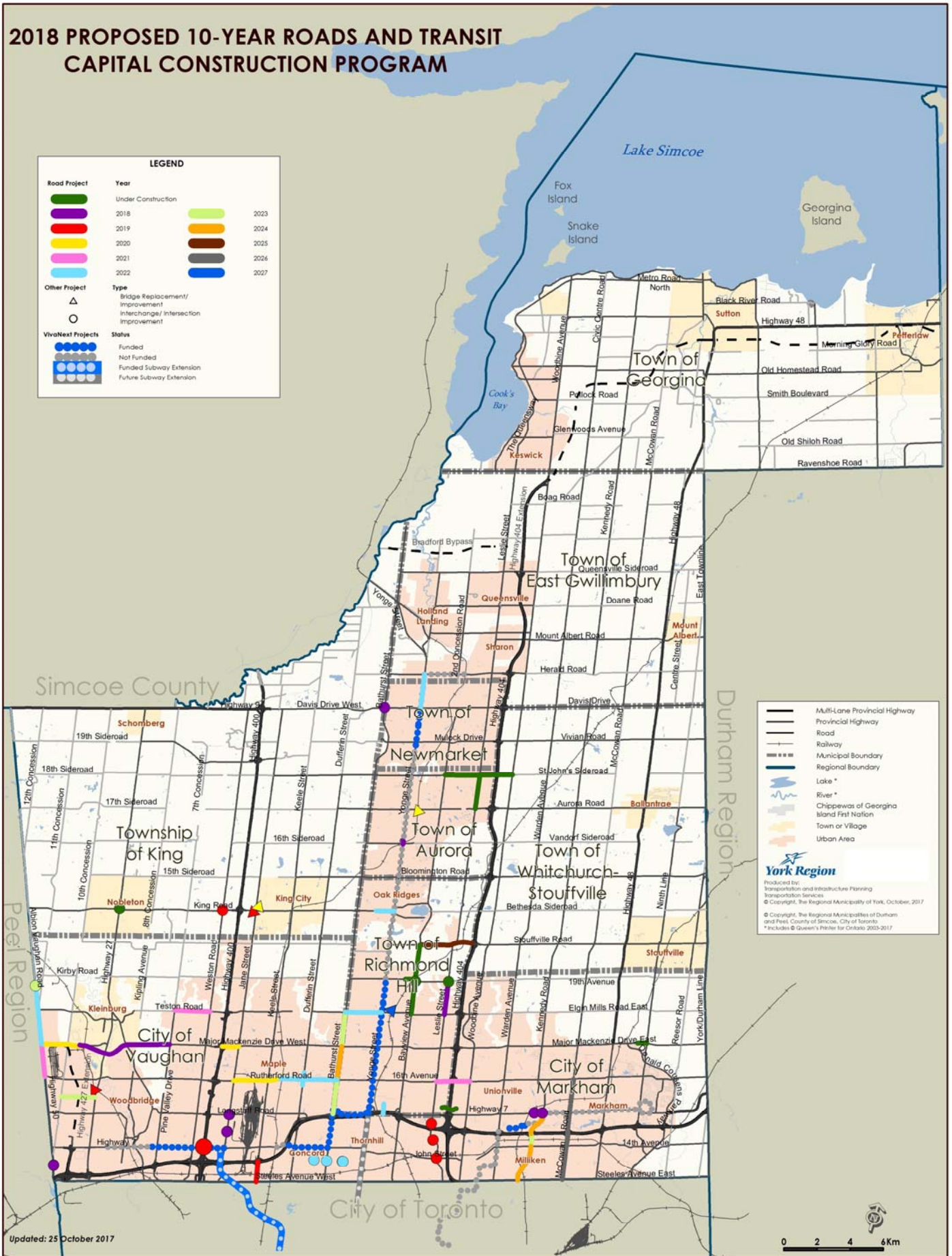
The plan also includes performance measures specifically tailored to York Region to track the success of its initiatives. Staff will report annually on the performance of all elements of the Travel Smart program to identify which measures work best.

- adding 25 traffic cameras, bringing the Region's total to 185, to monitor roads and respond to disruptions
- testing and evaluating automatic vehicle locators for use on Transportation Services vehicles to improve data collection and enhance the management of maintenance operations

The branch is working with other Regional departments and York Regional Police on an approach to gathering and analyzing data relevant to pedestrian and cyclist safety. Potential areas of focus could include the physical layout and lighting of roads, sidewalks, cycling lanes and intersections, as well as pedestrian and cyclist visibility, pedestrian signal timing, pavement markings, signage and turning conflicts. Staff will develop an action plan and implementation strategy in 2018.

2018 PROPOSED 10-YEAR ROADS AND TRANSIT CAPITAL CONSTRUCTION PROGRAM

LEGEND	
Road Project	Year
	Under Construction
	2018
	2019
	2020
	2021
	2022
	2023
	2024
	2025
	2026
	2027
Other Project	Type
	Bridge Replacement/Improvement
	Interchange/Intersection Improvement
VivaNext Projects	Status
	Funded
	Not Funded
	Funded Subway Extension
	Future Subway Extension



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

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Updated: 25 October 2017



The Operating Budget 2018

Transportation Services Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	316,314	328,733	12,419
Contribution to Capital	38,285	37,985	(300)
Revenues	(129,794)	(134,753)	(4,959)
Allocations and Recoveries	(17,955)	(18,745)	(791)
Net Budget	206,850	213,219	6,369
% Change			3.1%
Outlook - Restated	206,850	211,819	4,969

Transportation Services Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	336,644	206,850
Base Adjustments	2,936	671
Efficiencies & Program Reductions	(2,976)	(2,976)
Legislated & Contractual	1,826	1,826
Impact of Capital	5,823	1,167
Growth & Service Enhancements	3,719	5,680
Total Budget	347,972	213,219
Change from Prior Year	\$ 11,328	6,369
	% 3.4%	3.1%

Transportation Services Staffing Summary

	2018 Approved	% Change
Budget Base	477.7	
New	17.0	3.6%
Conversions	1.0	0.2%
Program Reductions	-	
Total Full-Time Equivalent	495.7	3.8%
Outlook - Restated	495.7	3.8%

Transportation Services Budget by Program

(in \$000s)	2017 Approved		2018 Proposed		% Change
	Gross	Net	Gross	Net	Net
Transit - YRT/Viva					
Conventional & BRT Operations	172,087	81,782	172,981	82,791	1.2%
Mobility Plus Operations	15,884	14,790	16,876	15,826	7.0%
Program Support	9,100	9,100	9,100	9,100	0.0%
	<u>197,071</u>	<u>105,672</u>	<u>198,956</u>	<u>107,717</u>	<u>1.9%</u>
Roads & Traffic					
Roads Maintenance	109,725	73,150	115,702	74,345	1.6%
Traffic Management	7,895	6,658	8,866	7,513	12.8%
Capital Planning & Delivery	3,500	3,500	3,691	3,691	5.5%
Fleet Services	524	-	524	-	
	<u>121,643</u>	<u>83,307</u>	<u>128,783</u>	<u>85,550</u>	<u>2.7%</u>
Business Management Support	17,930	17,870	20,233	19,953	11.7%
Transportation Services	<u>336,644</u>	<u>206,850</u>	<u>347,972</u>	<u>213,219</u>	<u>3.1%</u>
Outlook - Restated	336,644	206,850	347,337	211,819	2.4%

Note: Numbers may not add due to rounding.

Transit—YRT/Viva Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	197,071	105,672
Base		
Compensation and Inflation	1,010	1,010
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	1,826	1,826
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(1,106)	(1,106)
Revenues		
Transit Fare Revenue	-	(1,587)
Other Revenues	-	(241)
Program Reductions and Efficiencies	(2,679)	(2,679)
	(949)	(2,777)
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	(410)	(385)
Operating Impact of New Capital	471	471
VivaNext Impact on Operating	729	729
	790	815
Growth and Service Enhancements		
Maintaining Existing Service Levels	2,045	4,007
Enhancing Service Levels	-	-
	2,045	4,007
Total Budget	198,956	107,717
Change from Prior Year	\$ 1,886	2,044
	% 1.0%	1.9%

Transit—YRT/Viva Staffing Summary

	2018 Approved
Budget Base	149.2
New	4.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	153.2

Roads & Traffic Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	121,643	83,307
Base		
Compensation and Inflation	1,165	1,165
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	273	57
Revenues	-	-
Program Reductions and Efficiencies	(297)	(297)
	1,141	925
Impact of Capital		
Contributions to Capital Reserves	388	388
Net Debenture Financing of Capital Projects	3,527	(1,154)
Operating Impact of New Capital	510	510
VivaNext Impact on Operating	591	591
	5,016	335
Growth and Service Enhancements		
Maintaining Existing Service Levels	983	982
Enhancing Service Levels	-	-
	983	982
Total Budget	128,783	85,550
Change from Prior Year	\$ 7,140	2,242
	% 5.9%	2.7%

Roads & Traffic Staffing Summary

	2018 Approved
Budget Base	254.5
New	9.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalentts	263.5

Business Management Support Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	17,930	17,870
Base		
Compensation and Inflation	201	201
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	1,394	1,174
Revenues	-	-
Program Reductions and Efficiencies	-	-
	1,595	1,375
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	2	2
VivaNext Impact on Operating	15	15
	17	17
Growth and Service Enhancements		
Maintaining Existing Service Levels	691	691
Enhancing Service Levels	-	-
	691	691
Total Budget	20,233	19,953
Change from Prior Year	\$ 2,303	2,083
	% 12.8%	11.7%

Business Management Support Staffing Summary

	2018 Approved
Budget Base	74.0
New	4.0
Conversions	1.0
Program Reductions	-
Total Full-Time Equivalents	79.0

The Capital Budget 2018 to 2027

Transportation Services 2018 Capital Spending Authority and Funding

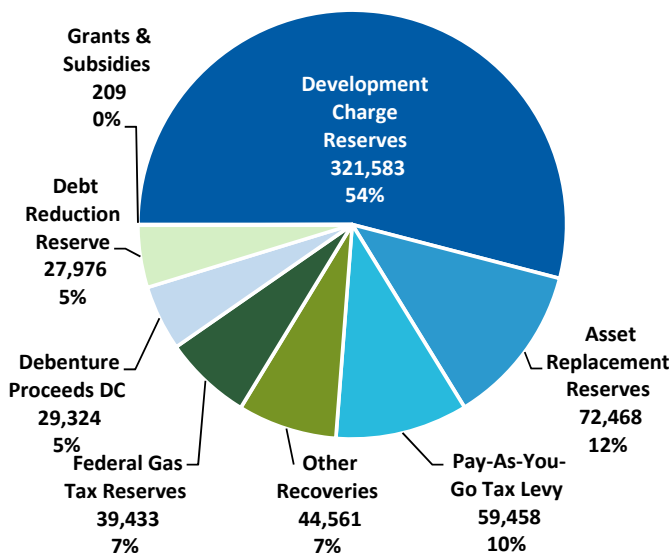
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
2018 Capital Spending Authority								
York Region Transit								
Rehabilitation and Replacement	57,787	10,140	10,890	-	-	-	-	78,817
Growth	49,231	25,875	260	-	-	-	-	75,366
Roads								
Rehabilitation and Replacement	36,791	1,445	273	273	273	-	-	39,055
Growth	184,734	101,772	74,260	27,976	7,369	5,663	-	401,774
Total Capital Spending Authority	328,543	139,232	85,683	28,249	7,642	5,663	-	595,012
Financing Sources for 2018 Capital Spending Authority								
Pay-As-You-Go Tax Levy	38,285	9,851	6,907	2,909	940	566	-	59,458
Debt Reduction Reserve	27,976	-	-	-	-	-	-	27,976
Asset Replacement Reserves	51,438	10,140	10,890	-	-	-	-	72,468
Development Charge Reserves	156,173	65,315	64,246	24,050	6,702	5,097	-	321,583
Federal Gas Tax Reserves	21,786	17,409	238	-	-	-	-	39,433
Grants & Subsidies	209	-	-	-	-	-	-	209
Other Recoveries	32,676	7,193	3,402	1,290	-	-	-	44,561
Planned Debenture Proceeds*	-	29,324	-	-	-	-	-	29,324
Total Financing Sources	328,543	139,232	85,683	28,249	7,642	5,663	-	595,012
*Planned Debenture Proceeds								
Development Charges	-	29,324	-	-	-	-	-	29,324
Total Debt Repayment Sources	-	29,324	-	-	-	-	-	29,324

Capital reports including the details by project are included in the Appendix starting on page 253.

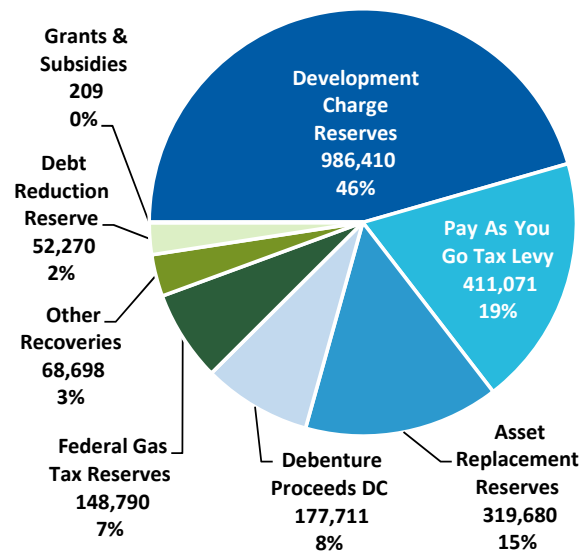
2018 Transportation Services Capital Financing

(in \$000s)

Capital Spending Authority \$595 Million

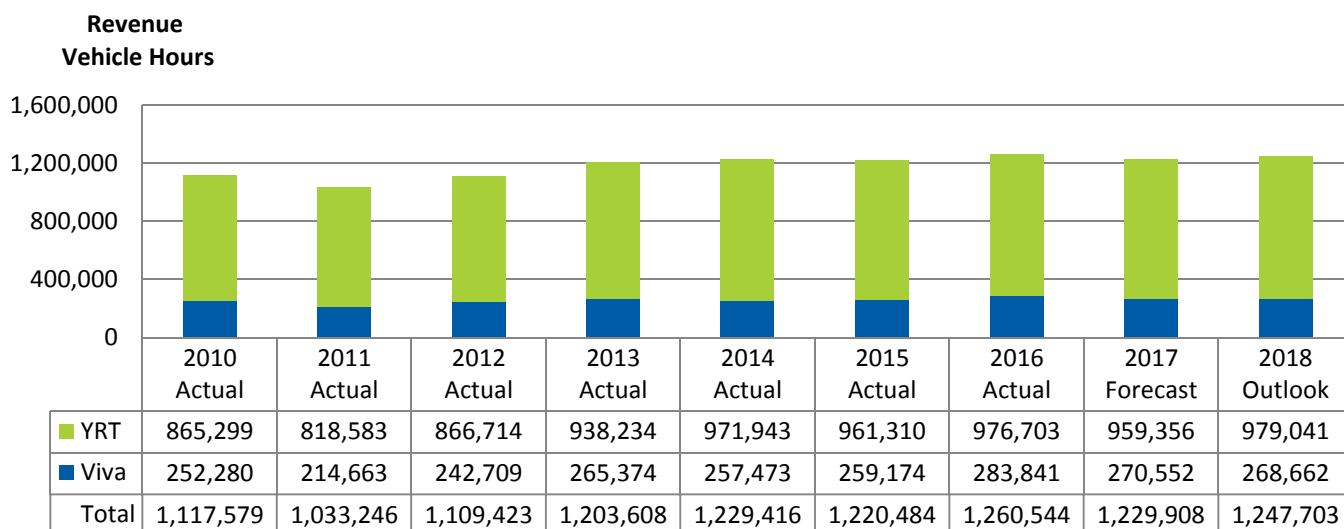


10-Year Plan \$2,165 Million



Transportation Services Metrics

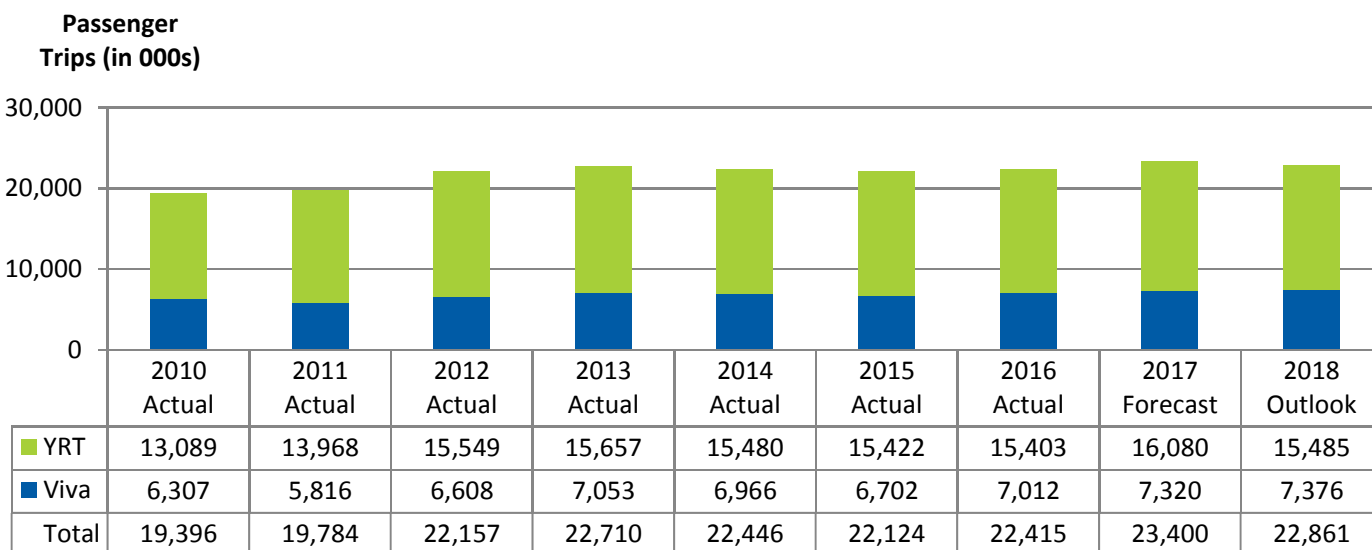
Transit service hours to slightly increase in 2018



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

The revenue vehicle hours for the next two years are projected to stay at about 1.2 million hours. Transit continues to look for service efficiencies, while managing the service growth from the Spadina subway extension, bus rapidway rollout and the frequent transit network plan.

Modest ridership growth expected in 2018

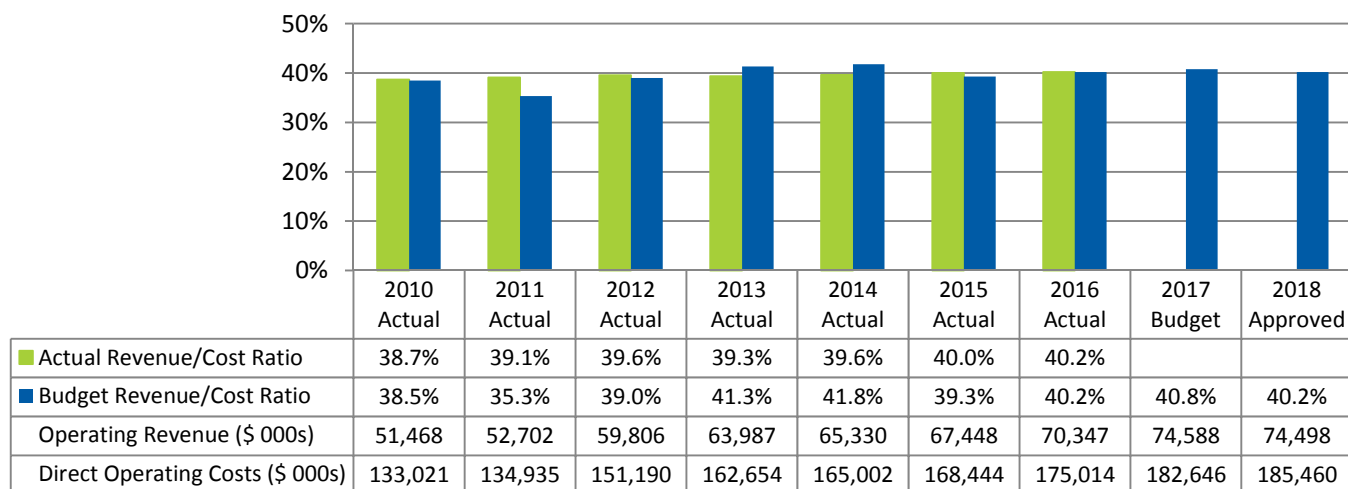


Note: Riding one way from origin to final destination counts as one regular service passenger trip, even if the trip involves transfers.

Ridership growth has slowed down in the past three years. 2017 ridership projection has been revised to 22.5 million to reflect current trend. A modest 2% growth or 22.9 million is projected in 2018, roughly keeping pace with population growth.

Revenues are expected to remain in line with costs

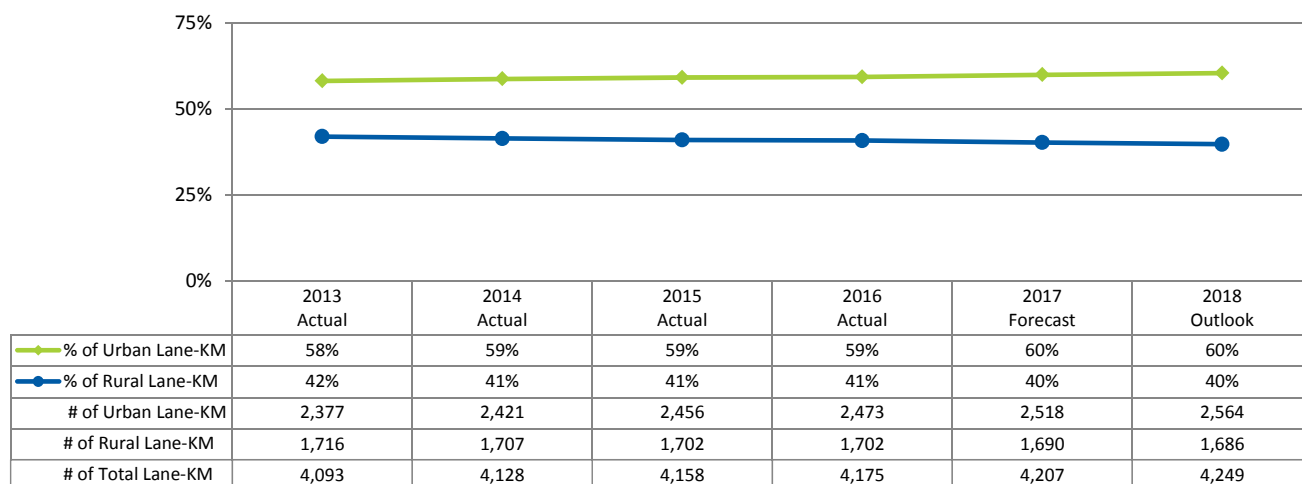
Revenue/Cost Ratio



Despite the continuing service impacts of rapidway construction, ridership is expected to rise over the next two years as a result of population growth and transit network expansion. The revenue cost ratio is estimated to stay at 40 percent.

York Region continues to convert rural roads into urban roads

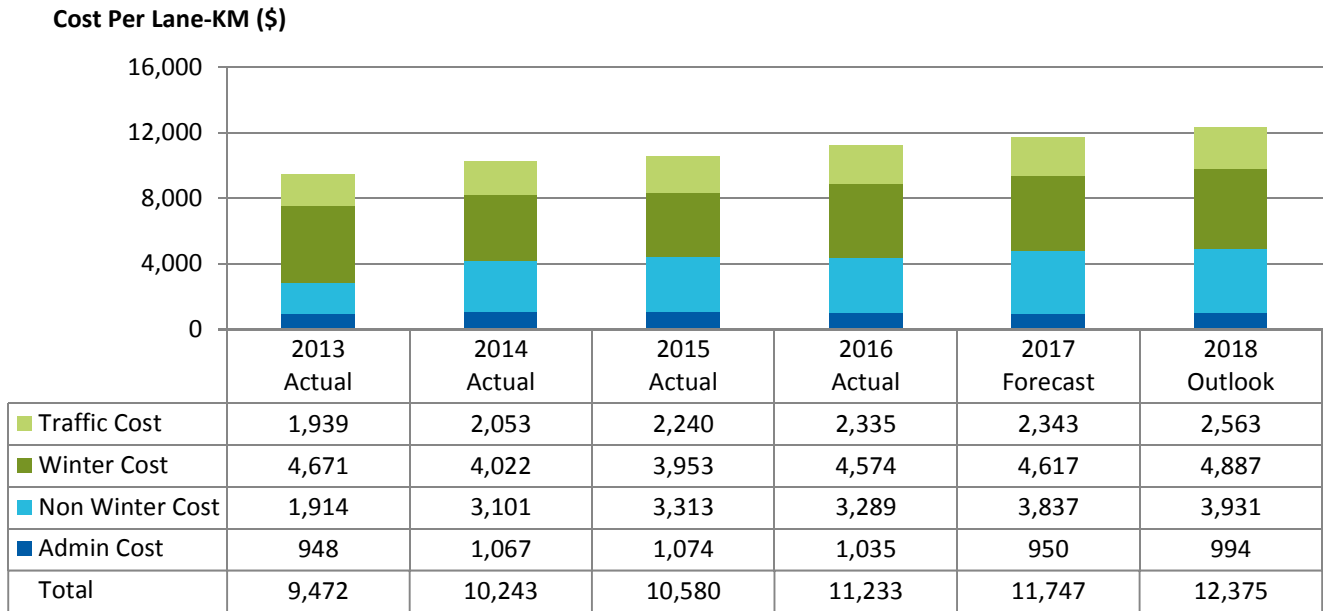
Percentage of Lane-KM of Roads



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

By 2018, the department plans to complete and maintain another 74 lane kilometres. This includes the urbanization of existing rural roads, reflecting York Region's growing urban population. Urban roads also include the assumption of 20 kilometres from the City of Vaughan in 2018.

Rapidways and more urban roads are increasing maintenance costs



Note: Totals may not add due to rounding.

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

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YORK REGION RAPID TRANSIT CORPORATION

York Region Rapid Transit Corporation is responsible for the planning, design and construction of the rapid transit network and related infrastructure in the Region.

York Region Rapid Transit is a wholly-owned subsidiary and share-capital corporation of York Region. Its board of directors consists of elected officials from the Region who are appointed by Regional Council. The current board is chaired by the Mayor of Markham; the other members are the Region's Chair, the Mayors of Vaughan, Richmond Hill and Newmarket, and Regional Councillors from Markham and Richmond Hill.

Building York Region's rapid transit network

With increasing urbanization, a more robust rapid transit system is needed to connect the Region's centres and corridors. The system must be able to provide communities with seamless and efficient options for travelling and commuting, and be built for both current and future needs and modes of transit.

The expertise of York Region Rapid Transit Corporation lies in project management – design, engineering, procurement, financial management and community relations. It contracts with engineering and construction firms to develop final designs and carry out construction.

The corporation has overseen significant changes in the transit system that gets people to their destinations within the Region as well as to the rest of the Greater Toronto Area.

Recent accomplishments include:

- Completion of 12 kilometres of rapidways (dedicated bus right of ways) along Highway 7 East, Davis Drive and Highway 7 West with 100% funding from Metrolinx, the provincial transit agency for the Greater Toronto and Hamilton Area. The rapidways link York Region's urban centres and key transit connection points, including the newly-built subway extension into Vaughan.
- Completion of the Park `n' Ride facility at Davis Drive and Highway 404, with design and construction 100% funded and delivered by GO Transit.
- Completion of the LEED^(R) silver certified Operations, Maintenance and Storage Facility, a 481,679-square-foot facility that includes a bus repair garage, storage for 196 buses,

Continued on page 84

Major initiatives planned or underway

Subways

- Yonge Subway Extension: Working with Metrolinx, the TTC and City of Toronto to advance the planned extension of the TTC's Line 1 to Richmond Hill. This includes procuring design firms, with 15% engineering work expected to start in late 2017.
- Toronto-York Spadina Subway Extension: The opening of the TTC's Line 1 extension to the Vaughan Metropolitan Centre in December 2017.

Bus rapidways

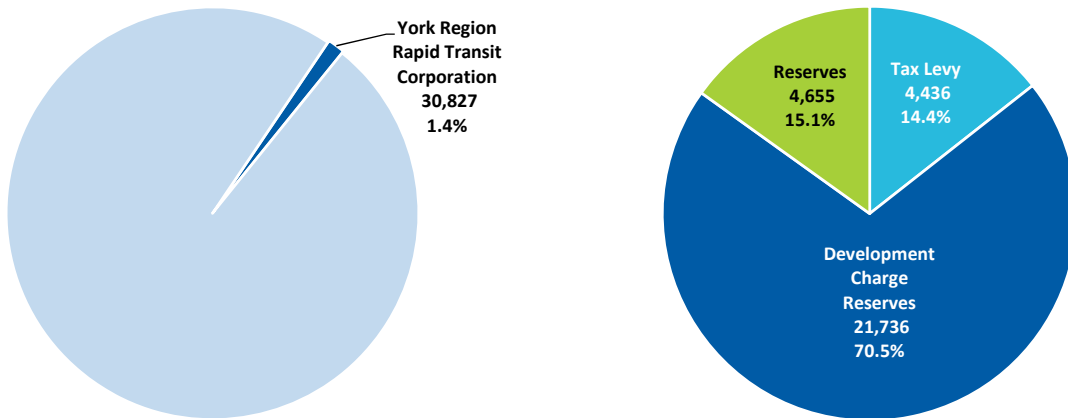
- Fully-funded rapidways: Completing 8.9 kilometres on Yonge Street in Richmond Hill and Newmarket and 12.6 kilometres on Highway 7 West.

Facilities and terminals

- SmartCentres Place Bus Terminal: Enabling seamless connections to transit, including the subway, in Vaughan Metropolitan Centre
- Cornell Terminal: An 11-bay bus terminal at Highway 7 East and Ninth Line in Markham
- Park `n' Ride facilities: Connecting riders with transit options and other modes of transportation

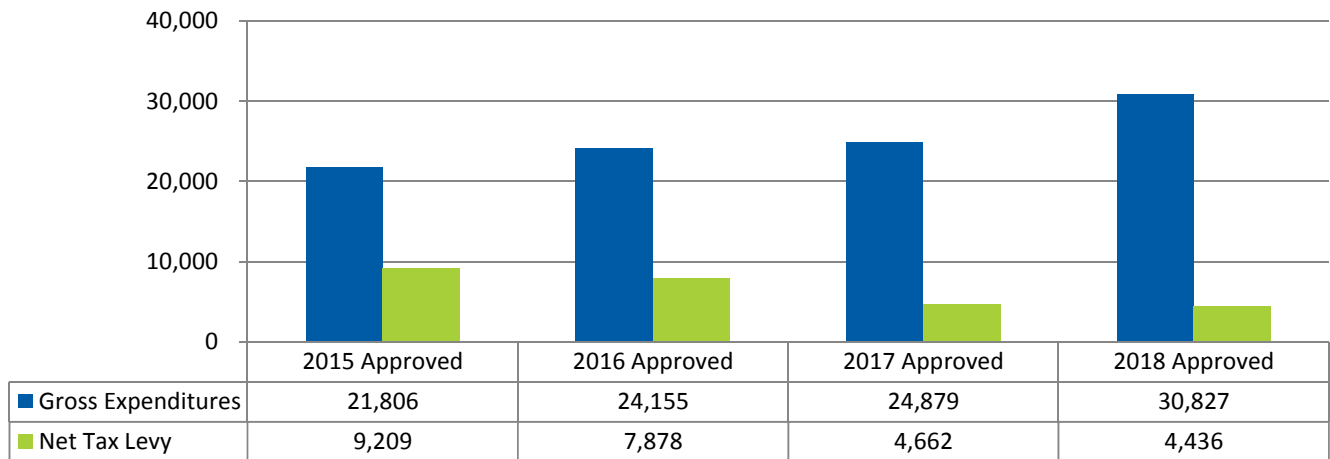
2018 operating budget share of total spending

(in \$000s)



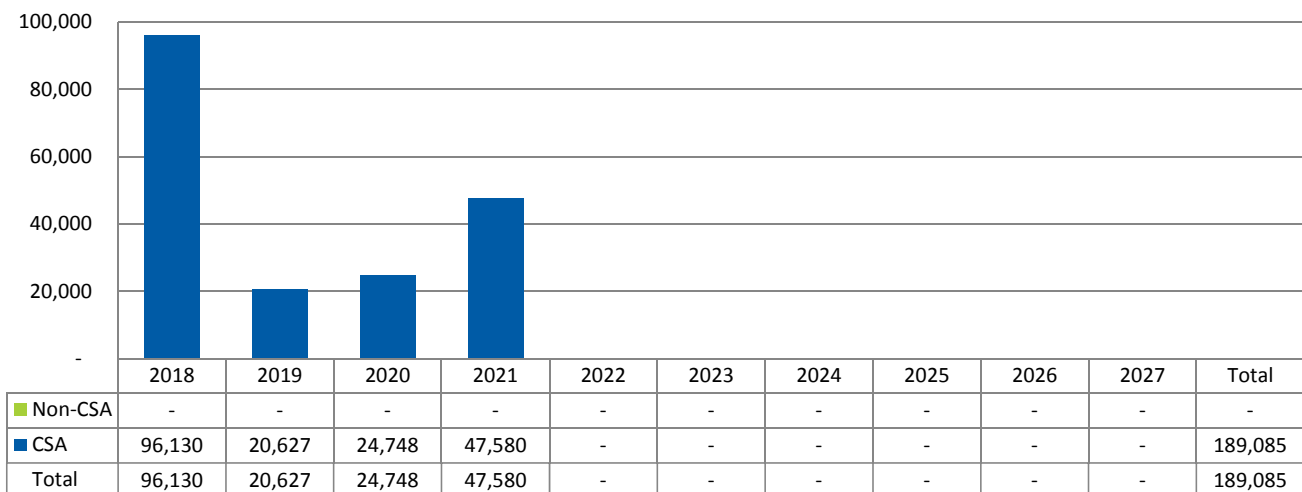
4-year operating budget spending

(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



Continued from page 82

administration offices and training. Costs of the project were shared 50:50 between the Region and the federal Canada Strategic Infrastructure Fund.

- Design and procurement of the Cornell terminal to be built in Markham.
- Completion of the Bathurst and Centre street watermain as part of the Highway 7 West rapidway, on behalf of and funded by municipalities.

The current funded capital program for rapid transit infrastructure in York Region is \$3.41 billion, \$1.78 billion of which is for the 34.6 kilometres of rapidways and is fully funded by the province. The \$1.63 billion balance is cost-shared among the provincial and federal governments and York Region, with the Region responsible for about \$747.7 million, mainly for the Toronto-York Spadina Subway Extension.

Current initiatives

Toronto-York Spadina Subway Extension to open in December 2017

This project, expected to open in December 2017, will add 8.6 kilometres and six subway stations to the northwest segment of the TTC's Line 1, previously called the Spadina subway line. The extension starts from the former Downsview Station, which has been renamed the Sheppard West station. Three of the new stations – Pioneer Village, Highway 407 and Vaughan Metropolitan Centre – are in York Region.

Facilities and terminals connect travellers seamlessly in Vaughan and Markham

Two new transit terminals will allow passengers to make seamless connections along rapid transit routes in York Region. Cornell Terminal will be built near Highway 7 East and Ninth Line in the City of Markham. This 11-bay, open-air building will feature modern architecture and sustainable design that is cyclist- and pedestrian-friendly. It will connect to local YRT bus routes in east Markham and, in future, to Durham Transit and GO bus services.

SmartCentres Place Bus Terminal is a local transit terminal forming part of an integrated transit facilities hub at the terminus of the Line 1 subway extension in the Vaughan Metropolitan Centre area. The terminal plans include nine bus bays at the Vaughan Metropolitan Centre Subway Station, and will be designed to accommodate six platforms for YRT/Viva services.

To support growth of ridership on the rapidways, five Park 'n' Ride facilities are also planned.

Yonge Subway Extension will be an integral part of the Region-wide transportation system

This key project would extend the Yonge Street portion of the TTC's Line 1 northward 7.4 kilometres from Finch Station to the Richmond Hill/Langstaff Urban Growth Centre at Highway 7. It would include five stations, two intermodal terminals and 2,000 commuter parking spaces. An environmental assessment and a conceptual design were completed and approved in 2009 and 2012, respectively.

Federal and provincial funding helps advance Yonge subway extension

Regional Council endorsed this key project as part of the Transportation Master Plan in June 2016.

A total of \$91.3 million in funding has been provided by Metrolinx and the federal government to the partners on the project for preliminary engineering work and a procurement model that will help to determine the entire cost. Of that total, \$36.3 million in federal funding is included in the budget of York Region Rapid Transit Corporation.

The extension is critical to accommodate York Region's population growth, and would support a proposed 48,000 residents and 31,000 jobs at the Richmond Hill/Langstaff urban growth centre. The Region estimates that that 58 million riders a year would use the extension by 2031.

As well as driving economic growth and job creation, the extension would also improve the environment by virtually eliminating the more than 2,500 daily bus trips now needed to service this section of Yonge Street, saving more than 28 tonnes of greenhouse gas emissions every workday.

Planning and design work in collaboration with TTC and City of Toronto is now underway, with funding from the federal and provincial governments (see box on this page). Engineering and construction will take roughly 10 years, with a more detailed schedule, as well as project costs, to be confirmed during preliminary engineering.

York Region Rapid Transit continues to work with the federal and provincial governments to secure a long-term financial commitment for construction of this extension.

Bus rapidways and stations are being built along the Region's major corridors

Rapidways are in service or under construction along 34.6 kilometres of Regional corridors. Since major segments of the bus rapid transit system went into service, key sections have seen a growth in ridership and significant social, economic and environmental benefits.

Rapidway construction includes work on storm sewers and other infrastructure for the municipalities in which they are located, and may include work for third parties such as utility companies and developers. The total cost of third-party works for the rapidways under construction is \$43.7 million, of which \$37.2 million is on behalf of the Region. Of the \$125.4 million in third-party works for the entire 34.6 km of rapidways, \$65.1 million is on behalf of the Region.

As more of the current rapidway projects are completed, riders will be increasingly able to connect from Viva rapid transit to the TTC subway and the GO bus/train system.

Project delivery, ownership and maintenance arrangements for these projects are complex

- York Region Rapid Transit is building the rapidways as the project manager for Metrolinx. Upon completion, ownership of the transit assets is transferred to Metrolinx and York Region maintains and operates the assets. Metrolinx is responsible for the long-term rehabilitation and replacement costs.
- York Region Rapid Transit is also building facilities and terminals that the Region will own, operate and maintain upon completion.

- The TTC is responsible for project management and construction of the Spadina Subway Extension, and York Region Rapid Transit comments on and coordinates the Region's interests in stations and related above-ground infrastructure. On completion of the project, the TTC will operate the subway.
- York Region Rapid Transit staff, Metrolinx, the City of Toronto and the TTC are working on key governance principles for a multi-party memorandum of understanding to advance planning and design on the Yonge Subway Extension.

Looking ahead

By the end of 2021, York Region Rapid Transit Corporation will have delivered all currently funded rapid transit projects. In June 2016, Regional Council endorsed seeking funding from senior governments for design, engineering and construction of the Yonge Subway Extension and to complete unfunded bus rapid transit projects. It included the following bus rapid transit projects as priorities to be completed by 2026:

- Yonge Street, Gamble Road to Savage Road
- Highway 7 East, Unionville GO Station to Cornell Terminal

Preliminary engineering has already been carried out on the projects above.

Environmental assessments have been completed for many of the following projects and they are ready to move forward with preliminary engineering, design and construction.

Projects to be completed by 2032:

- Don Mills Road/Leslie Street, Steeles Avenue to Major Mackenzie Drive
- Jane Street, Highway 7 to Major Mackenzie Drive
- Major Mackenzie Drive, Jane Street to Leslie Street
- Highway 7 West, Bruce Street to Highway 50
- Steeles Avenue, Jane Street to Milliken GO Station

Projects from 2032 to 2041:

- Major Mackenzie Drive, Leslie Street to Highway 48
- Woodbine Avenue, Steeles Avenue to Major Mackenzie Drive (subject to further study)
- Green Lane, Yonge Street to East Gwillimbury GO Station
- Major Mackenzie Drive, Jane Street to the CP MacTier rail line (subject to further study)
- Highway 7 East, Cornell Terminal to CP Havelock rail line (subject to further study)

The projects would have two aims: to connect segments of existing rapidways along key corridors, such as Yonge Street; and, on other roads such as Major Mackenzie Drive, Jane Street and Steeles Avenue, give travelers the new option of bus rapid transit.

10-Year Capital Asset Map



The Operating Budget 2018

York Region Rapid Transit Corporation Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	38,991	44,538	5,547
Contribution to Capital	-	-	-
Revenues	(20,217)	(26,391)	(6,173)
Allocations and Recoveries	(14,111)	(13,710)	401
Net Budget	4,662	4,436	(226)
% Change			(4.8%)
Outlook - Restated	4,662	4,436	(226)

York Region Rapid Transit Corporation Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	24,879	4,662
Base Adjustments	198	198
Efficiencies & Program Reductions	-	-
Legislated & Contractual	-	-
Impact of Capital	5,749	(424)
Growth & Service Enhancements	-	-
Total Budget	30,827	4,436
Change from Prior Year	\$ 5,948	(226)
	% 23.9%	(4.8%)

York Region Rapid Transit Corporation Staffing Summary

	2018 Approved	% Change
Budget Base	48.0	
New	-	
Conversions	-	
Program Reductions	-	
Total Full-Time Equivalentents	48.0	-
Outlook - Restated	48.0	-

York Region Rapid Transit Corporation Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	24,879	4,662
Base		
Compensation and Inflation	198	198
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	-	-
Revenues	-	-
Program Reductions and Efficiencies	-	-
	198	198
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	5,749	(424)
Operating Impact of New Capital	-	-
	5,749	(424)
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	-	-
	-	-
Total Budget	30,827	4,436
Change from Prior Year	\$ 5,948	(226)
	% 23.9%	(4.8%)

The Capital Budget 2018 to 2027

York Region Rapid Transit Corporation 2018 Capital Spending Authority and Funding

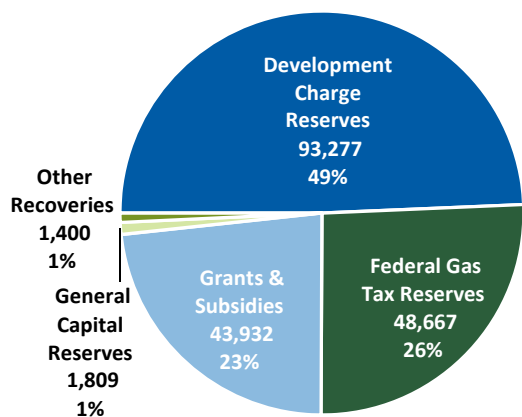
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
2018 Capital Spending Authority	96,130	20,627	24,748	47,580	-	-	-	189,085
Financing Sources for 2018 Capital Spending Authority								
General Capital Reserves	1,618	88	103	-	-	-	-	1,809
Development Charge Reserves	31,626	7,995	18,420	35,236	-	-	-	93,277
Federal Gas Tax Reserves	27,390	2,715	6,218	12,344	-	-	-	48,667
Grants & Subsidies	34,096	9,829	7	-	-	-	-	43,932
Other Recoveries	1,400	-	-	-	-	-	-	1,400
Total Financing Sources	96,130	20,627	24,748	47,580	-	-	-	189,085

Capital reports including the details by project are included in the Appendix starting on page 293.

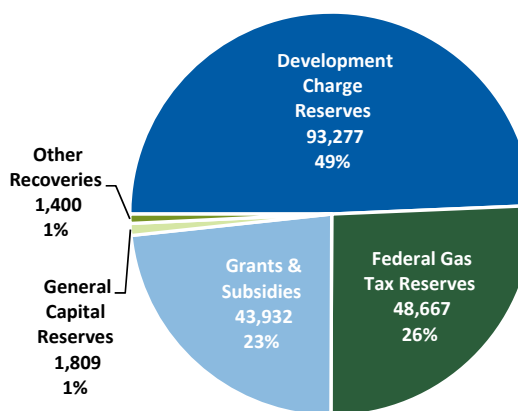
2018 York Region Rapid Transit Corporation Capital Financing

(in \$000s)

Capital Spending Authority \$189 Million



10-Year Plan \$189 Million





ENVIRONMENTAL SERVICES

Environmental Services works to create healthy, thriving communities and keep them safe and sustainable as they grow. Through outreach and education, it helps residents and businesses support those outcomes. A strong commitment to innovation ensures that the department is at the leading edge of environmental approaches and practices, and that it delivers results cost-effectively.

- **Water and Wastewater**
- **Waste Management**
- **Natural Heritage and Forestry**
- **Energy Management**

Vital every day to working, living and playing in York Region

Environmental Services' operations account for \$580 million, or 26.0%, of the Region's gross operating budget. The tax levy supports less than 10% of this amount. Costs of delivering water and wastewater services, the department's largest programs, are paid by users through rates and development charges. These revenue sources are discussed in more detail on page 20.

Over the next decade, York Region is expected to deliver just over \$2.5 billion in new environmental infrastructure, consisting of roughly \$1.5 billion in projects to serve population growth and \$1.0 billion for rehabilitation and upgrades. This spending is in addition to operating costs that are currently running at more than half a billion dollars a year.

Upper York Sewage Solutions is a major capital project needed to support growth in East Gwillimbury, Aurora and Newmarket. Environmental approval for the project has not yet been received, and this delay is creating uncertainty in the 10-year capital plan. The *Looking ahead* section in "Water and Wastewater" provides more details starting on page 101.

To deliver the best outcomes possible for the Region, its finances and the environment, Environmental Services uses innovation and sophisticated business intelligence.

Innovation: The department is accelerating innovation to meet the Region's pressing infrastructure needs and stay at the leading edge of practice. For example:

- The use of water from currently untapped sources like rain and water recycling is becoming a leading-edge practice associated with the global One Water approach. As an innovative

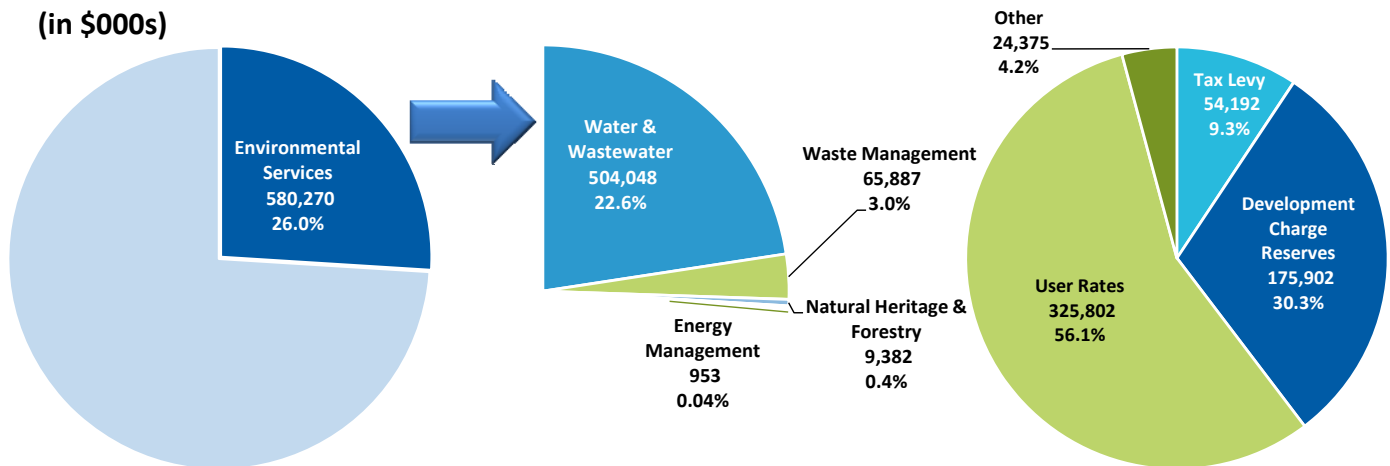
Continued on page 94

Major initiatives planned and underway:

- Undertaking more than \$1 billion in water and wastewater renewal and replacement spending in the current 10-year capital plan, supported by full-cost recovery user rates
- Continuing work on the growth-related Upper York Sewage Solutions project, with \$587 million in spending in the current 10-year capital plan
- Creating a One Water action plan to put York Region at the forefront of wise water use
- Continuing advocacy efforts as the provincial government moves forward on its new framework for waste management that makes producers fully responsible for recycling many materials
- Taking actions outlined in the York Region Forest Management Plan to increase canopy and woodland cover
- Continuing actions outlined in the Energy Conservation and Demand Management Plan to reduce greenhouse gas emissions generated by Regional operations

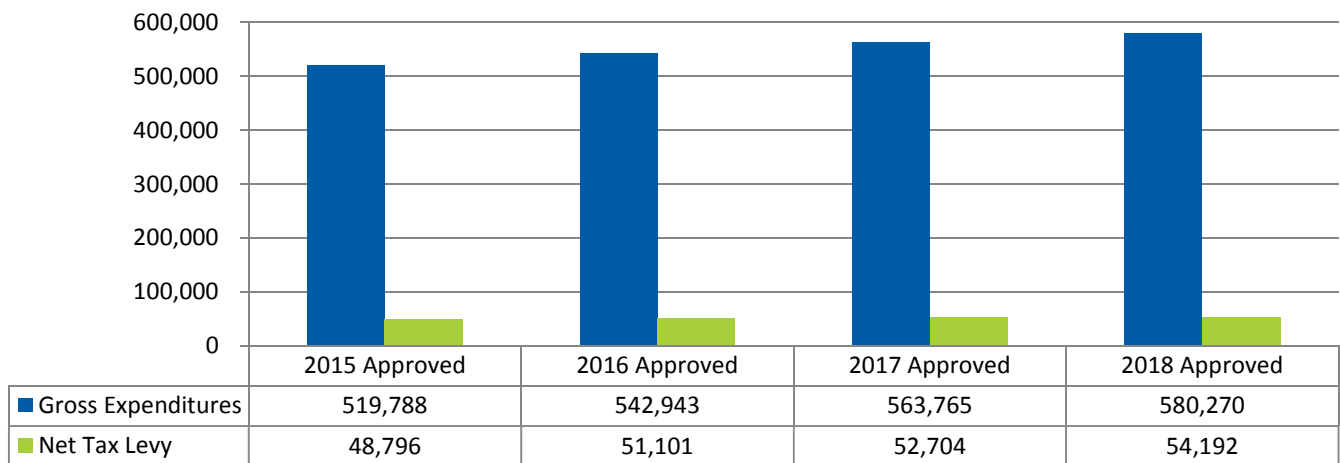
2018 operating budget share of total spending and how it's funded

(in \$000s)



4-year operating budget spending

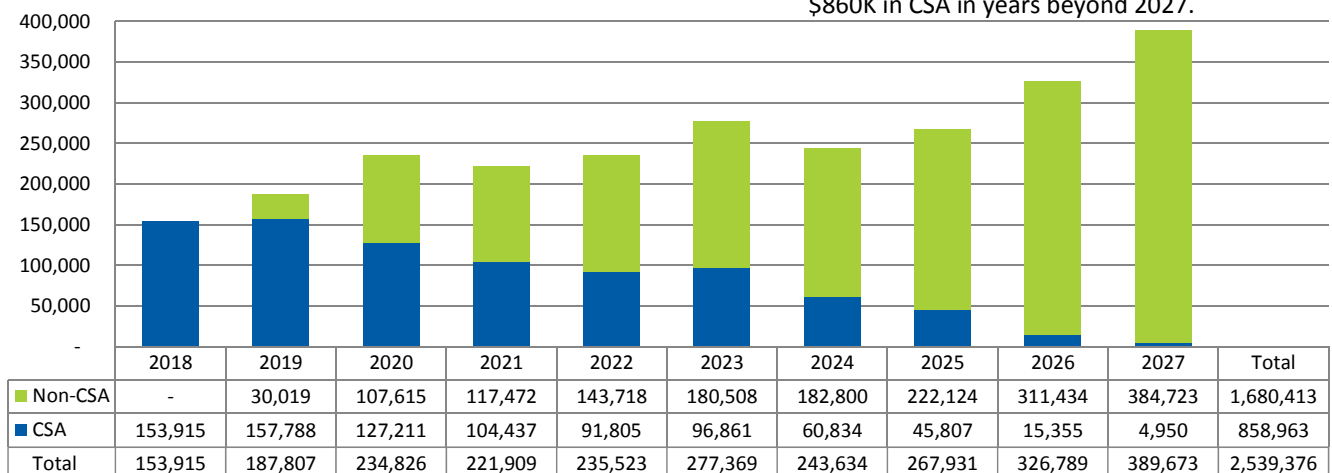
(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)

* Environmental Services also has an additional \$860K in CSA in years beyond 2027.



Asset management plan supports right investments at right times

The Environmental Services department operates and maintains physical assets – including pumps, watermains, sewers, waste handling facilities, trees and woodlands – with an estimated replacement value of \$6.4 billion. The graph on page 118 shows their age distribution.

The goal of its 2017 Asset Management Plan is to ensure assets provide the right level of service through their service lives, while safeguarding the Region’s financial sustainability, by making the right investments at the right times.

Highlights of the plan include:

- When fully phased in, full-cost recovery rates should provide adequate funding to keep water and wastewater assets in a state of good repair and replace them when needed. Because of the uneven investment need from year to year, the department relies on an asset management reserve to build the needed funding and smooth the impact on consumers.
- Caring for waste management infrastructure relies on funding from the tax levy and is also financed through a reserve. A new provincial framework for waste management is creating uncertainty about municipal roles and assets. This is discussed in more detail on page 103.
- Trees and other green infrastructure were included in asset planning for the first time. The reasons are discussed in the box on page 105. The planning exercise showed that in the short to medium term, funding from the tax levy should be adequate to meet needs. Green infrastructure differs from built assets, however, in that it grows naturally over time, and planning must take this into consideration.

Continued from page 92

proponent of One Water, the Region continues to advocate for comprehensive regulations to allow large-scale uptake of water reuse.

- New technologies and materials ensure rehabilitation and renewal projects are cost-effective. For example, a geopolymer – a new class of materials increasingly used in industrial applications – was selected as the liner to rehabilitate a large-diameter sewer along 16th Avenue. The first use in Ontario of this material in a project of this size, the innovative approach saved roughly \$40 million by essentially constructing a brand-new pipe, with an expected lifespan of 50 to 70 years, inside the existing one.
- Energy generation, energy efficiency and energy recovery all form part of a new energy paradigm being adopted across the department.
- Allowing third parties, including telecom companies and York Regional Police, access to communications equipment on water towers and related assets to generate revenues and reduce the need for separate communications towers.
- As a valued technology partner, the Region hosts emerging technology at water and wastewater plants and partners with technology developers. An example is the biological granular activated charcoal filtration process used at the Georgina water facility.

Intelligence: High-quality, reliable data backed by analysis helps to determine strategic investments and answer such critical questions as where and when to invest in infrastructure and how to make capital more resilient in the face of greater climate extremes. For example,

the department uses data from flow monitors and rain gauges in sanitary sewers, combined with sophisticated mapping, to identify areas of significant water inflow and infiltration.

Together, innovation and intelligence enable Environmental Services to be a leader in “**infra-stretching**” – getting more from infrastructure without increasing risk. Infrastretching helps to meet the asset needs of today and tomorrow in ways that are both financially and environmentally sustainable.

The department is:

- Working proactively to address the new climate reality. This includes, for example, re-thinking design criteria for built infrastructure in light of highly unpredictable weather. A key priority is minimizing the impacts of storms on sanitary sewer systems, which the Region is addressing by ensuring that new sewers are watertight at time of commissioning and by prioritizing projects to reduce existing inflow and infiltration into the sewage system. (Inflow is stormwater that enters through sump pumps or downspouts connected to the sewage system instead of the storm sewer; infiltration is water or groundwater that gets into sewers through holes or cracks.) It is also using green infrastructure to lighten the burden on built systems, as the box on page 105 describes.
- Working with all users to conserve water, which, along with efforts to reduce inflow and infiltration, helps to make the most of built systems.
- Creating a Green Energy Fund to support greenhouse gas reductions using revenues from solar power generation.
- Modernizing contributions to asset management reserves on a Regional basis as well as with neighbouring municipal partners to best manage risks across the entire system. The use of reserves reflects the need to save in advance of major asset renewal and replacement needs to avoid unfairly shifting the costs of today’s consumption onto future residents.
- Literally growing assets through green Infrastructure efforts and better reflecting their value to communities in the Region and beyond, as discussed in the box on page 105.

Assets and activities

In delivering water and wastewater services, Environmental Services:

- On the drinking water side, manages agreements with the Region of Peel and City of Toronto to deliver Lake Ontario water through their systems, meeting roughly 90% of the demand for municipal water, with the balance coming from the Region’s wells and surface water
- Operates and maintains three water treatment facilities, 21 pumping stations, 45 elevated water tanks and reservoirs, 40 production wells and 350 kilometres of transmission mains
- On the wastewater side, monitors the operation and maintenance of the Duffin Creek Water Pollution Control Plant in Pickering, which is jointly owned with Durham Region and which treats about 85% of the Region’s wastewater, and manages an agreement with the Region of Peel for the treatment of roughly a further 10% of the Region’s wastewater
- Is responsible for operating and maintaining seven wastewater treatment facilities in the Region, as well as 21 pumping stations, two wastewater storage tanks, eight odour control facilities and 330 kilometres of sewer pipe

In line with these directions, the department's recent accomplishments include:

- Drawing up a One Water Action Plan to build on the concept introduced in the 2016 Water and Wastewater Master Plan. This long-term plan integrates existing programs such as conservation and new approaches like water reuse to reduce the environmental and financial impacts of water and wastewater systems while serving growth.
- Completing an Environmental Services asset management plan to better understand the current state of assets and management practices of each service area. The goal is to build evidence-based, mature and sustainable asset management practices that support corporate and departmental strategies. Outcomes of the plan are discussed on the box on page 94.
- Achieving the best compliance results among Greater Toronto Area municipalities in the 2016 report of the provincial Chief Drinking Water Inspector.
- Receiving numerous awards, including:
 - ⇒ the American Public Works Association project of the year award in the under \$5 million category for the Bill Fisch Forest Stewardship and Education Centre, and an additional award for the same project from the Ontario Public Works Association
 - ⇒ innovation awards from the American Public Works Association and the Ontario Public Works Association for customizing a portfolio project management system for capital projects to better align with the Region's project delivery and business needs
 - ⇒ an award of merit from the International Association of Business Communicators for the "Water Is" public education campaign.
- Being awarded provincial and federal Clean Water grants that will support \$46.4 million in infrastructure investments to benefit the environment, including rehabilitating the York-Durham sewer on 16th Avenue, field testing for phosphorus reduction at the Duffin Creek plant, and replacing a ductile iron watermain.
- Successfully advocating with other Ontario municipalities for changes as the provincial government moves the blue box program to full producer responsibility, as discussed on page 103.
- Being ranked first in the "large urban" category for waste diversion in Ontario, and continuing to achieve more than 90% diversion from landfill.
- Completing 32 SM4RT Living Initiatives by the end of 2017, as discussed on page 103.
- Planting trees and other green infrastructure along 1.8 km of Viva bus rapidways.
- Expecting to have completed 21 risk management plans, 13 inspections and 250 development applications related to Source Water Protection by year-end.

- Posting roughly 400 times to Facebook and Twitter posts between January and August, reaching people 900,000 times, and getting 1,000 entries to the York Regional Forest photo contest and 15,000 visits to the contest webpage.
- Adding green infrastructure to asset management planning, as discussed in the box on page 105.
- Through energy management efforts, reducing total greenhouse gas emissions across the enterprise in 2016 by a larger amount than forecast, and decreasing per-capita emissions from 78.6 to 77.8 kilograms between 2014 and 2016.

As part of the long-term asset management plan, Environmental Services is acting on a 10-year capital improvement program. The department’s business planning also works to align plans and activities with Regional strategies, including Vision 2051, the four-year strategic plans derived from it and the corporate asset management framework.

Provincial legislation and policies govern many of the department’s activities. When provincial direction in one area is at odds with that in others, it brings uncertainty into the Region’s capital planning efforts. This is particularly the case with environmental protection and delivering projects that serve population growth. To address this, Environmental Services advocates for direction that takes into account all provincial goals and priorities.

The balance of this section discusses the department’s major program areas, the specific challenges facing them and how these are being addressed, and an outlook for the years ahead.

Continuous improvement in compliance

A massive amount of data is needed to show compliance with water and wastewater regulations. While this is a challenge for the Region, it also presents opportunities.

Most testing is driven by provincial regulation, but the Region deliberately sets more conservative thresholds than the law requires. This tends to turn up more issues, but can provide early line of sight for staff to make tweaks which can prevent larger concerns from developing.

As a leading performer on compliance, the Region is helping to identify “emerging contaminants” – currently unregulated chemicals, often found in only trace amounts. Region staff work with regulators and academic partners to better understand the potential impacts of these substances.

The Region’s monitoring of drinking water includes sampling for a growing number of substances to ensure the water meets the high quality that residents expect. Controls are in place to immediately address any concern to public safety, for example by automatically stopping the pumping system. The Region’s highly skilled water operators can move water throughout the system to ensure customers are not affected.

Wastewater flows continuously, so stopping to fix problems is not an option. As well, wastewater is generally treated through biological processes that rely on bacteria. This involves understanding, monitoring, adjusting and managing complex biological processes.

As a result, wastewater operator experience and judgment are key. With many operators nearing retirement age, a “train the trainer” program is helping to capture existing knowledge, as is the use of a simulator to help train operators.

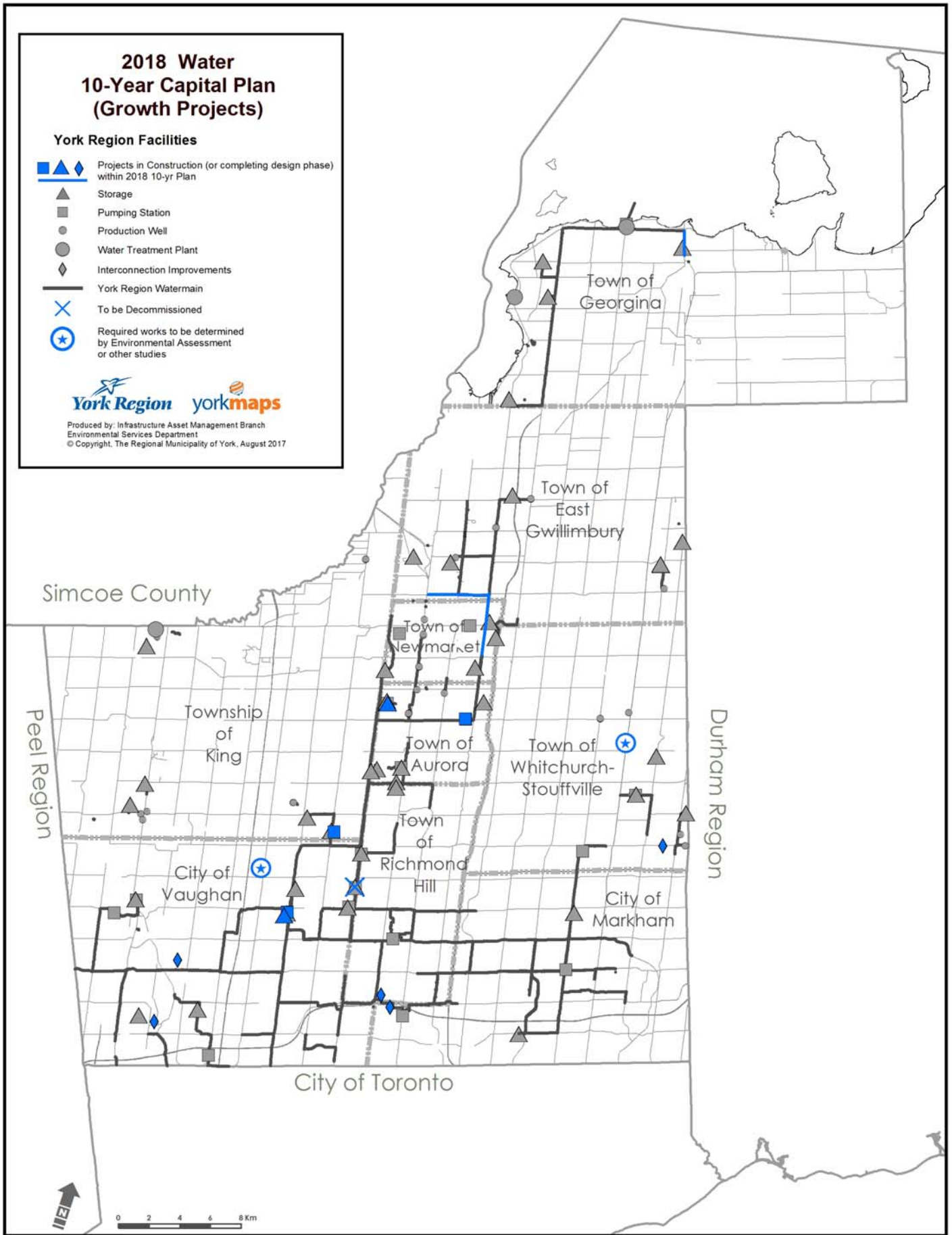
2018 Water 10-Year Capital Plan (Growth Projects)

York Region Facilities

-  Projects in Construction (or completing design phase) within 2018 10-yr Plan
-  Storage
-  Pumping Station
-  Production Well
-  Water Treatment Plant
-  Interconnection Improvements
-  York Region Watermain
-  To be Decommissioned
-  Required works to be determined by Environmental Assessment or other studies









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Environmental Services Department
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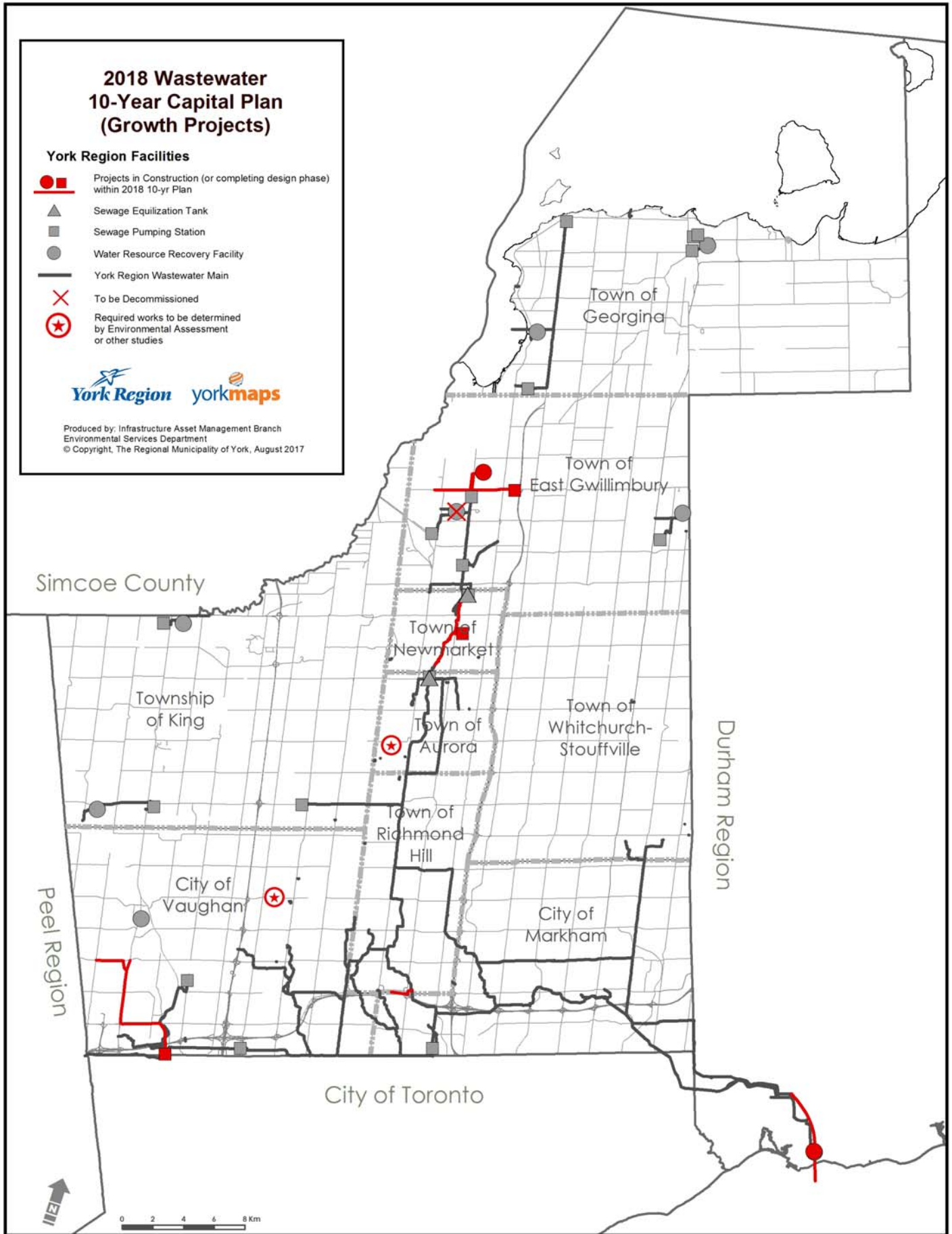
2018 Wastewater 10-Year Capital Plan (Growth Projects)

York Region Facilities

-  Projects in Construction (or completing design phase) within 2018 10-yr Plan
-  Sewage Equilization Tank
-  Sewage Pumping Station
-  Water Resource Recovery Facility
-  York Region Wastewater Main
-  To be Decommissioned
-  Required works to be determined by Environmental Assessment or other studies



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Environmental Services Department
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Water and Wastewater

Environmental Services secures and protects drinking water and delivers it in bulk to the nine local municipalities, which in turn distribute it to residents and businesses. It then collects wastewater from the local municipalities and conveys it through trunk sewers to wastewater treatment plants. Water and wastewater infrastructure represents a significant portion of the Region's capital assets, so planning, delivering and maintaining infrastructure are major activities for the department.

As noted earlier, water and wastewater services are largely funded by user rates and, for growth-related capital projects, development charges.

In October 2015, York Regional Council approved a six-year water and wastewater rate structure designed to yield the revenue needed to cover all costs of providing water and wastewater services starting in 2021.

The new rates are based on projections prepared for a rate study. The study incorporated the downward trend in per-capita water consumption that most jurisdictions have seen in recent years, reflecting conservation programs and a revised building code that requires greater water efficiency.

Since the new rates went into effect, staff have monitored actual results against the projections. In 2016, a year of scarce rainfall, consumption was slightly higher than forecast, driven mainly by increased outdoor use; in 2017, with historically high rainfall, consumption is expected to be significantly lower than expected. The full-cost recovery framework includes rate stabilization reserves to manage such short-term swings. It is expected that the balances built up in 2016 will be drawn down in 2017 to offset the revenue shortfall.

The Region is reviewing the volume of wastewater it bills local municipalities with customers who receive municipal water but dispose of wastewater using stand-alone septic systems. Historically, the wastewater bylaw, which is updated annually, has included a discounted rate for communities with stand-alone septic systems. With the continuing growth in these communities, the percentage of residents on septic systems has decreased and continues to do so. The results of the review have informed the 2018 budget and will be reflected in the next wastewater bylaw.

Results of the department's asset management planning, discussed in the box on page 94, showed that user rates should be adequate over the long run to fund operations and needed asset renewals and replacements to maintain service quality and manage risk.

The other major source of funding for water and wastewater is development charges, which may be used only for growth-related capital projects. The chapters entitled "Economy and Demographics," "Budget Overview" and "Capital Budget" provide more details on recent trends in development charges and their impacts on growth-related spending.

Complying with an increasingly complex regulatory framework for water and wastewater is a major cost driver. Legislation affecting water and wastewater in the Region includes the *Clean Water Act*, *Safe Drinking Water Act*, *Water Opportunities and Water Conservation Act* and the *Lake Simcoe Protection Act*. The box on page 97 discusses in more detail how the department uses data collected for regulatory purposes to make its operations safer and more efficient.

Looking ahead

The 2018 capital plan continues to include two key projects, Upper York Sewage Solutions and upgrades to the outfall of the Duffin Creek Water Pollution Control Plant. Significant delays in gaining approvals for both have introduced uncertainty around capital plans, potential costs and the Region's ability to provide wastewater capacity. The Region continues to engage with the ministry on a priority basis to secure approval for both projects.

The Region completed environmental assessment of the proposed Upper York Sewage Solutions project and submitted it for provincial approval in July 2014. The proposed project, which is needed to support more than 150,000 new residents and employees in Aurora, East Gwillimbury and Newmarket, consists of three components: a forcemain (pumped sewer line), a water reclamation facility and phosphorous offsets. Provincial approval is needed on all three components.

Because of unexpected delays at the provincial level, the decision on Upper York is still outstanding. The department's approved budget is based on receiving approvals in early 2019, its best estimate of the timing. In line with that, construction of the forcemain is now scheduled to begin in late 2019 and related conveyance systems in 2020, requiring about \$85 million in spending previously planned in 2018 and 2019 to be moved into 2020 and 2021. Site preparation contracts for the water reclamation facility would be executed from 2020 to 2022, and construction would take place from 2022 to 2026. This revised timing requires about \$98 million of spending to be moved from 2022 to 2024 into 2025 to 2027. As well, more refined cost estimates developed through detailed design efforts in 2017 would increase spending by an estimated \$30 million in 2025 and 2026.

If the Region received provincial approvals by mid-2018, however, the department would reassess plans for this project and, if any work could take place sooner, would recalibrate proposed spending as part of the 2019 budget process.

The Duffin Creek plant, which serves eight of nine local municipalities in the Region, has undergone investments totaling close to \$1 billion to increase wastewater treatment capacity to 630 million litres a day. This extra capacity cannot be unlocked, however, without a provincial decision on a 2013 environmental assessment for additional work, including minor upgrades to the plant and its outfall (the pipe that flows treated water to Lake Ontario).

The 2018 capital plan includes \$17 million for the minor upgrades. A study is currently underway to facilitate a provincial decision, and its scheduling would allow for approval after the first quarter of 2018. If the provincial decision were unfavourable, delay in unlocking the extra capacity would continue while an alternative was developed, and it is very likely that costs would be significantly higher.

The 10-year capital plan also includes water and wastewater projects to unlock more capacity in the communities of Vaughan, Richmond Hill and Markham. The current completion dates remain unchanged at 2025 for the Richmond Hill Langstaff Corridor and 2028 for West Vaughan sewage servicing and Northeast Vaughan water and wastewater servicing. Further constraints in the capital program because of underperformance in development charge collections could result in later completion dates for these projects.

This illustrates how the current period of underperformance in development charge collections is affecting the department's plans. Ideally, given long lead times for major growth-related projects, the Region should be able to commit with some certainty. The continuing lag between actual and projected growth, however, is constraining the capital plan, requiring projects to be paced more slowly. This risks opening a gap between actual and needed capacity.

The department is managing this risk by continually monitoring capacity needs and responding with agility when gaps are identified. For example, it is evaluating temporary infrastructure solutions to permit growth in Newmarket, Aurora and East Gwillimbury before the Upper York project is complete, with an update to Council anticipated in 2018.

Managing existing assets continues to be a priority, supported in part by close to \$35 million from the federal Clean Water and Wastewater Fund over the next two years as well as by user rates. Key projects include replacing the Duffin Creek incinerators and rehabilitating infrastructure pipes, including wastewater collectors in the York Durham Sewage System and ductile iron watermains in the southern part of the Region.

The maps on pages 98 and 99 show the location of existing and planned projects.

Climatic and other external factors are also affecting the Region's water and wastewater operations:

- As the wide differences in rainfall between the summers of 2016 and 2017 show, weather patterns are increasingly volatile. This could have impacts on revenues and the reserves intended to dampen revenue swings, but no underlying trend has yet become clear. As more data are collected, adjustments to the model, the reserves, or both might be needed.
- Climate volatility is also associated with extreme events like tornados and floods that put pressure on built infrastructure and its capacity.
- Emerging pathogens in water sources, discussed in the box on page 97, and increasingly strict standards, especially for wastewater, will add to the costs and complexity of treatment.

The department is taking forward-thinking actions in response:

- More resources are being focused on collecting and using data from water and wastewater testing and from asset management planning to better identify and manage risks and to make operations more efficient.
- The Water and Wastewater Master Plan, which is updated every five years, will guide sustainable growth to 2041. Allocating more growth to areas where infrastructure is already in place is increasingly important in meeting this goal. It also aligns with the Regional fiscal strategy and other plans.
- Moving to a One Water approach will embed water conservation, innovative thinking and the better matching of water sources and uses into the department's culture. One Water could ultimately help to shape attitudes and behaviour at the level of the entire Region and reduce reliance on water from outside the Region.

- Better understanding and leveraging green infrastructure and natural processes can help to offset the impacts of extreme weather.

Waste Management

This service area works in partnership with the local municipalities, which manage curbside collection of blue box, green bin, yard waste and residual waste and deliver the materials to York Region facilities for processing, energy recovery and/or disposal by external contractors.

The provincial government is currently implementing a new framework for waste that will have a major impact on how solid waste is managed in Ontario by making producers fully responsible, financially and operationally, for some wastes that are now recycled through the blue box program. (Producers include such companies as soft drink bottlers, supermarkets, and consumer product manufacturers.)

The province has yet to spell out key aspects of implementation, which is creating uncertainty. With other municipalities and the producers, the Region successfully advocated in 2017 for changes as the transition to the full producer responsibility takes place.

As a result, the Resource Productivity and Recovery Authority, which is overseeing the new framework, and Stewardship Ontario, which is responsible for the existing blue box program, must consult on and submit an amended blue box program plan in early 2018. Key points to be addressed include ensuring a seamless transition, harmonizing a list of acceptable blue box materials, avoiding the stranding of municipal assets such as material recovery facilities, and allowing municipalities to decide what continuing blue box role or roles they wish to have, if any, after the transition.

The Region will assess the proposed plan once it is made available, which is expected in early 2018. In particular, it will look for increased producer funding as well as consistency with the Minister's direction that the plan should support seamless transition, improved program performance, and no negative impacts on residents.

York Region is already taking progressive measures through its SM4RT Living Plan, which Council approved in 2013 and which focuses on the 4Rs — reduce, reuse, recycle and recover. These include greater emphasis on reducing waste and an action plan for organic waste.

York Region achieved 91% diversion from landfill in 2016, the most recent full year for which information is available, surpassing the target set out in its Official Plan. This figure includes waste used to generate energy at the Durham-York Energy Centre.

Looking ahead

The shift to full producer responsibility for blue box items has several implications for the Region:

- Municipalities may end up as service providers under the new framework.
- The Region’s Material Recovery Facility operating contract, which expires in July 2020, could be affected, and staff are evaluating the Region’s options.
- Without provincial action, the expense and effort of annually negotiating what producers pay through Stewardship Ontario will continue until full responsibility is implemented.

Markets for blue box materials are global, making revenues subject to fluctuations in the value of the Canadian dollar. Worldwide economic conditions also affect the underlying prices of commodities. These factors make it difficult for York Region to accurately forecast revenues during transition.

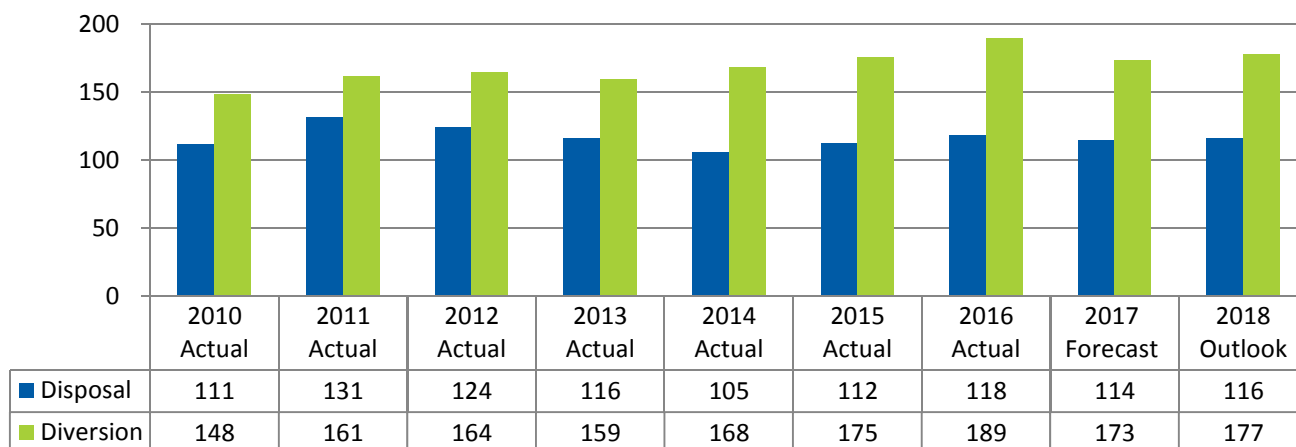
In particular, more stringent standards set by China for materials it accepts for recycling, including newsprint, are likely to reduce revenues and/or increase costs. The new standard has brought to a halt virtually all newsprint exports to China from North America. The Region is currently evaluating its options, which include increased manual sorting to further improve material quality, finding new markets and, if needed, directing some newsprint to the energy-from-waste facility.

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.

In particular, the green bin program for organics represents about 27% of the waste stream but accounts for about 40% of the costs. This is a key reason why the SM4RT Living Plan has a strong focus on reducing food waste and taking other steps to better manage organics.

Inflation is expected to increase disposal and diversion costs slightly in 2018

Cost per Tonne (\$)



The SM4RT Living Plan aims to reduce the amount of waste that must be managed by encouraging reuse of products and implementing a strategy to reduce food waste.

The end of 2018 will mark the five-year anniversary of the SM4RT Living Plan. The department will work with local municipal partners to review and recalibrate the plan for its next five years of implementation.

As well, the Region is assessing whether, in the long term, greater ownership of the infrastructure needed for organics management would be beneficial, particularly in light of regulatory compliance needs and environmental goals.

Natural Heritage & Forestry

This program builds, protects and enhances green infrastructure, which is seen as an increasingly valuable resource for the Region. Green infrastructure includes trees, shrubs and other vegetation in both urban and rural landscapes.

Green infrastructure provides environmental, economic and social 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 and improves air quality, mitigates the impacts of climate change, and contributes to active and healthy communities.

The department maintains the York Regional Forest, a heritage asset. Consisting of large tracts, the Regional Forest provides a public amenity with a complete ecosystem for plants and animal life, making it an irreplaceable part of the Region's natural environment.

Many of the goals and activities of Natural Heritage and Forestry are set out in the Region's Greening Strategy. The past year also saw endorsement of the York Region Forest Management Plan, which has the goal of increasing canopy cover provided by trees wherever they grow in the Region.

Seeing green infrastructure's value

York Region is one of the first Canadian jurisdictions to take the innovative step of including green infrastructure in its asset management plans.

The move recognizes the huge benefits that forests, street trees and other living assets deliver. These include cleaning the air, sheltering buildings from the sun and wind, and capturing carbon to reduce greenhouse gas impacts.

One key goal in including green infrastructure is to build awareness of these benefits. Another is to help the Region better understand how it can cost-effectively supplement or even replace built assets. For example, integrating green soil cells and street trees into storm water management systems can reduce the need for traditional "grey" (built) infrastructure.

For the asset management plan, the department developed detailed information on the extent and condition of street trees and the York Regional Forest, and then forecast an outlook for the next 100 years.

One major finding was that because these assets grow naturally, as well as through new plantings, both their benefits and maintenance costs will rise in the coming decades.

Despite the inclusion of all green assets in the plan, at present only purchased assets are included in financial reporting. The accounting rationale is that the value of "inherited" natural resources cannot be measured.

The Region and other green infrastructure advocates have made the case, however, that advances in measurement techniques render this concern invalid. Moreover, appropriate accounting for green infrastructure will play a key role in clarifying and evaluating the costs and benefits of rising to the challenges posed by climate change.

Looking ahead

Increasing development and a changing climate will continue to have implications for green infrastructure in both the short and longer terms. More development and intensification are creating a more urban Region. Green infrastructure can help to mitigate the impacts — for example, by breaking up “urban heat islands” — but at the same time, its use in urban settings is more complex and costly than in more rural areas. In addition, trees in all settings face biological and climate-related threats.

Existing pressures include:

- The need to plant and care for trees and other vegetation and maintain related infrastructure like planters and irrigation systems along the growing Regional road and Viva rapidway network
- The operating costs of maintaining medians, planters and other landscaping elements put in place as part of the Great Regional Streets transportation program
- The removal and replacement of ash street trees affected by the emerald ash borer infestation

Rapidways are having a significant and long-lasting impact on the forestry budget in particular. Locating street trees, shrubs and perennials in fully urbanized corridors involves high service standards that require special expertise and more maintenance, including watering, pruning and weeding. As well, resources are needed to monitor and mitigate the risks of invasive species and the impacts of climate change, which tend to be more serious for street trees than larger forest tracts.

A rising population is also affecting the York Regional Forest, as more residents use the properties, creating pressures on the operating budget as well as on natural systems. Natural Heritage and Forestry is working to appropriately balance ecosystem needs and public use, while also considering the fiscal impacts.

To improve financial, social and environmental outcomes, the Region is increasingly looking to better integrate green infrastructure into all capital plans and projects. This is in line with several important strategies, including the department’s new One Water approach, which works to leverage the connections between water in all settings and the natural environment.

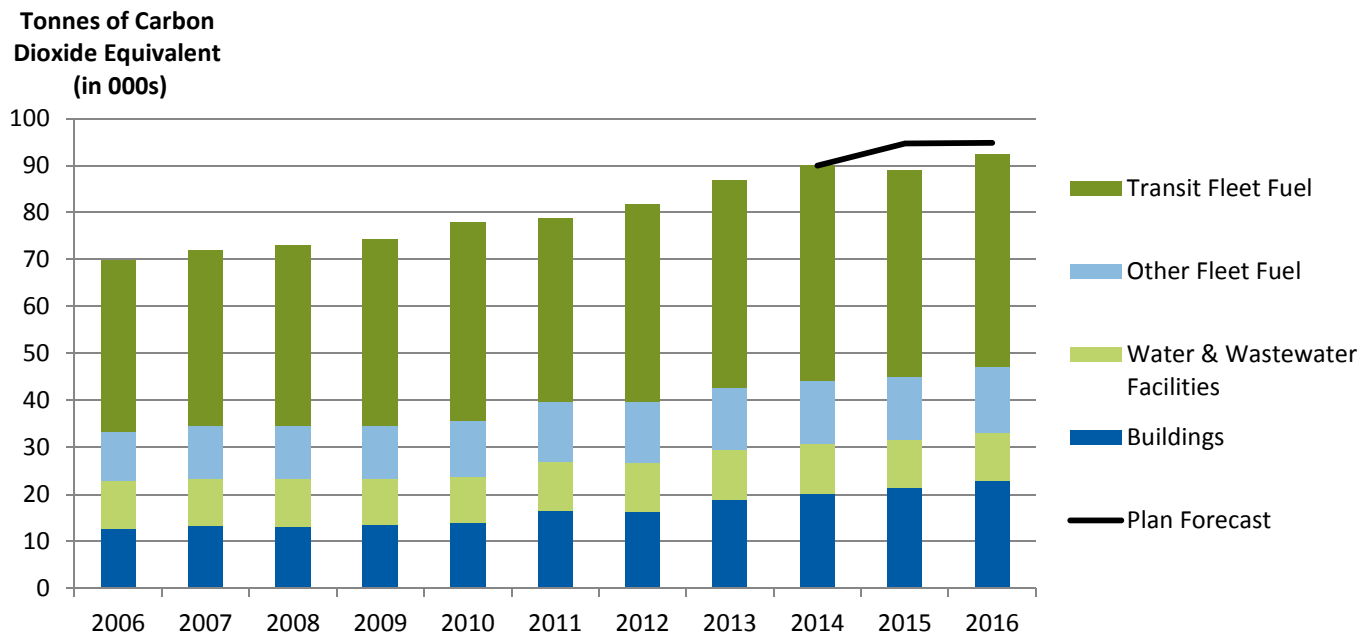
In the longer term, as described in the box on page 106, the forecast prepared for asset management planning purposes shows that the costs of maintaining green infrastructure will rise sharply as existing trees grow to maturity while others are added. A green infrastructure reserve would be a way of preparing for this by saving the needed funds gradually over time.

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.

In May 2016, Council endorsed an updated Energy Conservation and Demand Management Plan for the Region. The updated plan provides details of Regional initiatives and outlines targets and specific program measures to align with the goals of Vision 2051 and move toward zero greenhouse gas

Managing greenhouse gas emissions, 2006-2016



emissions by 2051. It targets emissions from assets the Region both owns and operates, as well as Regional assets operated by a third party.

A report each year provides Council with an update on greenhouse gas emissions from Regional operations, along with associated energy consumption and costs. The report also discusses initiatives that achieve the plan's goals.

The most recent report, in June 2017, showed that the Region is making progress towards its goals. Greenhouse gas emissions from Regional operations totalled 92,384 tonnes in 2016, which was 2.5% below forecast. The graph on this page shows the trend and forecast and breaks down total emissions by operation from 2006 to 2016.

Two new large facilities, a transit garage and the Richmond Hill Housing and Community Hub, accounted for 70% (2,250 tonnes) of the increase in emissions in 2016. Once operations stabilize and efficiencies can be achieved at both facilities, greenhouse gas emissions are expected to decrease.

Both facilities were added to serve a growing population, a reminder that growth tends to result in higher energy use. As a result, growing municipalities often set per-capita targets for greenhouse gas emissions. Between 2014, the baseline year for measurement, and 2016, the Region's per-capita emissions fell from 78.6 to 77.8 kilograms. This is in line with a 2021 target of 74.7 kilograms.

All service areas have contributed to reducing emissions. For example:

- York Regional Police replaced lighting in parking structures with LEDs and adjusted heating, cooling and lighting schedules to reflect occupancy of buildings. These initiatives will pay back their \$33,500 cost in about two years, and help reduce electricity consumption by 22%.

- The Region is aiming for at least LEED® silver certification in the design and construction of ten new buildings, and has received platinum certification for one recently opened building and silver for another.
- New ambulances equipped with anti-idle technology saved 4,817 litres of fuel (equal to 12.2 tonnes of greenhouse gas emissions) in only two months of use.
- Transportation Services awarded a contract to manage four YRT/VIVA transit garages that includes a minimum of 2% annual energy reductions.
- Solar electricity panels on Regional facilities generated a total of 243,000 kWh and \$136,000 in 2016.

Looking ahead

The Region plans to take measures in the next several months to support further reduction in greenhouse gas emissions:

- It is one of two municipalities taking part in an electric bus trial beginning early 2018. With financial support from the provincial government and in partnership with private sector companies and local utilities, the Region will pilot electric buses on three of its current Newmarket routes. This initiative has major implications for the Region, as buses account for about half of all corporate emissions.
- Proposed revisions to policies for the energy efficiency of future new buildings and major renovations will look at minimizing energy use over the building's lifecycle.
- The Region will continue to pursue and leverage opportunities at the federal and provincial level to fund projects as outlined in the Corporate Energy Conservation and Demand Plan endorsed by Regional Council.
- Through the Municipal Comprehensive Review, and with local municipal partners, the Region will develop a region-wide community energy plan as required by the provincial Growth Plan and Greenbelt Plan. The plan would aim to improve energy efficiency, reduce energy use and mitigate greenhouse gas emissions across the residential, commercial, industrial and public sectors.

Ongoing efforts to reduce energy consumption and greenhouse gases are important in light of the new provincial cap and trade framework, which is expected to continue to add to the base price of fossil fuels in future.

The Operating Budget 2018

Environmental Services Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	455,416	439,999	(15,416)
Contribution to Capital	130,914	162,608	31,694
Revenues	(511,060)	(526,079)	(15,018)
Allocations and Recoveries	(22,565)	(22,337)	228
Net Budget	52,704	54,192	1,487
% Change			2.8%
Outlook - Restated	52,704	54,192	1,487

Environmental Services Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	563,765	52,704
Base Adjustments	5,546	(613)
Efficiencies & Program Reductions	(1,219)	(368)
Legislated & Contractual	-	-
Impact of Capital	7,924	(97)
Growth & Service Enhancements	4,254	2,565
Total Budget	580,270	54,192
Change from Prior Year	\$ 16,505	1,487
	% 2.9%	2.8%

Environmental Services Staffing Summary

	2018 Approved	% Change
Budget Base	394.0	
New	18.0	4.6%
Conversions	-	
Program Reductions	-	
Total Full-Time Equivalentents	412.0	4.6%
Outlook - Restated	412.0	4.6%

Environmental Services Budget by Program

(in \$000s)	2017 Approved		2018 Approved		% Change
	Gross	Net	Gross	Net	Net
Water & Wastewater					
Water	191,139	-	203,055	-	
Wastewater	297,826	-	300,994	-	
	488,965	-	504,048	-	
Waste Management					
Waste Diversion	49,309	30,220	50,623	31,747	5.1%
Residual Waste Disposal	15,355	13,584	15,264	13,461	(0.9%)
	64,663	43,803	65,887	45,207	3.2%
Natural Heritage & Forestry	9,251	8,171	9,382	8,239	0.8%
Energy Management	886	731	953	745	2.0%
Environmental Services	563,765	52,704	580,270	54,192	2.8%
Outlook - Restated	563,765	52,704	586,944	54,192	2.8%

Water and Wastewater Rate Financial Summary 2017 to 2018

	2017 Budget		2018 Approved		
	Amount in \$000s	(\$/m ³)	Amount in \$000s	(\$/m ³)	% Change
Expenditures					
General Expenditures	76,532	0.63	80,853	0.67	6.2%
Purchased Services					
Purchased Water	45,840	0.38	47,067	0.39	2.8%
Wastewater Treatment	33,848	0.28	34,624	0.29	4.4%
Financing Costs (Principal & Interest)					
Growth Related	185,055	1.52	175,902	1.47	(3.8%)
Non-Growth Related	33,377	0.27	18,793	0.16	(42.9%)
Contribution to Reserves					
Pay As You Go Capital Contribution	129,947	1.07	161,738	1.35	26.3%
Contributions to Reserves	1,296	0.01	1,381	0.01	7.4%
Allocations and Capital Recoveries	(16,929)	(0.14)	(16,309)	(0.13)	(5.6%)
Gross Expenditures	488,965	4.03	504,048	4.20	4.4%
Recoveries					
Fees and Charges	(2,231)	(0.02)	(2,345)	(0.02)	6.8%
Rate Stabilization Reserve	-	-	-	-	
Development Charge Recovery	(185,055)	(1.52)	(175,902)	(1.47)	(3.8%)
Total Recoveries	(187,286)	(1.54)	(178,247)	(1.49)	(3.7%)
Corporate Allocations	6,014	0.05	6,195	0.05	3.1%
Gross Expenditures less Recoveries	307,693	2.53	331,997	2.77	9.3%
User Rate Revenue					
Water	(120,338)	(0.99)	(131,268)	(1.08)	9.2%
Wastewater	(187,355)	(1.54)	(200,729)	(1.69)	9.3%
Water and Wastewater Rate Revenue	(307,693)	(2.53)	(331,997)	(2.77)	9.3%

Water & Wastewater Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	488,965	-
Base		
Compensation and Inflation	5,167	5,108
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	23	23
Direct Charges, Allocations and Recoveries	548	548
Revenues		
User Rate Revenue	-	181
Other Revenues	-	(27,745)
Program Reductions and Efficiencies	(852)	(852)
	4,886	(22,737)
Impact of Capital		
Contributions to Capital Reserves	31,791	31,791
Net Debenture Financing of Capital Projects	(23,770)	(14,616)
Operating Impact of New Capital	-	-
	8,021	17,174
Growth and Service Enhancements		
Maintaining Existing Service Levels	2,175	5,562
Enhancing Service Levels	-	-
	2,175	5,562
Total Budget	504,048	-
Change from Prior Year	\$ 15,083	-
	% 3.1%	

Water & Wastewater Staffing Summary

	2018 Approved
Budget Base	340.0
New	14.7
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	354.7

Waste Management Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	64,663	43,803
Base		
Compensation and Inflation	567	262
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	(338)	(338)
Direct Charges, Allocations and Recoveries	155	155
Revenues	-	-
Program Reductions and Efficiencies	(174)	(174)
	211	(95)
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	1,513	1,499
Enhancing Service Levels	(500)	-
	1,013	1,499
Total Budget	65,887	45,207
Change from Prior Year	\$ 1,224	\$ 1,404
	% 1.9%	% 3.2%

Waste Management Staffing Summary

	2018 Approved
Budget Base	30.0
New	1.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	31.0

Natural Heritage & Forestry Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	9,251	8,171
Base		
Compensation and Inflation	44	44
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	42	(20)
Revenues	-	-
Program Reductions and Efficiencies	(50)	(50)
	37	(26)
Impact of Capital		
Contributions to Capital Reserves	(97)	(97)
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	(97)	(97)
Growth and Service Enhancements		
Maintaining Existing Service Levels	191	191
Enhancing Service Levels	-	-
	191	191
Total Budget	9,382	8,239
Change from Prior Year	\$ 131	\$ 69
	% 1.4%	% 0.8%

Natural Heritage & Forestry Staffing Summary

	2018 Approved
Budget Base	20.0
New	1.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	21.0

Energy Management Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	886	731
Base		
Compensation and Inflation	(157)	(157)
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	166	113
Revenues	-	-
Program Reductions and Efficiencies	-	-
	9	(44)
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	58	58
Enhancing Service Levels	-	-
	58	58
Total Budget	953	745
Change from Prior Year	\$ 68	15
	% 7.6%	2.0%

Energy Management Staffing Summary

	2018 Approved
Budget Base	4.0
New	1.3
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	5.3

The Capital Budget 2018 to 2027

Environmental Services 2018 Capital Spending Authority and Funding

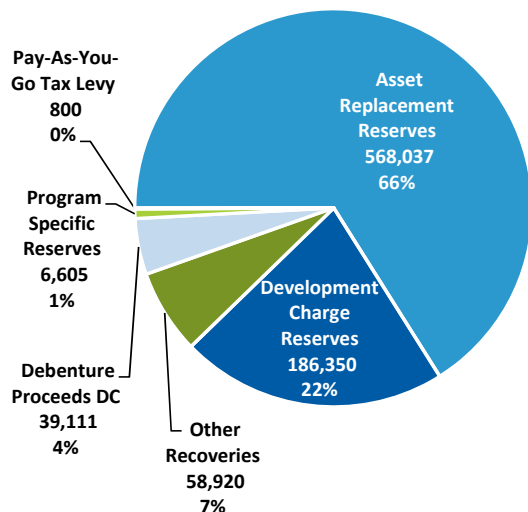
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Balance to Complete	Total CSA
2018 Capital Spending Authority									
Water									
Rehabilitation and Replacement	39,595	29,825	9,102	7,952	3,283	-	-	-	89,757
Growth	25,868	22,446	11,028	5,590	2,754	5,711	9,291	-	82,688
Wastewater									
Rehabilitation and Replacement	55,931	79,794	79,077	68,975	68,088	75,020	102,020	-	528,905
Growth	24,721	21,268	27,969	21,905	17,680	16,130	15,635	860	146,168
Waste Management									
Rehabilitation and Replacement	1,864	305	35	15	-	-	-	-	2,219
Growth	780	4,115	-	-	-	-	-	-	4,895
Natural Heritage and Forestry									
	1,486	-	-	-	-	-	-	-	1,486
Energy Management									
	3,670	35	-	-	-	-	-	-	3,705
Total Capital Spending Authority	153,915	157,788	127,211	104,437	91,805	96,861	126,946	860	859,823
Financing Sources for 2018 Capital Spending Authority									
Pay-As-You-Go Tax Levy	800	-	-	-	-	-	-	-	800
Asset Replacement Reserves	97,359	106,249	81,797	68,543	63,249	65,588	85,252	-	568,037
Program Specific Reserves	2,592	3,963	35	15	-	-	-	-	6,605
Development Charge Reserves	48,340	4,557	38,447	27,095	20,284	21,841	24,926	860	186,350
Other Recoveries	4,824	3,908	6,932	8,784	8,272	9,432	16,768	-	58,920
Planned Debenture Proceeds*	-	39,111	-	-	-	-	-	-	39,111
Total Financing Sources	153,915	157,788	127,211	104,437	91,805	96,861	126,946	860	859,823
*Planned Debenture Proceeds									
Development Charges	-	39,111	-	-	-	-	-	-	39,111
Total Debt Repayment Sources	-	39,111	-	-	-	-	-	-	39,111

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

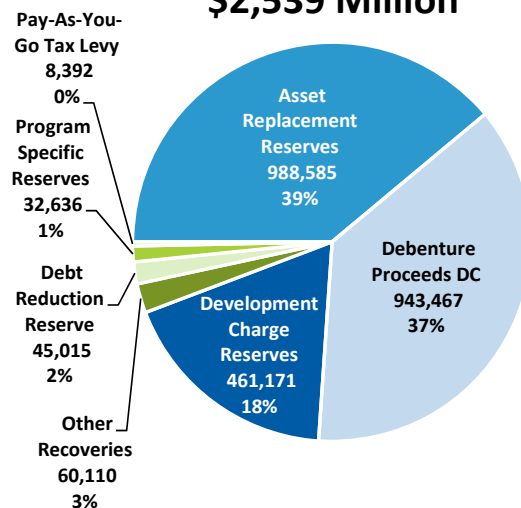
2018 Environmental Services Capital Financing

(in \$000s)

Capital Spending Authority \$860 Million

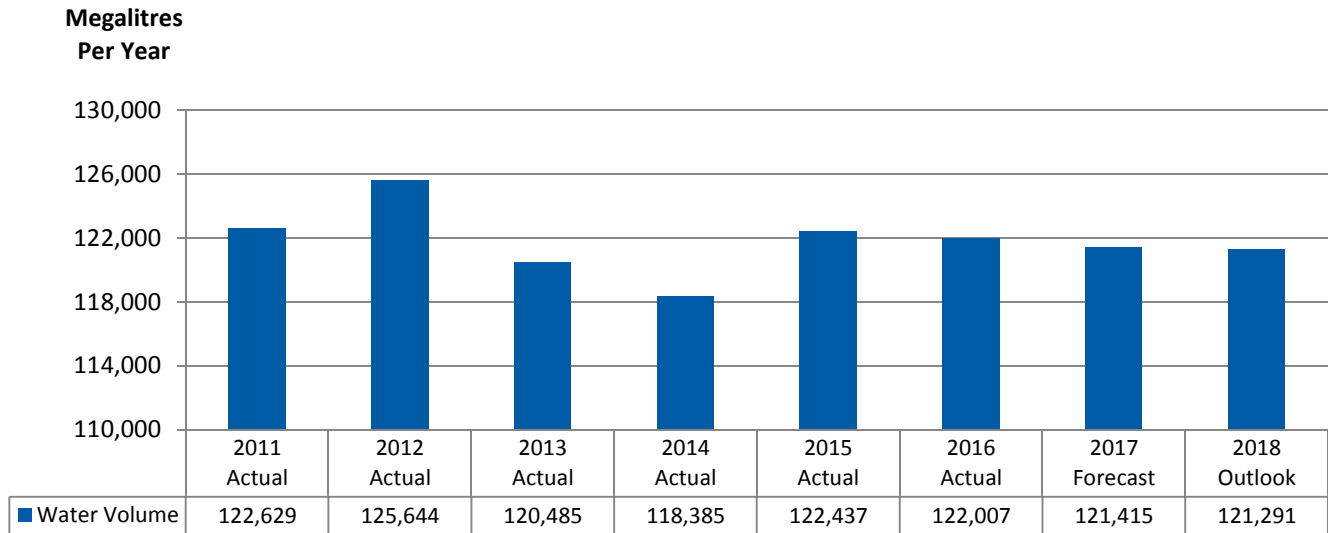


10-Year Plan \$2,539 Million



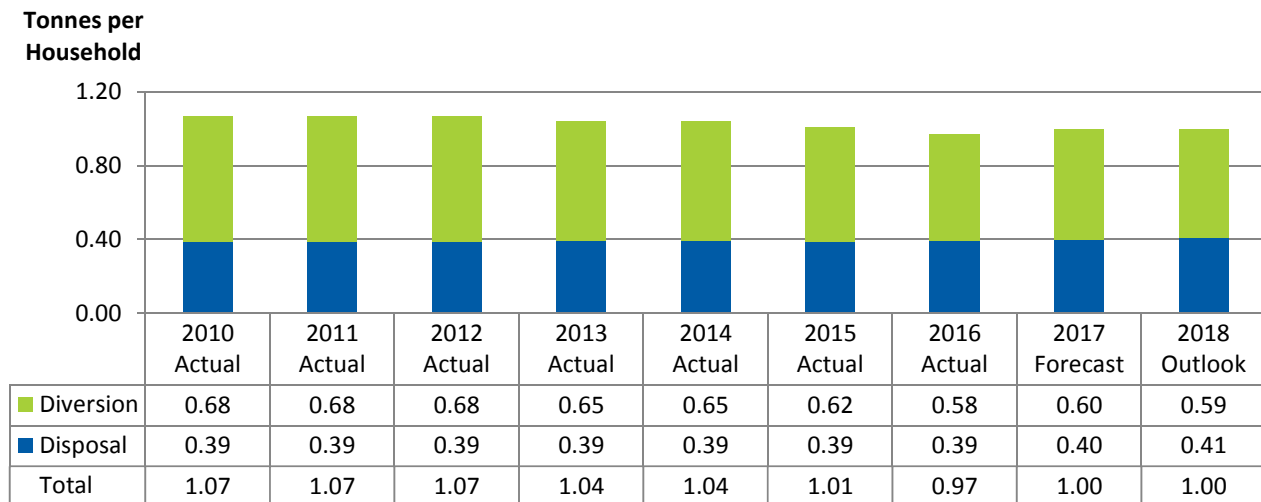
Environmental Services Metrics

Demand for water expected to moderate



The total volume of water is expected to remain at current levels in the near term as population growth is offset by declining consumption per capita. Capital investments in water infrastructure continue to be needed to meet peak flows, be ready for higher than expected demand after 2021, and renew existing assets with many years of service.

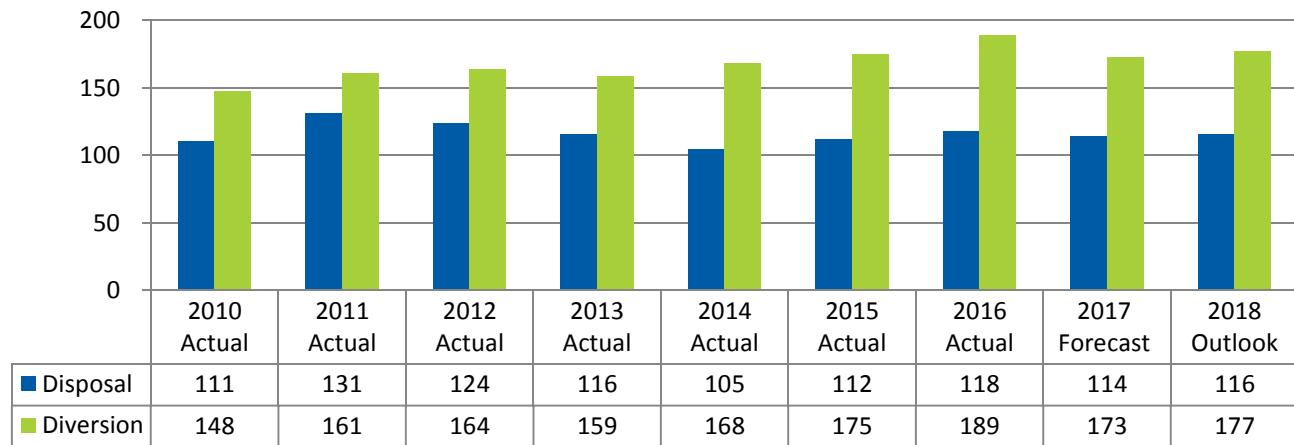
Waste produced per household is driven by consumer habits, population growth, and to a lesser extent prevailing economic and seasonal conditions



The Good Food program, launched in March 2015, is expected to reduce food waste in both the source separated organics and garbage streams over time. As well, a reuse strategy aims to reduce the garbage stream by diverting reusable items like textiles and housewares through donation, sharing and repair programs. The reuse programs started as pilots in 2016, and measurable impacts are not expected for the first five years.

Inflation is expected to increase disposal and diversion costs slightly in 2018

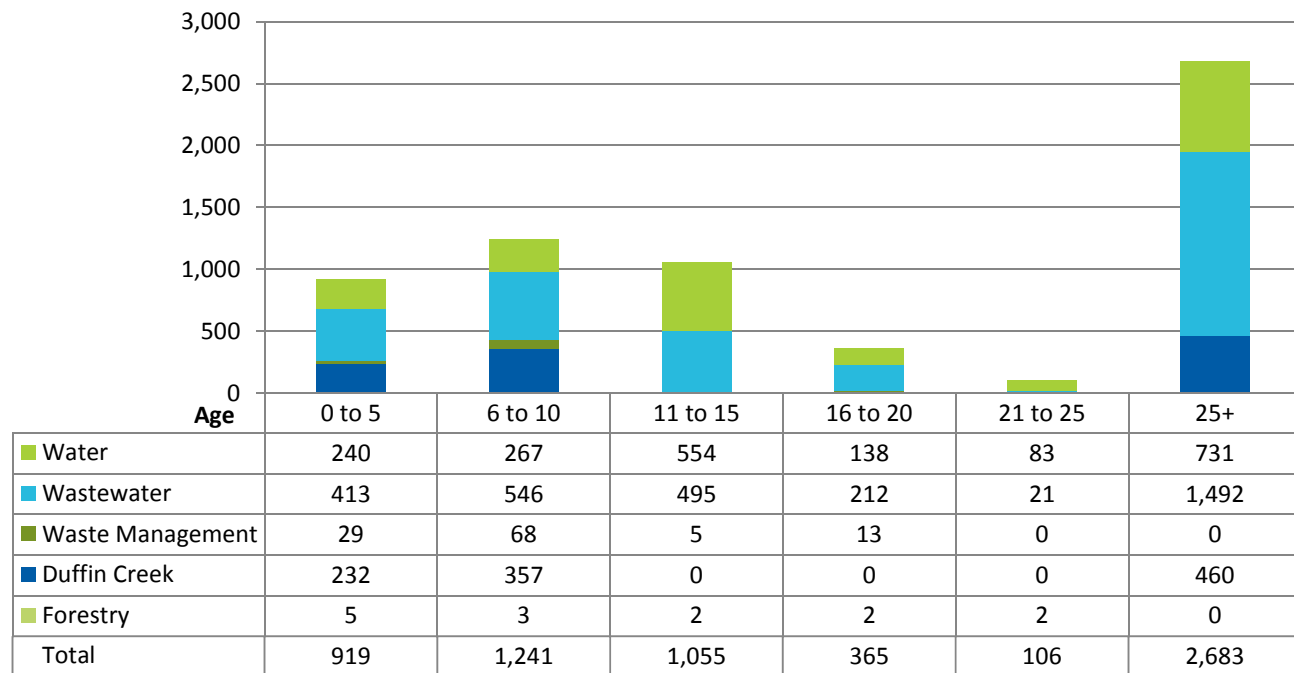
Cost per Tonne (\$)



Disposal and diversion costs rise with inflation and fluctuate with changes in the contributions to the waste management reserves. Inflation related increases in contract rates are the primary reason for a slight increase of diversion and disposal costs in 2018.

Environmental assets are aging

Replacement Value
(in \$ Millions)



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



COMMUNITY AND HEALTH SERVICES

Community and Health Services creates, delivers and oversees health, housing and social services that touch the lives of residents every day and at every stage of life.

The outcome it strives for is high-quality, well-integrated services that help residents contribute to the economy and engage in community life to the greatest extent possible.

- **Integrated Financial and Employment Support**
- **Integrated Children's Services**
- **Housing Services**
- **Public Health**
- **Paramedic Services**
- **Seniors Services**
- **Strategies and Partnerships**
- **Integrated Business Services**

Making progress on meeting growing and complex needs

At \$570.4 million, the gross operating budget of Community and Health Services accounts for 25.6% of the Regional total. Roughly 62.8% of these costs, which go to providing much-needed public health, social services and long-term care, are covered by grants from the provincial and federal governments.

The department employs more than 1,800 people on a permanent full-time equivalent basis, making it the largest in the Region by personnel. Staff work in 77 Regional locations, including service and operations centres, paramedic response stations and community housing sites. Its capital budget is driven mainly by the needs of its paramedic and housing programs.

Community and Health Services focuses on how to be more effective at creating lasting improvement in people's lives. This involves understanding the many factors that often underlie complex problems, and working to bring together all the people and services needed to address these.

This work is complex and challenging. Vulnerable residents often need a range of Regional services, such as help with housing, income support and services for children, as well as services from other organizations and levels of government. Without coordination, however, there is a risk these residents will not fully benefit from the services intended to help them. This is why the department's budget includes investment in a secure tool that would create a single "door" to programs, reduce administrative burden and allow staff to share information and create wrap-around supports, all the while respecting the privacy and confidentiality of clients. Page 124 provides more details.

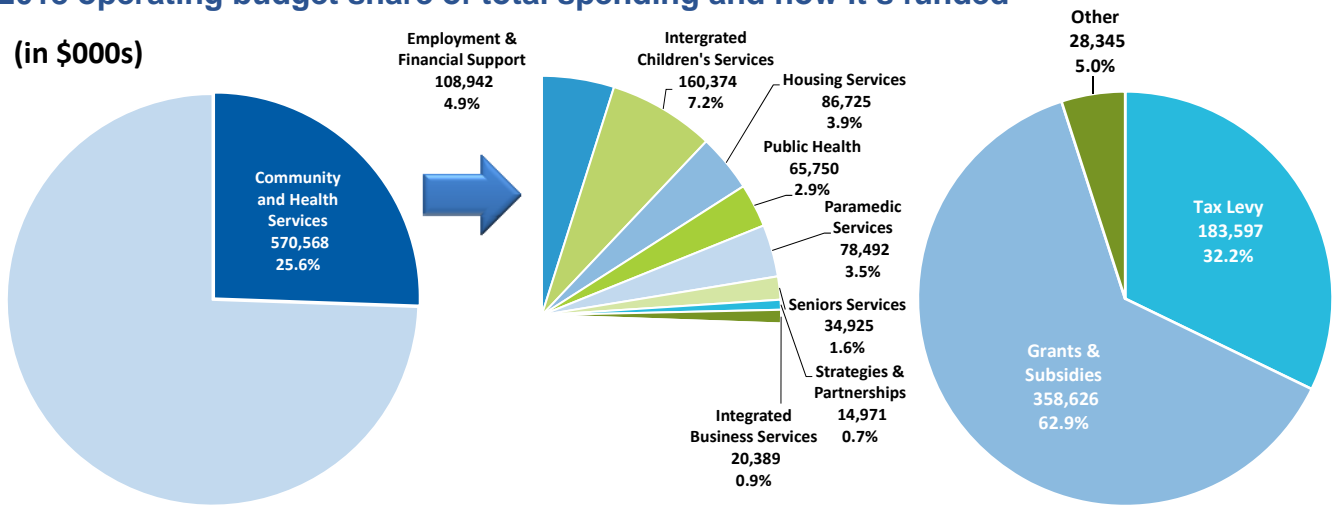
Continued on page 122

Major initiatives planned and underway:

- Developing a case management tool that will integrate services and supports for clients, including those with mental health needs, to improve outcomes and customer service quality (see page 135)
- Preparing to take on delivery and administration of Early Years Centres in 2018
- Leading the Region's contribution to a new Diversity and Inclusion Charter (see page 122)
- Implementing the seniors strategy through an inter-departmental steering committee (see page 132)
- Starting an update in 2018 to the Region's 10-Year Housing Plan, while moving ahead on new developments in Woodbridge and Markham and other elements of the current plan
- Implementing pilot programs using "expanded scope" paramedics to reduce emergency department visits by residents, including those living in long-term care
- Developing a strategy to respond to opioid abuse in the Region

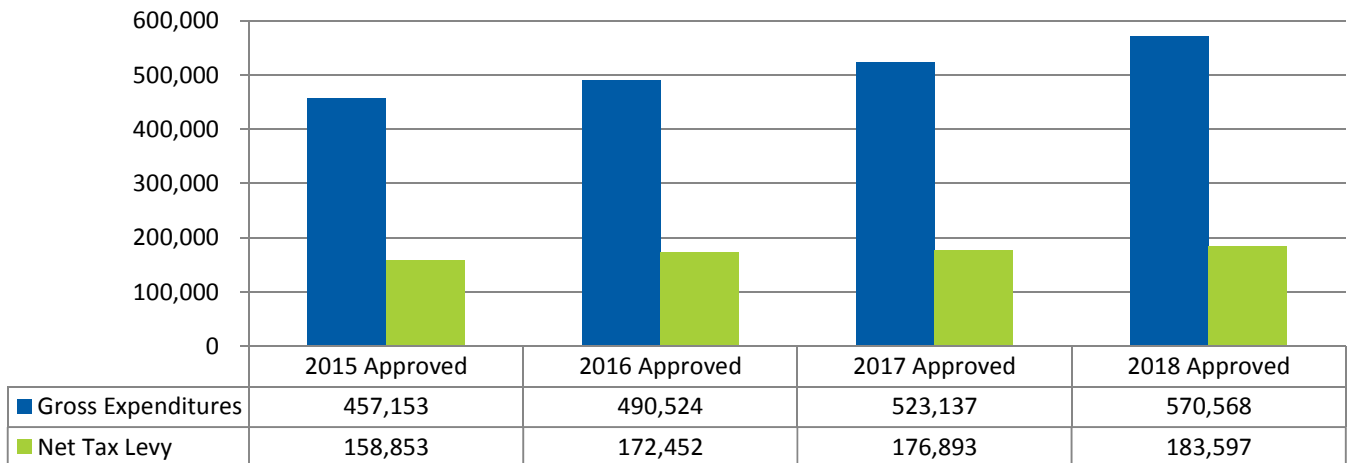
2018 operating budget share of total spending and how it's funded

(in \$000s)



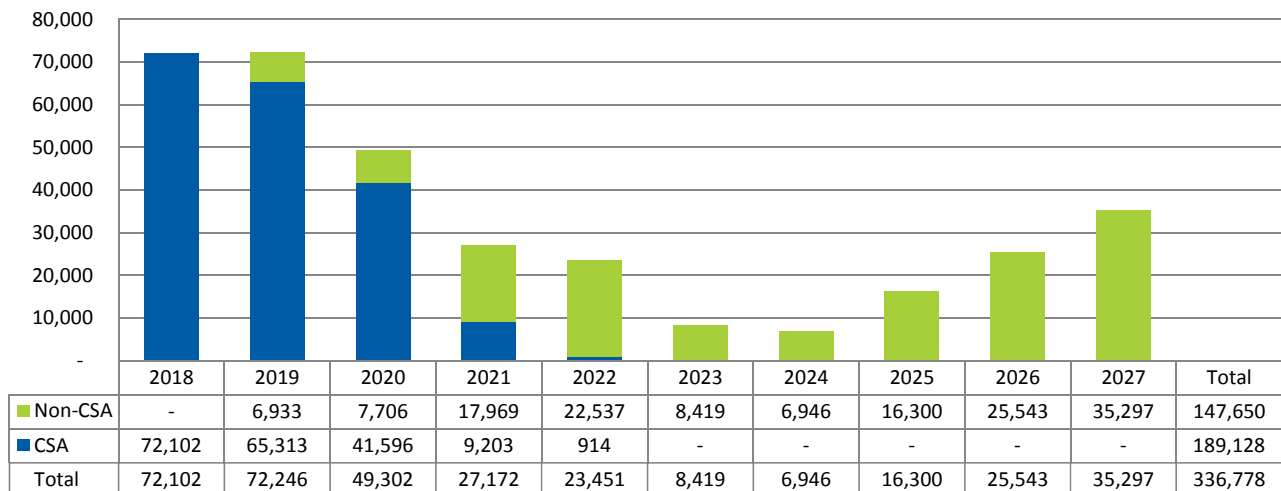
4-year operating budget spending

(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



New charter aims to broaden diversity and inclusion

York Region has one of the most diverse populations in Ontario. The Diversity and Inclusion Charter initiative now underway embraces this diversity and supports the Region's 2015 to 2019 Strategic Plan commitment to create a community that is welcoming and inclusive of everyone.

Plans to develop a charter emerged from the work of the Region's Community Partnership Council. Endorsing a charter will provide a model for local organizations to express a common vision for, and commitment to, inclusion. Diversity and inclusion values and strategies are seen as a best practice to support more effective performance and respond positively to demographic shifts.

While the original focus was on multi-cultural diversity, community feedback broadened the this to embrace all dimensions, including age, gender, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background and expertise.

Community engagement has been key, with more than 1,800 people involved in a third round of consultations completed in 2017.

A United Nations training organization recently visited the Region to look into promoting a similar approach to other communities.

The York Region Municipal Diversity and Inclusion Group is now leading the initiative. Co-chaired by York Region and York Regional Police, it includes local municipalities, hospitals, school boards, conservation authorities, the United Way of Toronto and York Region and other non-profit agencies. By endorsing the charter, member organizations will commit themselves to promoting inclusion and removing barriers in the workplace and community.

Continued from page 120

With growth and more urbanization, both the demand for services and complexity of problems are increasing. The four-year budget targeted a need for long-lasting efforts to improve housing stability and reduce homelessness, and for measures to address demographic challenges, including an aging population, growth in areas with limited services, language barriers, and an increasing number of people at risk of social isolation.

Recent accomplishments are in line with these key priorities:

- Receiving Council endorsement of a seniors strategy in November 2016
- Formalizing a partnership with the Canadian Red Cross for emergency social services and working with local municipalities on related agreements (see box on page 133)
- Taking steps to ensure publicly funded vaccines are properly managed and administered (more details appear in the box on page 129)
- Working with hospitals in the Region to reduce the time to transfer patients from paramedic care

The department addresses its priorities with activities and programs that align with the Region's 2015-19 Strategic Plan. It also responds to federal and provincial initiatives and direction, while recognizing that ongoing flexibility and Regional funding will continue to be needed to meet local needs.

The department works to deliver programs as efficiently as possible, which includes tracking outcomes and using this evidence to drive continuous improvement.

A range of roles and responsibilities

Community and Health Services has several roles in delivering services:

- As Service system manager for housing, homelessness prevention and children's services, it takes the lead in planning, overseeing and evaluating service delivery, whether by the department or another organization.
- In other cases, such as operation of the Region's two long-term care homes, it is one of many organizations providing services directly to residents, without a formal role as service system manager.
- Community and Health Services is the sole provider of York Region's public health programs, paramedic services and delivers Ontario Works on behalf of the province.

As the pie chart on page 121 shows, grants and subsidies from the federal and provincial government provide a large share of funding for Community and Health Services. These sources are expected to fund 62.8% of the department's operating budget in 2018.

For some programs funded by other levels of government, York Region shares in the costs. In addition, the Region fully funds other programs that address specific community needs and provide more effective results, allowing the Region to take a leadership role in a number of program areas.

A change in service delivery

Provincial and federal policy goals and legislation shape how the programs they fund are designed and delivered. The province is changing the way human services are delivered, and as a result, the Region continues to take on a greater role as service system manager, with more responsibility for planning, forecasting, evaluating, engaging more with the broader community and developing its own research, tools, policies and programs to meet local needs. Provincial funding will be aligned with high-level goals and determined by outcomes.

A major benefit of these changes is that the Region has far more flexibility to tailor services to address the needs of its residents. Community and Health Services will continue to use that flexibility to identify and address needs at the earliest possible stages.

York Region has received significant funding to manage reforms to children's services, and the upload of Ontario Works to the province will be completed by 2018. It is not clear, however, whether provincial funding will cover future reforms or Regional growth. As a result, there may be a continuing need for York Region to invest in Community and Health Services to meet local needs, especially if provincial funding falls and the Region wants to maintain or enhance programs.

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

New client-centred approach will transform Ontario Works

York Region is transforming the way it supports residents who receive Ontario Works by changing how it delivers services and leveraging partnerships more effectively. This move to streamline and modernize service delivery will also align with provincial direction.

Many Ontario Works clients have multiple and complex needs. These might include, for example, social isolation, lack of stable housing and/or mental health issues.

The new service delivery model will shift away from being centred on administration of rules to being more centered on clients and their individual needs. Changes in service delivery will also make Ontario Works easier for clients to navigate.

In the new model, staff will be able to focus on clients' individual needs, better collaborate across program areas and offer timely support. These new ways of working will help meet client needs more efficiently and effectively.

Working together and with external service providers, staff will assess the full range of client needs at the start, then provide the right services at the right time until clients no longer need assistance. Supports "wrap around" the client, meaning their needs are central and service provision is seamless.

Planning and implementing this new model for service delivery will involve significant changes in business processes, culture and organizational structure in the years ahead.

Integrated Financial and Employment Support

This program area:

- helps residents in crisis pay for food, shelter and other necessities
- helps clients get and keep jobs by providing skills training, opportunities to volunteer, and work placements with local employers
- addresses homelessness by helping people find and keep housing through emergency, transitional and supportive housing facilities, many of which it licenses
- helps vulnerable people stay in their homes and connected to their communities through outreach and counselling services, housing stability supports and homemaker services.

Much of the funding for this area comes from the provincial government. In September 2017, the Region learned that it would receive additional funding of roughly \$1.5 million over the next three years under the provincial Home for Good program. The funding will expand housing supports and help people living with complex physical and mental health challenges to achieve and maintain housing stability.

Home for Good is one of several initiatives undertaken by the province to support its goals of life stabilization and income security. To meet these goals the province continues to transform the human service system, including modernizing social assistance, to improve service access and ease of use, make the system more efficient and strengthen system-wide management and oversight.

As part of this initiative, the provincial government set up a working group on income security reform to help move away from the current complex system of social assistance. A pilot of a Basic Income

Guarantee, now underway in four locations across the province, will help inform this work.

These efforts are affecting the way the Region, as service system manager, delivers services.

A major change is the move to a new model to deliver Ontario Works. The box on page 124 explains this transformation in more detail.

Transformation of this nature will support clients better and position the Region to meet the desired outcomes of residents to contribute to the economy, be socially engaged and benefit from high-quality services.

Looking ahead

The Region will monitor outcomes of provincial efforts to modernize service delivery, including the Basic Income Guarantee pilot and the ongoing reform of income security. These initiatives could have impacts on the Region's role in the areas of information sharing, technology investment and further redesign of policies and processes.

Integrated Children's Services

This program area plans, delivers and oversees a service system focused on children and their families. With funding mainly from the province, it:

- subsidizes child care fees for low-income families
- administers funding for licensed child care programs
- helps families whose children have special needs

Provincial funding has grown significantly over the past five years, reducing waiting lists for key services. Increased access to early years services benefits children with special needs and enables parents to stay employed or go to school.

York Region has had strong success in supporting children with special needs both in their family homes and in licensed child care programs.

Seamless support for families and children with special needs

Enhanced provincial funding and York Region's ongoing commitment are ensuring pre-school children with special needs and their families get the range of supports they need.

The Region's role starts as early as birth, as a partner in delivering regular neonatal clinics at the Region's three hospitals for at-risk babies. This helps Regional staff monitor the child's development and identify additional supports the family itself might need.

Supporting both the child and the family is key. Without confidence in the care a child is getting, a family member might curtail work hours or even decide to stay home full-time.

To help these families, the Region provides inclusion supports in licensed child care centres and workshops for their staff. Where there are concerns that a child's needs are beyond what the staff can manage, the Region provides funding for additional staff. It can also prioritize applications for placements where a parent receiving fee assistance needs to keep working for financial reasons or to continue their education.

If a family cannot use outside childcare, the Region brings supports into the home.

The Region works to make services as seamless as possible, bringing together different professionals so children receive the support they need for their unique needs. Teams also provide support to help children move into the school system more easily.

The Region has a strong track record in recognizing a child's developmental needs and providing supports even before a diagnosis is confirmed. This gives children a better chance of future success.

Energy partnership reduces greenhouse gases and costs

Through a partnership with the energy management team in Environmental Services, community housing providers in the Region – including Housing York Inc. – are saving energy and other resources and reducing greenhouse gas emissions.

Through the Community Champions Program, Housing York held workshops in three of its buildings to show occupants simple ways to conserve, such as using lower-energy appliances like slow cookers and not running water while tooth-brushing. Residents were enthusiastic about the workshops – especially the chance to interact with neighbours, learn new ideas and be reminded of the environmental impact of energy and water use.

Workshops were followed up with continuing efforts, including a poster campaign and, in one building, regular potluck suppers that encourage participating tenants to turn off appliances in their units. Housing York staff have seen payoff in terms of reduced energy use, especially in the period right after workshops, and continue to track usage and identify the best ways of getting the conservation message to more tenants.

As well, a provincial grant allowed Housing York and four other providers to make energy-saving investments in their buildings. The providers used a total of \$768,123 in funding to add attic insulation, replace electric baseboard heaters, and install programmable thermostats, electrical heat pumps and water heater insulated blankets. The work is expected to reduce greenhouse gas emissions by roughly 533 tonnes a year and yield annual savings of about \$75,000.

The way these Early Intervention Services are delivered and funded depends on where the child receives support. Inclusion support services are delivered in licensed child care programs and funded by the province. Infant and child development services are delivered in homes and funded by the Region, ensuring support for more children. The box on page 125 outlines more ways in which the Region strives to deliver comprehensive support.

The Region also provides funding and support to programs for summertime and year-round recreation, early child development and parenting. As well, it collects data and evaluates programs to support the effectiveness of early years initiatives.

Looking ahead

Modernization of the early years and child care system continues, expanding the Region's mandate and creating opportunities.

In early 2016, the province announced it would integrate and transform the child and family programs it funds. This is the next step in modernization after the implementation of full-day kindergarten, a new child care funding formula and the *Child Care and Early Years Act, 2014*.

The integrated, cohesive system of services and supports for children from birth to six years old is to be known as EarlyON Child and Family Centres (previously the Ontario Early Years Child and Family Centres).

The province has given municipalities, as system managers, key responsibilities and a leadership role in planning, implementing and overseeing this new, integrated system.

The Region is currently working towards these goals. To inform planning, it is consulting this year with parents and caregivers, school boards, service providers and other stakeholders. It will continue this process into 2018 as it prepares for service integration, with the transition expected to be complete by the end of 2018.

Housing Services

This program area is the system manager and funder for more than 6,800 housing units, of which about 2,600 are owned and managed by Housing York Inc., York Region's municipal non-profit housing corporation, with the balance belonging to more than 40 non-profit and co-operative housing providers.

Financial arrangements vary across housing programs, reflecting federal and provincial requirements at the time of construction. Generally, in affordable and social housing, most occupants pay rents geared to their income, and others pay a market rent. Market rents help fund operating costs. A variety of housing initiatives provide Regional funding to cover the gap between market rent and the rent a tenant can afford to pay. In total, about 4,900 households receive a rent subsidy. Rent subsidies are provided in social and affordable housing buildings and through partnerships with private sector landlords.

This area also manages a regional waiting list/access system of more than 14,000 applicants for subsidized housing. Finally, to help ensure consistency and quality, it offers housing providers advice, educational tools and training in such areas as governance and long-term asset management.

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

Although average incomes in York Region are relatively high, so is the cost of housing. Almost half of all renters are paying 30% or more of their household income on housing, exceeding the affordability threshold set by the Canada Mortgage and Housing Corporation. This is the highest level in the Greater Toronto Area (GTA).

Further, a history of home ownership and, more recently, a focus on condominiums for smaller units means that the Region's supply of purpose-built rental housing is low compared to elsewhere in the GTA. And very little is being added: in 2016, out of almost 8,000 new residential units completed in the Region, only 40 were built by the private sector as true rentals (that is, without condominium registration or lifetime leases).

York Region is addressing these challenges, in part, through a 10-Year Housing Plan that Regional Council approved in June 2014. The plan, which is being updated starting in 2018, has a goal of increasing housing supply not just through direct investment but by leveraging other roles of the Region.

Through its role in community planning, for example, the Region is able to ensure that policies and the Official Plan meet a goal of including 35% affordable housing in new development centres and key development areas and 25% outside them.

The most recent report on the 10-Year Housing Plan, for 2016, noted that 45 of the 49 actions it outlines have been completed or are underway.

The report also noted that based on methodology endorsed by Council, the Region exceeded its

affordability targets in 2016, with 46% of new housing units falling within the thresholds. This is largely attributable to a relatively large number of new one- and two-bedroom condominium units concentrated in Markham, Richmond Hill and Vaughan. Affordable housing is not available to all households, however, because of the uneven geographic distribution of affordable units, the lack of affordable family-sized units and the lack of units available at deeper levels of affordability.

The Region also has a role advocating for stronger support for affordable housing, especially in the private rental market. It is working with the local municipalities to identify and put in place incentives to encourage new rental supply and more affordable housing.

Looking ahead

Housing affordability will continue to be a key issue. To achieve the goals of the 10-Year Housing Plan, all levels of government must work together. Local municipalities are key partners by including progressive housing policies in their official plans that align with the goals of the Region's Housing Plan.

In April 2017, the provincial government announced its *Fair Housing Plan*, which includes measures to help people find affordable housing and increase supply. Notable elements include:

- Working with municipalities to identify provincially-owned surplus lands that could be developed for affordable housing
- The *Rental Fairness Act, 2017*, which expanded rent control to private units built after 1991
- Allowing municipalities to introduce a tax on vacant homes to encourage sale or rental
- Working with municipalities and the development industry on streamlining the development approvals process

The province also said it would invest \$125 million over five years to encourage construction of purpose-built rental apartment buildings in communities with the greatest need for this type of accommodation. Details of the program, which would rebate a portion of development charges, are still to be determined.

Staff are examining all provisions of the plan and assessing the implications and opportunities for York Region.

As well, the federal government has completed consultations on the development of a National Housing Strategy, which is expected to be released in November 2017 with program details to follow in early 2018. It has also committed to renewed housing investments.

The Region is hopeful that the federal government will release a successor to the existing federal-provincial Investing in Affordable Housing program to support the Region in building new affordable rental housing, and also that it will provide funding to non-profit housing providers for capital repairs and to sustain existing social housing programs.

Funding commitments and engagement from all levels of government are essential to help the Region fulfill the goals of the 10-Year Housing Plan and provide much-needed affordable housing.

The Region's current housing capital plan includes, in the near term:

- Redevelopment of a site in Unionville, with a minimum of roughly 250 units
- Redevelopment in Woodbridge, to replace three existing, smaller buildings

In line with a new provincial focus on community hubs, the Region is looking at opportunities to co-locate services in both projects.

Community and Health Services worked with Finance to develop modelling tools needed to complete a departmental asset management plan in 2018. The Region's State of Infrastructure Report will continue to provide information on the condition of Community and Health Services' assets.

Public Health

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

Some of its activities include:

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

Public Health enhances services to reduce infectious disease risk

York Region Public Health continues to strengthen its Infectious Diseases Control division to address growth and system changes.

Public Health is required to comply with the provincial *Immunization of School Pupils Act*, with a focus this school year on seven- and 17-year-old students in the English-language boards, all students of the French-language boards and all private-school students. This includes ensuring student immunization records are up to date to avoid the risk of suspension.

Increased access to vaccines is a provincial priority, and there have been numerous additions and revisions to Ontario's immunization schedule. Combined, these changes have placed greater pressures on Public Health program areas responsible for vaccine inventory and vaccine clinics.

At present, Public Health each year safely handles, distributes, transports and stores about 700,000 publicly funded vaccine doses with a value of over \$30 million.

There are significant challenges with keeping vaccines at a constant temperature between 2 and 8 degrees Celsius when they are transported. Since 2016, the health unit has improved efficiency and reduced waste by investing in around-the-clock web-based temperature monitoring systems, back-up generators for all vaccine inventory refrigeration units and a refrigerated van that can also provide emergency back-up storage.

In 2018, Public Health will continue to build capacity both internally and with health care providers who receive publicly funded vaccines on how to safely store, manage, transport and monitor them.

- Reducing smoking, substance abuse and other broad-based public health risks

Residents' social and economic conditions have a large impact on their overall health, making health about much more than access to medical care. This is why Public Health highlights connections between the health of residents and the health of communities. The connections involve a wide range of factors, including the availability of good jobs, affordable housing and child care, access to green space and healthy food, opportunities to be active, and a sense of community connectedness.

Immunization (also known as vaccination) is a central pillar supporting the Region's responsibility for infectious disease control. The box on page 129 explains how Public Health is responding to the demands created by ongoing changes to the provincial immunization framework. These efforts reflect a multi-year strategy to strengthen infectious disease control in the Region.

Looking ahead

Public Health will monitor and assess potential impacts of the *Patients First Act* and modernization of the *Ontario Public Health Standards*. For example, the new standards will require public disclosure of inspection results for vaccine holding points, such as refrigerators.

Public Health will also take action to support new provincial initiatives to address the opioid crisis in Ontario. It will develop a drug strategy to respond to local opioid challenges, which will include establishing itself as a distribution lead/hub for Naloxone, the provincially approved drug to counter opioid overdoses.

Public health will also monitor and respond to proposed provincial changes in governance and structure should the province decide to implement any recommendations from the July 2017 report of the Expert Panel on Public Health to the Minister of Health and Long-Term Care.

Paramedic Services

York Region Paramedic Services respond to emergency medical calls, carry out assessments, deliver lifesaving treatment when needed, and stabilize, monitor and transport patients to where they will get continuing medical care.

York Region Paramedic Services has been expanding the role of paramedics by working with emergency and social housing services, family health teams and long-term care homes to actively support community health, decrease the number of non-emergency 911 calls, divert patients from emergency departments and optimize the use of paramedic resources.

Paramedic response time reliability is an indicator of service delivery quality. York Region Paramedic Services is delivering a high level of service to residents by meeting and exceeding the 2016 response time targets, as shown on the graph on page 151.

Ongoing collaboration has reduced patient transfer-of-care times at all three of York Region's hospitals. By shortening the time to transfer a patient to another care provider, paramedics are available sooner to respond to other calls in the community.

Paramedic Services and the hospitals have put in place several measures to achieve the shortest

possible transfer times. A transfer-of-care efficiency project at the three hospitals and standard guidelines for transferring non-urgent patients directly to the waiting room supported the success of these efforts.

The results of these efficiency projects were a 17% decrease in transfer-of-care time and an increase of 3,370 in Paramedic Service hours of availability in 2016 compared to 2015, despite a 13% increase in patient transports over the same period.

Looking ahead

Through the Paramedic Services Master Plan, the Region is taking a strategic approach to addressing the challenges that result from a growing, aging and diversifying population. During 2018 the Region will complete three new paramedic response stations, one in Markham and two Newmarket, to maintain response times. This builds on an additional station commissioned in Vaughan in 2017 and a replacement station in East Gwillimbury to be commissioned in early 2018.

Other initiatives to reshape and improve paramedic services will continue into 2018:

- Collaborating with the Ministry of Health and Long-Term Care on improving paramedic dispatch technologies by serving as the pilot site for mobile data exchange, which will provide real-time information flow between the dispatch centre and frontline paramedics
- Redeveloping the Advanced Care Paramedic Program to improve the learning experience and incorporate evidence-based techniques that ensure patient safety and high quality of care
- Supporting rollout of a new provincial dispatch triage system that will more accurately define patient needs and appropriate levels of paramedic response
- Continuing key research initiatives to help develop alternative treatment pathways as the population ages. The purpose of these initiatives is to make the best use of paramedic resources so residents have access to appropriate and timely health care that supports aging in place, while preventing and diverting non-emergency 911 calls.

In line with greater use of community paramedicine models of care, the provincial government has proposed changes to the *Ambulance Act* that would expand the scope of paramedics to provide appropriate on-scene treatment and refer patients to non-hospital options, such as primary care and community-based care. At present, paramedics are required by law to transport patients to hospitals only.

York Region Paramedic Services is assessing the potential impacts and opportunities arising from ongoing and proposed changes to the *Ambulance Act*.

Seniors Services

This program area supports people who require long-term healthcare services, including seniors and adults with disabilities, by providing a variety of day and outreach programs and operating two long-term care homes. Almost two-thirds of operating funding for the program area comes from the provincial government.

The two long-term care homes are Newmarket Health Centre, with 110 long-term care beds, 19 Convalescent Care Program beds and three respite care beds, and Maple Health Centre, with 82 long-term care beds, 15 Convalescent Care Program beds and three respite care beds. These homes are for people with complex health needs who are unable to remain in their own homes even with supports, as determined by the Central Local Health Integration Network (LHIN).

Long-term care staff collaborate to create environments where residents feel at home, are treated with respect, and have the supports and services they need. The homes use a multi-disciplinary approach to provide holistic, person-centred care for each resident.

Services are highly regulated by the Ministry of Health and Long-Term Care. Publicly reported performance indicators showed that the homes are providing safe, appropriate and effective care. The annual family and resident surveys revealed that a high majority rated the homes as good, very good or excellent. Residents provided high satisfaction ratings for the privacy provided, being treated with dignity, respect and compassion, and receiving a consistently good level of care.

Senior adult day programs provide supervised activities, support services and care for people with cognitive impairments, physical disabilities, acquired brain injuries, and communication disorders.

Age-friendly complete communities support new Seniors Strategy

In November 2016, Regional Council approved a Seniors Strategy that sets out how the Region will respond to seniors' needs over the next 10 to 20 years. The strategy identifies the Region's roles in several areas to support desired outcomes, including age-friendly, complete communities. Other key outcomes are balancing the needs of seniors with all residents; keeping seniors healthier, longer; and connecting seniors and caregivers to the right programs and services at the right times.

Supporting complete communities is an important role for the Region, because many seniors want to continue living in their own homes and communities for as long as possible as they age. This means ensuring that communities offer appropriate housing options and more accessible, convenient transportation.

A workshop on creating complete communities, planned for late 2017, reflects the need for collaboration and partnerships, since no one organization can create complete communities on its own. It will bring together various perspectives and disciplines, including Regional and local municipal staff in such areas as planning, transit, and parks and recreation, to share knowledge, ideas and approaches. An important focus will be building on existing initiatives and looking for ways to do better.

The workshop is one of several early-stage initiatives endorsed by a steering committee representing all Regional departments and the York Regional Police that is driving implementation of the strategy. The committee's work recognizes that the strategy brings together programs and policies already planned or underway across Regional government, creating a foundation to collectively plan and respond in a consistent, integrated way to the needs and expectations of a growing senior demographic.

Client intervention and support services offer social work services, advocacy and support to older, at-risk adults in the privacy of their own home.

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

In 2017, the Region's homes, Adult Day Programs and Psychogeriatric and Mental Health Consulting Service successfully obtained the maximum three-year accreditation from the Commission on Accreditation of Rehabilitation Facilities, an independent, nonprofit organization recognized by the Ontario government.

Looking ahead

The major areas of focus for Seniors Services are maintaining compliance with the *Long-Term Care Homes Act*, specifically the mandatory programs, and introducing innovative programs and therapies to enhance residents' engagement and enjoyment of life.

In addition to providing general upgrades and maintenance of the homes, the Region will pilot new materials and designs in selected areas to update the spaces and help make care more centred on the individual. Long-term care staff will continue to focus on quality improvement and service excellence in all program areas through communication, capacity-building and leadership development.

The Region is closely involved in work led by the Central LHIN on enhancing adult day programs. Discussions have centred on looking at current program standards (such as capacity, services offered, hours of operation, and residents served), envisioning an enhanced program and determining how it

New agreement with Red Cross strengthens emergency services

A new partnership with the Canadian Red Cross will better coordinate assistance for Regional residents who have been evacuated as the result of a major disaster.

The agreement builds the local capacity of the Red Cross to help provide emergency social services to evacuees. Services may include registration and inquiry, reunifying families, and providing emergency food, lodging and clothing.

The Region and local municipalities historically shared the role of coordinating and planning, as well as relying on external partners to respond to disasters. This agreement identifies Red Cross as a major partner capable of providing defined services and delivering them through trained volunteers who are quick to mobilize.

With the Red Cross agreement in place, the Region is now working on a memorandum of understanding with each local municipality to clearly outline roles and communications protocols and advise on how to activate and leverage the services of the Red Cross and other external partners in an emergency.

would be delivered. The same initiative is drawing up a Standards of Practice Manual to create consistency for adult day programs that are funded by the Central LHIN.

Strategies and Partnerships

To adapt and respond to changing service needs, understanding the impact that the Region's growing and changing population is having on the programs and services of the Community and Health Services Department is essential. Key strengths of Strategies and Partnerships include policy and data research and analysis, as well as the ability to put in place effective partnerships and collaborations and create compelling communications. These capabilities are particularly needed in light of the many provincial reforms that are changing and enhancing the role of the department.

This area is also applying its expertise to several corporate-wide projects, including the York Region Seniors Strategy. The cross-departmental committee leading implementation is co-led by Community and Health Services and the Transit branch of Transportation Services, with Strategies and Partnerships providing support and coordination. The role of Transit underscores that a cornerstone of the strategy is creation of age-friendly complete communities with appropriate housing and mobility options. The box on page 132 provides more details. Strategies and Partnerships is also developing an assessment tool to help staff assess existing and planned programs in relation to the direction identified in the Seniors Strategy.

Strategies and Partnerships is also responsible for planning for accessibility, including leading implementation of the provincial *Accessibility for Ontarians with Disabilities Act* across Regional government and supporting the Region's Accessibility Advisory Committee. It supports implementation of the Homelessness Prevention Program, and the Region's Community Investment Strategy.

Looking ahead

The collaborative work of this area continues with creation of a Diversity and Inclusion Charter in partnership with the Municipal Diversity and Inclusion Group, which is highlighted in the box on page 122. The branch also provides support to the Human Services Planning Board, which brings the community together on issues such as the need for more purpose-built rental housing and ways to address employment insecurity in the Region.

Integrated Business Services

This branch provides business solutions to meet the unique needs of the Community and Health Services Department, including financial, technology, information management, privacy, service planning, accommodations, staffing support, learning and development, program/benefit eligibility review, collections, audit, and family support.

The branch also includes the Access York Contact Centre, which handles telephone and in-person requests for information and provides client intake services for Regional human service programs.

While the majority of calls relate to Community and Health Services, Access York has handled all switchboard calls to the Region since April 2014. In 2016, call volume was close to 250,000, compared

to roughly 161,000 before the change. The demands on Access York staff have increased steadily as a result of higher volume and also longer and more complex calls.

Looking ahead

To give clients better access to programs and information, Access York will continue to expand and add new Regional programs and services. A major focus for 2018 will be designing a case management tool to transform the way the department conducts business with residents.

At present, staff of Community and Health Services must navigate numerous different systems, some paper-based, in their efforts serve residents. This means staff who do intake are constantly re-entering the same information. Residents enter programs through different channels and there is no way for them or staff to see and coordinate the services they are getting, let alone manage them effectively.

With growing and increasingly complex caseloads, this approach is unsustainable. It drives up administrative costs while hindering the department's ability to get people the help they need.

By developing an integrated case management tool, Community and Health Services will:

- enable clients to enter all Regional programs through a single channel, providing basic information only once, and to be involved in managing their own services
- integrate service delivery by enabling staff to manage and coordinate the multiple services a client needs and sharing information, as appropriate, across programs
- streamline administration so staff who serve clients directly can focus on their needs
- give the Region the data it needs to meet its new responsibilities as service system manager and more easily shape programs to local needs

When fully implemented, the solution will reduce staff administrative time and improve the customer experience by creating client-centred case management.

The Operating Budget 2018

Community and Health Services Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	522,786	570,198	47,412
Contribution to Capital	-	-	-
Revenues	(346,244)	(386,972)	(40,728)
Allocations and Recoveries	351	370	19
Net Budget	176,893	183,597	6,703
% Change			3.8%
Outlook - Restated	176,893	183,109	6,216

Community and Health Services Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	523,137	176,893
Base Adjustments	24,370	1,291
Efficiencies & Program Reductions	(671)	(202)
Legislated & Contractual	5,283	1,759
Impact of Capital	2,132	2,023
Growth & Service Enhancements	16,317	1,832
Total Budget	570,568	183,597
Change from Prior Year	\$ 47,431	6,703
	% 9.1%	3.8%

Community and Health Services Staffing Summary

	2018 Approved	% Change
Budget Base	1,823.9	
New	40.6	2.2%
Conversions	-	
Program Reductions	-	
Total Full-Time Equivalents	1,864.5	2.2%
Outlook - Restated	1,850.9	1.5%

Community and Health Services Budget by Program

(in \$000s)	2017 Approved		2018 Approved		% Change
	Gross	Net	Gross	Net	Net
Employment & Financial Support					
Ontario Works	80,609	9,474	84,792	8,989	(5.1%)
Homelessness Community Programs	20,710	8,243	24,151	9,228	11.9%
	101,319	17,717	108,942	18,217	2.8%
Integrated Children's Services					
Children's Services	131,860	15,285	158,224	15,670	2.5%
Children's Services Community Partnerships	2,121	47	2,151	50	6.9%
	133,981	15,332	160,374	15,720	2.5%
Housing Services					
Housing Asset Management	23,992	10,996	28,891	11,904	8.3%
Housing Programs	58,215	37,147	57,834	36,571	(1.6%)
	82,207	48,143	86,725	48,475	0.7%
Public Health					
Child and Family Health	17,858	10,769	18,594	11,438	6.2%
Health Protection	15,887	13,851	16,356	14,269	3.0%
Healthy Living	17,987	17,295	18,382	17,627	1.9%
Infectious Disease Control	11,096	10,283	12,418	11,565	12.5%
Program Based Grants (Cost Share Revenues)	-	(37,298)	-	(37,894)	1.6%
	62,827	14,899	65,750	17,004	14.1%
Paramedic Services					
	75,465	34,781	78,492	36,558	5.1%
Seniors Services					
Facilities	30,029	11,542	30,715	11,733	1.7%
Community Programs	4,030	1,390	4,210	1,550	11.5%
	34,059	12,932	34,925	13,283	2.7%
Strategies and Partnerships					
	14,563	14,373	14,971	14,971	4.2%
Integrated Business Services					
	18,717	18,717	20,389	19,369	3.5%
Community & Health Services					
	523,137	176,893	570,568	183,597	3.8%
Outlook - Restated					
	523,137	176,893	530,392	183,109	3.5%

Employment & Financial Support Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	101,319	17,717
Base		
Compensation and Inflation	355	355
Legislated Program Requirements	2,671	74
Contractual Commitments and Rate Adjustments	416	379
Contributions to Non-Capital Reserves	(500)	1,263
Direct Charges, Allocations and Recoveries	76	76
Revenues		
Provincial/Federal Funding	655	(1,857)
Program Reductions and Efficiencies	(617)	(149)
	3,055	140
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	1,054	168
Enhancing Service Levels	3,514	191
	4,568	360
Total Budget	108,942	18,217
Change from Prior Year	\$ 7,623	500
	% 7.5%	2.8%

Employment & Financial Support Staffing Summary

	2018 Approved
Budget Base	171.0
New	6.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	177.0

Integrated Children's Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	133,981	15,332
Base		
Compensation and Inflation	336	304
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	445	445
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	16,403	(428)
Revenues		
Provincial/Federal Funding	-	(26)
Program Reductions and Efficiencies	-	-
	17,184	295
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	94	94
Enhancing Service Levels	9,115	-
	9,209	94
Total Budget	160,374	15,720
Change from Prior Year	\$ 26,393	389
	% 19.7%	2.5%

Integrated Children's Services Staffing Summary

	2018 Approved
Budget Base	141.0
New	6.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	147.0

Housing Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	82,207	48,143
Base		
Compensation and Inflation	298	295
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	889	-
Contributions to Non-Capital Reserves	3,067	-
Direct Charges, Allocations and Recoveries	29	(79)
Revenues		
Provincial/Federal Funding	(39)	(33)
Program Reductions and Efficiencies	-	-
	4,244	183
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	(54)	-
Operating Impact of New Capital	39	-
	(16)	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	289	149
	289	149
Total Budget	86,725	48,475
Change from Prior Year	\$	332
	%	0.7%
		4,518
		5.5%

Housing Services Staffing Summary

	2018 Approved
Budget Base	105.5
New	1.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	106.5

Public Health Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	62,827	14,899
Base		
Compensation and Inflation	1,129	1,129
Legislated Program Requirements	862	862
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	144	144
Revenues		
Provincial/Federal Funding	-	(818)
Program Reductions and Efficiencies	(42)	(42)
	2,092	1,274
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	830	830
Enhancing Service Levels	-	-
	830	830
Total Budget	65,750	17,004
Change from Prior Year	\$ 2,923	2,105
	% 4.7%	14.1%

Public Health Staffing Summary

	2018 Approved
Budget Base	463.3
New	10.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	473.3

Paramedic Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	75,465	34,781
Base		
Compensation and Inflation	1,192	1,192
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(301)	611
Revenues		
Provincial/Federal Funding	-	(2,038)
Program Reductions and Efficiencies	(6)	(6)
	885	(241)
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	130	6
Operating Impact of New Capital	2,011	2,011
	2,142	2,017
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	-	-
	-	-
Total Budget	78,492	36,558
Change from Prior Year	\$ 3,027	1,777
	% 4.0%	5.1%

Paramedic Services Staffing Summary

	2018 Approved
Budget Base	477.0
New	16.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	493.0

Seniors Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	34,059	12,932
Base		
Compensation and Inflation	1,138	1,132
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(350)	(352)
Revenues		
Provincial/Federal Funding	78	(356)
Other Revenues	-	(75)
Program Reductions and Efficiencies	(5)	(5)
	861	345
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	6	6
Operating Impact of New Capital	-	-
	6	6
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	-	-
	-	-
Total Budget	34,925	13,283
Change from Prior Year	\$ 866	\$ 351
	% 2.5%	% 2.7%

Seniors Services Staffing Summary

	2018 Approved
Budget Base	266.2
New	1.6
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	267.8

Strategies & Partnerships Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	14,563	14,373
Base		
Compensation and Inflation	132	132
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	12	12
Revenues		
Provincial/Federal Funding	13	204
Program Reductions and Efficiencies	-	-
	158	348
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	25	25
Enhancing Service Levels	225	225
	250	250
Total Budget	14,971	14,971
Change from Prior Year	\$ 408	\$ 598
	% 2.8%	% 4.2%

Strategies & Partnerships Staffing Summary

	2018 Approved
Budget Base	50.0
New	-
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	50.0

Integrated Business Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	18,717	18,717
Base		
Compensation and Inflation	336	336
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	167	167
Revenues	-	-
Program Reductions and Efficiencies	-	-
	503	503
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	1,170	149
	1,170	149
Total Budget	20,389	19,369
Change from Prior Year	\$	1,673
	%	8.9%
		653
		3.5%

Integrated Business Services Staffing Summary

	2018 Approved
Budget Base	149.9
New	-
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	149.9

The Capital Budget 2018 to 2027

Community and Health Services

2018 Capital Spending Authority and Funding

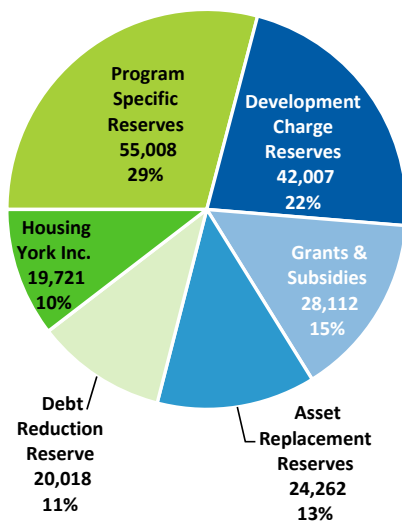
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
2018 Capital Spending Authority								
Housing Services	47,185	43,770	32,500	8,600	914	-	-	132,969
Seniors Services	2,939	2,300	500	-	-	-	-	5,739
Paramedic Services	21,778	17,968	8,596	603	-	-	-	48,945
Public Health	200	1,275	-	-	-	-	-	1,475
Total Capital Spending Authority	72,102	65,313	41,596	9,203	914	-	-	189,128
Financing Sources for 2018 Capital Spending Authority								
Debt Reduction Reserve	8,553	8,073	3,196	196	-	-	-	20,018
Asset Replacement Reserves	6,630	6,382	6,000	5,100	150	-	-	24,262
Program Specific Reserves	20,550	21,886	8,957	2,967	648	-	-	55,008
Development Charge Reserves	16,829	14,381	9,741	940	116	-	-	42,007
Grants & Subsidies	19,540	7,270	1,302	-	-	-	-	28,112
Planned Debenture Proceeds*	-	7,321	12,400	-	-	-	-	19,721
Total Financing Sources	72,102	65,313	41,596	9,203	914	-	-	189,128
*Planned Debenture Proceeds								
Development Charges	-	-	-	-	-	-	-	-
Housing York Inc.	-	7,321	12,400	-	-	-	-	19,721
Total Debt Repayment Sources	-	7,321	12,400	-	-	-	-	19,721

Capital reports including the details by project are included in the Appendix starting on page 341.

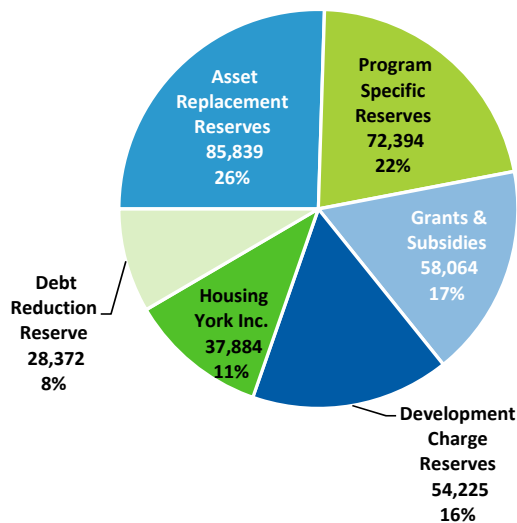
Community and Health Services Capital Financing

(in \$000s)

Capital Spending Authority \$189 Million

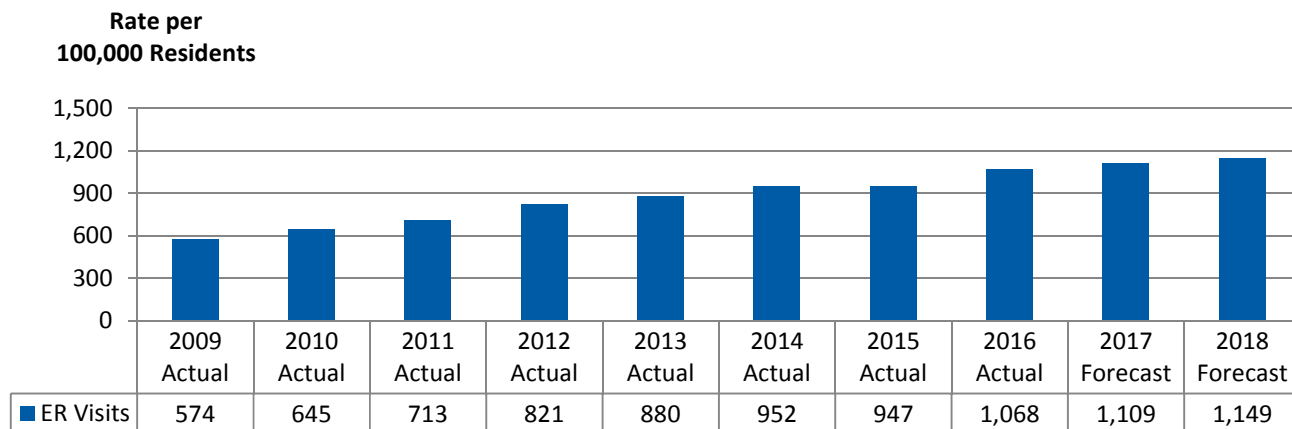


10-Year Plan \$337 Million



Community and Health Services Metrics

Mental illness emergency room visits among youth are expected to grow

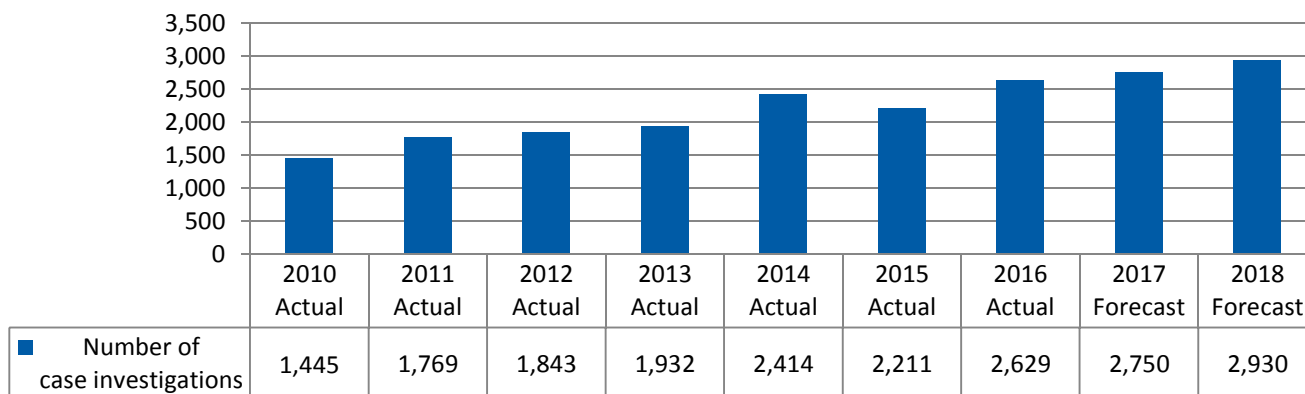


Source: Ambulatory Visit Data 2009-2016 (Calendar Year), Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Date Extracted: 2017-09-07. Population Estimates 2009-2016, Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Date Extracted: 2017-09-07.

Ontario's Open Minds, Healthy Minds Mental Health and Addictions Strategy promotes positive mental health of children. This is recognized as fundamental to the development of healthy behaviours in children and youth. The School Services Mental Health Lead works with school boards, community partners and internal staff to develop comprehensive mental health initiatives, resources and supports. Public Health nurses work with schools to implement these initiatives to address knowledge and skill building for teachers, staff and students. To keep up with increased demand, the budget includes new resources for public health school services.

Number of infectious diseases case investigations, York Region, 2010 to 2018

Number of Case Investigations



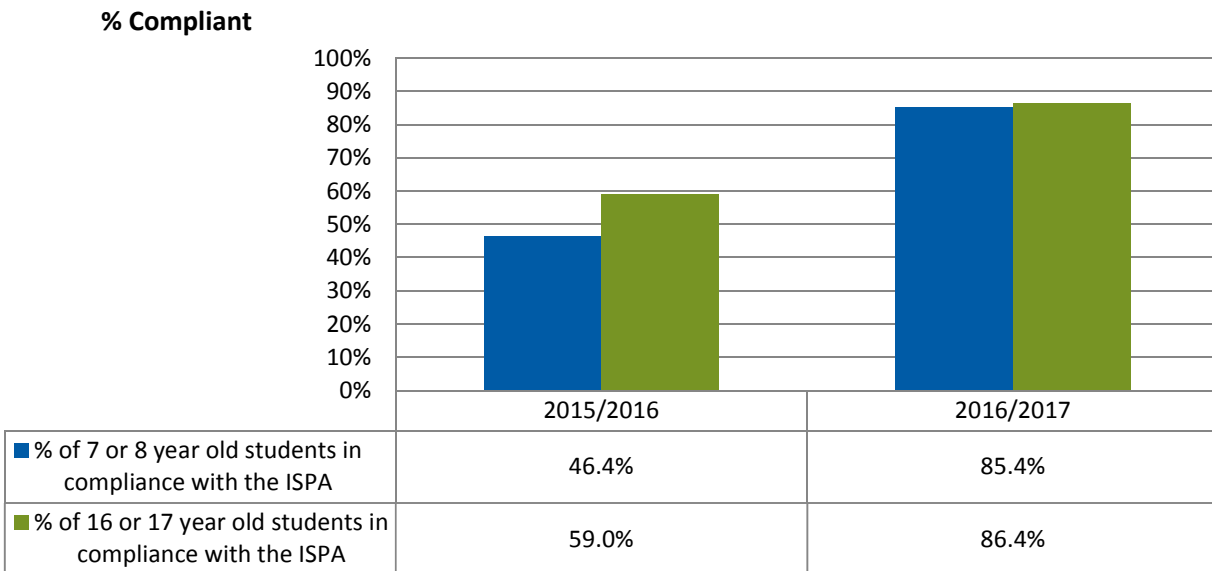
Source: Ontario Ministry of Health and Long-Term Care, integrated Public Health Information System (iPHIS) database, extracted by York Region Community and Health Services extracted August 4, 2017.

Note: Counts investigations (includes those that do not meet definition). Includes CID investigations captured in STD module and TB case investigations. Excludes investigations entered in error or closed duplicate do not use; excludes influenza cases that were not followed up. Based on reported date/episode start date/encounter date for responsible health unit = York Region.

Overall infectious diseases case investigations have increased 82% between 2010 and 2016 and this increase is forecasted to continue over the coming years. These increases are a result of a number of factors including: rapid population growth, increasing population density, immigration, increasing international travel and the emergence of new diseases, like MERS-CoV (Middle East Respiratory Syndrome Coronavirus).

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

Percentage of 7 or 8 and 16 or 17 year old students compliant with Immunization Act designated diseases

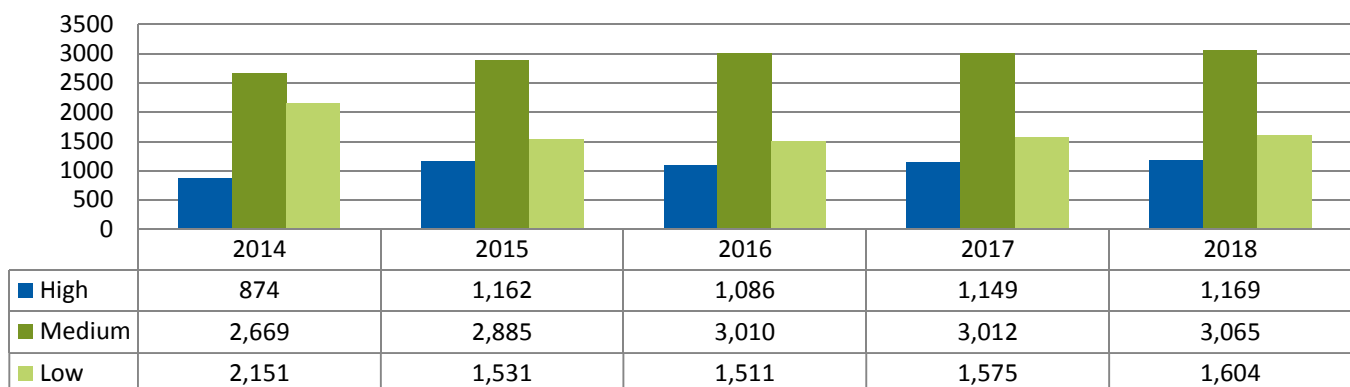


Source: Ministry of Health and Long-Term Care (2017). 2017 YEAR-END INDICATOR SUMMARY TABLE: HEALTH PROMOTION & PROTECTION INDICATORS.

During the 2015/16 school year, the *Immunization Act* was enforced among a small cohort of 17 year old students. Overall compliance for the group was 59%. For the 2016/17 school year, public health broadened enforcement to include all students aged 7 or 17 years attending Public, Catholic or French School boards. Overall compliance among these two ages increased to over 85%. Private Schools will be included in enforcement during 2017/18 school year.

Total number of food premises increasing

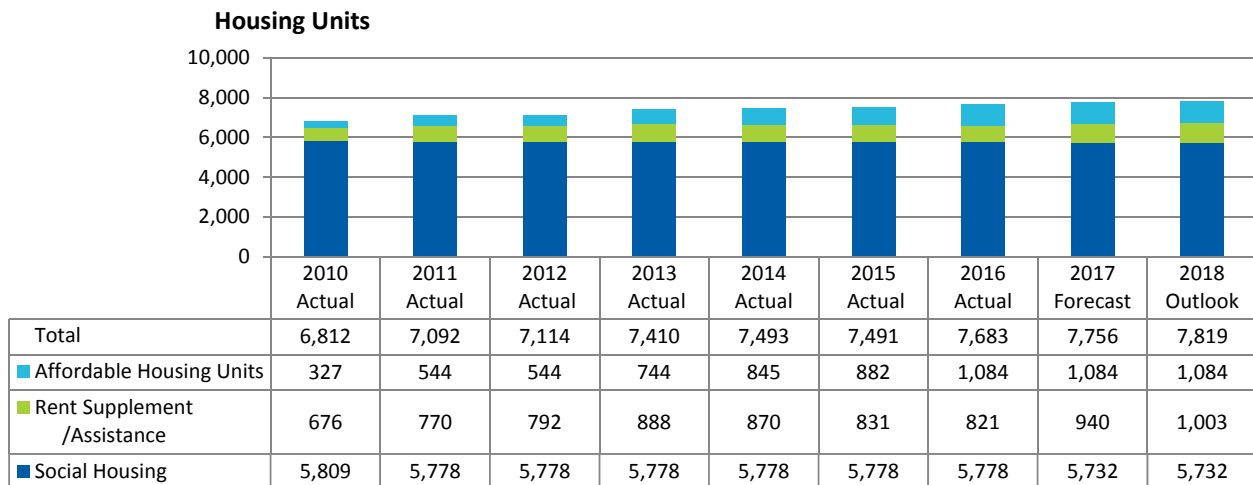
Total Number of Food Premises



Note: High, medium and low refers to the risk level assigned to the food premise. Categorizations are assessed and completed based on a risk assessment developed by the Ministry of Health and Long-Term Care.

Since 2014 there has been a steady increase in the number of food premises in York Region. Based on data from Statistics Canada's Business Register from 2010 -2015 and population projections from the Ministry of Finance, the projected population growth between 2014 and 2018 is expected to be accompanied by an increase of 144 food premises.

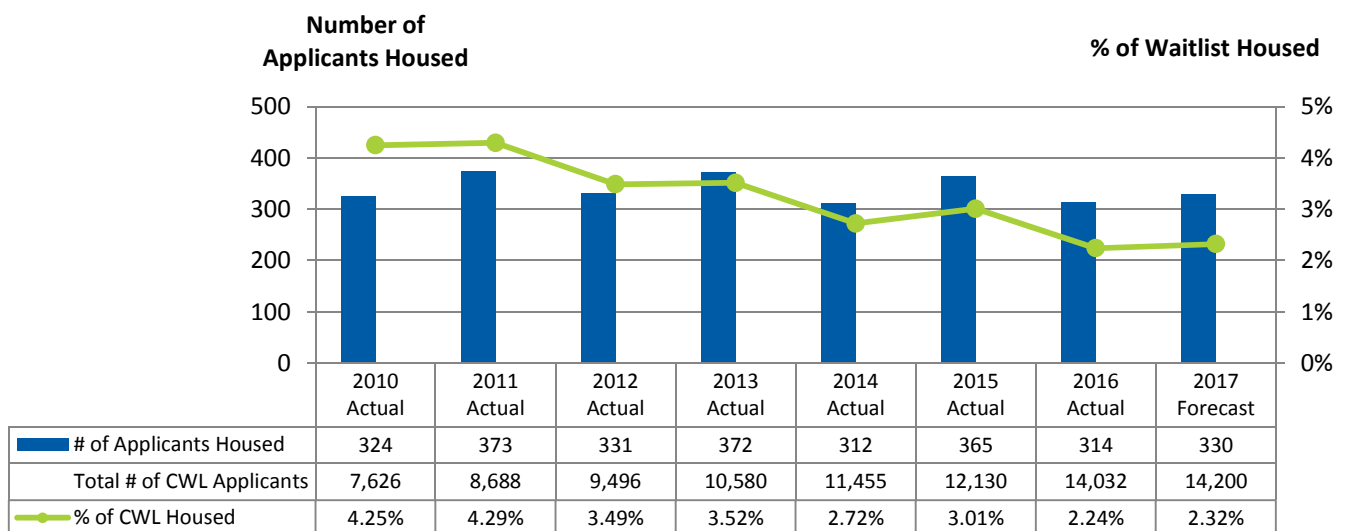
Total number of housing units funded



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

Rent assistance and rent supplement programs provide funding for rent subsidies for low income households in social and affordable housing and through agreements with private sector landlords. The total number of housing units funded will increase by 328 between 2015 to 2018.

Number of applicants for subsidized housing units

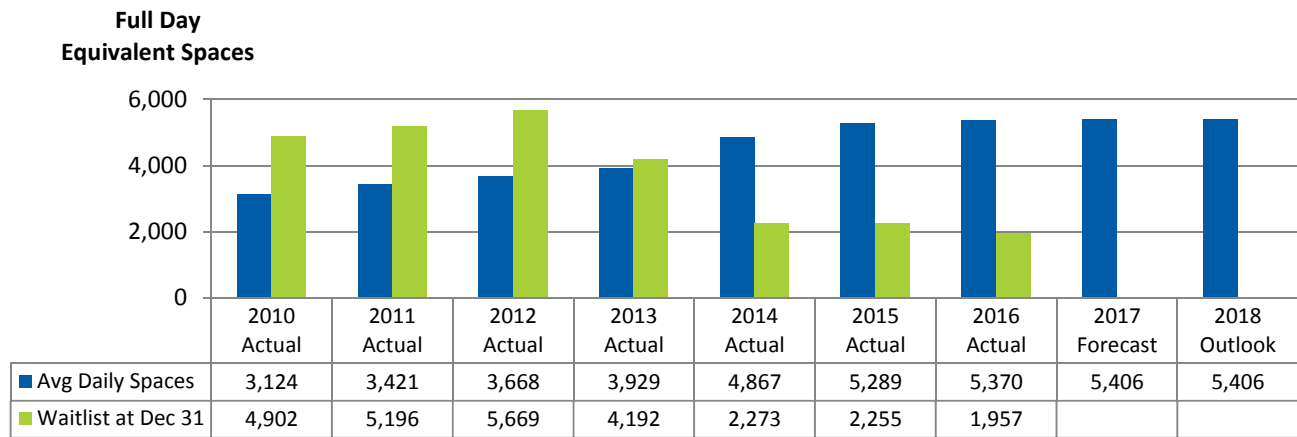


Note: CWL: Centralized Wait List.

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

The number of applicants requesting subsidized housing continues to increase. Residents are staying in their units longer, which reduces the number of units that become available, resulting in fewer applicants getting subsidized housing.

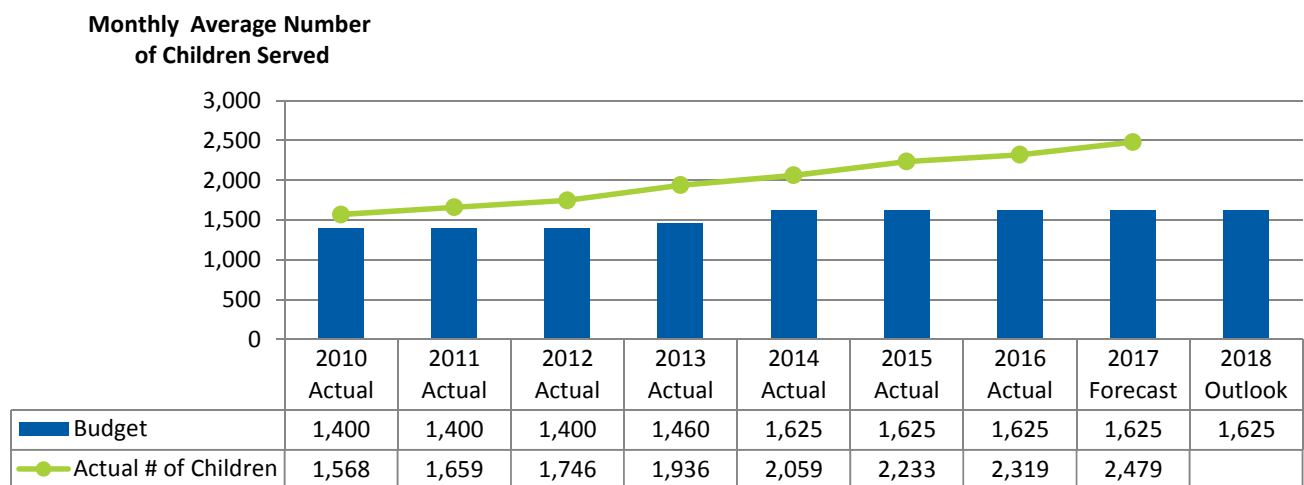
The waitlist for child care fee subsidy decreased from 2012 to 2017 as a result of provincial funding



Source: Ontario Child Care Management System.

The Fee Assistance waitlist continues to decrease year over year as we meet our service level targets, as a result of increased provincial funding for subsidies.

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

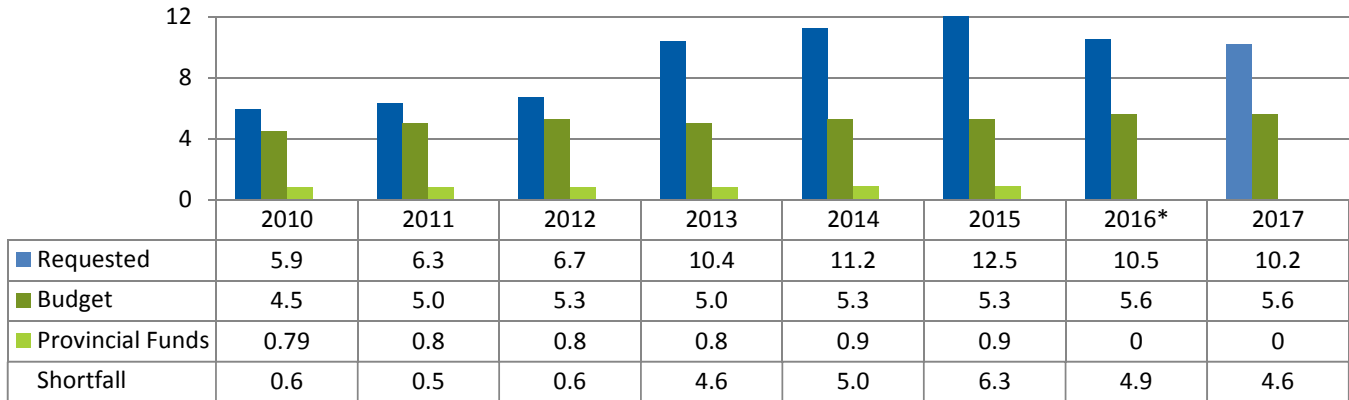


Note: 2017 is a forecasted annual monthly average number of children served.

Increased provincial funding in 2013 and full implementation of resulting staffing increases in 2014 allowed the program to serve more children. More recently, a business process review resulted in a more streamlined service delivery. Increased efficiencies have led to more children being served.

Requests for funding from the Community Investment Program continue to grow

Funding
(in \$ Millions)



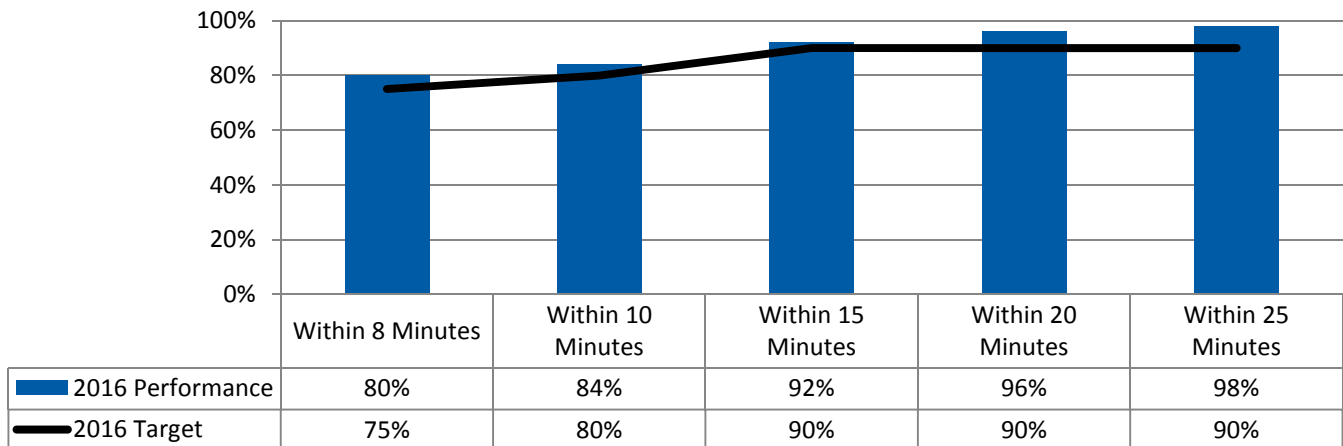
*2016 excludes funding from the Community Homelessness Prevention Initiative (CHPI).

Note: Provincial funding of \$943k which addresses homelessness was transferred to the Social Services budget in 2016.

Non-profit organizations in the community can request funding from York Region to provide services to low and moderate income residents. Enhancements to the community investment fund in 2016 and proposed enhancement in 2018 help expand the reach of these services.

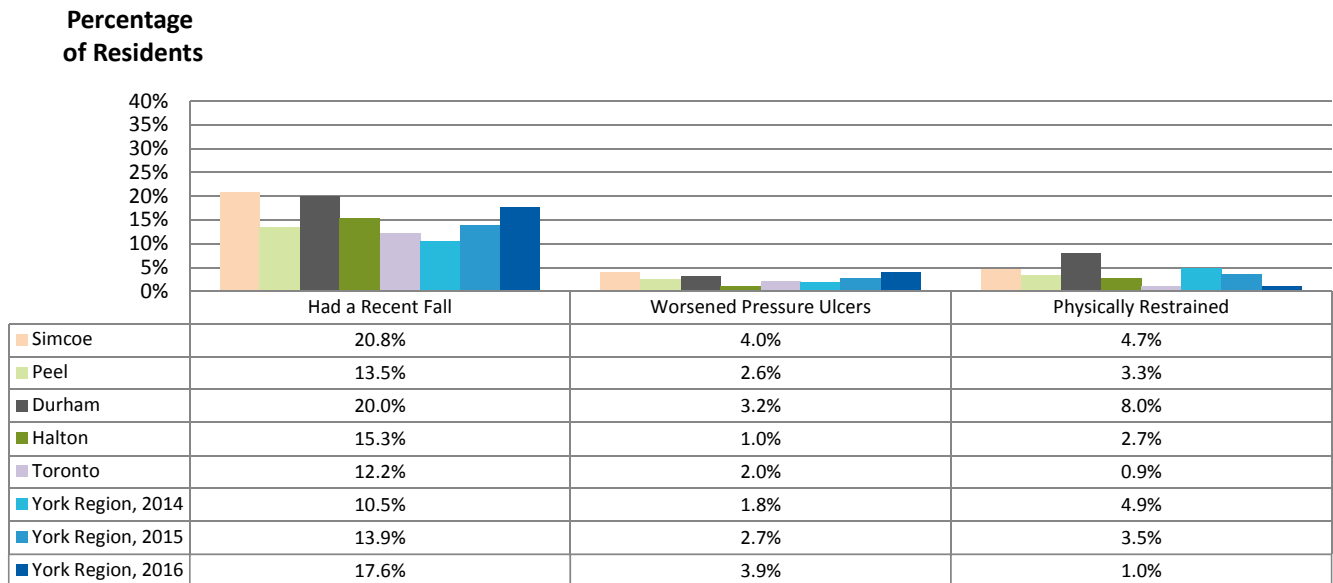
Paramedic Services outperform target response rate

Percentage of Responses
Within Each Time Frame



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

Region compares well on most provincial indicators for Seniors Services



Long-term care homes provide data on nine publicly reported performance indicators to the Canadian Institute for Health Information, which then makes certain information publicly available. These indicators are used to assess safety, the appropriateness and effectiveness of care, and the health status of long-term care residents by tracking measures such as the following:

- Number of residents who fell in the last 30 days: York Region is in the mid-range for falls. Staff have received training and resources to reinforce best practices.
- Number of residents with worsened pressure ulcers: The Region had the second highest rate among comparator municipalities for worsened pressure ulcers. In response, processes and training have been implemented to reduce residents' risk of developing pressure ulcers. As well, documentation processes are being reviewed and standardized to achieve greater precision in data input to help identify additional areas of improvement in this area.
- Number of residents for whom physical restraints were used: The Region had one of the lowest rates among comparator municipalities for use of restraints. This will continue to be monitored and improvements made as appropriate.



CORPORATE MANAGEMENT AND GOVERNANCE

York Regional Council sets the overall direction for the goals, policies and activities of York Region, creates bylaws and authorizes spending. Starting in fall 2018, York Region residents will elect a Chair to lead Council.

The corporate management function provides professional services and advice to Council, and works to make the organization's operations more strategic, responsive and efficient.

Four areas are responsible for these activities:

- **Office of the Chief Administrative Officer**
- **Legal Services**
- **Corporate Services**
- **Finance**

Working to achieve key goals as efficiently as possible

The following sections describe the activities of each of the four corporate areas.

Office of the Chief Administrative Officer (CAO)

There are two branches within the Office of the CAO:

- **Strategies and Initiatives** leads the overall strategy for the Region's corporate emergency management, customer service, continuous improvement and strategic planning. It also provides direct administrative and special project support, including research, analysis, and coordination, as required and directed by the CAO.
- **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.

Legal Services

The Legal Services branch provides support and advice to all Regional departments, Regional Council and the Police Services Board, as well as to Regional corporations and boards such as Housing York Inc. and York Region Rapid Transit Corporation.

The branch deals with a wide range of issues, including critical infrastructure projects, construction and procurement, litigation and labour and employment matters, general real estate matters, land acquisition and environmental issues, as well as corporate, commercial, municipal, intellectual property, information technology, and planning and development law. The branch also represents the Region at various levels of courts and administrative tribunals as well as the Ontario Municipal Board.

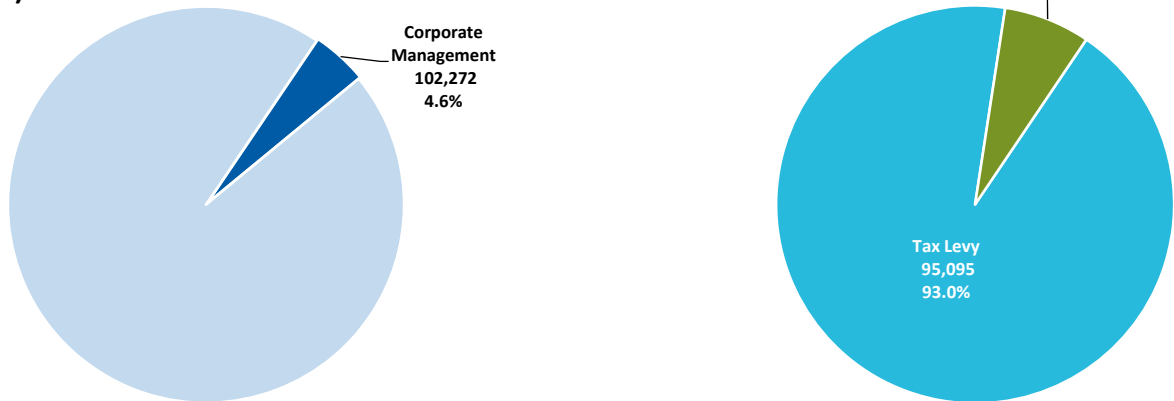
Continued on page 156

Major initiatives planned and underway:

- Continuing construction on the new Regional Annex, which when open in 2020 will offer a variety of Regional services in an eight-storey, 422,000-square-foot building well-served by transit
- In 2018, completing a further \$1.5 million in renovations to a Regional building on Harry Walker Parkway, and investing \$950,000 in the ongoing redesign of the Regional Administrative Centre
- Moving ahead on nine paramedic response stations with a total budget of \$40 million over the next three years
- Putting in place a new development tracking system, called YorkTrax, to simplify processes, enhance communications and improve forecasting
- Updating the Regional Official Plan and revising related policies
- Incorporating York Telecom Network as a new entity (see additional details starting on page 203)
- Developing an Accommodations Master Plan to better manage the Region's real estate portfolio
- Continuing to use the Regional fiscal strategy to maintain peak debt at \$2.9 billion in 2017

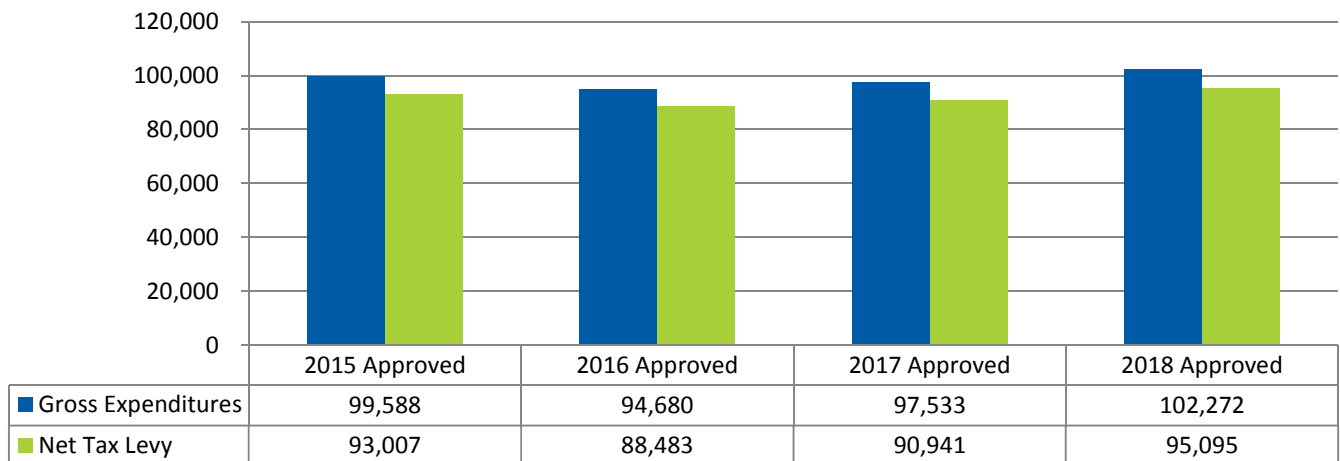
2018 operating budget share of total spending and how it's funded

(in \$000s)



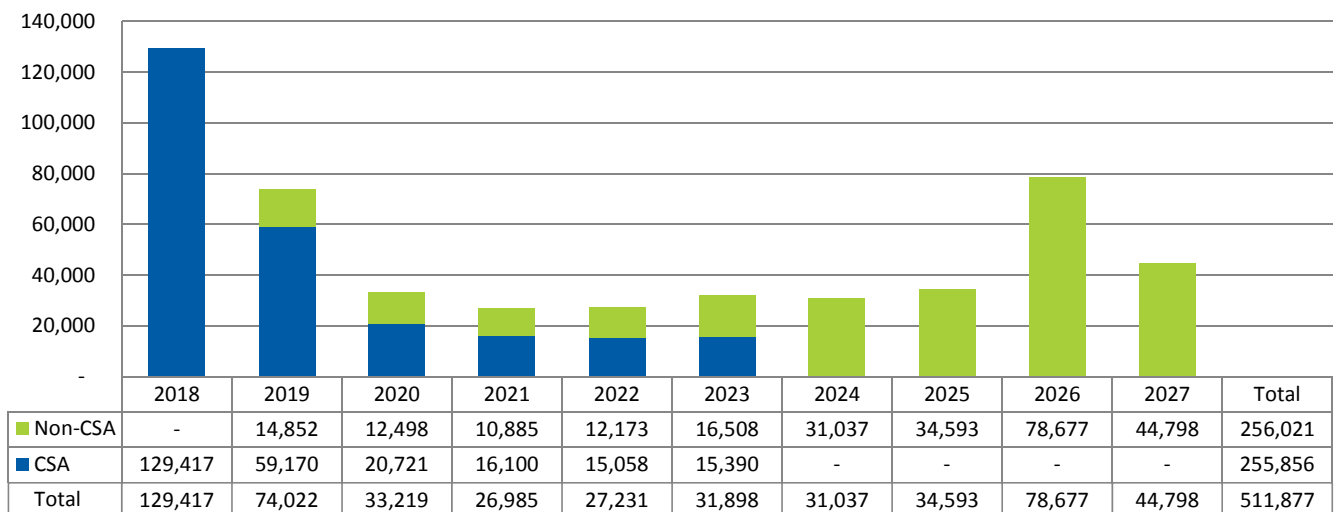
4-year operating budget spending

(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



Bringing Regional data to users means more seamless service

York Region's Data, Analytics and Visualization Services branch recognizes that the best way to get Regional information to residents is through channels they already use.

That's why the branch, which collects and analyzes data and creates maps and other visualizations to display the results, works with four companies that offer well-known apps:

- It integrates Regional address points with Google Maps and TomTom to make it easier to navigate in the Region and find homes, businesses, public services and transit stops.
- Yelp!, the restaurant review site, worked with Community and Health Services to give diners the results of Regional inspections to help them make better-informed decisions based on an establishment's food safety practices.
- Most recently, the branch and Transportation Services teamed up with Waze, the popular app that allows drivers to share information about congestion and other traffic problems.

These channels leverage data that the Region also makes publicly available through its Open Data program. The advantage of the partnerships is that residents don't need to download data and analyze it themselves – the app does that, and integrates the results with other information.

The branch is a pioneer in this approach. For example, getting the results of York Region food premise inspections into Yelp! marked the company's first international partnership.

The Region welcomes suggestions, which can be sent to Open.Data@york.ca, on how to better leverage its data using the web and social media.

Continued from page 154

Corporate Services

This department provides a range of enterprise and Region-wide services to internal and external customers and business partners:

- **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 relations support, graphic design/branding services and oversees the Region's intranet and public website.
 - ⇒ The Office of the Regional Clerk acts as corporate secretary to Regional Council and its committees, leads the management of the Region's electronic and paper information assets, and heads its access to information and privacy program.
 - ⇒ Data, Analytics and Visualization Services provides data management, analytics and visualization of data to all departments, York Regional Police, the York Region Rapid Transit Corporation, and local municipal and external partners. It also makes data and information available to colleagues, external partners and the public through the Region's Open Data site and other channels, as the box on this page explains.

⇒ Business Services provides financial management, communications and business support to the Corporate Services Department.

- **Human Resource Services** contributes to a positive workplace culture through leadership in talent acquisition and retention, employee and labour relations, learning and development, performance management, compensation, benefits and recognition, legislative compliance and a focus on employee health, safety and wellness.
- **Property Services** acquires property, is responsible for facility maintenance, security and parking services, manages facilities related capital construction projects (for example, paramedic stations and administrative space), plans and designs space and oversees efficient delivery of day-to-day facility operations.
- **Planning and Economic Development**, headed by the Region's Chief Planner, leads development and defence of Regional policy to guide growth management and land use planning decisions and works to align the Regional Official Plan with the goals of Vision 2051. It ensures that development conforms to and is consistent with the planning frameworks of the province and the Region, supports sustainability and ensures that all Regional interests are protected at the development implementation stage. The goals of the economic development function are to attract new business investment, keep existing businesses and help all businesses grow.

Finance

This department leads the development of prudent financial policies and practices, stewardship of resources, and effective risk management across the organization.

It includes six branches:

- **The Office of the Budget** oversees the development of the Region's multi-year operating and capital budgets, advises senior management and Council on departmental business plans and budgets, provides updates on spending during the fiscal year, and carries out long-term fiscal planning and analysis.
- **The Controllership Office** performs tasks critical to the financial welfare of the Region. It develops policies and undertakes activities to safeguard the Region's financial resources and manage the Region's financial risks, including establishing appropriate controls, procedures and systems. It is also responsible for the Region's financial statements and reporting.
- **The Treasury Office** analyzes and advises on current and potential new revenue sources, including property taxes, development charge collections and inter-governmental revenues, reviews the Region's long-term fiscal strategy each year and proposes any needed updates, ensures annual compliance with provincial debt requirements, and is responsible for the Region's relationships with financial institutions and credit rating agencies.

- **Information Technology Services** works with departments to select and implement innovative technology solutions that enable delivery of cost-effective services to residents. The branch also provides ongoing system and user support to ensure a secure and efficient operational environment. Information Technology Services is a strategic resource for the Region, keeping abreast of changing technologies and solutions that deliver on organizational needs and align with corporate strategic priorities and vision. The operating and capital plans ensure ongoing performance and reliability of technology assets.
- **The Procurement Office** oversees the policies and processes the Region uses to source goods and services, assets, and capital construction services. It works with internal clients and external partners to maintain fairness, objectivity, accountability and transparency and is leading efforts to modernize Regional procurement activities.
- **The Strategy and Transformation Branch** has two main functions: to strengthen the department's organizational capacity and to drive transformation in the department's financial and business service responsibilities. Operationally, the branch develops the department's business plan and budget, implements employee and organizational development initiatives, delivers payroll, payables and receivables functions, operates the Region's print shop, and manages mail and courier needs for the Region.

Accomplishments

Providing central guidance, oversight and advice, the corporate management and governance function has helped Regional departments work together and respond effectively to the challenges of growth and change. Some recent key accomplishments include:

- Emergency Management in the Office of the CAO continues to work with departments to test the Region's business continuity plans over each four-year term of Council. These plans help the Region respond to disasters, emergencies and threats while minimizing interruption to its critical business functions.
- Strategies and Initiatives in the Office of the CAO continues to work with departments to track and report to Council annually on key performance measures identified in the four-year 2015-2019 Strategic Plan.
- Corporate Continuous Improvement staff in the Office of the CAO, in partnership with a cross-departmental team, designed and developed an in-house innovation workshop and facilitation guide. Piloted with employees in the Public Health branch, the training is now available to all Regional employees.

- Legal Services developed a new purchasing bylaw after consultation with all Regional departments and held information and education sessions to help ensure consistent application. It also redesigned the parking bylaw to incorporate the Region's first administrative monetary penalty scheme (page 182 gives more details on this new compliance tool).
- A joint venture of The Office of the Regional Clerk, Archives branch and Data, Analytics and Visualization Services, the Region's Canada 150 Heritage Project featured an interactive website that allowed visitors to view heritage properties across the Region that existed in 1867.
- Corporate Communications launched a mobile app to make it easier for residents to connect with Regional information and services, as well as apply for career opportunities. The team was also recognized, along with communications professionals across the organization, with 11 International Association of Business Communicators awards.
- Planning and Economic Development launched the York Link business attraction campaign and strategy, which has already helped attract a new General Motors software development lab that will employ up to 700 highly skilled workers. In 2017, the campaign won both the Excellence in Economic Development Award from the International Economic Development Council and the Marketing Canada Award from the Economic Developers Association of Canada.
- Planning and Economic Development also created a new Planning Advisory Committee, which will be launched in early 2018, to provide resident input on land use and related issues that affect the long-term vision for the Region. In addition, in 2016 planning staff issued comments and conditions of draft approval for 101 plans of subdivision and condominium for a total of 11,702 residential units and 167.4 hectares of commercial and/or industrial land.
- Data, Analytics and Visualization Services worked with York Regional Police on leveraging their data to better understand community needs, get resources to the right place at the right time, enhance policing strategies and reduce risk through greater situational awareness.
- YorkLeads, in partnership with York Regional Police, designed and implemented a multi-tiered leadership program aimed at ensuring a steady and sustainable supply of highly effective and engaged leaders today and into the future.
- Property Services delivered a \$5.8 million building rehabilitation program in 2017, including replacing the roof of the Regional Administrative Centre.
- Human Resource Services led a two-year case study on mental health in the workplace, as well as supporting the organization's recognition as a top employer for young people and one of Canada's best diversity employers.
- Finance carried out analysis and research to support Council's passage of development charge bylaws for the community of Nobleton and the Region as a whole. The Regional bylaw included two noteworthy new provisions, in support of purpose-built high density rental buildings and new hotels in the Region.

- With other departments, Finance co-ordinated three infrastructure funding applications, for public transit, water and wastewater, and rail safety improvement, securing federal funding totalling almost \$74 million.
- Finance also advocated to the provincial government and recommended to Council how best to implement a prudent investor standard for qualified Ontario municipalities, including York Region, which would allow for more flexible investment decisions and improved returns.

Looking ahead

The number of issues on which Regional Council, departments and Regional partners need sound advice and guidance is growing. Program and service delivery is also becoming more complex, both because of external factors like regulation and the growth and urbanization of the Region.

The corporate management function helps Regional Council and others respond effectively and professionally as existing issues become more challenging and new concerns emerge. Staff gather and analyze evidence from within the Region and elsewhere to ensure advice reflects up-to-date information and leading practices. Their advice helps to make sure that the Region's resources are put to the best possible use on behalf of residents and businesses under the guidance and stewardship of a well-informed Council.

The Operating Budget 2018

Corporate Management and Governance Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	134,075	138,823	4,748
Contribution to Capital	5,510	5,492	(18)
Revenues	(6,592)	(7,177)	(585)
Allocations and Recoveries	(42,052)	(42,043)	9
Net Budget	90,941	95,095	4,154
% Change			4.6%
Outlook - Restated	90,941	94,515	3,574

Corporate Management and Governance Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	97,533	90,941
Base Adjustments	(60)	(101)
Efficiencies & Program Reductions	(164)	(164)
Legislated & Contractual	781	781
Impact of Capital	1,102	1,102
Growth & Service Enhancements	3,080	2,535
Total Budget	102,272	95,095
Change from Prior Year	\$	4,738
	%	4.9%
		4.6%

Corporate Management and Governance Staffing Summary

	2018 Approved	% Change
Budget Base	643.0	
New	18.0	2.8%
Conversions	3.0	0.5%
Program Reductions	-	
Total Full-Time Equivalentents	664.0	3.3%
Outlook - Restated	661.0	2.8%

Corporate Management and Governance Budget by Program

(in \$000s)	2017 Approved		2018 Approved		% Change
	Gross	Net	Gross	Net	Net
Chair & Council	2,336	2,336	2,373	2,373	1.6%
Office of CAO	6,064	5,887	6,685	6,508	10.5%
Legal Services	6,306	5,896	6,860	6,427	9.0%
Financial Management	18,856	16,628	19,772	17,355	4.4%
Information Technology Services	26,425	26,425	26,865	26,865	1.7%
Communications, Information & Data	13,661	13,396	14,555	14,357	7.2%
Human Resource Services	8,938	8,858	9,217	9,207	3.9%
Property Services	5,247	4,458	5,397	4,674	4.8%
Planning and Economic Development	9,699	7,057	10,547	7,328	3.8%
Corporate Management	97,533	90,941	102,272	95,095	4.6%
Outlook - Restated	97,533	90,941	101,260	94,515	3.9%

Chair & Council Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	2,336	2,336
Base		
Compensation and Inflation	34	34
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	2	2
Revenues	-	-
Program Reductions and Efficiencies	-	-
	37	37
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	-	-
	-	-
Total Budget	2,373	2,373
Change from Prior Year	\$ 37	37
	% 1.6%	1.6%

Chair & Council Staffing Summary

	2018 Approved
Budget Base	3.0
New	-
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	3.0

Office of the Chief Administrative Officer Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	6,064	5,887
Base		
Compensation and Inflation	114	114
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	-	-
Revenues	-	-
Program Reductions and Efficiencies	-	-
	114	114
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	508	508
Enhancing Service Levels	-	-
	508	508
Total Budget	6,685	6,508
Change from Prior Year	\$ 621	621
	% 10.2%	10.5%

Office of the Chief Administrative Officer Staffing Summary

	2018 Approved
Budget Base	29.0
New	2.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	31.0

Legal Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	6,306	5,896
Base		
Compensation and Inflation	469	469
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(154)	(160)
Revenues	-	-
Program Reductions and Efficiencies	-	-
	314	308
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	239	223
Enhancing Service Levels	-	-
	239	223
Total Budget	6,860	6,427
Change from Prior Year	\$ 553	\$ 531
	% 8.8%	% 9.0%

Legal Services Staffing Summary

	2018 Approved
Budget Base	57.0
New	2.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	59.0

Financial Management Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	18,856	16,628
Base		
Compensation and Inflation	1,008	1,008
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(499)	(688)
Revenues	-	-
Program Reductions and Efficiencies	-	-
	509	320
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	407	407
Enhancing Service Levels	-	-
	407	407
Total Budget	19,772	17,355
Change from Prior Year	\$ 916	\$ 727
	% 4.9%	% 4.4%

Financial Management Staffing Summary

	2018 Approved
Budget Base	125.0
New	3.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	128.0

Information Technology Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	26,425	26,425
Base		
Compensation and Inflation	656	656
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	365	365
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(1,894)	(1,894)
Revenues	-	-
Program Reductions and Efficiencies	(135)	(135)
	(1,008)	(1,008)
Impact of Capital		
Contributions to Capital Reserves	574	574
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	509	509
	1,083	1,083
Growth and Service Enhancements		
Maintaining Existing Service Levels	365	365
Enhancing Service Levels	-	-
	365	365
Total Budget	26,865	26,865
Change from Prior Year	\$ 441	\$ 441
	% 1.7%	% 1.7%

Information Technology Services Staffing Summary

	2018 Approved
Budget Base	105.0
New	2.0
Conversions	3.0
Program Reductions	-
Total Full-Time Equivalents	110.0

Communications, Information & Data Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	13,661	13,396
Base		
Compensation and Inflation	268	268
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	39	39
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	138	206
Revenues	-	-
Program Reductions and Efficiencies	-	-
	446	513
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	448	448
Enhancing Service Levels	-	-
	448	448
Total Budget	14,555	14,357
Change from Prior Year	\$ 894	\$ 961
	% 6.5%	% 7.2%

Communications, Information & Data Staffing Summary

	2018 Approved
Budget Base	91.0
New	3.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	94.0

*Branch includes: Corporate Communications, Office of the Regional Clerk, Business Services and Data, Analytics and Visualization Services.

Human Resource Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	8,938	8,858
Base		
Compensation and Inflation	135	205
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(62)	(62)
Revenues	-	-
Program Reductions and Efficiencies	-	-
	73	143
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	130	130
Enhancing Service Levels	75	75
	205	205
Total Budget	9,217	9,207
	\$	
Change from Prior Year	278	348
	%	
	3.1%	3.9%

Human Resource Services Staffing Summary

	2018 Approved
Budget Base	70.0
New	2.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	72.0

Property Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	5,247	4,458
Base		
Compensation and Inflation	58	48
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	377	377
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(425)	(350)
Revenues	-	-
Program Reductions and Efficiencies	(29)	(29)
	(19)	46
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	(29)	(29)
Operating Impact of New Capital	47	47
	19	19
Growth and Service Enhancements		
Maintaining Existing Service Levels	151	151
Enhancing Service Levels	-	-
	151	151
Total Budget	5,397	4,674
Change from Prior Year	\$ 151	216
	% 2.9%	4.8%

Property Services Staffing Summary

	2018 Approved
Budget Base	96.0
New	2.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	98.0

Planning and Economic Development Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	9,699	7,057
Base		
Compensation and Inflation	87	78
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	4	(35)
Revenues	-	-
Program Reductions and Efficiencies	-	-
	91	43
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	757	228
Enhancing Service Levels	-	-
	757	228
Total Budget	10,547	7,328
Change from Prior Year	\$ 848	271
	% 8.7%	3.8%

Planning and Economic Development Staffing Summary

	2018 Approved
Budget Base	67.0
New	2.0
Conversions	-
Program Reductions	-
Total Full-Time Equivalents	69.0

The Capital Budget 2018 to 2027

Corporate Management and Governance 2018 Capital Spending Authority and Funding

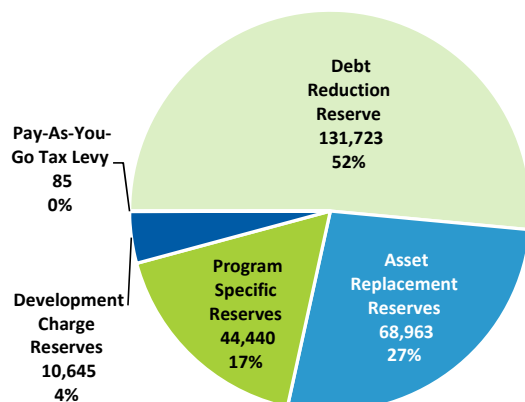
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
2018 Capital Spending Authority								
Information Technology Services	19,152	18,190	19,908	16,100	15,058	15,390	-	103,798
Corporate Services:								
Property Services								
Business Initiatives	106,870	40,980	813	-	-	-	-	148,663
Rehabilitation and Replacement	2,544	-	-	-	-	-	-	2,544
Planning and Economic Development	851	-	-	-	-	-	-	851
Total Capital Spending Authority	129,417	59,170	20,721	16,100	15,058	15,390	-	255,856
Financing Sources for 2018 Capital Spending Authority								
Pay-As-You-Go Tax Levy	85	-	-	-	-	-	-	85
Debt Reduction Reserve	92,876	38,091	756	-	-	-	-	131,723
Asset Replacement Reserves	20,522	9,640	12,153	9,450	8,708	8,490	-	68,963
Program Specific Reserves	8,235	8,550	7,755	6,650	6,350	6,900	-	44,440
Development Charge Reserves	7,699	2,889	57	-	-	-	-	10,645
Total Financing Sources	129,417	59,170	20,721	16,100	15,058	15,390	-	255,856

Note: Information Technology projects are funded entirely from reserves.
Capital reports including the details by project are included in the Appendix starting on page 359.

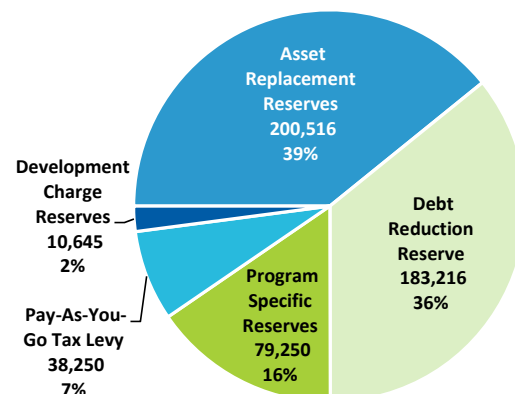
2018 Corporate Management and Governance Capital Financing

(in \$000s)

Capital Spending Authority \$256 Million

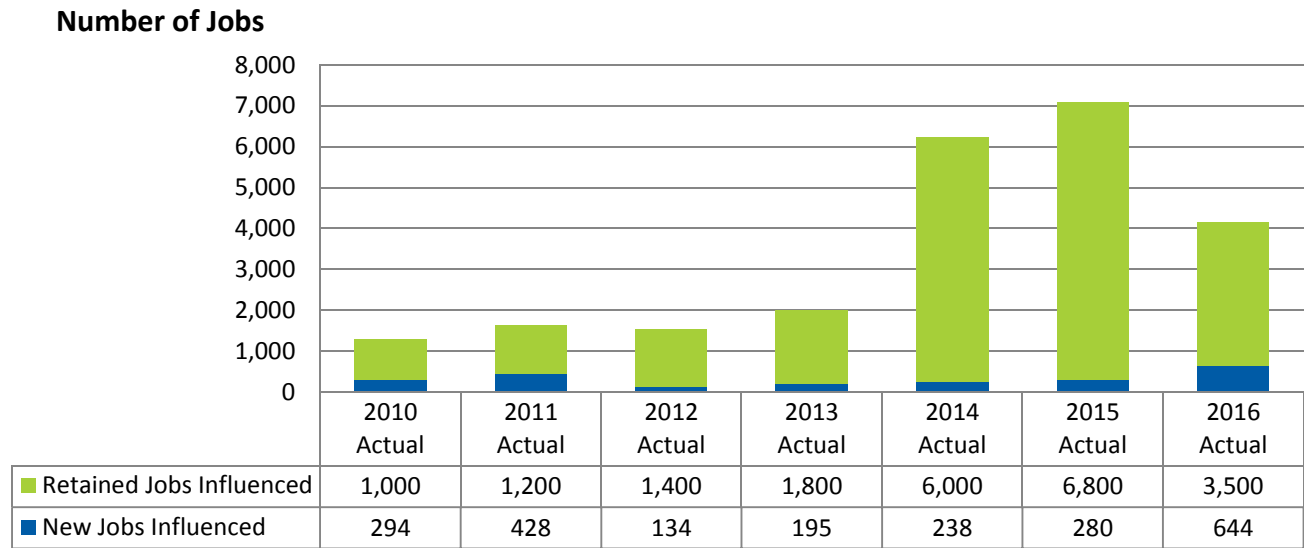


10-Year Plan \$512 Million



Corporate Management and Governance Metrics

The Region is influencing job creation and retention in York Region

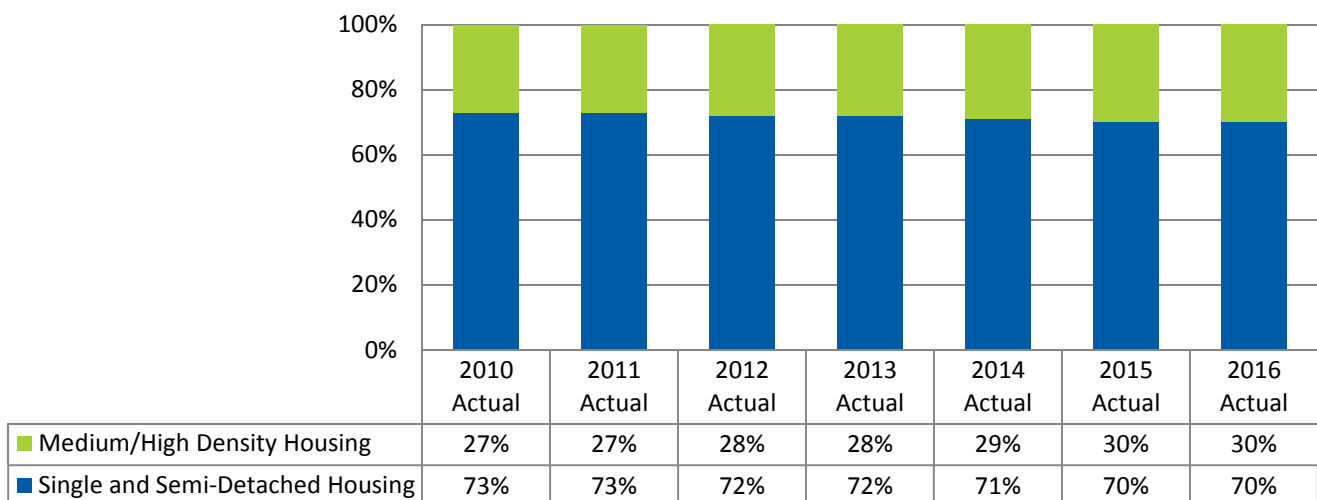


Note: Numbers do not include retained and new jobs influenced through funded Business Retention, Expansion & Attraction partner ventureLAB.

Regional programs influenced the creation of over 2,200 new jobs since 2010. Regional programs are affecting job growth and retention through direct engagement with existing growing businesses and potential investors, as well as business attraction marketing and awareness building. In 2016, the contributing factor to higher new jobs influenced were several significant business investments in the region facilitated by Regional Economic Development staff, including General Motors' new automotive software development centre in Markham.

Housing options in the Region are becoming more diverse

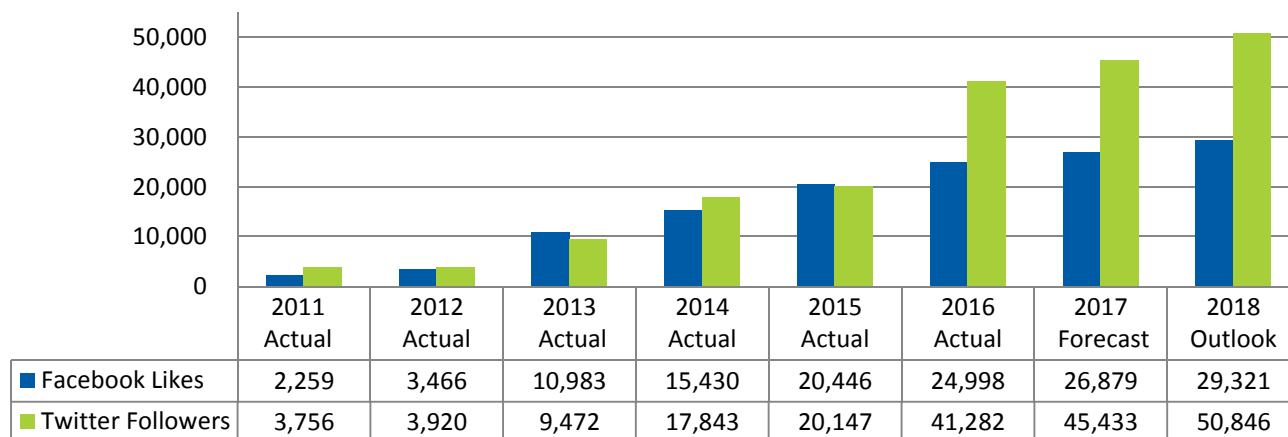
Housing Type Ratio of Region's Total Housing Stock



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

The Region's social media presence is growing

Number of Likes/Followers

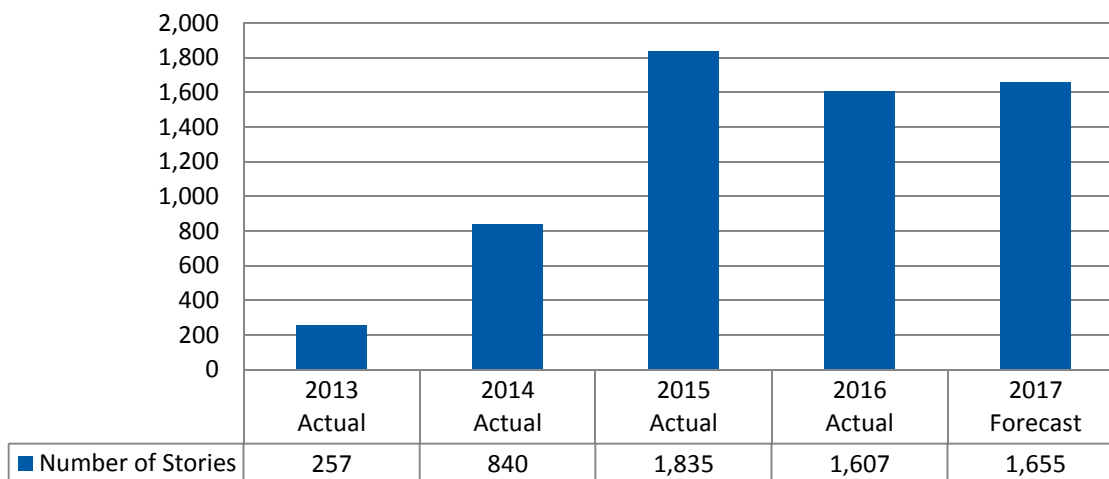


Note: Includes York Region, Vision 2051, YRT, YorkLink, York Paramedics and VivaNext Facebook likes and Twitter followers. York Region Twitter and Facebook accounts were activated in June 2011. Vision 2051 Twitter and Facebook accounts were activated in August 2011. YRT/Viva launched Facebook and Twitter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

In addition to the above platforms, York Region is developing a growing presence on such platforms as LinkedIn, YouTube, Instagram, Flickr and Pinterest, and is encouraging use of its recently-launched corporate mobile app. These developments respect our residents' changing communication preferences.

York Region continues to gain media attention

Number of Stories

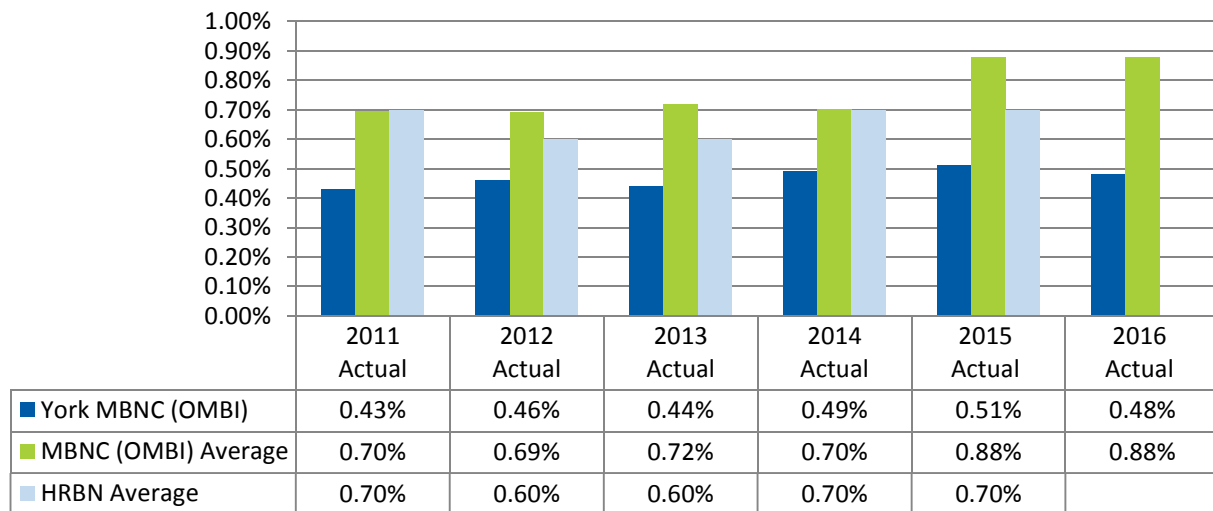


Note: Stories refer to the total number of media articles that reference York Region (e.g., newspaper articles, broadcast news, and radio).

York Region continues to gain media attention in total number of stories with continued steady growth estimated over the next few years. As a result of a tracking audit, we became more selective in capturing the most relevant York Region media, beginning in 2016. The main reason for the decrease in 2016 is a direct result of no longer capturing every York Regional Police article. Forecasts have been adjusted to reflect this change.

York Region's Human Resource costs are comparatively low

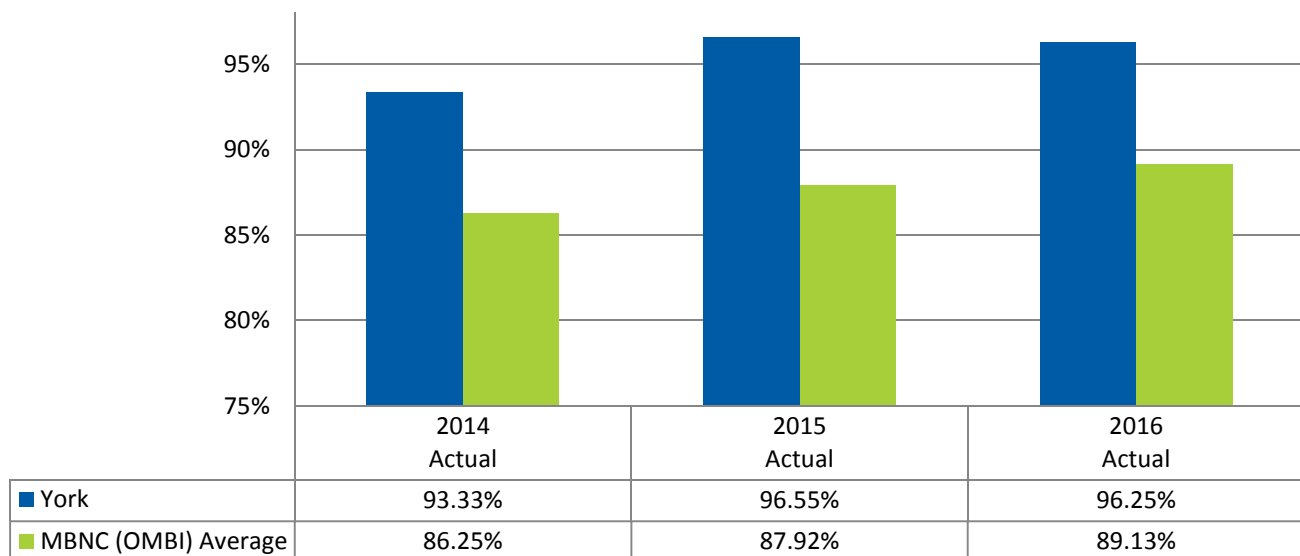
HR Administration Expense as a % of Organization's Operating Expense



York Region's human resource costs have consistently been lower than the Municipal Benchmarking Network Canada (MBNCanada) and Human Resources Benchmarking Network (HRBN) benchmarks.

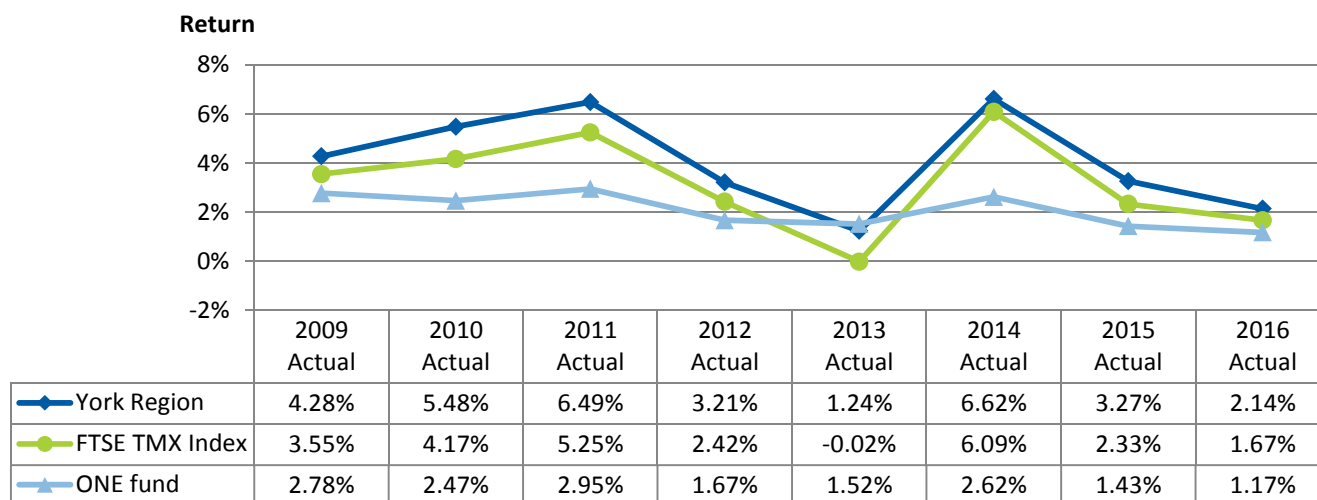
York Region's new hire success rates are high

% of Permanent New Hires Retained Beyond One Year of Hire



York Region's new hire success rates have consistently been higher than the Municipal Benchmarking Network Canada (MBNCanada) average since the measure was introduced in 2014.

York Region earns excellent returns on its investment portfolio



Notes:

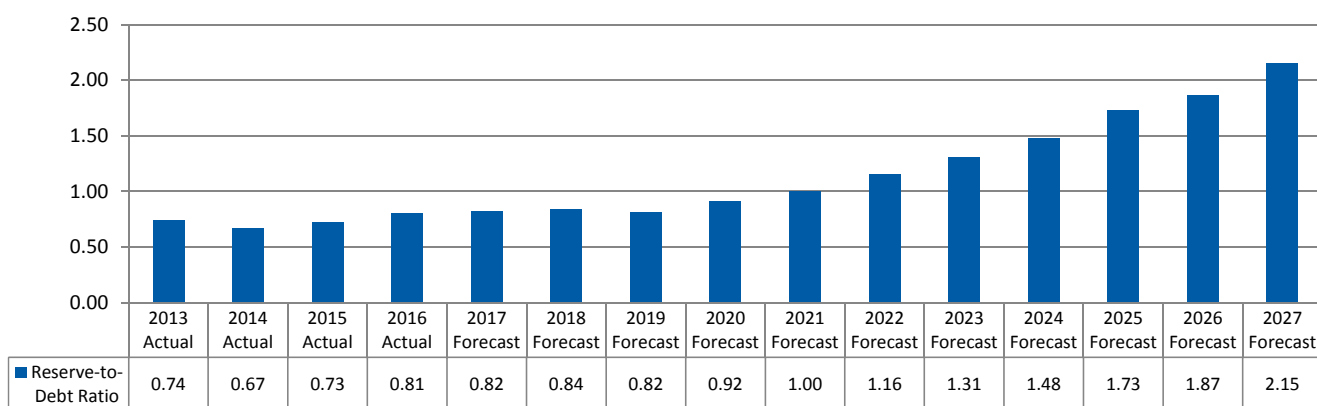
FTSE TMX Canada Universe Bond Index: An index that consists of a broadly diversified selection of investment-grade Government of Canada, provincial, corporate and municipal bonds issued domestically in Canada and denominated in Canadian dollars.

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

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

York Region's reserves will grow faster than debt

Reserve-to-Debt Ratio



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

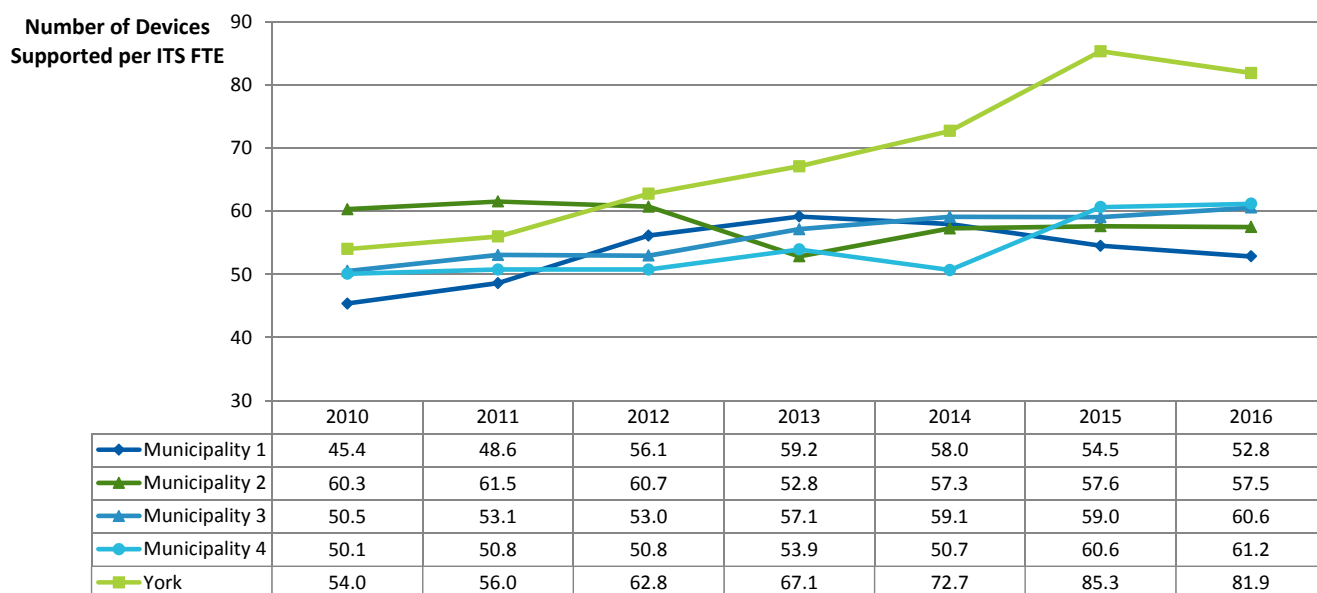
York has fewer Information Technology staff per capita than its regional peers



Source: Municipal Benchmarking Network Canada (formerly OMBI).

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

Information Technology staff support more devices every year

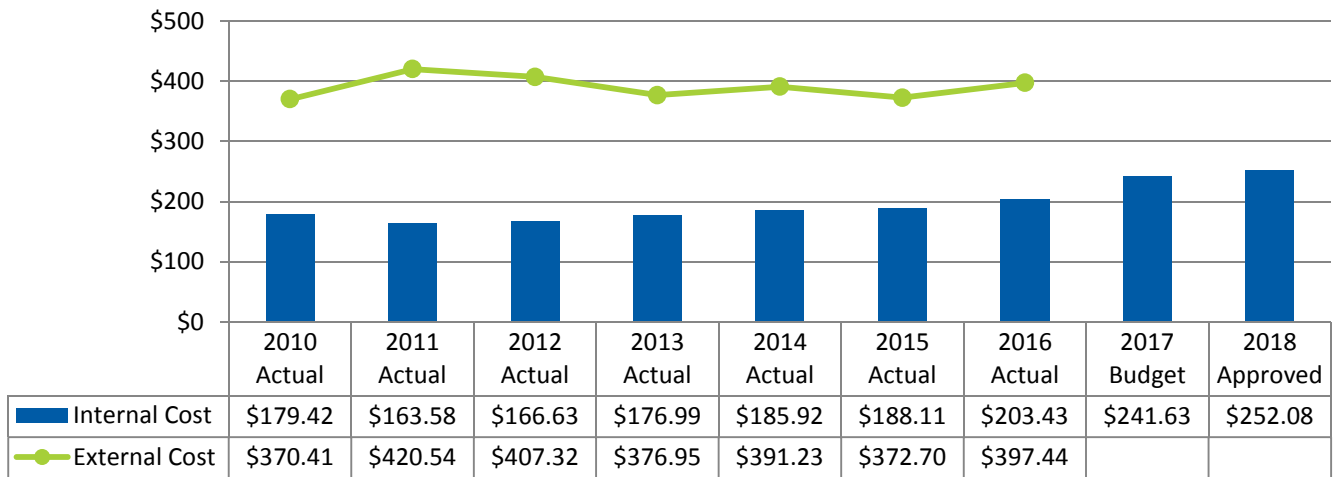


Source: Municipal Benchmarking Network Canada (formerly OMBI).

The number of devices per employee continues to grow with the increased adoption of mobile devices. These devices enable enhanced delivery of Regional services through an evolving mobile workforce and support improved efficiency and productivity as a result of greater connectivity with staff.

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

In-house Legal Support Cost per Hour



Source: Internal Cost: Gross expenditures divided by Total lawyer docketed hours.

External Cost: Total external legal cost divided by Total external legal hour (exclude: expropriations).

Analysis shows that services are most effectively delivered by in-house staff. The internal cost of in-house counsel has historically been lower than the external cost and this is expected to continue. In addition, internal counsel have established relations with clients and have the ability to respond promptly.



COURT SERVICES

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.

It is the second largest provincial offences court operation in Ontario by number of charges filed. Services are provided through two court offices, in Newmarket and Richmond Hill, that together offer six trial courtrooms and two intake courtrooms.

Court Services works to meet challenge of rising costs

Provincial offences are charges laid under provincial statutes and regulations, as well as municipal bylaws. The Provincial Offences Act sets out three distinct streams: Part I is minor offences, Part II is parking infractions, and Part III is more serious offences, such as driving without insurance. Part I and II offences can be resolved by paying a set fine, but a Part III offence must be resolved in court, there is no set fine and punishment may also include up to two years' imprisonment.

The bulk of the court system workload results from the activities of York Regional Police and the Ontario Provincial Police, which together accounted for roughly 80% of charges laid in 2016. The remaining charges were laid by other law enforcement and regulatory agencies operating in York Region.

Nearly 153,000 charges were laid in 2016, the last full year for which information is available, a decrease of about 6% from the previous year. As in previous years, Part I traffic-related offences dominated.

Recent Court Services accomplishments include:

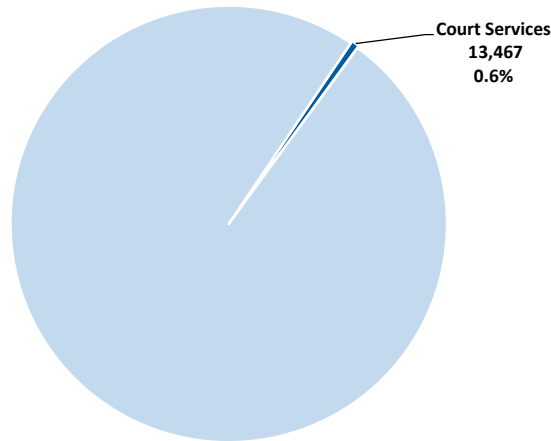
- Creating a best practice committee made up of key court system stakeholders, including court administrators, prosecutors, the judiciary, enforcement agencies and local municipal representatives, to help identify Regional issues and develop solutions
- Expanding an initiative to streamline the resolution of Part I offences (see box on page 184)
- Completing enhancements to technology to improve information flow and management
- Introducing an “executive dashboard” that integrates several data flows and provides enhanced reporting on performance, including customer service
- Expanding the Court Administration Management System to the prosecution unit to help with the processing of disclosure requests

Major initiatives planned and underway:

- Using new and enhanced tools as part of a strategy to improve collection of unpaid fines (see the box on page 182)
- Using resources, including courtroom space, more efficiently to manage costs and improve revenues
- Working with York Regional Police on a project to allow officers to testify in the Newmarket court location via video conferencing, which would cut travel time for south district officers, add flexibility to court docket scheduling and reduce time to trial while meeting legislative obligations.
- With the police and other partners, improving the use of technology to streamline and modernize additional processes, especially the flow of electronic records, information and disclosure.

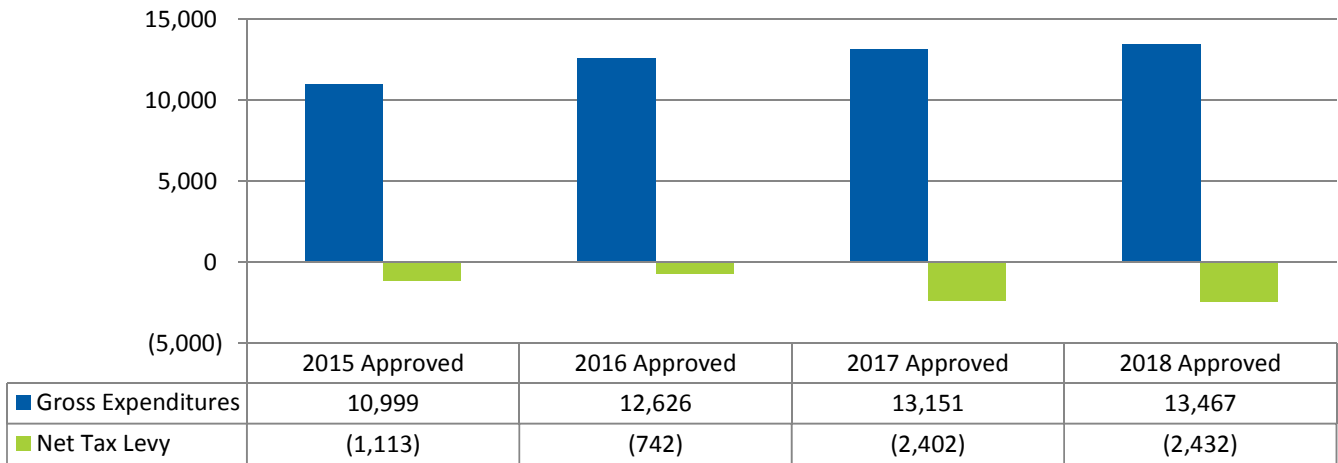
2018 operating budget share of total spending

(in \$000s)



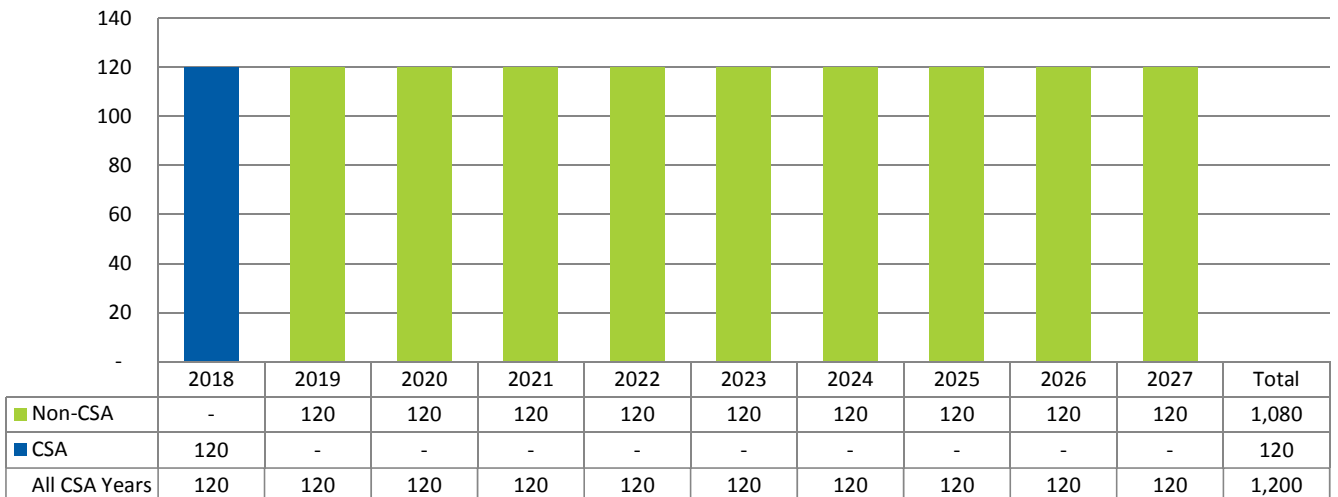
4-year operating budget spending

(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



New tools help to tackle a backlog of unpaid fines

New tools helped Court Services collect 16% more unpaid fine revenue in 2016 than the previous year, and the outlook for 2017 is for a 14% improvement over 2016.

At the end of 2016, Ontario municipalities were owed almost \$1.5 billion in unpaid fines, some dating back as far as the 1960s. For York Region, the total was \$48 million. When offenders fail to pay, taxpayers bear the costs.

In 2016, Regional Council endorsed a new strategy to improve collections that included adding \$20 to the administrative fee, authorizing more internal resources and outsourcing to additional collection agencies.

It also allows for adding unpaid fines to the property tax bill, as long as the resident is the property's sole owner. Agreements with several local municipalities are now in place or close to completion. The Region is also working on an inter-municipal agreement with Toronto for the same measure.

In addition, as of May 1, 2017, new provincial legislation allows for denial of licence plate renewal for some unpaid fines. While the provisions do not go as far as the Region had advocated, it does apply to all vehicles owned solely by an individual offender and is retroactive to 2010.

Court Services continues to advocate to extend plate denial to company-owned vehicles. Courts struggle to collect fines from corporations, leading recently to the write-off of roughly \$2.2 million in unpaid fines.

- Successfully arguing, as the prosecution, a number of precedent-setting cases key to the proper interpretation and application of provisions of the Highway Traffic Act and the Charter of Rights and Freedoms
- Providing training to various enforcement agencies and prosecutors

In administering the system, Court Services responds to inquiries by phone and at customer service counters, schedules trials, supplies interpreters, produces transcripts as requested, and enforces court-ordered fines. Court Operations manages accounting and collection of defaulted fines, including arranging such sanctions as licence suspensions.

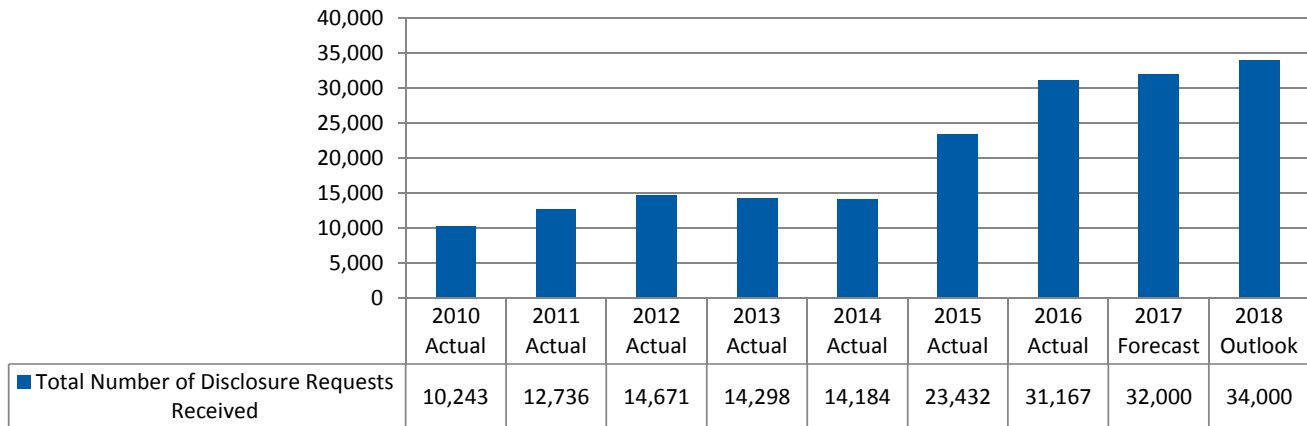
The process of attending court for a provincial offence is very similar to the criminal trial process. Prosecution services are provided by paralegal professionals and lawyers licensed by the Law Society of Upper Canada. They review briefs from enforcement agencies, correspond with defendants and agents, prosecute at trial and conduct appeals. They also train and consult with enforcement authorities.

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

A continuing concern in York Region has been collecting fines and other revenues intended to cover court costs. New tools to improve collections are helping to meet that challenge, as explained in the box on this page.

Requests for disclosure are expected to increase marginally in 2017

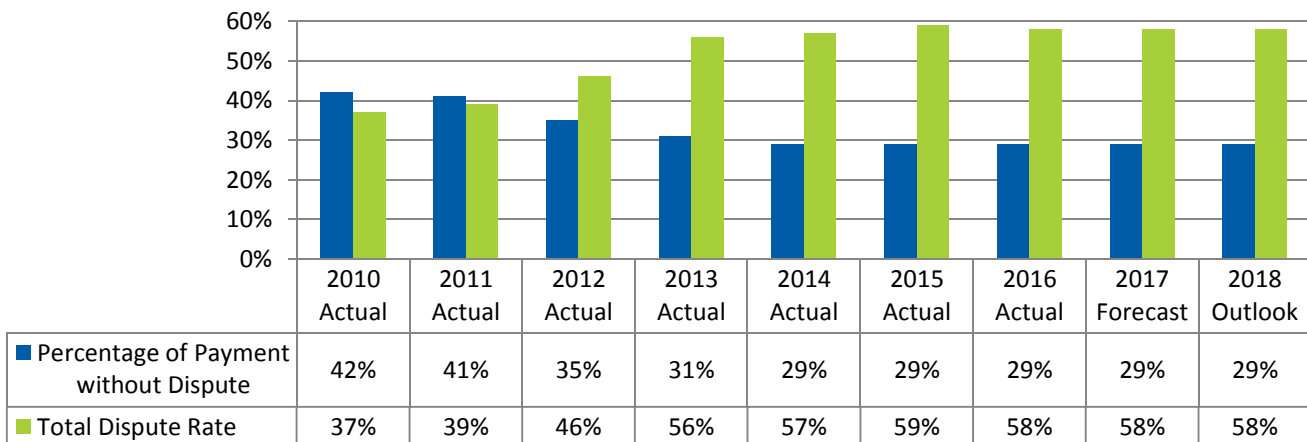
Total Number of Disclosure Requests Received



Several factors in addition to unpaid fines create cost pressures for the York Region court system. The most significant of these is the dispute rate. Disputing a ticket means going to trial instead of simply accepting the ticket and paying it in full. York Region has a high dispute rate compared to other provincial offence courts — in 2016, at 58%, it was 18 percentage points higher than the provincial average. This may be because the majority of offences are traffic-related, triggering concerns about insurance rate increases and licence demerit points.

In 2012, provincial legislation introduced a new dispute option called early resolution, allowing the defendant and prosecutor to meet outside the courtroom to try to resolve the matter. With this new option, the dispute rate in York Region increased and as many of 30,000 matters a year went to early resolution. In 2016, the Regional Senior Justice of the Peace advised that a judicial shortage made it impossible to adequately staff the intake court, where early resolution matters were being heard.

Dispute rates for 2018 are expected to be similar to those for 2017



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

New Part I approach is expanded based on pilot project success

Every year, police lay roughly 4,000 Part I charges related to motor vehicle accidents in York Region. Based on the success of a pilot project to reduce the costs and time involved in resolving these charges, a new approach has been expanded to include York Regional Police and Ontario Provincial Police charges at both courthouses in the Region.

The new approach involves having the investigating officer issue a summons to the defendant requiring an appearance in court.

Previously, defendants could opt for a trial. About 80% chose this route because of the costs and insurance impact of a conviction. The officer and witnesses were required to attend court, but most charges were resolved at that stage with a guilty plea to a lesser offence.

Under the new approach, witnesses and officers do not have to attend the defendant's first court appearance. Instead, the defendant receives disclosure (the officer's notes and witness statements) and meets with a prosecutor. If they come to a resolution, they quickly go before a Justice of the Peace, who enters a conviction and imposes a fine. If they don't, a trial is scheduled.

In the pilot, 90% of Part I summonses were resolved or rescheduled to another date to continue resolution efforts. This saves both time and money: previously, more than 10,000 witnesses and 5,000 officers were required in court for the first trial date alone. This has been reduced to 1,400 witnesses and 700 officers.

The trial courtrooms lack the capacity to accommodate the high volume of early resolution matters. As a result, the early resolution program was suspended at the start of 2017. This could change if provincial legislation were passed to streamline and modernize various judicial processes, as discussed below.

Looking ahead

The provincial government is leading a Provincial Offences Act Streamlining and Modernization Initiative that, through legislation, would reduce judicial involvement in administrative and pre-trial processes. The Clerk of the Court would then be granted additional responsibilities, which would decrease judicial involvement but increase workload for court staff. The timeline for legislated changes is unknown.

As noted above, this could allow the Region to resume the early dispute resolution option, if it could be achieved cost-effectively.

The Region is also advocating for the use of administrative monetary penalties in place of fines for some offences, such as red light camera and automated speed enforcement. The administrative monetary penalty is a civil measure, not a criminal one, that is often used for non-compliance with a regulation or bylaw.

Given the lack of control over cost drivers, Court Services is responding with efforts to find operating efficiencies. This includes acting on a recently completed efficiency review.

With new electronic tools, including in-car video, and defendants' increasing requests, the costs of preparing and reviewing disclosure materials are rising. Court Services continues to work with York Regional Police on better electronic management of officers' notes and review of video from in-car cameras to streamline the processing of disclosure requests.

The Operating Budget 2018

Court Services Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	13,151	13,347	195
Contribution to Capital	-	120	120
Revenues	(15,554)	(15,899)	(345)
Allocations and Recoveries	-	-	-
Net Budget	(2,402)	(2,432)	(30)
% Change			1.2%
Outlook - Restated	(2,402)	(2,432)	(30)

Court Services Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	13,151	(2,402)
Base Adjustments	315	(30)
Efficiencies & Program Reductions	-	-
Legislated & Contractual	-	-
Impact of Capital	-	-
Growth & Service Enhancements	-	-
Total Budget	13,467	(2,432)
Change from Prior Year	\$ 315	(30)
	% 2.4%	1.2%

Court Services Staffing Summary

	2018 Approved	% Change
Budget Base	79.0	
New	-	
Conversions	-	
Program Reductions	-	
Total Full-Time Equivalents	79.0	-
Outlook - Restated	79.0	-

Court Services Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	13,151	(2,402)
Base		
Compensation and Inflation	190	190
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	120	-
Direct Charges, Allocations and Recoveries	5	5
Revenues		
Provincial/Federal Funding	-	(7)
Provincial Offences Court Fine Revenue	-	(218)
Program Reductions and Efficiencies	-	-
	315	(30)
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	-	-
	-	-
Total Budget	13,467	(2,432)
Change from Prior Year	\$	315
	%	2.4%
		(30)
		1.2%

Note: Numbers may not add due to rounding.

The Capital Budget 2018 to 2027

Court Services 2018 Capital Spending Authority and Funding

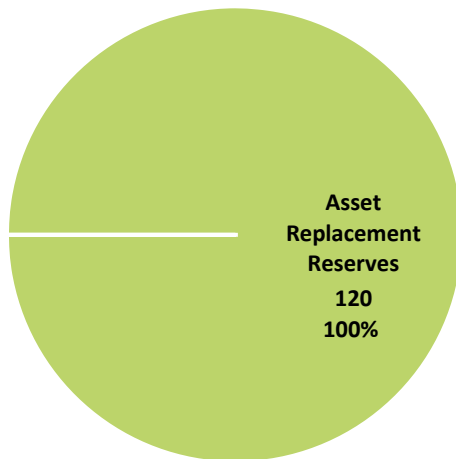
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
2018 Capital Spending Authority	120	-	-	-	-	-	-	120
Financing Sources for 2018 Capital Spending Authority								
Asset Replacement Reserves	120	-	-	-	-	-	-	120
Total Financing Sources	120	-	-	-	-	-	-	120

Capital reports including the details by project are included in the Appendix starting on page 375.

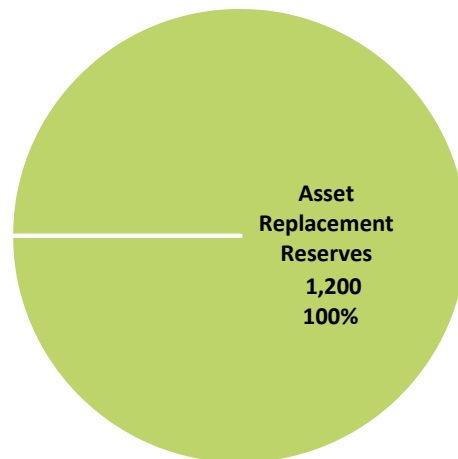
2018 Court Services Capital Financing

(in \$000s)

Capital Spending Authority \$0.1 Million

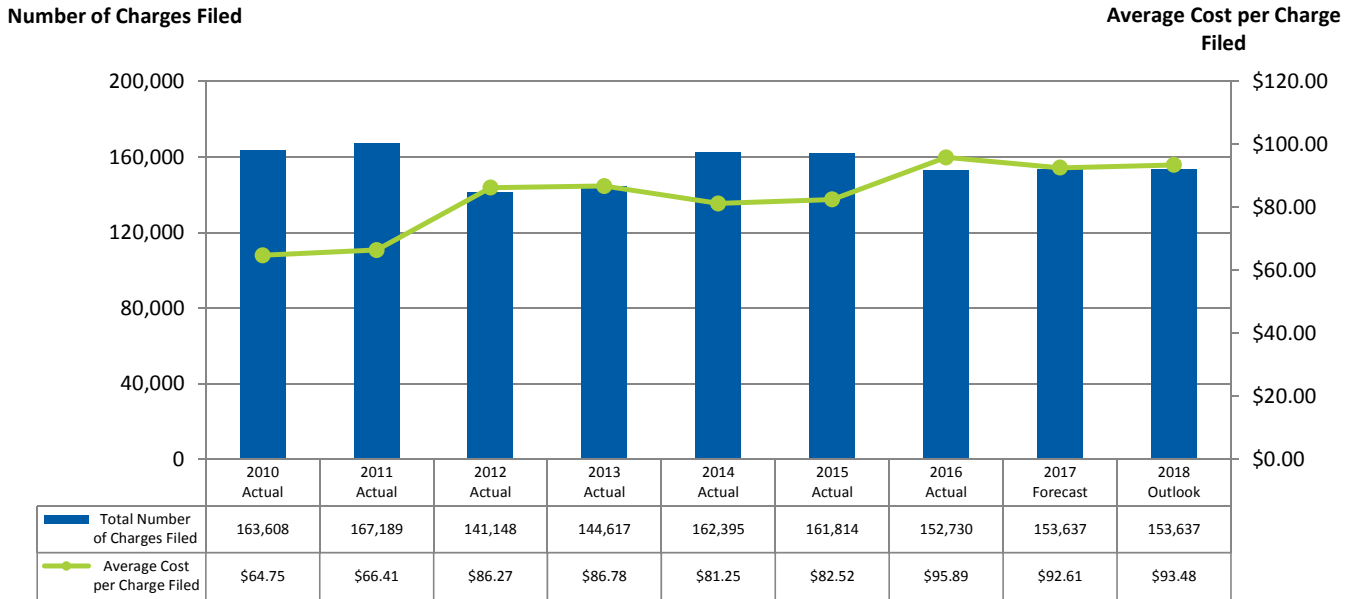


10-Year Plan \$1.2 Million



Court Services Metrics

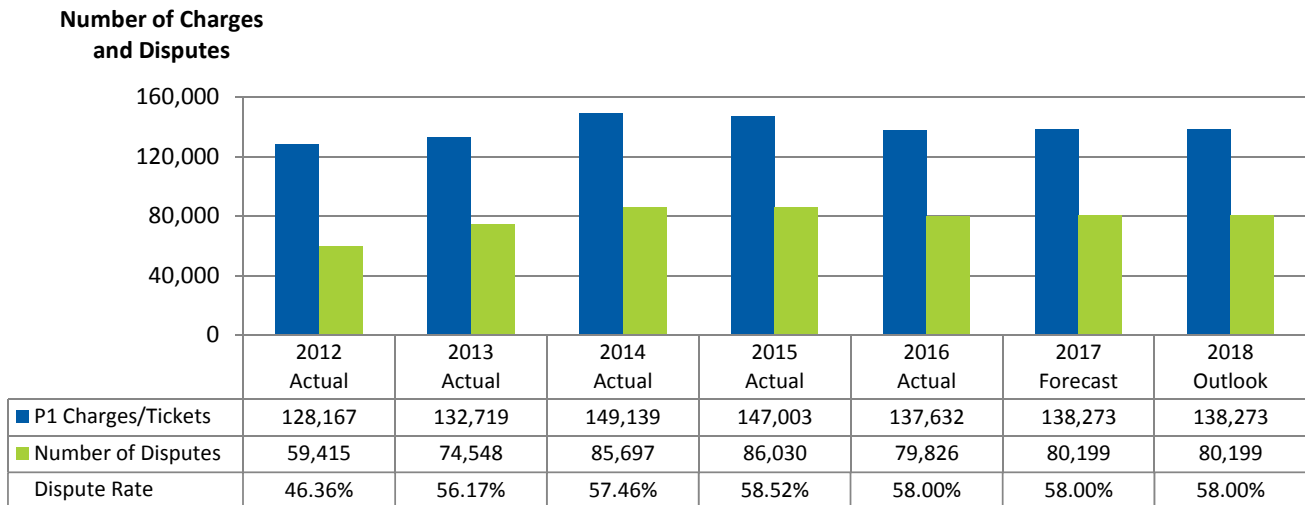
Higher dispute rates and requests for disclosure are increasing the cost per charge filed



Note: Total charges filed does not include red light camera charges related to the anticipated expansion of the Region’s red light camera program.

High dispute rates and increasing requests for disclosure are resulting in increased time to process each charge filed. As a result, the average cost per charge filed increases.

York Region is continuing to experience high dispute rates

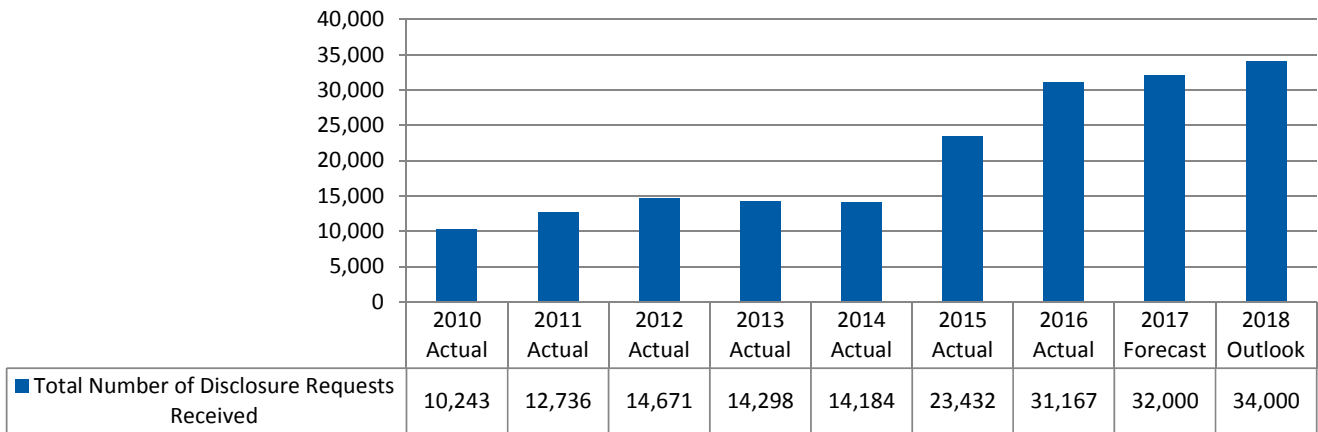


Note: “P1” refers to Part 1 Tickets, which are relatively minor offences that have the option to be settled by paying a fine.

The Early Resolution Legislation came into effect on March 31st, 2012 which allowed for an early resolution process from 2012 to 2016. York Region opted into this process which effectively increased the dispute rate. 2018 Part 1 tickets and number of disputes are anticipated to be similar to that of the 2017 approved budget with the dispute rate remaining consistent at 58%.

Requests for the disclosure of evidence have increased significantly in 2017

Total Number of Disclosure Requests Received



This graph shows the increase in disclosure requests received from defendants. It is estimated that the number of disclosure requests in 2017 will increase by 3% from 2016. The increase has been a direct result of an Ontario Court of Appeal decision released on December 5, 2014 which established that the prosecution must advise all defendants of their legislative right to disclosure. In January 2015, the Notice of Trial was changed to add that the defendant has a right to disclosure. The judiciary are also not proceeding with trials until a defendant has received disclosure. Defendants are now advised of their right to disclosure on a separate document that accompanies the trial notice.

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FINANCIAL INITIATIVES

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

- **Fiscal Strategy**
- **Non-Program Items**

Supporting a strong and sustainable organization

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

As an element of implementing the Regional fiscal strategy, described in the “Achieving Financial Sustainability” section starting on page 219, financial initiatives include additions to a number of key reserves maintained by the Region. Reserves allow the Region to save for future needs, reducing reliance on debt.

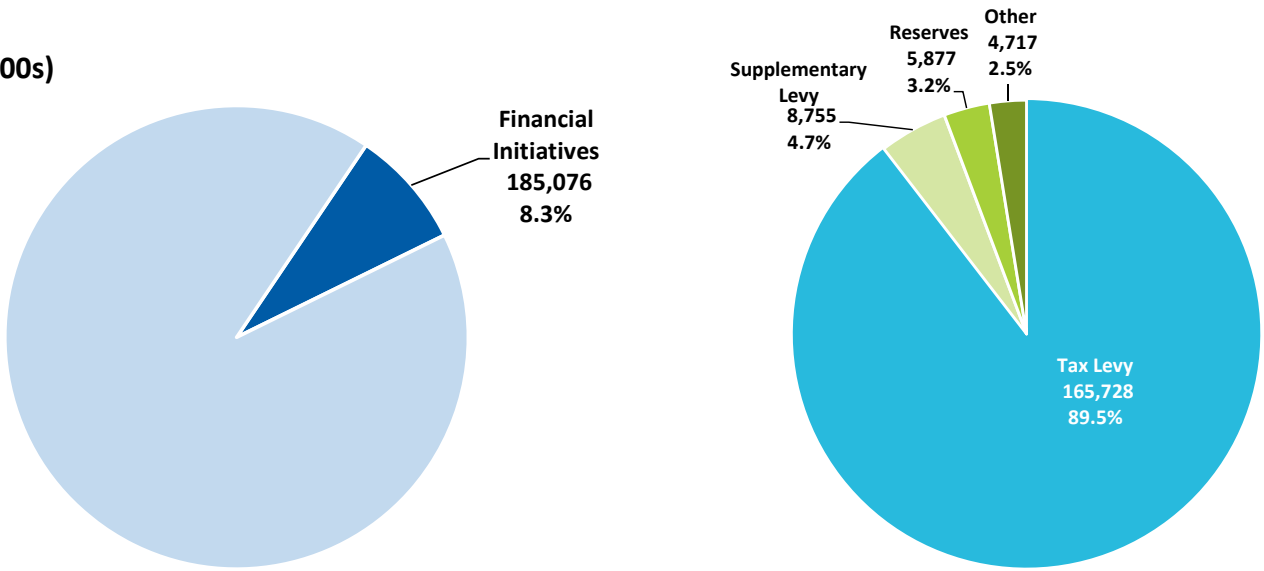
Non-program costs include surveying employees and similar enterprise-wide initiatives.

Such ongoing organizational costs as Workers Compensation, long-term disability program and financial working capital are also included in this section.

As well, it includes funding for special projects, such the new York University campus approved by the provincial government for the Region, that are not included elsewhere in the budget.

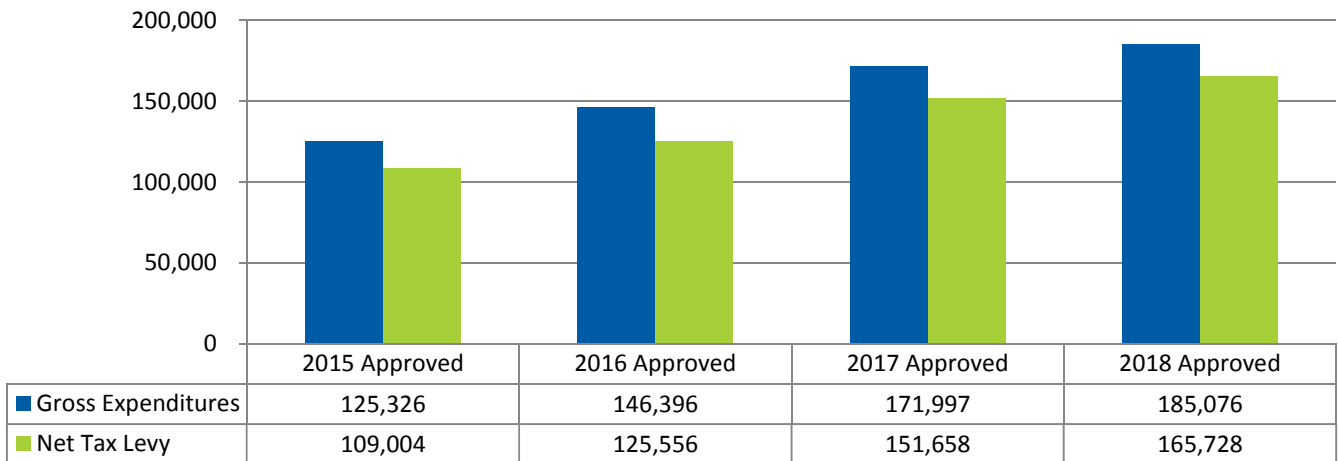
2018 operating budget share of total spending and how it's funded

(in \$000s)



4-year operating budget spending

(in \$000s)



The Operating Budget 2018

Financial Initiatives Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	16,717	13,906	(2,811)
Fiscal Strategy	155,299	171,191	15,892
Revenues	(20,339)	(19,349)	990
Allocations and Recoveries	(19)	(21)	(1)
Net Budget	151,658	165,728	14,070
% Change			9.3%
Outlook - Restated	151,658	165,962	14,305

Financial Initiatives Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	171,997	151,658
Base Adjustments	(2,800)	(1,709)
Fiscal Strategy	15,892	15,792
Growth & Service Enhancements	(13)	(13)
Total Budget	185,076	165,728
Change from Prior Year	\$ 13,080	14,070
	% 7.6%	9.3%

Financial Initiatives Budget by Program

(in \$000s)	2017 Approved		2018 Approved		% Change
	Gross	Net	Gross	Net	Net
Fiscal Strategy	155,299	146,644	171,191	162,436	10.8%
Non-Program Items	16,698	5,013	13,885	3,292	(34.3%)
Financial Initiatives	171,997	151,658	185,076	165,728	9.3%
Outlook - Restated	171,997	151,658	185,311	165,962	9.4%



BOARDS AND AUTHORITIES

York Region Council provides funding to several outside organizations that provide public services in the Region. The funding reflects a Regional agreement and provincial mandate to provide support.

- **Toronto and Region Conservation Authority**
- **Lake Simcoe Region Conservation Authority**
- **Hospital Funding**
- **Municipal Property Assessment Corporation**
- **GO Transit**

Funding for York Region partnerships

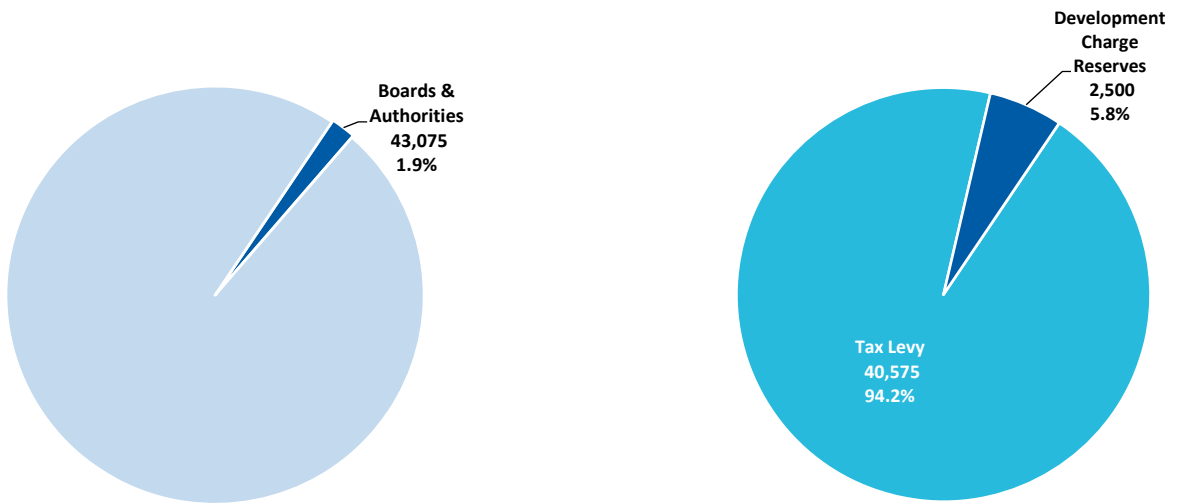
York Region Council provides funding, generally reflecting a Regional agreement or provincial mandate, to several outside organizations that provide public services in the Region:

- Under provincial legislation, conservation authorities receive funding from the municipalities in the watersheds for which they are responsible. York Region, along with other area municipalities, funds the Toronto and Region Conservation Authority and the Lake Simcoe Region Conservation Authority. Originally created to focus on floodplain management, conservation authorities now provide a range of environmental, educational and recreational programs and services related to lakes, rivers and lands in their watersheds. They also have specific responsibilities under such provincial legislation as the *Lake Simcoe Protection Act* and the *Clean Water Act*.
- Area hospitals receive a portion of their capital costs from the Region. The province funds up to 90% of the “bricks and mortar” costs of hospital construction and a smaller share of equipment and furnishings. This leaves roughly 35% of total costs to be funded from community sources. Under a 2009 agreement that runs to 2031, York Region helps the four hospitals within its boundaries to meet their capital requirements. The Region’s maximum contribution was set at \$12 million in 2009 and is indexed annually based on assessment growth. Contribution levels are tied to progress on reducing processing time for emergency patients, because longer times increase the cost of providing York Region Paramedic service. In 2015, for the first time since the agreement was drawn up, hospitals had the maximum contribution available to them because they met or exceeded agreed-upon processing time targets. They have since been able to continue to receive the maximum contribution.
- As a member of the Municipal Property Assessment Corporation, along with all other Ontario municipalities, York Region is required to provide a share of its funding. The non-profit corporation carries out property assessments for all Ontario municipalities.
- 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.

In 2018, net funding for these organizations and initiatives is \$40.6 million.

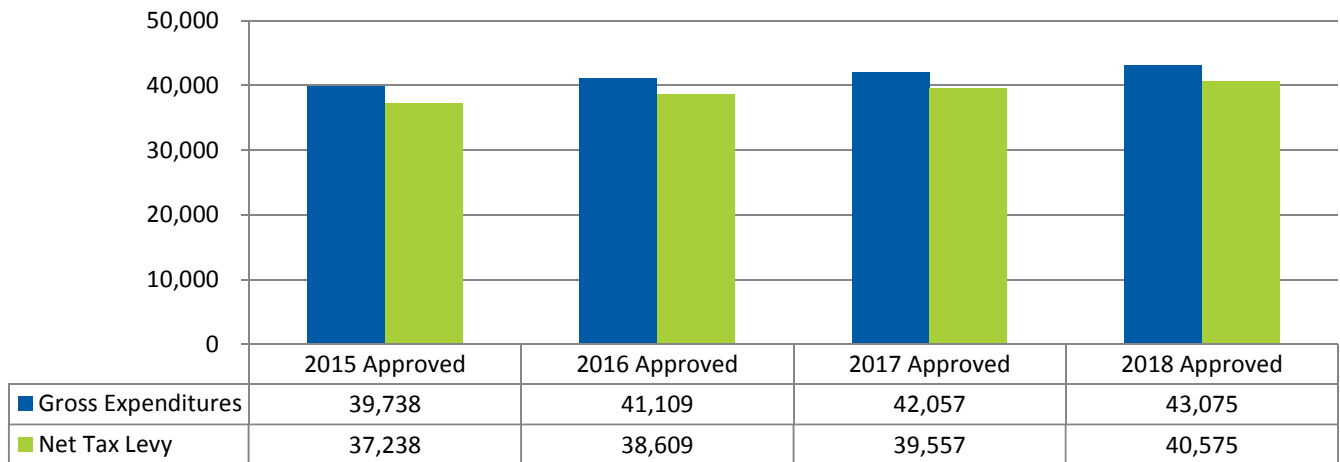
2018 operating budget share of total spending and how it's funded

(in \$000s)



4-year operating budget spending

(in \$000s)



The Operating Budget 2018

Boards and Authorities Financial Summary

(in \$000s)	2017	2018	Inc/(Dec)
	Budget	Approved	\$
Operating Expenditures	42,057	43,075	1,018
Contribution to Capital	-	-	-
Revenues	(2,500)	(2,500)	-
Allocations and Recoveries	-	-	-
Net Budget	39,557	40,575	1,018
% Change			2.6%
Outlook - Restated	39,557	40,499	942

Boards and Authorities Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	42,057	39,557
Base Adjustments	219	219
Efficiencies & Program Reductions	-	-
Legislated & Contractual	548	548
Impact of Capital	-	-
Growth & Service Enhancements	251	251
Total Budget	43,075	40,575
Change from Prior Year	\$ 1,018	1,018
	% 2.4%	2.6%

Boards and Authorities Budget by Program

(in \$000s)	2017 Approved		2018 Approved		% Change
	Gross	Net	Gross	Net	Net
Conservation Authorities					
Toronto & Region Conservation Authority	3,197	3,197	3,322	3,322	3.9%
Lake Simcoe Region Conservation Authority	2,751	2,751	2,845	2,845	3.4%
	5,948	5,948	6,167	6,167	3.7%
Hospital Funding	14,424	14,424	14,675	14,675	1.7%
MPAC	19,185	19,185	19,732	19,732	2.9%
GO Transit	2,500	-	2,500	-	
Boards & Authorities	42,057	39,557	43,075	40,575	2.6%
Outlook - Restated	42,057	39,557	42,999	40,499	2.4%

The Conservation Authority information above reflects the amounts which are funded from tax levy. The Conservation Authorities are also supported by the user rate funding. The tables on pages 200 and 201 provide more information.

Boards & Authorities Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	42,057	39,557
Base		
Compensation and Inflation	159	159
Legislated Program Requirements	548	548
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	60	60
Revenues	-	-
Program Reductions and Efficiencies	-	-
	767	767
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	251	251
Enhancing Service Levels	-	-
	251	251
Total Budget	43,075	40,575
Change from Prior Year	\$	1,018
	%	2.4%
		1,018
		2.6%

Toronto & Region Conservation Authority Operating Financial Summary

(in \$000s)	2017 Budget	2018 Approved
Tax Levy	3,197	3,322
Special Capital Levy		
Watershed Studies and Strategies	189	189
Water Risk Management	1,823	1,831
Regional Biodiversity	1,008	1,047
Land Securement and Management	388	393
Tourism and Recreation	-	-
Planning and Development Review	106	107
Education and Outreach	174	177
Sustainable Communities	464	468
Corporate Services	621	621
	4,773	4,835
Total Operating & Capital	7,970	8,157
Other Expenditures		
Reforestation ¹	40	40
	40	40
Total Gross Expenditures	8,010	8,197
Funded by:		
Tax Levy	(3,237)	(3,362)
User Rate - Water	(3,385)	(3,430)
User Rate - Wastewater	(1,388)	(1,405)
Total Funding	(8,010)	(8,197)

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

Lake Simcoe Region Conservation Authority Operating Financial Summary

(in \$000s)	2017 Budget	2018 Approved
Tax Levy	2,751	2,845
Special Capital Levy		
Watershed Studies and Strategies	520	536
Water Risk Management	711	726
Ecological Management	736	750
Greenspace Services	143	185
Education and Engagement	-	-
Planning and Development	-	-
Corporate Services	250	639
	2,361	2,836
Total Operating & Capital	5,112	5,681
Other Expenditures		
Reforestation ¹	40	40
	40	40
Total Gross Expenditures	5,152	5,721
Funded by:		
Tax Levy	(2,791)	(2,885)
User Rate - Water	(1,733)	(1,789)
User Rate - Wastewater	(628)	(1,047)
Total Funding	(5,152)	(5,721)

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

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YORK TELECOM NETWORK

As a key enabler of economic development, broadband access for businesses, institutions and residents is a high priority for York Region.

Regional Council has created a new corporation to leverage its own fibre network, known as the York Telecom Network, for increased community high-speed broadband access.

On October 19, 2017, Regional Council approved the necessary agreements and by-laws required to create YTN Telecom Network Inc. as a business entity.

Council had directed in March 2017 that the first board of directors be made up of members of Council. In October, it approved as the corporation's first directors the Regional Chair, the Mayors of Aurora, East Gwillimbury, Georgina, King, Markham and Newmarket, and the Regional Councillor for Vaughan.

Corporation will leverage Region's fibre "highway" to improve access

Started in 2002, the York Telecom Network is a Regionally-owned, 200-kilometre fibre "highway" for data that connects a variety of Regional buildings and assets, including traffic control/cameras, Viva transit monitoring and payment systems, and water and wastewater monitoring systems. Local municipalities and such other partners as universities, schools and hospitals have also accessed this network to cost-effectively increase their bandwidth. To date, the Region has invested more than \$16 million in the network.

In June 2016, Regional Council approved creating the York Telecom Network as a separate Regionally-owned corporation with the ability to expand the customer base to include private sector internet service providers. The move allows the Regional fibre asset to be leveraged by the private sector to cost-effectively extend access for residents and businesses into hard-to-serve locations, mainly in rural areas of the Region.

Creation of the new corporation is the most recent step in implementing the Region's Broadband Strategy, which Council adopted in 2014. A key goal of the strategy is efficiently leveraging both public and private-sector investments to improve connectivity throughout the Region. In 2015, Regional Council set up an advisory task force to provide guidance in moving ahead on the strategy, and its advice and findings were critical to shaping reporting on the York Telecom Network direction to Regional Council.

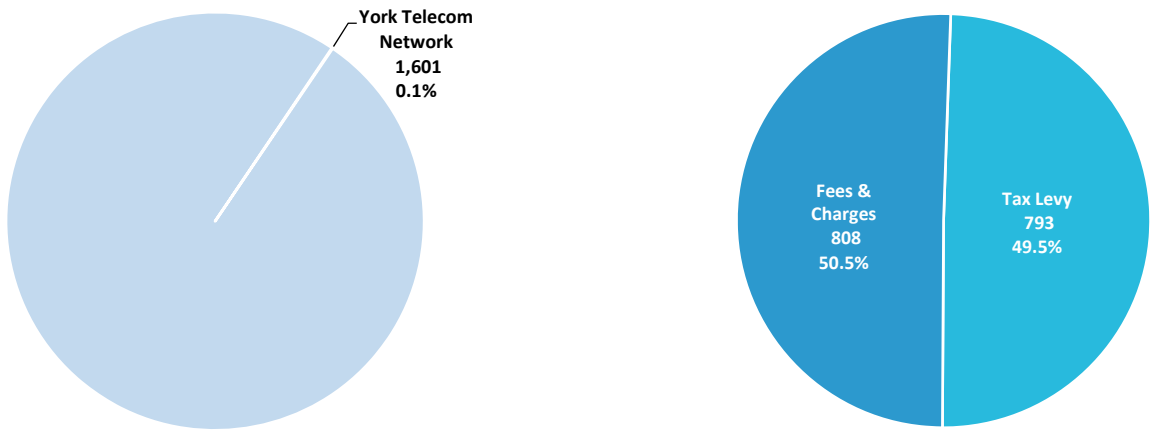
Looking ahead

Regional Council has approved the submission of an \$18.5 million application to the federal government's "Connect to Innovate" funding program, announced in December 2016, to help support investment in fibre. If the funding is approved, the network will be able to expand by adding a further 200 kilometres for under-served rural areas.

In line with Council's direction, a report will be brought forward in early 2019 with recommendations on adding directors other than Regional Council members to the board of YTN Telecom Inc.

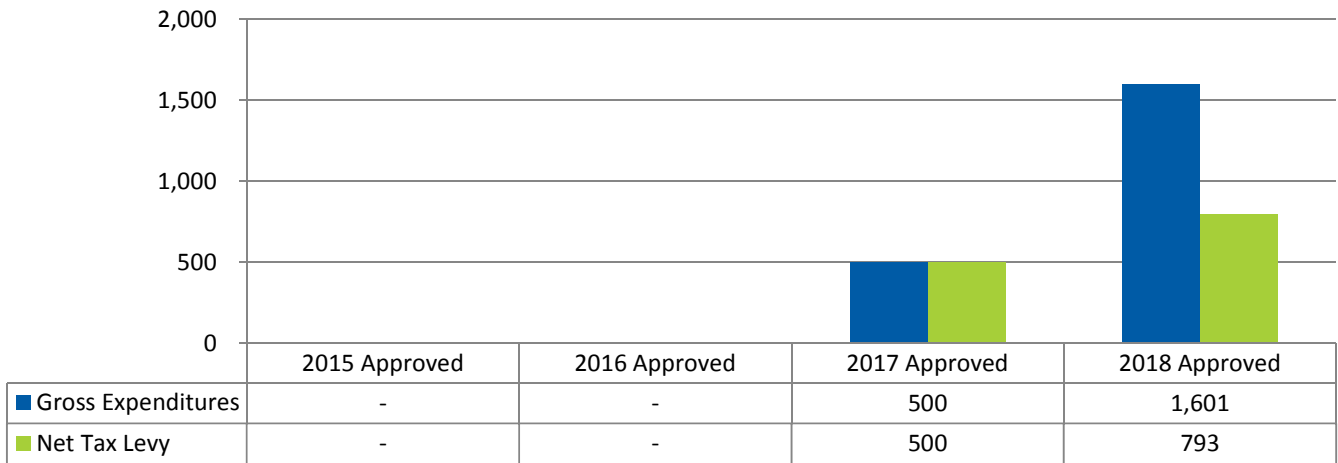
2018 operating budget share of total spending and how it's funded

(in \$000s)



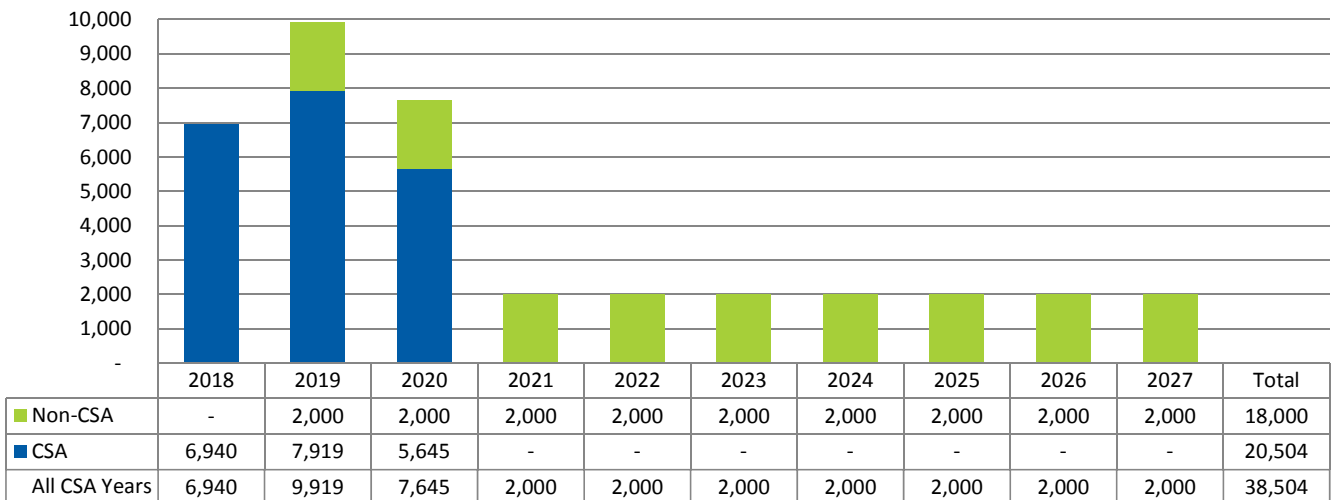
4-year operating budget spending

(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



The Operating Budget 2018

York Telecom Network Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	500	1,601	1,101
Contribution to Capital	-	-	-
Revenues	-	(808)	(808)
Allocations and Recoveries	-	-	-
Net Budget	500	793	293
% Change			58.6%
Outlook - Restated	500	-	(500)

York Telecom Network Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	500	500
Base Adjustments	(500)	(500)
Efficiencies & Program Reductions	-	-
Legislated & Contractual	-	-
Impact of Capital	-	-
Growth & Service Enhancements	1,601	793
Total Budget	1,601	793
Change from Prior Year	\$ 1,101	293
	% 220.2%	58.6%

York Telecom Network Staffing Summary

	2018 Approved	% Change
Budget Base	-	
New	6.0	-
Conversions	-	
Program Reductions	-	
Total Full-Time Equivalentents	6.0	-
Outlook - Restated	-	-

York Telecom Network Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	500	500
Base		
Compensation and Inflation	-	-
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	(500)	(500)
Revenues	-	-
Program Reductions and Efficiencies	-	-
	(500)	(500)
Impact of Capital		
Contributions to Capital Reserves	-	-
Net Debenture Financing of Capital Projects	-	-
Operating Impact of New Capital	-	-
	-	-
Growth and Service Enhancements		
Maintaining Existing Service Levels	-	-
Enhancing Service Levels	1,601	793
	1,601	793
Total Budget	1,601	793
Change from Prior Year	\$ 1,101	293
	% 220.2%	58.6%

Note: Numbers may not add due to rounding.

The Capital Budget 2018 to 2027

York Telecom Network 2018 Capital Spending Authority and Funding

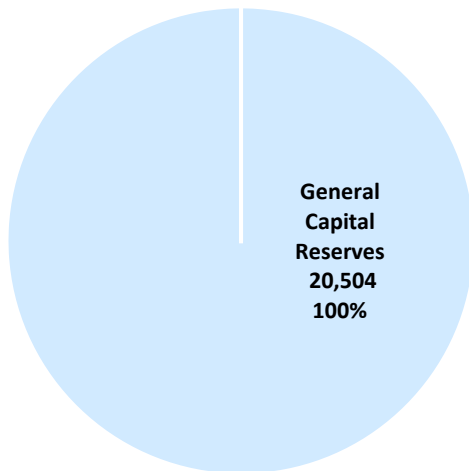
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
2018 Capital Spending Authority	6,940	7,919	5,645	-	-	-	-	20,504
Financing Sources for 2018 Capital Spending Authority								
General Capital Reserves	6,940	7,919	5,645	-	-	-	-	20,504
Total Financing Sources	6,940	7,919	5,645	-	-	-	-	20,504

Capital reports including the details by project are included in the Appendix starting on page 379.

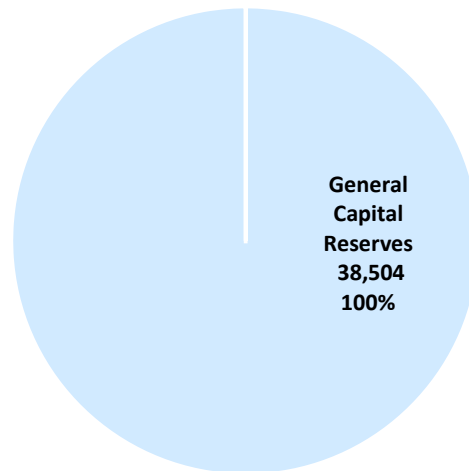
2018 York Telecom Network Capital Financing

(in \$000s)

Capital Spending Authority \$21 Million



10-Year Plan \$39 Million





YORK REGIONAL POLICE

The overall goal of York Regional Police Service is to provide superior quality service to the citizens it serves, while responding to new demands and challenges.

The operating budget to be supported by the tax levy will increase by \$12.7 million, or 4.1%, in 2018 from 2017.

Expanded service needs, reflecting a larger population, are driving the increase. In 2018, the operating budget will support the addition of 22 staff, which represents a 1.0% increase from 2017.

As in 2017, funding will support the accelerated hiring of new officers in 2018 to prepare for the impact of numerous pending retirements.

Ensuring the safety and security of people and property

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

A seven-member civilian Police Services Board oversees York Regional Police and, as part of its oversight, reviews and approves its budget before it is presented to Council for final approval. The approved budget, which the Police Services Board approved in October 18, 2017, sets out total operating spending of \$323.5 million for 2018 net of offsetting revenues. On a gross basis including revenues, the figure is \$357.5 million.

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

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

A district may, as needed, call on more specialized resources managed out of police headquarters in Aurora. These include front-line duty inspectors, major incident management, marine, air and canine units, collision investigations, criminal investigation and forensics. Other centralized services include intelligence, traffic enforcement and safety programs. The service also uses specialized equipment, such as an Unmanned Aerial System and tactical robots.

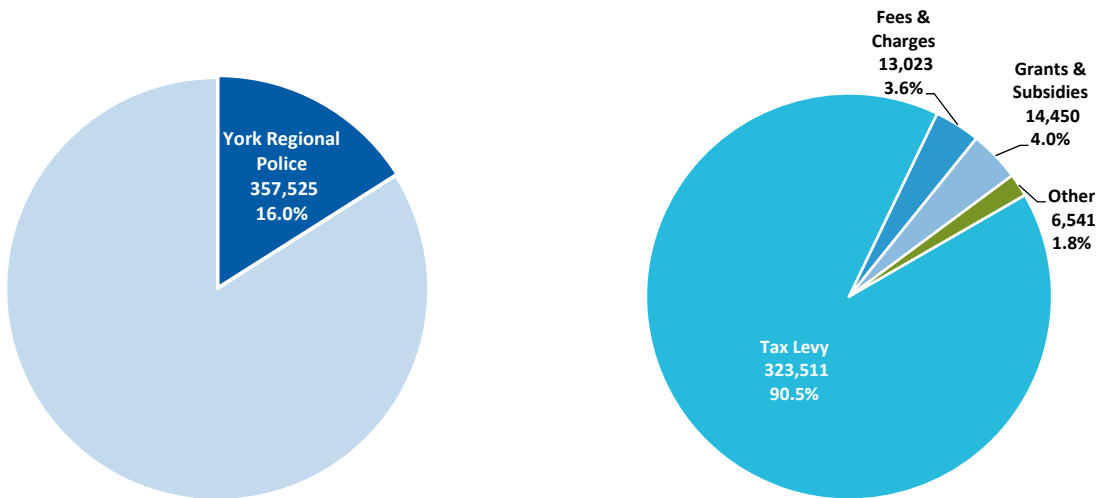
Continued on page 212

Major initiatives planned and underway:

- Building the York Regional Police Marine Unit Headquarters on Lake Simcoe with a total expected capital cost of \$8.1 million and completion date of 2018.
- Hiring 22 new staff in 2018, including 14 sworn officers and eight civilian positions, to address population growth.
- Expanding the Community Safety Village to include additional classrooms and office space, at a total expected capital cost of \$1.8 million.

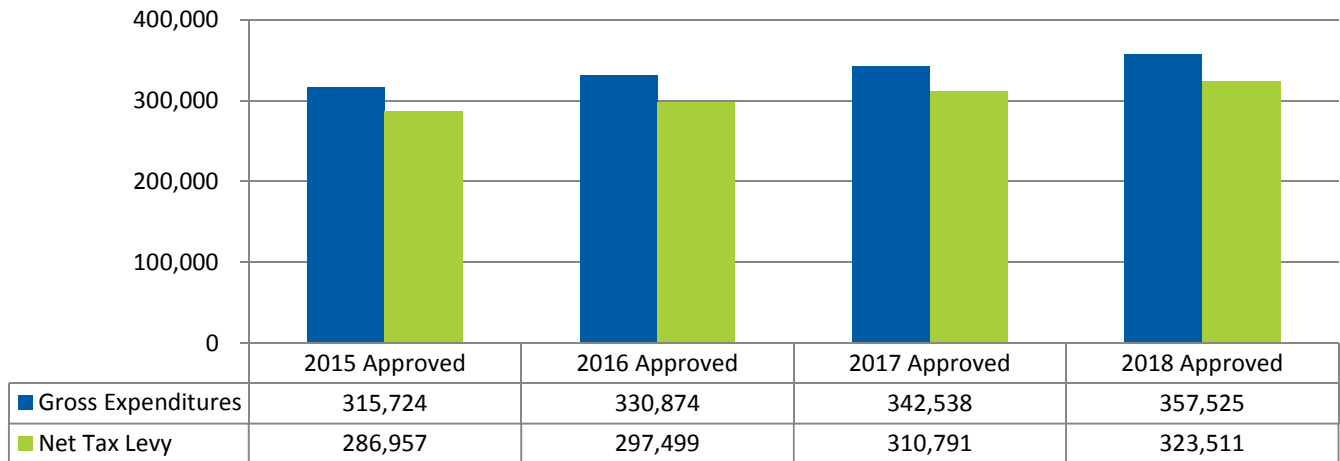
2018 operating budget share of total spending and how it's funded

(in \$000s)



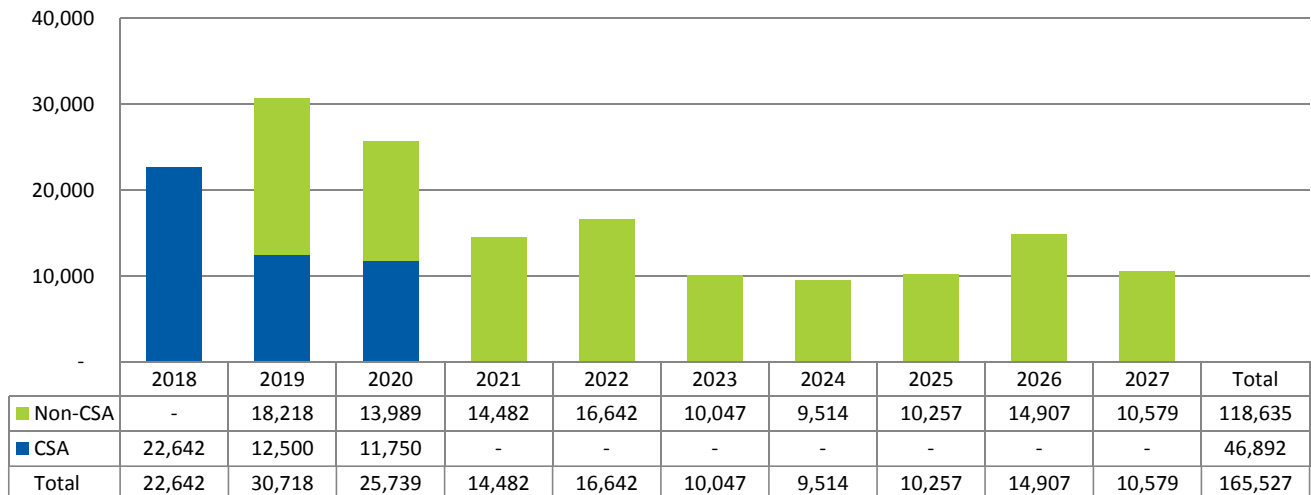
4-year operating budget spending

(in \$000s)



10-year capital plan and Capital Spending Authority (CSA)

(in \$000s)



Ontario police services call for funds to enforce new *Cannabis Act*

York Regional Police, with other police services in Canada, have signalled concerns about the risks and costs associated with the federal government's proposed *Cannabis Act*, which would provide legal access to cannabis and control and regulate its production, distribution and sale.

In response to the tabling of the legislation in April 2017, the Ontario Association of Chiefs of Police passed a resolution asking that the federal and provincial governments create new funding for local police services for enforcement of the proposed act.

The resolution noted that in Colorado, which legalized marijuana in 2014, a portion of the revenues collected is directed to enforcement.

The chiefs also asked for clarification as to who will enforce the legislation, expressing the concern that municipal police forces will have the major responsibility, adding to their costs.

They identified several major cost drivers, especially around roadside testing of motorists. These include the need to train officers to perform standardized field sobriety testing, to train some officers to become drug recognition experts, and to buy and maintain testing devices. For York Region Police, some of these costs have yet to be identified in the 2018 budget.

Training will also have to ensure officers understand the significant reform to impaired driving laws brought about by legalization.

The chiefs also cited as a cost driver a higher demand for service arising from the legislation because of more mental health calls, motor vehicle collisions, and various crimes.

Continued from page 210

A focus of the police service is updating tools and models as the foundation of modern policing. Recent examples include a new Business Intelligence software solution and the move to sector model policing discussed below.

Major achievements in the past year included:

- Opening a new, state-of-the-art training centre in East Gwillimbury in July 2017, which brings together theoretical and hands-on training previously provided in a number of locations.
- Gaining recognition for the Hold Up Unit's role in bringing the notorious "Vaulter" to justice (see box on the next page).
- Successfully implementing the sector model of policing in all districts, resulting in enhanced police presence, increased patrol supervision, better response times and more balanced workload.

Looking ahead

Population growth, increasing cultural diversity and greater urbanization are all potential challenges for policing. The police service is addressing these through a business plan that focuses on maintaining a high level of public trust and satisfaction, continuously improving and modernizing business processes, addressing evolving and serious crime, and placing greater emphasis on youth engagement, inclusivity and partnerships with diverse communities. Its operating budget and investments in capital support these goals.

An increased cost pressure in 2018 may relate to passage of the federal government's proposed *Cannabis Act*, as discussed in the box on this page.

The police service has developed a 10-year capital plan backed up by an internal 100-year outlook to ensure assets are purchased, constructed and maintained in a responsible way that meets future demand and gives taxpayers the best value for money. The police budget includes Capital Spending Authority of \$46.9 million in 2018.

In the medium term, plans for capital projects include replacing Newmarket district headquarters and building new sub-stations in King City, Aurora, and West Vaughan, and a new district in South Richmond Hill.

The police service will also continue to invest in the police fleet, communications equipment, information technology and specialized equipment.

Asset management planning reflects the relatively short service life of many of the police service's assets, such as vehicles. York Regional Police published a 2015 State of Infrastructure Report. In preparing for the report, the service reviewed its capital assets to inform the capital business plan. Looking at the condition, lifecycle and replacement cost of existing assets resulted in several new specialized equipment projects.

Hold Up Unit's investigation brings down the notorious Vaulter

York Regional Police helped to put an end to the exploits of Canada's most notorious bank robber, the "Vaulter Bandit," garnering its Hold Up Unit a 2017 Excellence in Policing Award.

The Vaulter was responsible for 21 bank heists across the country between 2010 and 2015. His spree began in February 2010, when he robbed two Markham banks on back-to-back days. Over the next seven months, the suspect went on to rob another eight banks across the Greater Toronto Area. He also hit banks in Calgary, Hamilton and Ottawa.

It was his frequent modus operandi – vaulting over the counter to demand money from tellers at gunpoint – that earned him the "Vaulter" nickname. But he also earned the attention of the Canadian Bankers' Association, which in 2010 offered a \$10,000 reward for information that led to his arrest.

Five years and 11 bank robberies later, that reward had grown to \$100,000 in 2015. Finally investigators got a break. A fingerprint was pulled from a heist in Mississauga. This allowed them to identify a suspect, dual American-French citizen Jeffrey James Shuman.

Shuman was tracked to Europe, where he was arrested in Geneva, Switzerland on the strength of an Interpol Red Notice. After extradition back to Canada, he pleaded guilty before a court in York Region to seven counts of robbery using a firearm. In July 2017 he was sentenced to 15 years in prison and ordered to pay back nearly \$450,000.

The Operating Budget 2018

York Regional Police Financial Summary

(in \$000s)	2017 Budget	2018 Approved	Inc/(Dec) \$
Operating Expenditures	341,228	355,857	14,628
Contribution to Capital	-	-	-
Revenues	(31,747)	(34,014)	(2,267)
Allocations and Recoveries	1,310	1,669	359
Net Budget	310,791	323,511	12,720
% Change			4.1%
Outlook - Restated	310,791	324,237	13,446

York Regional Police Incremental Changes to Budget

(in \$000s)	2018 Approved	
	Gross	Net
Restated Base	342,538	310,791
Base Adjustments	13,925	12,100
Efficiencies & Program Reductions	(229)	(229)
Legislated & Contractual	-	-
Impact of Capital	323	(118)
Growth & Service Enhancements	967	967
Total Budget	357,525	323,511
Change from Prior Year	\$ 14,987	12,720
	% 4.4%	4.1%

York Regional Police Staffing Summary

	2018 Approved	% Change
Budget Base	2,245.0	
New	22.0	1.0%
Conversions	-	
Program Reductions	-	
Total Full-Time Equivalentents	2,267.0	1.0%
Outlook - Restated	2,267.0	1.0%

York Regional Police Budget Changes

(in \$000s)	2018 Approved	
	Gross	Net
Budget Base	342,538	310,791
Base		
Compensation and Inflation	13,561	13,561
Legislated Program Requirements	-	-
Contractual Commitments and Rate Adjustments	-	-
Contributions to Non-Capital Reserves	-	-
Direct Charges, Allocations and Recoveries	365	365
Revenues		
Other Revenues	-	(1,826)
Program Reductions and Efficiencies	(229)	(229)
	13,697	11,871
Impact of Capital		
Contributions to Capital Reserves	(359)	(359)
Net Debenture Financing of Capital Projects	682	241
Operating Impact of New Capital	-	-
	323	(118)
Growth and Service Enhancements		
Maintaining Existing Service Levels	967	967
Enhancing Service Levels	-	-
	967	967
Total Budget	357,525	323,511
Change from Prior Year	\$ 14,987	\$ 12,720
	% 4.4%	% 4.1%

The Capital Budget 2018 to 2027

York Regional Police 2018 Capital Spending Authority and Funding

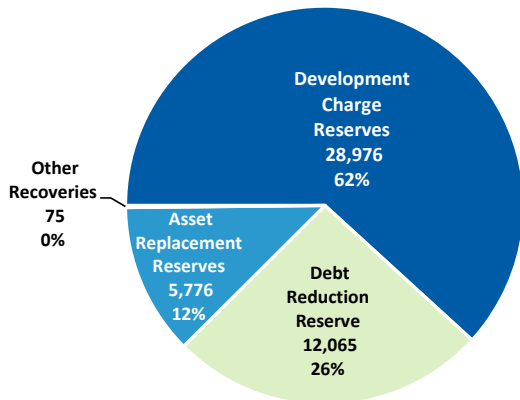
(in \$000s)	2018	2019	2020	2021	2022	2023	2024-2027	Total CSA
2018 Capital Spending Authority	22,642	12,500	11,750	-	-	-	-	46,892
Financing Sources for 2018 Capital Spending Authority								
Debt Reduction Reserve	4,448	3,926	3,691	-	-	-	-	12,065
Asset Replacement Reserves	5,776	-	-	-	-	-	-	5,776
Development Charge Reserves	12,343	8,574	8,059	-	-	-	-	28,976
Other Recoveries	75	-	-	-	-	-	-	75
Total Financing Sources	22,642	12,500	11,750	-	-	-	-	46,892

Capital reports including the details by project are included in the Appendix starting on page 383.

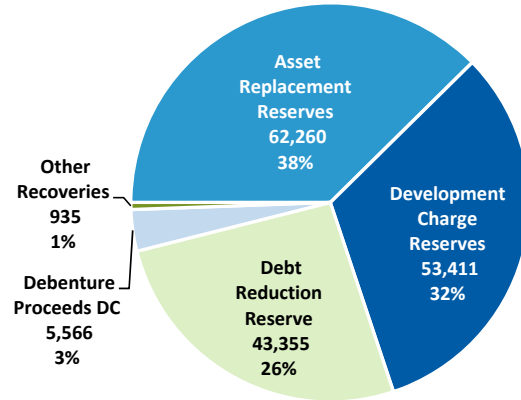
2018 York Regional Police Capital Financing

(in \$000s)

**Capital Spending Authority
\$47 Million**

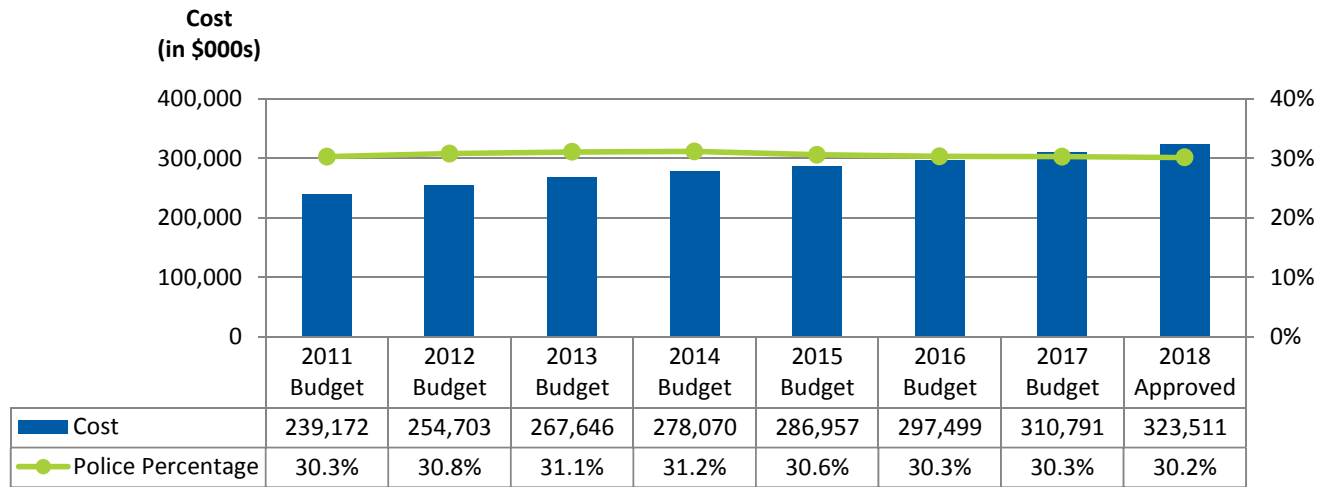


**10-Year Plan
\$166 Million**



York Regional Police Metrics

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



Note: Police percentage is calculated by dividing their net operating costs by the Region’s net operating costs before assessment growth revenue.

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

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ACHIEVING FINANCIAL SUSTAINABILITY

Good financial management involves balancing the need for services with the costs of providing them.

Getting this balance right over the long term is important for York Region, because it will allow residents to receive services now and in the future in a way that is financially sustainable.

Financial sustainability, however, does not just happen: It requires long-term planning.

Financial sustainability

Planning for financial sustainability brings together four distinct strands: managing the capital plan, reducing reliance on debt, saving for the future and recognizing the need for fairness between current and future generations. To integrate these strands, Council approved a Regional fiscal strategy in 2014.



Intergenerational equity

While the other elements of the fiscal strategy relate to planning and financing, intergenerational equity is a principle that guides and underpins all of those activities. In essence, it recognizes that future generations should not be unduly burdened with debt or other obligations that result from the decisions of the current generation. Conversely, taxes and other burdens on the current generation should not be incurred for benefits that will accrue mainly to those who come after them.

Capital management

The need to invest in capital is a major driver of the fiscal strategy. The Region has invested billions of dollars in major capital assets over the past several years, and must continue to do so.

Most of the past investment has been driven by growth. Growth-related investments are largely paid for by charges on new development. Often, however, the Region must build assets before all the growth that will fund it has happened, because these projects involve large economies of scale and long lead times. While waiting for development to catch up to investments, the Region has borrowed so projects could proceed. As a result, 90% of the outstanding debt at the end of 2017 was growth-related.

These borrowings are serviced from the operating budget, and as they rise they increase costs and reduce the Region’s financial flexibility. When the development charge collections needed to repay them arrive more slowly than expected, the impacts on the fiscal picture become more pronounced.

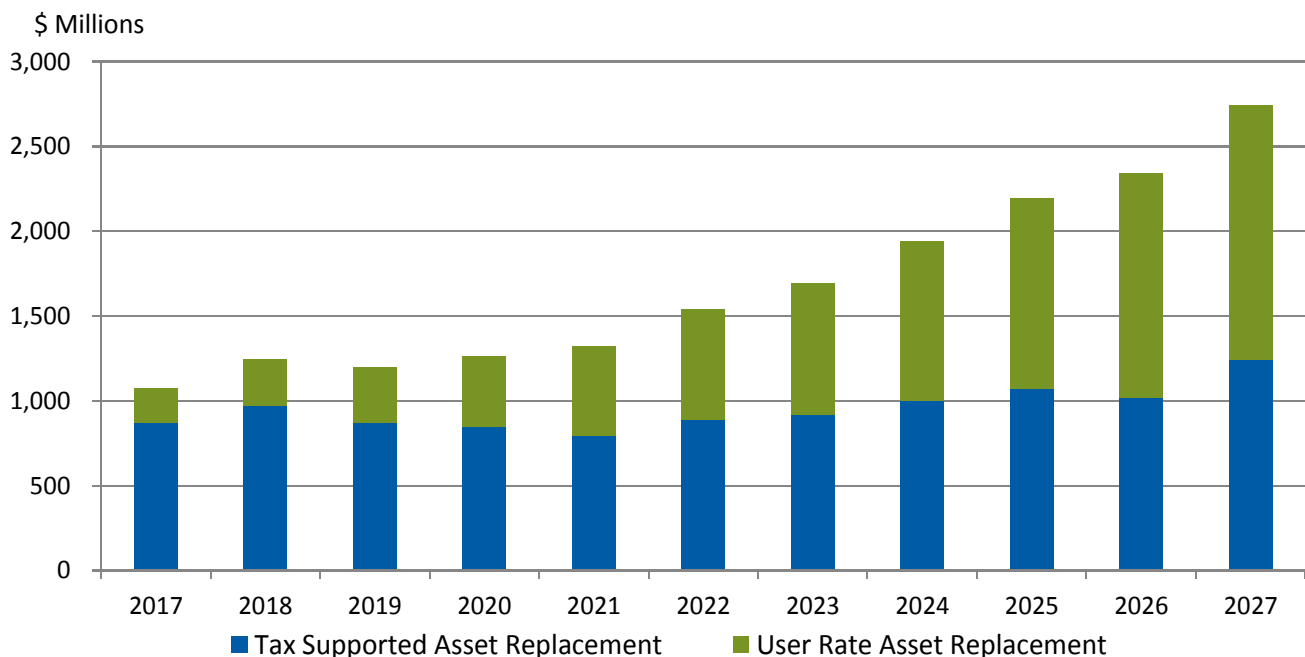
This has been the case for the Region in recent years, and the trend is expected to continue. Collections for the five-year period starting in mid-2012 were only 60% of the expected level. For the 2018 budget, the ten-year development charge collection forecast, going out to 2027, is \$74.7 million higher than the 2017 Budget forecast over the same period.

Responding to this trend, the Region reduced planned spending in its 10-year capital plans in 2013, 2014 and 2015 to ensure projects aligned more closely with expected growth and to limit the amount and duration of borrowing. It also adopted more prudent capital planning processes.

To further limit debt, the Region is also looking at ways of growing that require relatively less new infrastructure. This was a theme of discussions in updating the Regional Official Plan, Water and Wastewater Master Plan and Transportation Master Plan.

In this budget, the 10-year capital plan as a whole aligns with the 10-year plan from the 2017 budget.

Growth in Asset Replacement Reserves



Planning must also take into account the need to renew and ultimately replace capital assets as they age. This must be funded from sources other than development charges, which may be used only for growth-related projects.

In the past, debt was used for some renewal and replacement projects, which increased Regional borrowings. The next section discusses in more detail how the Region eliminated the need to borrow for these projects.

Reserves management

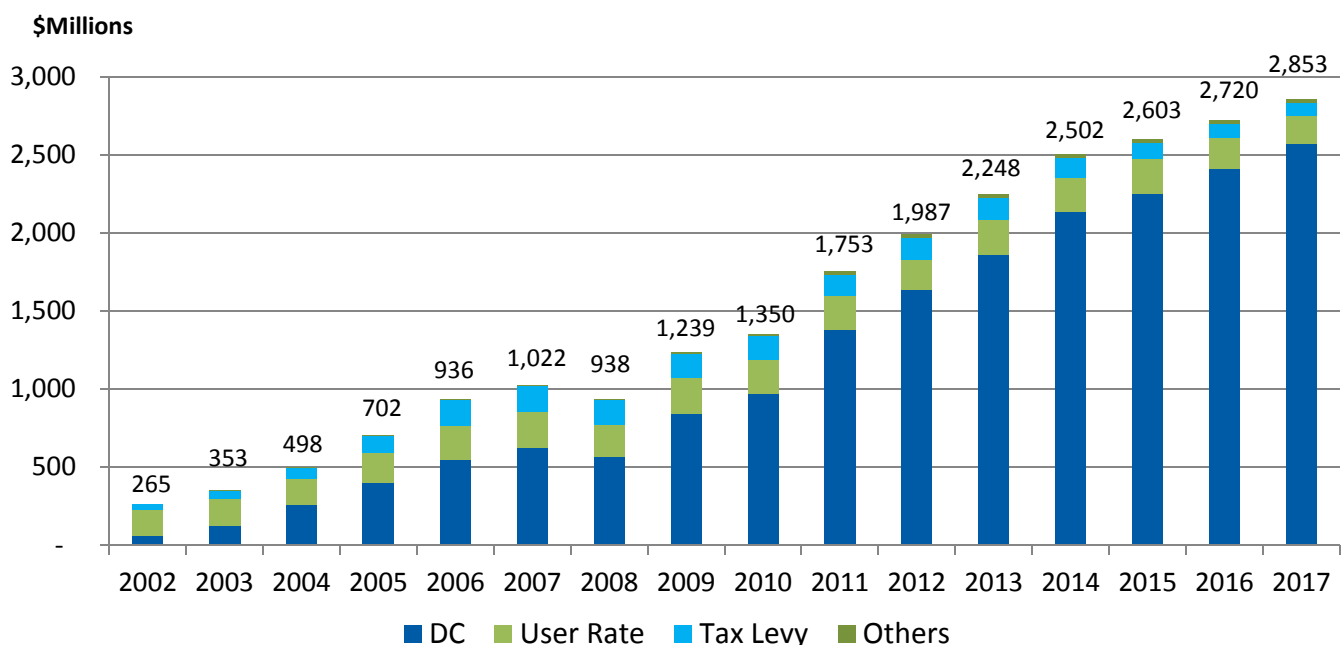
The Regional fiscal strategy is helping to ensure adequate reserves are built up for asset renewal and replacement, so that these projects do not have to be funded by debt.

For water and wastewater assets, user rates are expected to generate all the needed funding, as discussed in the Environmental Services section starting on page 91. For other infrastructure, the Region continues to increase contributions to reserves funded from the tax levy. Before 2013, the annual increase in the Region’s contribution to asset replacement reserves was 1% of the prior year’s tax levy. That year, Council approved a new contribution rate increase of 2% to be phased in by 2017. For 2018, the approved outlook includes a 4.2% increase over the previous year’s contribution.

As well, 100% of the Region’s supplementary tax revenues may be added to these reserves each year. (Supplementary tax revenues reflect growth in assessment values, owing for example to new properties or property improvements after the data in the tax roll are finalized.)

With the new user rates and the increase in contribution to tax-levy-funded reserves, the Region is now able to rely solely on reserves instead of issuing new debt for all current and planned asset renewal and replacement projects.

York Region outstanding debt level, 2002-2017



The Region is also developing and refining asset management plans to ensure it invests the right amount in its infrastructure at the right time, as discussed on page 19. The projected reserve balances are adjusted as plans are developed and full life-cycle investment needs are better known.

This reserve forecast reflects additional draws to fund asset management needs based on current asset management plans. It incorporates \$1.2 billion over the next 10 years in additional funding for asset management needs that are not in the capital plan.

Growth in reserves that is coordinated with asset management plans will help ensure that infrastructure provides the right level of service. The next section describes how this and other measures have helped reduce reliance on debt.

Reducing reliance on debt

Borrowings against future development charge collections, user rates, and the tax levy all contribute to the Region's total debt. The graph on the left page shows the shares attributable to each. Ultimately, however, all borrowings relate to capital assets — acquiring, rehabilitating and ultimately replacing them.

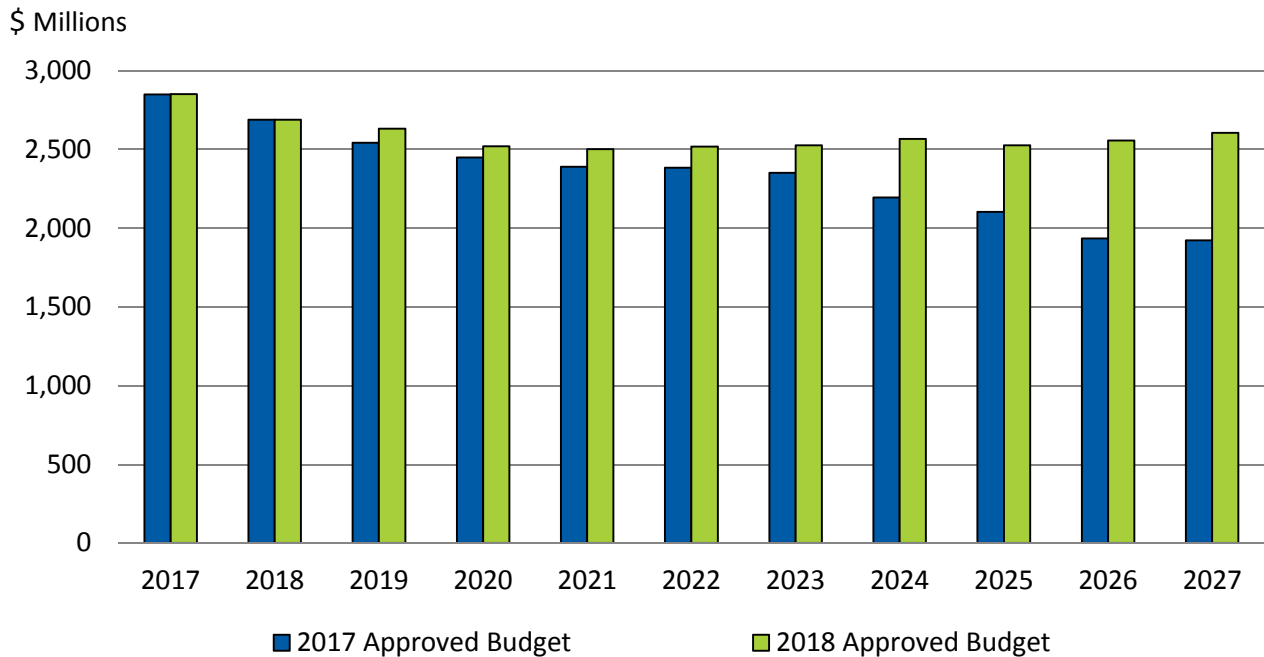
The Region is reducing borrowing pressures by better managing the capital plan and contributing more to asset rehabilitation and replacement reserves, elements of the Regional fiscal strategy discussed in the previous two sections. As an additional element of the strategy, the Region created a new reserve in 2014 earmarked specifically for reducing debt.

The debt reduction reserve was initially set up by reallocating funds from other reserves. There are several mechanisms by which it can grow.

- One is through allocation of the annual surplus to reserves. Under the strategy, the order is:
 - First to the Working Capital Reserve to a level deemed appropriated by the Treasurer
 - Then to reserves against such contingent liabilities as workers' compensation claims, if any of these are deemed to be inadequately funded
 - Then to the general capital reserve, if needed
 - Then to the fuel stabilization reserve if there is a loss during the year from hedging transactions
 - Finally, any remaining amount is allocated to the debt reduction reserve.
- The reserve may also grow through appropriations in the budget or by contributions of 50% of supplementary tax revenues each year.
- As well, between 50% and 100% of the savings arising from funding a project through the reserve instead of issuing tax levy debt may be contributed to the reserve.

As a result of the creation of the debt reduction reserve, York Region has issued no new tax levy debt since 2014. The goal is to continue to build the debt reduction reserve to avoid all tax levy supported debt over the next 10 years. This budget reflects that commitment and continues to reduce debt reliance.

Budget will reduce outstanding debt

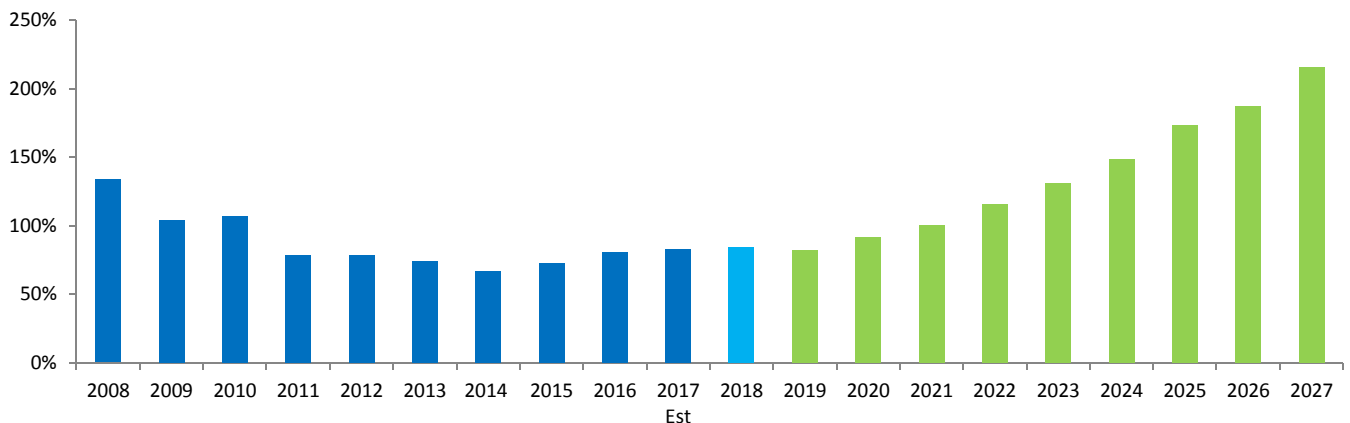


However, with lower development charge revenues forecasted, the total outstanding debt is slightly higher from years 2022 onward than it was in the 2017 budget. The graph on the following page shows the impact on total expected debt.

Impacts of the Regional fiscal strategy

The Region will continue to use debt strategically to meet its infrastructure needs. As a result of all of its actions, however, the Region has been able to maintain expected peak debt in its 10-year outlook. This has strengthened its financial position considerably.

Reserve-to-Debt ratio





RESERVES AND RESERVE FUNDS

Fund accounting, used by municipalities, is intended to show that funds have been used for the purpose for which they were obtained.

York Region uses three types of funds:

- The **current 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 current fund are federal and provincial grants and subsidies, fees and charges, water and wastewater user rates, contributions from reserves and the tax levy.
- The **capital fund** is used for capital expenditures. Its main funding sources are debentures, development charge reserve contributions, contributions from other reserves, and federal and provincial grants and subsidies.
- The Region also has **reserve funds** for future operating and capital purposes. They are funded from development charges, supplementary taxes, operating surpluses and allocations as directed by Regional Council.

Reserves and reserve funds

The Region has three major categories of reserve funds to support its policies and provincial requirements:

- Capital asset rehabilitation and replacement
- Capital acquisition
- Operating and Human Resources

It also maintains social service and police-related reserves for specific purposes.

The remainder of this section outlines what each category of reserve includes.

Capital asset rehabilitation and replacement reserves

A key part of the Regional fiscal strategy is to ensure that adequate reserves are in place for capital assets as they need to be renewed or replaced. Capital Asset Rehabilitation and Replacement Reserves are in place for Regional roads and regionally-owned facilities, housing, equipment and vehicles.

In 2017, more than \$274.1 million was allocated to these reserves from the fiscal strategy, departmental contributions and the water and wastewater user rates. This brings the balance to an expected \$1,073.5 million by year-end. This budget will contribute a further \$311.4 million in 2018. The section entitled “Achieving Financial Sustainability” discusses increases in contribution levels to these reserves, which are expected to grow substantially, to a balance of about \$2,746.7 billion, over the next 10 years.

Capital acquisition reserves

These reserves are used for capital expenditures. Key capital acquisition reserves are:

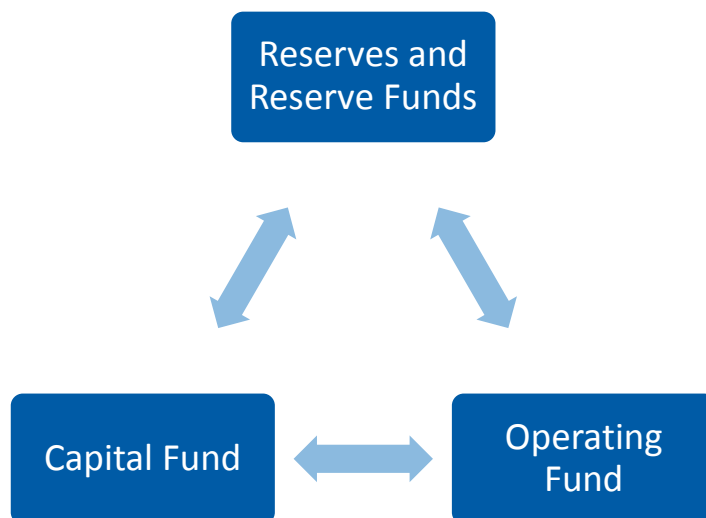
The **Development Charge Reserve** is for funds collected from residential and non-residential development and covers part of the growth-related portion of certain capital costs, which include roads, water, wastewater, and health, among others. At the end of 2017, these reserves are expected to have a balance of about \$381.0 million.

The **Social Housing Reserve** is used to develop affordable housing projects in the Region, and is expected to have a balance of \$99.7 million at the end of 2017. This reserve is expected to decline to approximately \$54.1 million over the next 10 years, based on planned developments.

The **General Capital Reserve** is typically used to fund unplanned, non-recurring capital items. The balance of the reserve is expected to be \$44.5 million at the end of 2017.

The **Land Banking Reserve** was established in 2014 for buying land needed for the long-term capital plan. At the end of 2017, the expected balance was \$11.9 million.

Fund Relationships



2018 Operating and Capital Budgets by fund use and source

(in \$000s)	2018 Approved	
	Operating	Capital
Usage of Funds:		
Transportation Services	347,972	328,543
Environmental Services	580,270	153,915
Community & Health Services	570,568	72,102
Corporate Management	102,272	129,417
Court Services	13,467	120
Financial Initiatives	185,076	-
Boards and Authorities	43,075	-
YTN Telecom Network Inc.	1,601	6,940
York Region Rapid Transit Corporation	30,827	96,130
York Regional Police	357,525	22,642
Total	2,232,654	809,809
Source of Funds:		
General Tax Levy	1,072,519	39,170
User Rates	407,639	-
Fees and Charges	52,920	-
Reserves	41,824	404,809
Development Charge Reserve Draws	246,393	273,010
Grants and Subsidies	381,957	53,845
Debenture Proceeds	-	-
Other Revenue/Recoveries	29,402	38,975
Total	2,232,654	809,809

The **Debt Reduction Reserve** was established to reduce or eliminate the need to issue previously approved tax-levy funded debenture and to avoid the need to issue future tax-levy funded debt. The balance is expected to be \$178.5 million by the end of 2017.

A new **Infrastructure Reserve Fund—Police** is proposed for 2018 to help fund the tax levy component of the new capital assets and the rehabilitation and replacement of existing police assets.

Operating and Human Resources reserves

The **Working Capital Reserve** is used to help offset borrowing costs which arise during the year due to timing differences between receiving tax revenue and spending needs. The balance is expected to be \$44.2 million by the end of 2017.

The **Tax Stabilization Reserve** is available to fund temporary unforeseeable one-time expenditures. The balance is expected to be \$53.3 million by the end of 2017.

The **Insurance Reserve** funds costs incurred for insurance coverage and payment of claims. This reserve balance is determined through a rigorous annual examination of all claim files held by the Region. The balance is expected to be \$24.4 million by the end of 2017.

The **Fiscal Stabilization Reserve** was established in 2012 to manage the transition to a post GTA-pooling environment and to address tax revenue shortfalls. The reserve was funded through budget contributions, and drawdowns will be determined by Council. The balance is expected to be \$45.9 million by the end of 2017.

The **Water and Wastewater Rate Stabilization Reserves** provide year-to-year stabilization in water and sewage rates.

The **Human Resources Reserves** are available to cover costs related to Workplace Safety and Insurance Board and long-term disability claims as well as sick leave benefits. These reserve balances are determined through actuarial examinations. The balance is expected to be \$61.5 million by the end of 2017.

The **Social Assistance Reserve** was established to provide support for in-year fiscal pressures associated with a possible downturn in economic conditions that could lead to sudden increases in the social assistance caseload. This reserve will decline in balance over the next several years in conjunction with the Province uploading responsibility for Social Assistance. At the end of 2017, the balance is expected to be \$24.7 million.

The **Police Services Reserves** are for the Traffic Safety Strategy Initiative, GTA Crime Abatement and Seized Money. At the end of 2017, the balance was expected to be \$0.3 million.

Types of reserves and their purpose

Reserve Name	Purpose	Source of Funding	Year Established
Capital Reserves			
Development Charges	Growth infrastructure	Development charge collections	1991
Solid Waste Management	Waste Management	Allocation in annual budget	1993
General Capital	Non-recurring capital	Operating surplus allocation	1995
Social Housing Development	Social Housing development/repairs	Allocation in annual budget	1998
Transit	York/GO Transit	Allocation in annual budget	1999
Roads Capital	Funding on-going capital	Carry over of capital funds	1998
Land Securement	York Greening	Allocation in annual budget	2001
Non-Profit Housing	Building repairs	Allocation in annual budget	1996
Provincial Gas Tax	Transit growth and expansion	Provincial funds	2004
Federal Gas Tax	Capital projects in public transit and other eligible projects	Federal funds	2005
IT Development Reserve	Development of IT systems	Allocation in annual budget	2010
Hospital Financing	Hospital capital expenditures	Allocation in annual budget	2010
Land Banking	Purchase land for future needs	Allocation in annual budget	2014
Move Ontario	Move Ontario 2020 Projects	Provincial funds	2008
University Campus	Construction of the new York University Markham campus	Allocation in annual budget	2015
Asset Replacement Reserves			
Equipment Replacement	Equipment Replacement	Allocation in annual budget	1993
Region Owned Housing	Housing rehabilitation/replacement	Allocation in annual Budget	2009
Facilities Rehabilitation	Building repairs/rehabilitation	Allocation in annual budget	2009
Roads Rehabilitation/Replacement	Roads rehabilitation	Allocation in annual budget	2000
Vehicle Replacement	Fleet capital	Allocation in annual budget	1997
Transit Vehicle Replacement	Transit vehicle refurbishment/replacement	Allocation in annual budget	2014
Capital Asset Replacement - Wastewater	Wastewater system repairs/rehabilitation	Allocation in annual budget	1991/2015
Capital Asset Replacement - Water	Water system repairs/rehabilitation	Allocation in annual budget	1991/2015
Corporate Reserves			
Working Capital	Day to day operation	Annual budget and surplus allocation	1991
Insurance	Insurance deductions/claims	Allocation in annual budget	1994
Fiscal Stabilization	To prevent tax levy impact from unexpected revenue shortfall	Allocation in annual budget	2012
Tax Stabilization	To prevent tax levy impact from unexpected expenditures	Allocation in annual budget	2002
Fuel Cost Stabilization	Fuel cost stabilization	Budget allocation and fuel savings	2010
Debt Reduction	Reduce future tax-levy debenture	Allocation in annual budget	2014
Innovation	Initiatives result in efficiency and savings	Allocation in annual budget	2002
Social Assistance (SA)	Unanticipated Social Assistance costs	Allocation in annual budget	1998
Court Service Reserve	Courts operation	Surplus net revenue related to the Provincial Office Act	2015
Information Technology Licensing and Software Development	Enterprise-wide software licensing	Allocation in annual budget	2015
Water Rate Stabilization	To prevent fluctuations in water rates as a result of unforeseen expenditure	Allocation in annual budget; Year-end surplus from user rate budget	2015
Wastewater Rate Stabilization	To prevent fluctuations in wastewater rates as a result of unforeseen expenditure	Allocation in annual budget; Year-end surplus from user rate budget	2015
Green Energy	Renewable energy and conservation projects	Revenue from solar generating installation	2016
Human Resource Reserves			
Group benefits	Benefit claims	Allocation in annual budget	1991
Sick Leave – Region	Vested sick leave benefits	Payroll surcharge	1982
Sick Leave – Police	Vested sick leave benefits	Allocation in annual budget	1999
WSIB	Workers compensation claims	Allocation in annual budget	1996
Police OMERS	Police Pension surplus	OMERS surplus	1995
Long Term Disability	LTD liability	Allocation in annual budget	2002

Projection of reserves for the year end of 2018 based on 2017 year end estimates and 2018 budget

(in \$000s)	Actual				Budgeted
	Balance*	Receipts	Draws	Interest	Balance
	Dec 31, 2017				Dec 31, 2018
Development Charges	381,000	389,701	(516,997)	5,536	259,240
Capital Replacement					
Equipment Replacement	47,707	17,490	(15,350)	1,171	51,018
Vehicle Replacement	25,602	8,921	(9,579)	607	25,551
Facilities Rehabilitation and Replacement	119,242	26,399	(13,561)	3,016	135,096
Region Owned Housing (Replacement)	95,039	34,465	(4,965)	2,635	127,174
Roads Infrastructure	519,574	59,154	-	13,180	591,908
Transit Vehicle Replacement Reserve	67,149	20,255	(47,925)	1,280	40,758
Capital Asset Replacement - Wastewater	82,978	44,906	(38,061)	2,074	91,896
Capital Asset Replacement - Water	116,168	116,832	(55,628)	3,522	180,894
Sub-total	1,073,459	328,422	(185,069)	27,483	1,244,294
Capital					
Solid Waste	72,808	6,259	(2,592)	1,642	78,118
General Capital	44,543	13,290	(8,558)	999	50,274
Social Housing Development	99,697	1,000	(20,550)	1,978	82,125
Transit	7,496	9,100	(16,670)	74	0
Roads	6,732	29,985	(29,770)	137	7,084
Innovation	5,173	-	-	114	5,287
Non-Profit Housing Repairs	48,499	7,280	(5,100)	1,091	51,771
Alternative Community	271	-	-	-	271
Land Securement	2,213	1,763	(993)	57	3,041
Federal Gas Tax	46,806	32,878	(53,830)	727	26,580
Move Ontario	4,273	-	-	94	4,367
Hospital Financing	39,531	14,662	(30,309)	634	24,519
IT Development	18,568	5,472	(8,235)	378	16,183
University Campus Reserve	3,098	1,021	-	-	4,119
Land Banking Reserve	11,898	-	-	262	12,160
Sub-total	411,607	122,710	(176,607)	8,187	365,898
Corporate Reserves					
Debt Reduction Reserve	178,458	50,955	(133,854)	3,014	98,573
Insurance	24,431	6,933	(13,054)	503	18,813
Insurance Claims Certificate System	13	-	-	-	13
Fiscal Stabilization	45,869	289	-	1,012	47,170
Tax Stabilization	53,336	6,000	(3,295)	1,203	57,244
Working Capital	44,166	-	(500)	-	43,666
Water Rate Stabilization	14,238	690	(190)	319	15,057
Wastewater Rate Stabilization	18,241	691	(191)	407	19,148
Provincial Gas Tax	6,881	15,323	(15,323)	138	7,019
Court Service	2,082	300	-	49	2,431
Green energy	64	388	-	6	457
IT Licensing & software Develop	610	-	(500)	8	118
Social Assistance	24,680	-	(24,680)	-	0
Seized Moneys	263	60	(75)	9	257
Fuel Cost Stabilization	12,527	3,750	654	306	17,236
Sub-total	425,860	85,378	(191,008)	6,973	327,203

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

Projection of reserves for the year end of 2018 based on 2017 year end estimates and 2018 budget (continued)

(in \$000s)	Actual	Receipts	Draws	Interest	Budgeted
	Balance*				Balance
	Dec 31, 2017				Dec 31, 2018
Human Resources Reserves					
Long-Term Disability (LTD)	33,890	7,683	(7,683)	746	34,636
Sun Life Benefits	2,096	-	(20)	38	2,114
Sick Leave	6,019	1,500	(1,500)	132	6,151
Police Sick Leave	(2,021)	1,500	-	(28)	(549)
Worker's Compensation	21,539	-	-	474	22,013
Sub-total	61,523	10,683	(9,203)	1,362	64,365
Total Reserves and Reserve Funds	2,353,448	936,894	(1,078,884)	49,540	2,260,999

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

Continuity schedule of reserves and reserve funds (Projection to December 31, 2018)

(in \$000s)	Capital				Total
	Asset Replacement	(including DC)	Corporate	Human Resources	
Balance January 1, 2017	911,417	708,574	470,140	59,157	2,149,288
Balance January 1, 2018	1,073,459	792,607	425,860	61,523	2,353,448
Estimated contribution	328,422	512,411	84,997	10,683	936,513
Estimated interest	27,483	13,723	6,973	1,362	49,540
Estimated expenditures					
Current			(190,627)	(9,203)	(199,830)
Capital	(185,069)	(693,604)			(878,673)
Estimated Balance December 31, 2018	1,244,294	625,138	327,203	64,365	2,260,999

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DEBT MANAGEMENT PLAN

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an Annual Repayment Limit (ARL) regulation under the Municipal Act, 2001.

Debt Management Plan

Municipalities in Ontario may only issue debt for capital purposes. The Province regulates the amount of municipal debt and other financial obligations through an annual repayment limit regulation under the Municipal Act, 2001. The annual repayment limit restricts the aggregate annual cost of servicing the anticipated long-term debt and financial obligations to 25 per cent of a municipality's own source revenue plus, in the case of York Region alone, a growth cost supplement equal to 80 per cent of the average of the last three fiscal years of development charge collections. The combination of the annual repayment limit and the growth cost supplement is called the growth-related annual repayment limit, but will be referred to as the annual repayment limit in this plan. To qualify for the growth-related cost supplement, the Region is required to meet two conditions:

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

As of November 2017, the Region had met the first condition by maintaining an Aaa credit rating with Moody's Investor Service and receiving a AA+ credit rating from S&P Global Ratings.

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

1. The long-term debt and financial obligations needs over a multi-year period;
2. Projections of the annual repayment limit for each year of the multi-year period compared to its existing and proposed long-term debt-related payments;
3. Risk and mitigation strategies associated with the long-term debt strategy;
4. A long-term debt and financial obligations policy;
5. Prudent and cost-effective management of existing and projected long-term debt and other financial obligations;
6. Estimated temporary borrowing needs for 2018; and
7. Evaluation and comparison of 2017 projections and outcomes.

The Long-Term Debt and Financial Obligation Needs Over a Multi-Year Period

The fiscal strategy guided the preparation of the 2018 Budget

When preparing the 2018 Budget, staff followed principles of the fiscal strategy, which was first formally approved by Council in 2014, to help better manage the Region's financial resources. A major tenet of this strategy is to use a more balanced approach when funding long-term capital expenditures. To accomplish this, a detailed review of both the forecasted capital expenditures and funding sources is undertaken each year. Where necessary, the level of expenditures may be adjusted to match more closely to the available funding, while maintaining overall capital priorities.

The ten-year Capital Plan that has been submitted to Council for 2018 is \$42 million higher when compared to the same period and \$166 million lower than last year's ten-year capital plan. In addition, the timing of some capital projects has shifted.

The development charge collections forecast is down by \$78 million for 2017 but is up by \$75 million over the following ten years (2018-2027). The total development charge collections over the next ten years is forecasted to be \$4.3 billion, which corresponds to the forecast of \$6.6 billion over a 15 year horizon if Council approves the amendment to the 2017 Development Charge Bylaw.

The use of tax levy Debt Reduction Reserve will avoid approximately \$371 million of new tax levy debt over the next ten years.

Finally, the phase-in of full cost recovery for water and wastewater services that began in 2016 is expected to permit the Region to continue avoid issuing new user rate debt.

Overall, the Region's need for new long-term debt during the 2018-2027 period is expected to be \$1.2 billion, which is similar to last year's ten-year capital plan of \$1.1 billion.

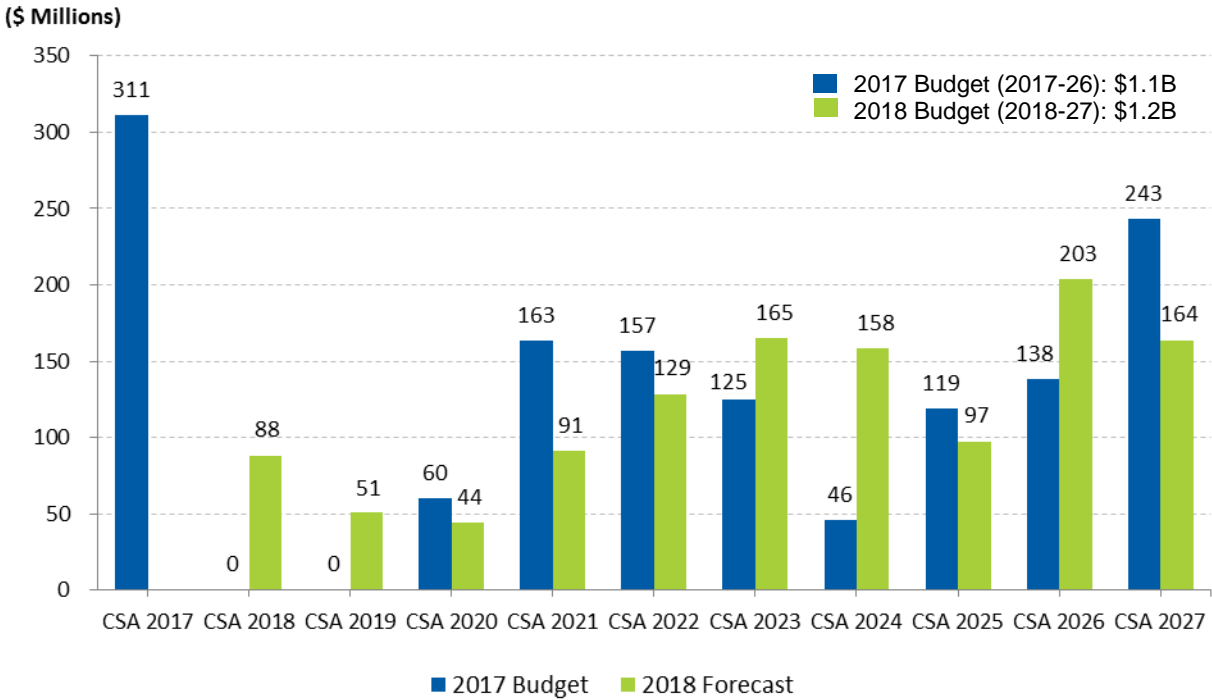
Reliance on debt increases in the later years of the ten-year capital plan

Capital spending authority provides Council's authorization for departments to proceed with capital projects, including multi-year projects. The Region must have enough debt room when capital spending authority is approved to remain within its provincially-mandated annual repayment limit.

Approximately \$0.1 billion (or 7 per cent) of the \$1.2 billion in projected debenture requirements has been included within the capital spending authority for 2018, as illustrated on the graph on the next page. In contrast, approximately \$0.3 billion (or 28 per cent) of the \$1.1 billion in the projected debenture requirements was included within the capital spending authority for 2017.

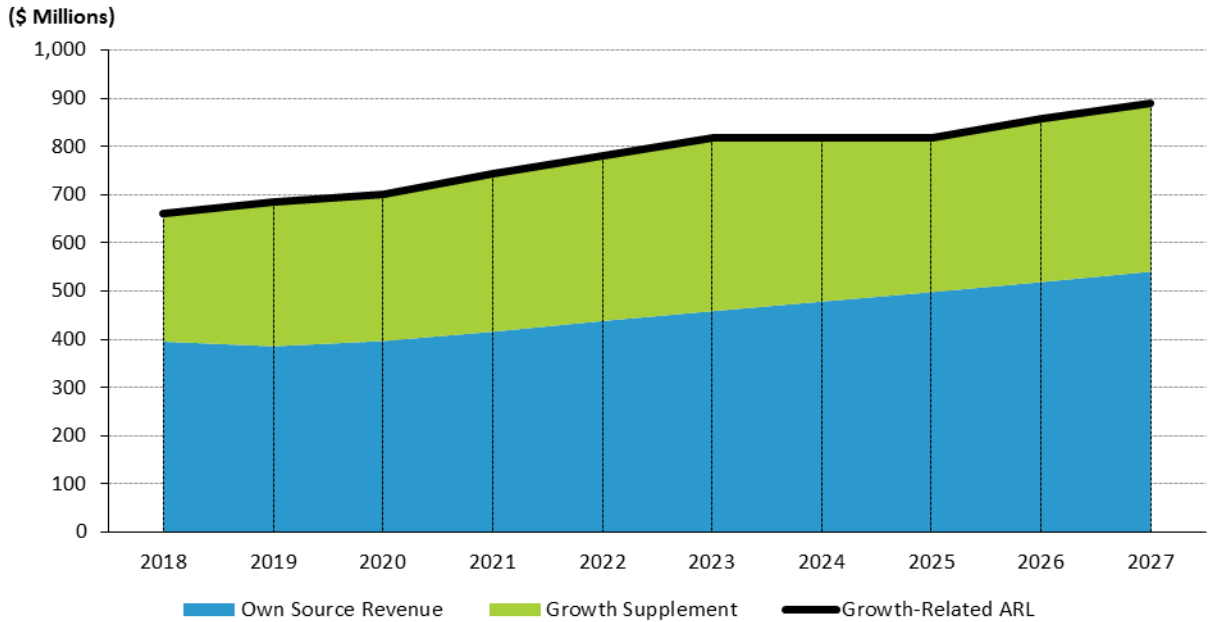
The capital plan also contains projects with an estimated debt of about \$1.1 billion that are planned, but do not yet have capital spending authority. For the purposes of this Debt Management Plan, Finance has estimated the future debt requirements for each year of the plan on a capital spending authority basis. The graph on the next page illustrates the amount of new debt to be issued on a capital spending authority (CSA) basis. For example, the Region will seek Council authorization to issue \$88 million of new debt to commit to capital projects within the capital spending authority for 2018. However, the actual capital expenditures associated with this debt is expected to flow over two years: \$76 million in 2019 and \$12 million in 2020.

Multi-year Forecast of New Debt to be Issued



Source: York Region Finance Department.

Annual Repayment Limit Forecast



Source: York Region Finance Department

The Region's reliance on new debt increases in the later five years of the ten-year capital plan. The need for new debt during the last five years is expected to be \$0.8 billion between the 2023 and 2027. This is higher than the prior year's budget of \$0.6 billion between 2022 and 2026. This increase is due to changes in the development charge collections forecast as well as changes in the use of reserves to minimize debt.

Projections of the Annual Repayment Limit for Each Year of the Multi-Year Period Compared to its Existing and Proposed Long-Term Debt-Related Payments

How much debt room will we have?

The annual repayment limit is calculated by determining and projecting 25 per cent of own-source revenues, and adding 80 per cent of the three-year rolling average of historic development charge collections (derived from the development charge collection forecast). The existing and proposed annual financial obligations must be within this limit. These calculations are shown in the appendix on page 394.

Based on these calculations, the Region's annual repayment limit will increase from \$660 million in 2018 to \$890 million by 2027, as illustrated on the chart on the bottom of the previous page.

What are our estimated debt and other financial obligation payments?

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

- Principal obligations
- Interest obligations
- Hospital funding
- Social housing mortgages
- Long-term leases
- University funding

The annual payments for existing debt and other financial obligations will total approximately \$315 million in 2018, but are estimated to decline to approximately \$282 million by 2027. This estimate is for existing debt only and excludes any principal and interest costs associated with new debt that will be needed in the future. Principal and interest on existing debt, is expected to decrease from \$272 million in 2018 to \$245 million by 2027 as the debt is repaid. Hospital financing is forecast to increase at a rate of 2 per cent per year, rising from \$14.6 million per year in 2018 to \$17.5 million per year by 2027. The Region will also contribute approximately \$1 million annually to the University Campus Reserve towards a commitment of \$25 million for the new York University campus located in the City of Markham.

As noted earlier, the capital spending authority budgeting concept employed by the Region requires that there be enough debt room under the annual repayment limit at the time of project authorization. For example, to assign capital spending authority to projects as part of the 2018 budget process, the Region must have sufficient room under its 2018 annual repayment limit to recognize the full financial cost of the projects “as if” they were going to be incurred entirely in 2018, even if the actual costs are spread out over multiple years. This is the case for each year of the capital plan.

The ten-year capital plan in the 2018 Budget is \$5.9 billion, of which \$1.2 billion will be debt financed. Assuming an annual interest rate of 3.87 per cent and a term of 20 years, the annual obligation arising from the \$88 million debt capital spending authority required in 2018 will be approximately \$7 million.¹

Will the Region be within its annual repayment limit?

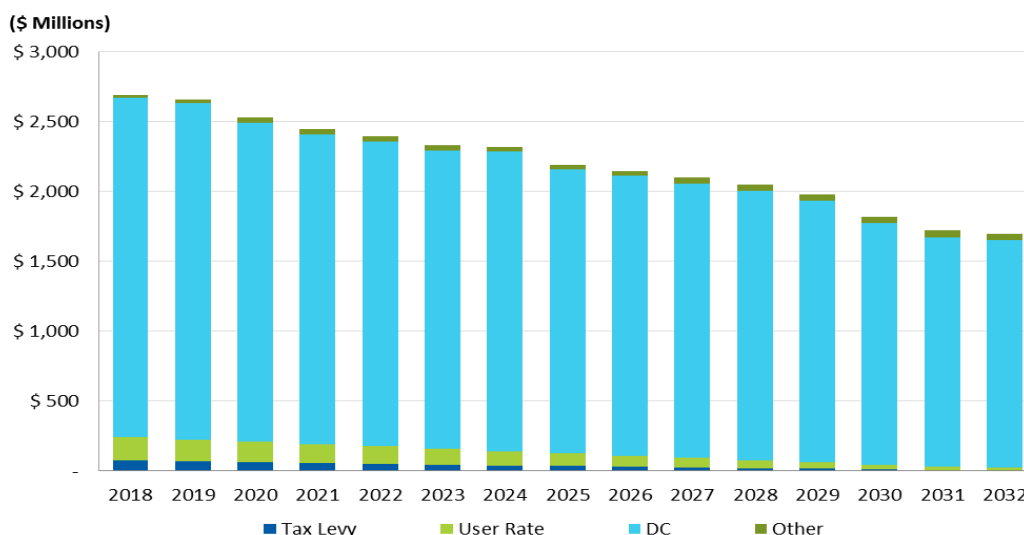
For 2018, the Region will be well within its annual repayment limit, as shown in the table below.

(\$ Millions)

Component Description	Forecast 2018
25% of Own Source Revenues	395
Plus: Growth Cost Supplement²	265
Total Annual Repayment Limit	660
Less: Existing Debt Payment and Financial Obligations	315
Less: Anticipated New Debt Payment and Financial Obligations	7*
Remaining Annual Repayment Limit	338

*The Region will require capital spending authority of \$88 million for 2018 for new debt to be issued in 2019. However, as a result of the fiscal strategy, the Region will avoid issuing new debt in 2018 by drawing on reserves to fund capital projects.

Outstanding Net Debt Projection



Source: York Region Finance Department

¹This is the weighted average interest rate based on a review of current and historic rates as well as planned capital spending authority cash flow timing. The 20-year term is based on the anticipated average term of future debt issues. Debt repayment is calculated on a “full commitment basis”, which allocates a full year’s payment to the year of issuance rather than the partial (i.e., interest only) payment that usually occurs as a result of issuance timing.

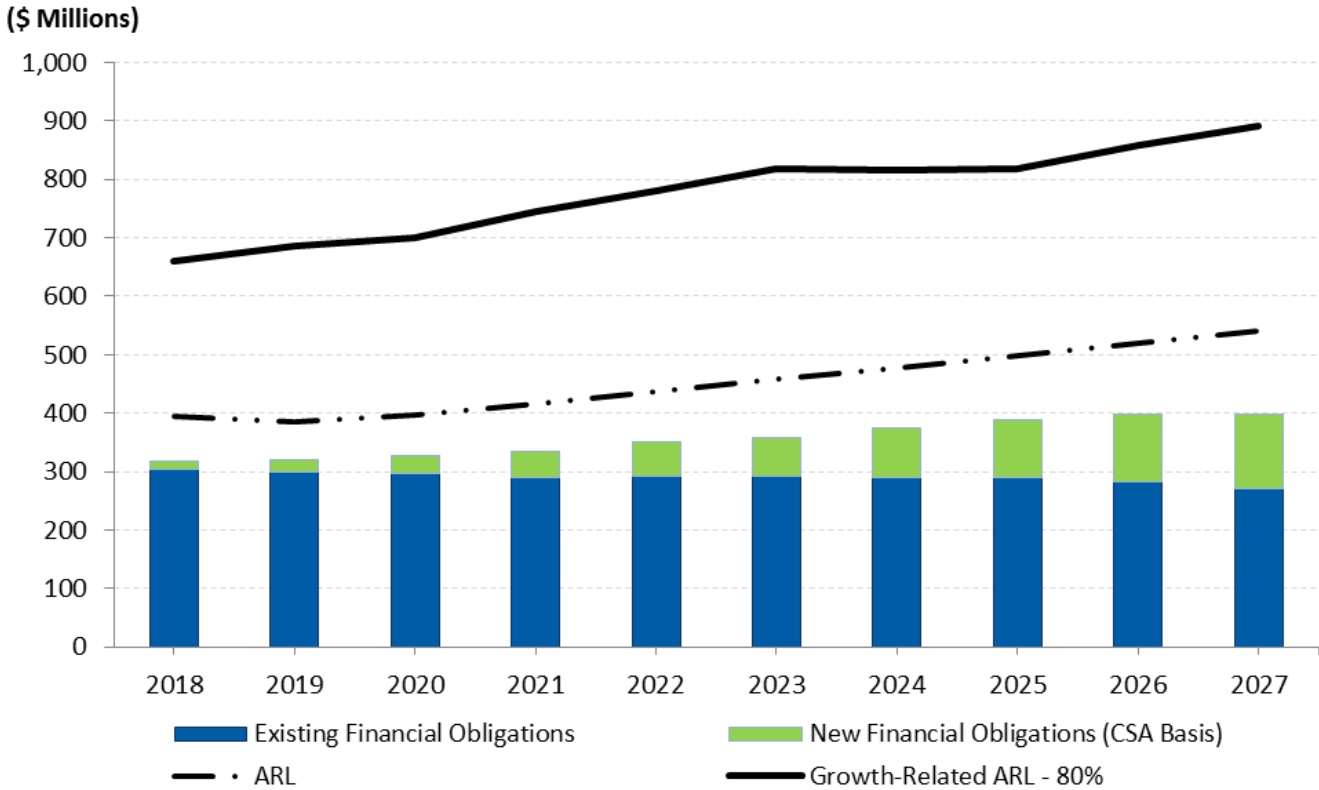
²Growth Cost Supplement in 2018 is calculated at 80 per cent of the 3-year rolling average of development charge collections (2015-2017 inclusive).

Capital spending authority is based on existing and future project commitments. Assuming that the debt needs remain as shown in the ten-year capital budget and all future capital spending authority debt occurs as planned, the Region’s outstanding debt will start to decrease in 2018 from a high of \$2.9 billion in 2017, as illustrated on the graph on the previous page.

The annual debt payments related to each year’s increment have been calculated on the same basis as the 2018 capital spending authority, except that the assumed interest rate will increase to 5.25 per cent by 2027.³ As a result, the financial obligations associated with new debt-related capital spending authority will increase to \$99 million by 2027.

The graph below shows that the Region’s financial obligations will be well within its annual repayment limit for all years.

Annual Repayment Limit vs Annual Capital Spending Authority Based Debt and Financial Obligations



Source: York Region Finance Department

³The base rate assumptions increase from 3.70 per cent to 5.25 per cent by 2027 and are held constant thereafter. The term will remain 20 years and the payment will continue to be calculated on a “full commitment” basis for the entire forecast.

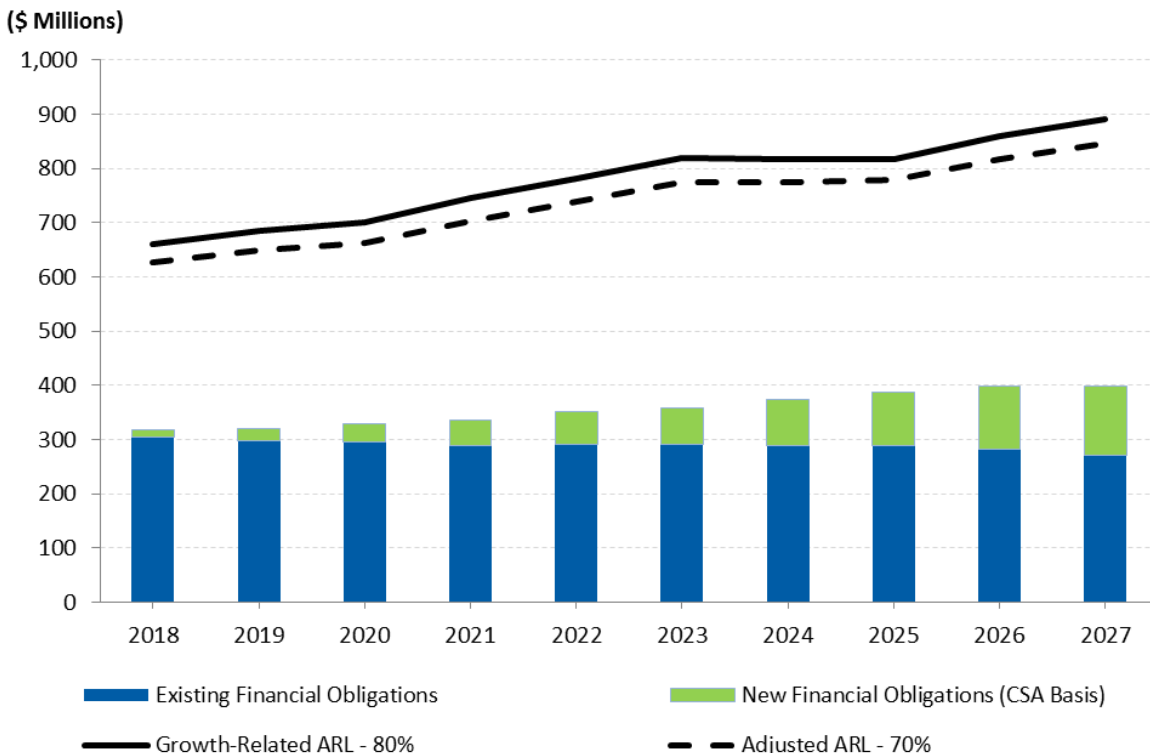
Risk and Mitigation Strategies Associated with the Long-Term Debt Strategy, including Interest Rate Risk and Foreign Currency Exposure

Anticipated development charge collections represent one of the most significant risks to debt management

Development charge collections are difficult to predict from one year to the next and can vary significantly as economic conditions change over time. Collections lower than forecast could limit the Region’s debt borrowing ability to levels below that indicated in this plan and require changes in the phasing of the capital plan. Staff reviews development charge collection trends and forecasts annually to enable further changes before finalization of the capital plan during the budget process.

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

Adjusted Annual Repayment Limit vs Annual Capital Spending Authority Based Debt and Financial Obligations



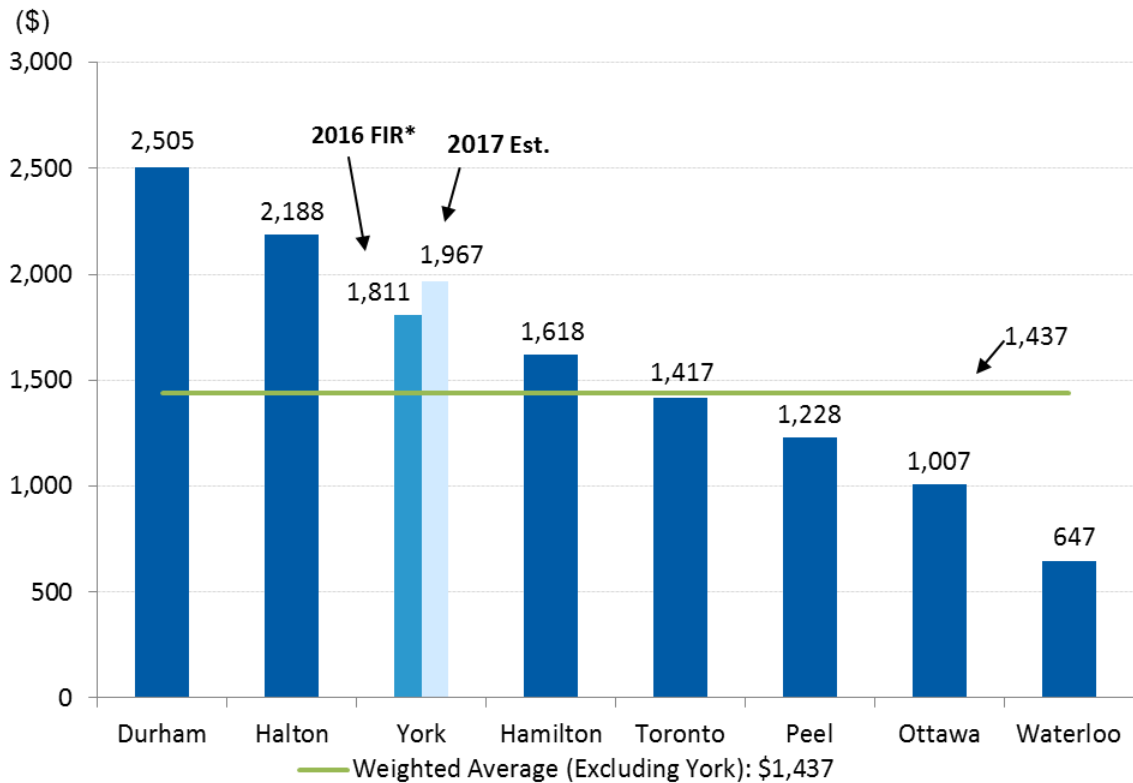
Source: York Region Finance Department

Lower than expected development charge collections in any given year may result in a decrease in liquidity and debt servicing ability. To help mitigate this, the Capital Financing and Debt Policy requires that the Region will maintain overall development charge reserve balances that are at least equal to the next year’s estimated development charge-related principal and interest obligations. Moreover, the Region maintains significant non-development charge reserves (Graph 8) that could be used to fund development charge-related debt servicing costs on an interim basis, should the need arise.

Reserves are critical to the Region’s debt management plan

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

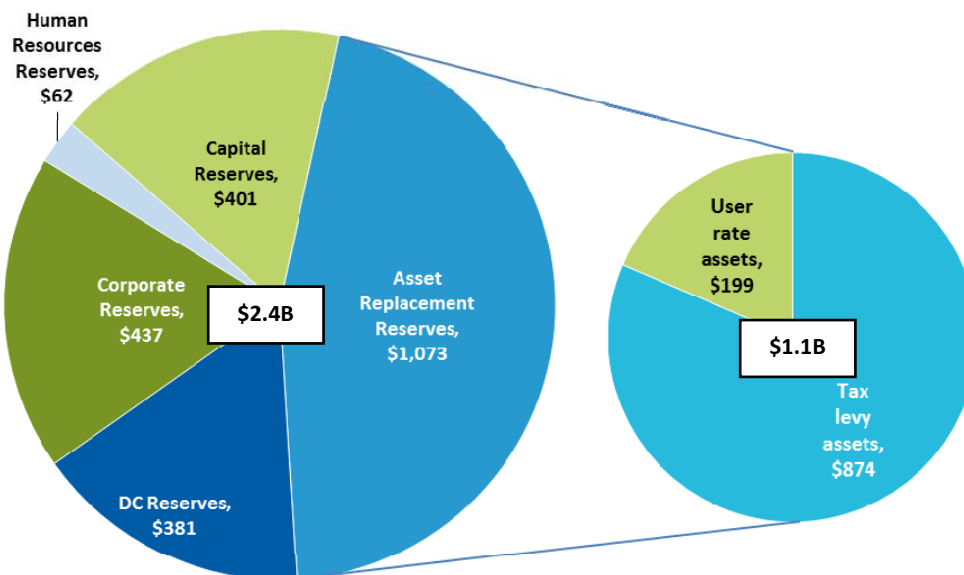
Comparison of 2016 Reserves Per Capita



Source: Figures for comparator peer group are based on results summarized in 2016 Financial Information Returns (FIR).

The Region has a number of different non-growth reserves, which have been broadly categorized into asset replacement, corporate, capital and human resource reserves. These reserves are estimated to be approximately \$2.4 billion by the end of 2017; they are described on the graph on the next page.

Composition of Reserves at December 31, 2017 (estimated, \$ Millions)



Source: York Region Finance Department

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

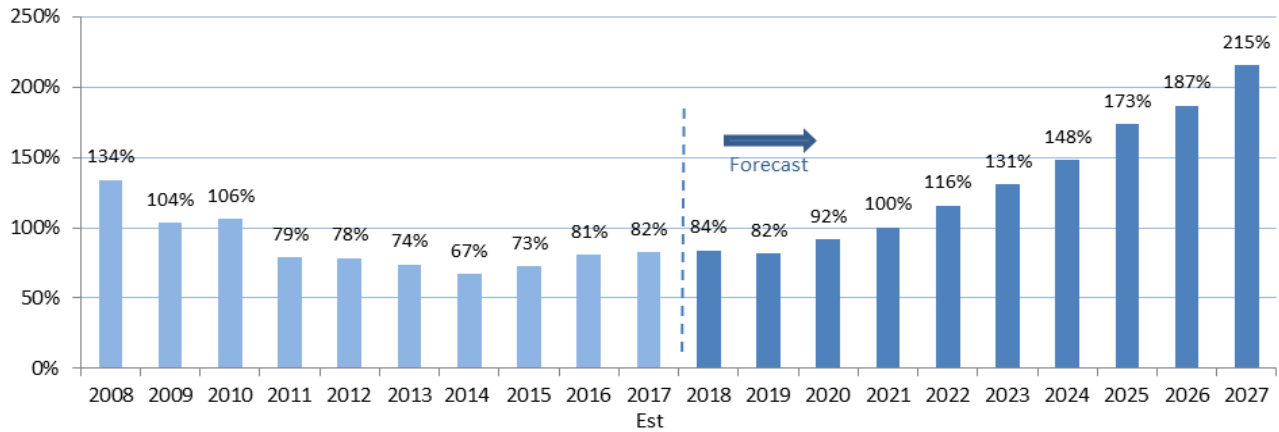
As infrastructure ages, it periodically needs major rehabilitation and ultimately needs to be replaced. Since asset replacement is a cost incurred for existing assets, development charges cannot be used for this purpose. Therefore, funding sources such as taxes and/or user rates must be used to pay for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

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

The 2018 reserve forecast includes a 5 per cent increase in the contribution to asset replacement reserves. These out-year contributions will be further refined and incorporated in the 2019 multi-year Budget once the asset management strategy is complete.

As illustrated on the graph on next page, the ratio of reserves to debt has been deteriorating since 2010 as the need for growth-related debt continues to outpace the receipt of growth-related revenues. However, as a result of the measures contained in the fiscal strategy, the ratio is expected to continue to stabilize over the next two years and then trend upward. A ratio greater than 100 per cent indicates the Region is a net "investor" as opposed to a net "borrower." The Region is expected to be a net "investor" by 2021.

Reserve-to-Debt Ratio



Source: York Region Finance Department

Full cost recovery user rates enable the Region to build reserves to fund future capital rehabilitation and replacement

In October 2015, Council approved six years of water and wastewater rate increases as part of a strategy to fund the cost of future asset replacement and major rehabilitation. As a result, full cost recovery is expected to be achieved by the end of 2021. Full cost recovery will enable the reserves to fund all of these costs without the need to issue any new user rate debt and without impact to the tax levy.

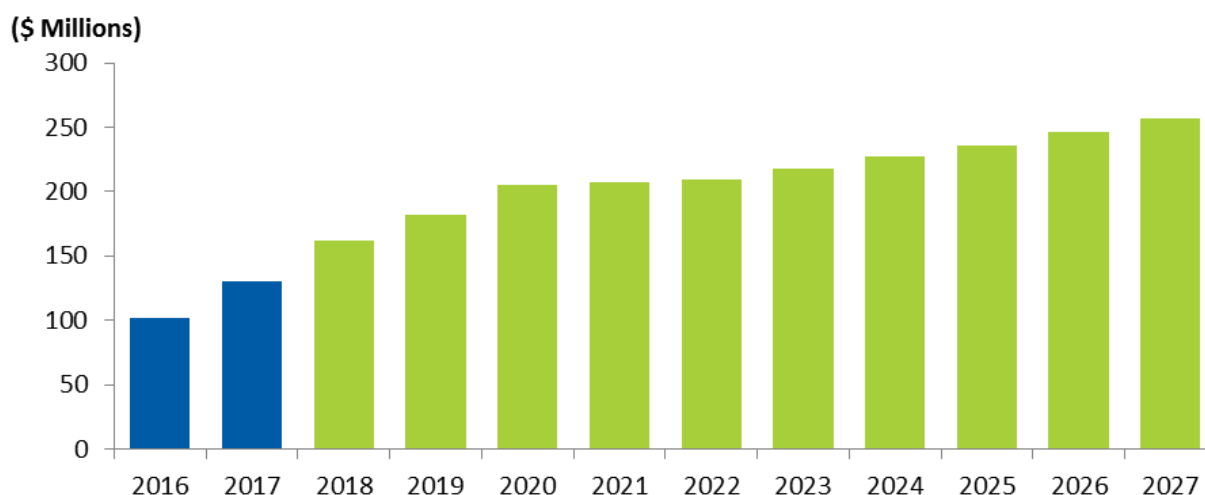
Reserves will be used to reduce tax levy related debt requirements

One way to mitigate the risks associated with the Region's future debt requirements is to eliminate the need for debt altogether. In 2014, the Debt Reduction Reserve was established to fund tax levy capital expenditures in place of debt. As a result, the tax levy-supported debt need was reduced by approximately \$371 million over the 2018 to 2027 forecast period, allowing the Region to avoid approximately \$199 million in principal and interest costs over the same period. At this time, the Region is not expecting to issue any new tax levy debt during the ten year forecast period.

The forecast includes an increase in expected costs of debt financing over time

The debt forecast is sensitive to interest rate fluctuations over the forecast period. For example, a one per cent increase in interest rates would result in approximately \$0.6 million in additional annual financing costs for every \$100 million in debt, assuming a twenty-year term.

Contribution to Water and Wastewater Capital Asset Replacement Reserves



Source: York Region Finance Department

Interest rates are currently at historical lows. Average interest rates are weighted to incorporate the actual cash flow timing of a given year’s capital spending authority commitment to reflect the multi-year nature of these projects. Interest rate assumptions are summarized in the table below.

Interest Rate Forecast

Interest Rate	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Annual Estimate (%)	3.70	3.85	4.00	4.50	4.75	5.00	5.00	5.00	5.00	5.25
Weighted Average (%) ⁴	3.87	3.85	4.22	4.53	4.75	5.00	5.00	5.02	5.03	5.25

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

⁴The weighted average interest rates apply to new debenture requirements in the 2018 Capital Plan

The Region has the ability to offset market risk through a variety of mechanisms

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

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

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

The debt management plan has other risks

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

Long-term Debt and Financial Obligations Policy

Council has approved a Capital Financing and Debt Policy that guides the overall management of the Region's current and expected financing needs and underpins this long-term debt management plan. This policy, last updated and approved by Council in 2016, is reviewed annually to identify and incorporate best practices.

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

Prudent and Cost-Effective Management of Existing and Projected Long-Term Debt and Other Financial Obligations

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

These provisions include:

- Parameters and risk considerations for financing leases, which can be used in certain circumstances where long-term debt financing is neither feasible nor appropriate (i.e., lease versus buy)
- Diversification and optimization of the term structure of debentures through a review of interest rate curves
- Limiting the term of financing to the lesser of the anticipated useful life of the underlying asset or the period over which repayment will occur
- Ensuring a high standard of care by ensuring that staff are sufficiently knowledgeable with respect to standard financing transactions and/or the use of outside advice when necessary
- Maintaining an investor relations program to increase market awareness and boost demand for Regional debentures
- Maintaining at least a AA- credit rating to minimize interest costs and maximize access to capital markets
- Use of an underwriting syndicate to facilitate the marketing and selling of debenture issues.

Estimated Temporary Borrowing Needs for 2018

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

The Region's temporary borrowing requirements are addressed in detail under a separate report to Council. In 2018, it is estimated that approximately \$420 million will be required for operating needs. Temporary borrowing can also result from the need to interim finance capital expenditures until long-term financing is in place. In 2018, it is estimated that approximately \$300 million will be required for interim capital financing.

Similar to long-term debt and financial obligations, the Province limits the amount of funding used for temporary borrowing needs to 50 per cent of budgeted total revenue from January to September of the previous year and 25 per cent from October to December.⁵ The Region's estimated temporary borrowing needs noted above are well within these limits. It is Regional policy to fund these short-term needs out of reserves and this is expected to continue in 2018. Any funds borrowed from reserves are always paid back during the year of borrowing with interest at the same rate that would have been earned on the corresponding reserves.

⁵Temporary borrowing provisions are set out in Sections 405 and 407 of the Municipal Act, 2001. Temporary borrowings are not part of the annual repayment limit calculations .

Evaluation and Comparison of 2017 Projections and Outcomes

As the table below shows, the Region was in compliance with its annual repayment limit for 2017.

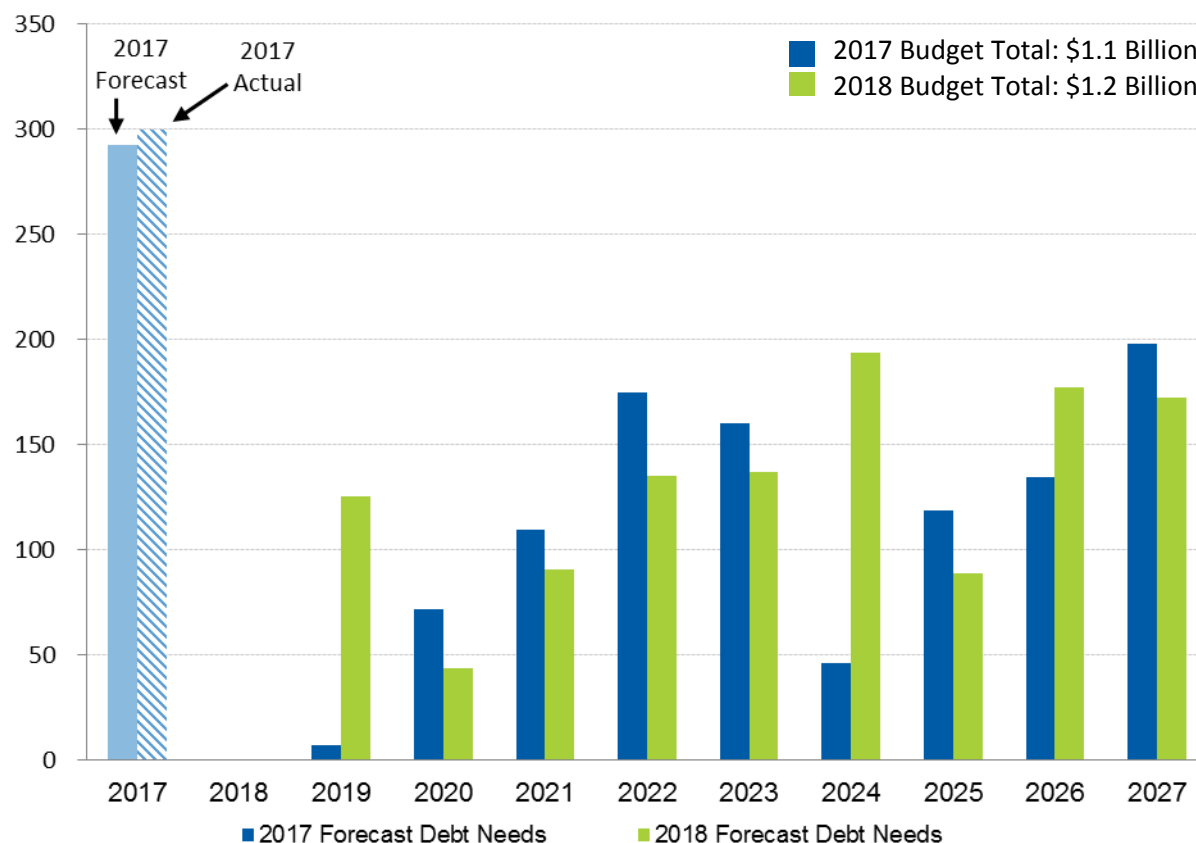
Region's 2017 Annual Repayment Limit

(\$ Millions)	Forecast	Actual	Difference
25% of Own Source Revenues	387	388	1
Plus: Growth Cost Supplement	220	230	10
Total Annual Repayment Limit	607	618	11
Less: Existing Debt Payment and Financial Obligations	312	312	-
Less: Anticipated New Debt Payment and Financial Obligations	23	22	(1)
Remaining Annual Repayment Limit	272	284	12

The favourable difference of \$10 million in growth cost supplement shown in the Table above was due to higher than expected development charge collections in 2016. Also, the favourable difference of \$1 million in new debt payment in 2017 was from 1.25 per cent lower debenture coupon rate than the forecasted rate of 3.60 per cent.

Comparison of Debt Needs—2017 Budget vs 2018 Budget

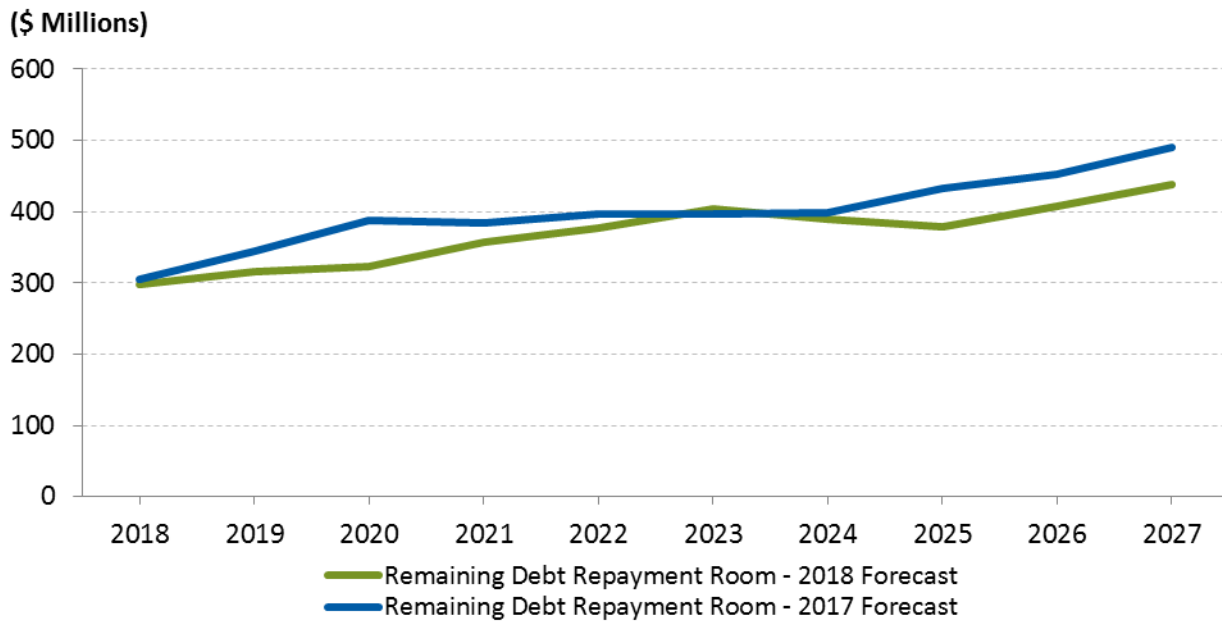
(\$ Millions)



Source: York Region Finance Department

The 2017 forecast of debt needs shown in the graph on the previous page does not include \$42.3 million of pre-funding of capital. In 2017, some approved capital projects did not require as much debt financing as expected due to changes in cash flow timing. To obtain a lower cost of funds for projects that will require financing in 2018, the Region pre-funded \$42.3 million of 2018 capital requirements in 2017.

Comparison of Forecasted Remaining Annual Repayment Room



Source: York Region Finance Department

The capital plan included in the 2018 budget shows a total debt requirement of \$1.2 billion over the 2018 to 2027 period. This debt requirement is similar to last year’s requirement of \$1.1 billion over the 2017 to 2026 period.

As illustrated on the graph above, the updated debt requirement maintains the Region’s annual repayment limit room. Overall, the Region’s financial flexibility is maintained in the 2018 forecast.

Conclusion

The long-term debt management plan addresses the matters that Council is required to consider before adopting the Long-Term Debt Management Plan. The financing that the Region requires to fund and manage its capital plan is within its annual repayment limit. Staff will continue to assess the long-term implications of the annual repayment limit methodology as outlined in the Regulation.

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 budget.

For the full accrual budget, which incorporates both operating and capital budgets, please see the “Accrual Based Presentation” chapter starting on page 23.

Consolidated Operating Budget Summary

(in \$000s)	2015 Actuals		2016 Actuals		2017 Approved		2018 Approved	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Transportation Services	305,456	197,633	321,342	205,019	336,644	206,850	347,972	213,219
Environmental Services	523,702	48,869	545,174	50,416	563,765	52,704	580,270	54,192
Community and Health Services	427,841	138,520	454,446	153,209	523,137	176,893	570,568	183,597
Corporate Management and Governance	93,121	86,493	99,710	93,200	97,533	90,941	102,272	95,095
Recovery from WWw User Rate	-	(5,340)	-	(6,198)	-	(6,014)	-	(6,195)
Financial Initiatives	171,220	109,835	193,533	133,839	171,997	151,658	185,076	165,728
Court Services	12,543	(1,031)	13,526	(1,633)	13,151	(2,402)	13,467	(2,432)
Boards and Authorities	55,485	49,198	44,461	38,022	42,057	39,557	43,075	40,575
York Region Rapid Transit Corporation	21,843	9,246	24,171	7,871	24,879	4,662	30,827	4,436
York Telecom Network	-	-	-	-	500	500	1,601	793
Police Services	331,470	286,957	330,182	297,363	342,538	310,791	357,525	323,511
Total Operating Budget	1,942,682	920,380	2,026,545	971,108	2,116,203	1,026,140	2,232,654	1,072,519
Assessment Growth Revenue							-	(17,903)
Total After Assessment Growth Revenue							2,232,654	1,054,615

Operating Financial Summary—Summarized

(in \$000s)	2015	2016	Inc/(Dec)	2017	Inc/(Dec)	2018	Inc/(Dec)
	Actual	Actuals	\$	Approved	\$	Proposed	\$
Operating Expenditures	1,822,856	1,811,433	(11,424)	1,881,235	69,803	1,949,925	68,689
Contribution to Capital	77,330	152,183	74,854	174,710	22,526	206,205	31,495
Fiscal strategy	106,213	123,251	17,039	155,299	32,048	171,191	15,892
Revenues	(1,022,302)	(1,055,437)	(33,135)	(1,090,063)	(34,626)	(1,159,985)	(69,923)
Allocations and Recoveries	(63,717)	(60,323)	3,394	(95,041)	(34,719)	(94,817)	224
Net Budget	920,380	971,108	50,728	1,026,140	55,032	1,072,519	46,379
Assessment Growth Revenue						(17,903)	
Net Budget After Assessment Growth Revenue						1,054,615	
% Change							2.77%

Operating Financial Summary—Detailed

(in \$000s)	2015 Actual	2016 Actual	2017 Approved	2018 Approved
Expenditures				
Salaries and Benefits	663,097	683,608	727,090	763,999
Program Specific Costs	427,954	447,170	490,380	529,770
Professional / Contracted Services	87,397	78,219	103,502	106,927
General Expenses	69,885	73,243	91,771	87,626
Financing Costs	361,636	362,171	319,050	301,542
Occupancy Costs	60,162	65,396	87,455	90,887
Contribution to Reserves	329,906	371,603	388,807	443,509
Internal Charges / Recoveries	3,092	3,036	(113)	(141)
Minor Capital	3,269	2,421	3,302	3,351
Direct Charges & Intradepartmental Costs	(63,717)	(60,323)	(95,041)	(94,817)
Total Expenditures	1,942,682	2,026,545	2,116,203	2,232,654
Revenues				
Grants & Subsidies	(303,481)	(315,876)	(342,488)	(381,957)
User Fees	(326,404)	(350,757)	(383,429)	(407,639)
Fees and Charges	(80,105)	(83,314)	(50,273)	(52,920)
Development Charges	(234,776)	(238,790)	(245,057)	(246,393)
Contribution From Reserves	(49,646)	(36,455)	(39,144)	(41,824)
Third Party Recoveries	(14,618)	(15,443)	(15,074)	(14,588)
Court Revenues Disbursement	(13,272)	(14,802)	(14,596)	(14,814)
Total Revenues	(1,022,302)	(1,055,437)	(1,090,063)	(1,160,135)
Net Tax Levy Requirement	920,380	971,108	1,026,140	1,072,519

Incremental Staff Complement Summary (Base Year 2014)

	2014	2015	2016	2017	2018	Total FTEs
	Base	Change	Change	Change	Approved	
Full time Equivalents						
Transportation Services	417.7	19.0	23.0	18.0	18.0	495.7
Environmental Services	339.0	18.0	19.0	18.0	18.0	412.0
Community and Health Services	1,716.1	31.3	41.5	31.0	44.6	1,864.5
Corporate Management and Governance	560.0	34.0	27.0	22.0	21.0	664.0
Court Services	77.0	2.0	-	-	-	79.0
York Region Rapid Transit Corporation	48.0	-	-	-	-	48.0
York Telecom Network	-	-	-	-	6.0	6.0
York Regional Police	2,134.0	46.0	22.0	43.0	22.0	2,267.0
Total York Region	5,291.8	150.3	132.5	132.0	129.6	5,836.2

Net Operating Impacts of Capital

(in \$000s)	2018 Approved	
	Gross	Net
Contributions to Capital Reserves		
Transportation Services	388	388
Environmental Services	31,694	31,694
Community & Health Services	-	-
Information Technology Services	574	574
York Regional Police	(359)	(359)
Subtotal	32,297	32,297
Net Debenture Financing of Capital Projects		
Transportation Services	3,117	(1,539)
Environmental Services	(23,770)	(14,616)
Community & Health Services	82	12
Property Services	(29)	(29)
York Region Rapid Transit Corporation	5,749	(424)
York Regional Police	682	241
Subtotal	(14,168)	(16,356)
Operating Impact of New Capital		
Transportation Services	983	983
Environmental Services	-	-
Community & Health Services	2,050	2,011
Information Technology Services	509	509
Property Services	47	47
Subtotal	3,590	3,551
VivaNext Impact on Operating		
Transportation Services	1,335	1,335
Subtotal	1,335	1,335
Total Net Operating Impact of Capital	23,053	20,827

Net shows the impact on both the tax levy and user rates.

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

(In \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Growth															
Gross Expenditures															
TS86107 : Intelligent Transportation System	7,203	1,850	2,250	1,910	2,127	4,321	2,926	1,320	720	720	720	720	17,734	9,400	36,187
TS86116 : Presto Next Phase Upgrade	3,282	425	626	2,210	1,820	470	370	370	370	370	370	520	7,496	3,700	14,903
TS86119 : Viva Network Expansion - TMS	1,718	2,000	-	-	-	-	-	-	-	-	-	-	-	-	3,718
TT81582 : Transit Vehicle Garage - North	16,572	1,500	12,250	3,270	-	-	-	-	-	-	-	-	15,520	48,000	81,592
TT81583 : Transit Garage Southeast	83	15	27,485	2,500	4,000	26,000	26,000	-	-	-	-	-	85,985	38,000	124,083
TT81584 : Transit Garage South	-	-	-	-	-	-	1,500	1,500	7,000	7,000	-	-	17,000	27,000	44,000
TT82150 : Bus Terminals, Loops & Stops - Expansion	17,236	3,745	710	1,105	1,680	3,405	2,664	505	505	505	505	460	12,044	4,600	37,625
TT82155 : Major Mackenzie West Terminal	5	400	1,500	7,000	-	-	-	-	-	-	-	-	8,500	-	8,905
TT82157 : Major Mackenzie East Parking Facility	201	500	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,701
TT82770 : Support Vehicles	2,043	200	150	100	-	50	50	50	50	50	50	50	600	500	3,343
TT84399 : Mobility Plus Bus Expansion	-	-	260	-	260	-	-	260	-	520	-	520	1,820	3,120	4,940
TT84599 : Conventional Bus Expansion	19,253	5,500	3,000	12,000	-	3,600	-	-	6,000	6,000	6,600	6,000	43,200	68,400	136,353
TT84799 : Viva Bus Expansion	1,727	4,025	-	-	-	-	-	6,000	-	9,600	-	9,600	25,200	67,200	98,152
Total Growth Gross Expenditures	69,324	20,160	49,231	30,095	9,887	37,846	33,510	10,005	14,645	24,765	8,245	17,870	236,099	269,920	595,503
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	4,197	8	-	-	-	-	-	-	-	-	-	-	-	-	4,205
Development Charge Reserves	5,305	4,336	15,560	8,466	2,283	12,743	13,542	6,394	6,341	14,353	569	8,530	88,781	107,726	206,148
Debt Reduction Reserve	9,245	-	13,357	-	-	-	-	-	-	-	-	-	13,357	4,590	27,192
Federal Gas Tax Reserves	44,515	15,816	20,314	21,629	7,604	25,103	19,968	3,611	8,304	10,412	7,676	9,340	133,961	157,604	351,896
Grants & Subsidies	1,524	-	-	-	-	-	-	-	-	-	-	-	-	-	1,524
Other Recoveries	362	-	-	-	-	-	-	-	-	-	-	-	-	-	362
Planned Debenture Proceeds:															
Debenture Proceeds	2,671	-	-	-	-	-	-	-	-	-	-	-	-	-	2,671
Debenture Proceeds DC	1,505	-	-	-	-	-	-	-	-	-	-	-	-	-	1,505

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

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			49,231	30,095	9,887	37,846	33,510	10,005	14,645	24,765	8,245	17,870	236,099	269,920	595,503
Total Growth Funding Sources															
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
TS86114 : Transit Management System Upgrade & Replacement	1,118	404	400	2,494	6,216	4,808	660	662	664	666	718	4,720	22,008	-	23,530
TS86115 : Automated Fare Collection System Replacement	1,878	700	350	2,850	200	50	50	200	100	550	200	4,100	8,650	-	11,228
TS86117 : Transportation Services Office Expansion	1,853	1,020	800	500	500	500	500	500	500	500	500	1,000	5,800	-	8,673
TT181589 : YRT Garage Rehabilitation and Replacement	-	300	253	164	203	343	1,833	272	1,718	6,250	602	7,529	19,167	-	19,467
TT82190 : Bus Terminals, Loops & Stops - Replacement	11,088	1,150	1,210	720	670	720	870	670	620	920	620	1,190	8,210	-	20,448
TT83970 : Bike Racks - Bus	448	60	114	-	-	-	-	-	-	-	-	-	114	-	622
TT84499 : Mobility Plus Bus Replacement	-	-	-	2,340	2,340	-	-	-	-	260	2,340	2,600	9,880	-	9,880
TT84699 : Conventional Bus Replacement	6,958	-	18,000	1,800	8,550	22,650	13,050	18,750	14,400	15,000	14,400	27,000	153,600	-	160,558
TT84899 : Viva Bus Replacement	-	-	30,000	6,000	-	13,200	32,000	14,000	-	14,400	18,000	-	127,600	-	127,600
TT86100 : Facility Security	602	-	-	-	150	75	75	75	75	75	75	150	750	-	1,352
TT86102 : Viva Bus Refresh	7,381	-	-	1,200	960	-	400	2,000	400	400	-	880	5,840	-	13,221
TT86103 : Bike Racks & Lockers - Transit Facilities	167	-	95	-	-	-	-	-	-	-	-	-	95	-	262
TT86110 : Vehicle Diagnostic System	-	-	475	500	-	-	-	-	-	-	-	-	975	-	975
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	14,508	8,300	6,090	7,350	5,880	4,200	2,100	2,940	4,200	3,570	5,040	5,880	47,250	-	70,058
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	5,557	1,750	-	-	-	-	-	-	-	-	-	-	-	-	7,307
Total Rehabilitation and Replacement Gross Expenditures	51,559	13,684	57,787	25,918	25,669	46,546	51,138	38,469	24,277	42,591	42,495	55,049	409,939	-	475,182
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	34,804	8,800	9,400	9,100	9,100	9,100	9,100	10,000	11,000	12,000	13,000	14,000	105,800	-	149,404
Development Charge Reserves	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Debt Reduction Reserve	-	-	-	-	-	-	-	17,000	-	-	-	-	17,000	-	17,000
Asset Replacement Reserves	13,711	4,824	48,178	16,818	16,569	37,446	42,038	11,469	13,277	30,591	29,495	41,049	286,930	-	305,465

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

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Grants & Subsidies	2,802	60	209	-	-	-	-	-	-	-	-	-	209	-	3,071
Other Recoveries	66	-	-	-	-	-	-	-	-	-	-	-	-	-	66
Planned Debenture Proceeds:															
Debenture Proceeds	170	-	-	-	-	-	-	-	-	-	-	-	-	-	170
Total Rehabilitation and Replacement Funding Sources	51,559	13,684	57,787	25,918	25,669	46,546	51,138	38,469	24,277	42,591	42,495	55,049	409,939	-	475,182
Total York Region Transit Gross Expenditures	120,882	33,844	107,018	56,013	35,556	84,392	84,648	48,474	38,922	67,356	50,740	72,919	646,038	269,920	1,070,684
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	39,001	8,808	9,400	9,100	9,100	9,100	9,100	10,000	11,000	12,000	13,000	14,000	105,800	-	153,609
Development Charge Reserves	5,310	4,336	15,560	8,466	2,283	12,743	13,542	6,394	6,341	14,353	569	8,530	88,781	107,726	206,153
Debt Reduction Reserve	9,245	-	13,357	-	-	-	-	17,000	-	-	-	-	30,357	4,590	44,192
Asset Replacement Reserves	13,711	4,824	48,178	16,818	16,569	37,446	42,038	11,469	13,277	30,591	29,495	41,049	286,930	-	305,465
Federal Gas Tax Reserves	44,515	15,816	20,314	21,629	7,604	25,103	19,968	3,611	8,304	10,412	7,676	9,340	133,961	157,604	351,896
Grants & Subsidies	4,326	60	209	-	-	-	-	-	-	-	-	-	209	-	4,595
Other Recoveries	428	-	-	-	-	-	-	-	-	-	-	-	-	-	428
Planned Debenture Proceeds:															
Debenture Proceeds	2,841	-	-	-	-	-	-	-	-	-	-	-	-	-	2,841
Debenture Proceeds DC	1,505	-	-	-	-	-	-	-	-	-	-	-	-	-	1,505
Total York Region Transit Funding Sources	120,882	33,844	107,018	56,013	35,556	84,392	84,648	48,474	38,922	67,356	50,740	72,919	646,038	269,920	1,070,684

York Region Transit 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Program Group: Growth											
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	11,071	-	-	-	(11,071)
TS86107 : Intelligent Transportation System	17,734	-	-	-	-	-	-	17,734	-	-	-
TS86116 : Presto Next Phase Upgrade	7,496	-	-	-	-	-	-	7,496	-	-	-
TT81582 : Transit Vehicle Garage - North	15,520	-	-	-	-	-	2,173	13,347	-	-	-
TT81583 : Transit Garage Southeast	85,985	-	13,357	-	-	-	27,030	34,527	-	-	11,071
TT81584 : Transit Garage South	17,000	-	-	-	-	-	14,110	2,890	-	-	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	12,044	-	-	-	-	-	3,508	8,536	-	-	-
TT82155 : Major Mackenzie West Terminal	8,500	-	-	-	-	-	7,055	1,445	-	-	-
TT82157 : Major Mackenzie East Parking Facility	1,000	-	-	-	-	-	-	1,000	-	-	-
TT82770 : Support Vehicles	600	-	-	-	-	-	-	600	-	-	-
TT84399 : Mobility Plus Bus Expansion	1,820	-	-	-	-	-	154	1,666	-	-	-
TT84599 : Conventional Bus Expansion	43,200	-	-	-	-	-	2,764	40,436	-	-	-
TT84799 : Viva Bus Expansion	25,200	-	-	-	-	-	20,916	4,284	-	-	-
Growth Total	236,099	-	13,357	-	-	-	88,781	133,961	-	-	-
Program Group: Rehabilitation and Replacement											
TS86114 : Transit Management System Upgrade & Replacement	22,008	22,008	-	-	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	8,650	8,650	-	-	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	5,800	5,800	-	-	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	19,167	-	-	19,167	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	8,210	8,210	-	-	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	114	-	-	-	-	-	-	-	114	-	-
TT84499 : Mobility Plus Bus Replacement	9,880	-	-	9,880	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	153,600	18,927	17,000	117,673	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	127,600	4,553	-	123,047	-	-	-	-	-	-	-
TT86100 : Facility Security	750	750	-	-	-	-	-	-	-	-	-

York Region Transit 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
TT86102 : Viva Bus Refresh	5,840	5,840	-	-	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	95	-	-	-	-	-	-	-	95	-	-
TT86110 : Vehicle Diagnostic System	975	975	-	-	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	47,250	30,087	-	17,163	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	409,939	105,800	17,000	286,930	-	-	-	-	209	-	-
York Region Transit Total	646,038	105,800	30,357	286,930	-	-	88,781	133,961	209	-	-

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

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Program Group: Growth													
Gross Expenditures													
TS86107 : Intelligent Transportation System	2,250	-	-	-	-	-	-	-	-	-	2,250	-	2,250
TS86116 : Presto Next Phase Upgrade	626	-	-	-	-	-	-	-	-	-	626	-	626
TT81582 : Transit Vehicle Garage - North	12,250	3,270	-	-	-	-	-	-	-	-	15,520	-	15,520
TT81583 : Transit Garage Southeast	27,485	2,500	-	-	-	-	-	-	-	-	29,985	-	29,985
TT82150 : Bus Terminals, Loops & Stops - Expansion	710	1,105	-	-	-	-	-	-	-	-	1,815	-	1,815
TT82155 : Major Mackenzie West Terminal	1,500	7,000	-	-	-	-	-	-	-	-	8,500	-	8,500
TT82157 : Major Mackenzie East Parking Facility	1,000	-	-	-	-	-	-	-	-	-	1,000	-	1,000
TT82770 : Support Vehicles	150	-	-	-	-	-	-	-	-	-	150	-	150
TT84399 : Mobility Plus Bus Expansion	260	-	260	-	-	-	-	-	-	-	520	-	520
TT84599 : Conventional Bus Expansion	3,000	12,000	-	-	-	-	-	-	-	-	15,000	-	15,000
Total Growth Gross Expenditures	49,231	25,875	260	-	-	-	-	-	-	-	75,366	-	75,366
Funding Sources													
Reserves:													
Development Charge Reserves	15,560	8,466	22	-	-	-	-	-	-	-	24,048	-	24,048
Debt Reduction Reserve	13,357	-	-	-	-	-	-	-	-	-	13,357	-	13,357
Federal Gas Tax Reserves	20,314	17,409	238	-	-	-	-	-	-	-	37,961	-	37,961
Total Growth Funding Sources	49,231	25,875	260	-	-	-	-	-	-	-	75,366	-	75,366
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
TS86114 : Transit Management System Upgrade & Replacement	400	-	-	-	-	-	-	-	-	-	400	-	400
TS86115 : Automated Fare Collection System Replacement	350	-	-	-	-	-	-	-	-	-	350	-	350
TS86117 : Transportation Services Office Expansion	800	-	-	-	-	-	-	-	-	-	800	-	800
TT81589 : YRT Garage Rehabilitation and Replacement	253	-	-	-	-	-	-	-	-	-	253	-	253
TT82190 : Bus Terminals, Loops & Stops - Replacement	1,210	-	-	-	-	-	-	-	-	-	1,210	-	1,210
TT83970 : Bike Racks - Bus	114	-	-	-	-	-	-	-	-	-	114	-	114

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

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
TT84499 : Mobility Plus Bus Replacement	-	2,340	2,340	-	-	-	-	-	-	-	4,680	-	4,680
TT84699 : Conventional Bus Replacement	18,000	1,800	8,550	-	-	-	-	-	-	-	28,350	-	28,350
TT84899 : Viva Bus Replacement	30,000	6,000	-	-	-	-	-	-	-	-	36,000	-	36,000
TT86103 : Bike Racks & Lockers - Transit Facilities	95	-	-	-	-	-	-	-	-	-	95	-	95
TT86110 : Vehicle Diagnostic System	475	-	-	-	-	-	-	-	-	-	475	-	475
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	6,090	-	-	-	-	-	-	-	-	-	6,090	-	6,090
Total Rehabilitation and Replacement Gross Expenditures	57,787	10,140	10,890	-	-	-	-	-	-	-	78,817	-	78,817
Funding Sources													
Reserves:													
Pay-As-You-Go Tax Levy	9,400	-	-	-	-	-	-	-	-	-	9,400	-	9,400
Asset Replacement Reserves	48,178	10,140	10,890	-	-	-	-	-	-	-	69,208	-	69,208
Grants & Subsidies	209	-	-	-	-	-	-	-	-	-	209	-	209
Total Rehabilitation and Replacement Funding Sources	57,787	10,140	10,890	-	-	-	-	-	-	-	78,817	-	78,817
Total York Region Transit Gross Expenditures	107,018	36,015	11,150	-	-	-	-	-	-	-	154,183	-	154,183
Funding Sources													
Reserves:													
Pay-As-You-Go Tax Levy	9,400	-	-	-	-	-	-	-	-	-	9,400	-	9,400
Development Charge Reserves	15,560	8,466	22	-	-	-	-	-	-	-	24,048	-	24,048
Debt Reduction Reserve	13,357	-	-	-	-	-	-	-	-	-	13,357	-	13,357
Asset Replacement Reserves	48,178	10,140	10,890	-	-	-	-	-	-	-	69,208	-	69,208
Federal Gas Tax Reserves	20,314	17,409	238	-	-	-	-	-	-	-	37,961	-	37,961
Grants & Subsidies	209	-	-	-	-	-	-	-	-	-	209	-	209
Total York Region Transit Funding Sources	107,018	36,015	11,150	-	-	-	-	-	-	-	154,183	-	154,183

York Region Transit Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
Program Group: Growth											
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	11,071	-	-	-	(11,071)
TS86107 : Intelligent Transportation System	2,250	-	-	-	-	-	-	2,250	-	-	-
TS86116 : Presto Next Phase Upgrade	626	-	-	-	-	-	-	626	-	-	-
TT81582 : Transit Vehicle Garage - North	15,520	-	-	-	-	-	2,173	13,347	-	-	-
TT81583 : Transit Garage Southeast	29,985	-	13,357	-	-	-	2,216	3,341	-	-	11,071
TT82150 : Bus Terminals, Loops & Stops - Expansion	1,815	-	-	-	-	-	529	1,286	-	-	-
TT82155 : Major Mackenzie West Terminal	8,500	-	-	-	-	-	7,055	1,445	-	-	-
TT82157 : Major Mackenzie East Parking Facility	1,000	-	-	-	-	-	-	1,000	-	-	-
TT82770 : Support Vehicles	150	-	-	-	-	-	-	150	-	-	-
TT84399 : Mobility Plus Bus Expansion	520	-	-	-	-	-	44	476	-	-	-
TT84599 : Conventional Bus Expansion	15,000	-	-	-	-	-	960	14,040	-	-	-
Growth Total	75,366	-	13,357	-	-	-	24,048	37,961	-	-	-
Program Group: Rehabilitation and Replacement											
TS86114 : Transit Management System Upgrade & Replacement	400	400	-	-	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	350	350	-	-	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	800	800	-	-	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	253	-	-	253	-	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	1,210	1,210	-	-	-	-	-	-	-	-	-
TT83970 : Bike Racks - Bus	114	-	-	-	-	-	-	-	114	-	-
TT84499 : Mobility Plus Bus Replacement	4,680	-	-	4,680	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	28,350	75	-	28,275	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	36,000	-	-	36,000	-	-	-	-	-	-	-
TT86103 : Bike Racks & Lockers - Transit Facilities	95	-	-	-	-	-	-	-	95	-	-
TT86110 : Vehicle Diagnostic System	475	475	-	-	-	-	-	-	-	-	-

York Region Transit Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	6,090	6,090	-	-	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	78,817	9,400	-	69,208	-	-	-	-	209	-	-
York Region Transit Total	154,183	9,400	13,357	69,208	-	-	24,048	37,961	209	-	-

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Growth															
Gross Expenditures															
TR39910 : Miscellaneous Design & Survey for Future Projects	16,935	1,150	1,140	1,140	1,271	994	743	743	1,397	1,397	1,070	1,480	11,375	19,120	48,580
TR39920 : Property Acquisition for Future Capital Projects	4,641	500	500	500	500	500	500	500	500	500	500	500	5,000	5,000	15,141
TR39950 : Intersection Improvement Program	29,827	4,000	4,590	4,960	4,960	4,464	3,968	3,968	3,968	4,833	4,833	4,833	45,377	48,330	127,534
TR39970 : Miscellaneous Payments to Developers	29,592	8,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000	117,592
TR39990 : Traffic Control Signal Electronic Improvements	26,183	1,835	2,044	2,044	2,044	2,044	2,044	654	654	654	654	654	13,490	6,540	48,048
TR39999 : Viva Network Traffic Engineering and Intelligent Transportation Systems	2,560	215	-	-	-	-	-	-	-	-	-	-	-	-	2,775
TR80101 : King Road - Yonge Street to Bond Crescent	671	-	109	-	-	153	4,995	613	-	-	-	-	5,870	-	6,541
TR80104 : Keele Street and Lloydtown Aurora Road	5,580	764	-	-	-	-	-	-	-	-	-	-	-	-	6,344
TR80105 : Signal Modernization Program	-	-	1,090	1,090	1,090	1,090	-	-	-	-	-	-	4,360	-	4,360
TR80116 : Teston Road - Pine Valley Drive to Weston Road	569	608	5,599	5,528	974	11,618	11,615	-	-	-	-	-	35,334	-	36,511
TR80118 : Southwest Main Yard	4,781	3,550	164	-	-	-	-	1,799	1,117	-	-	-	3,080	-	11,411
TR80121 : Development Transportation Demand Management	465	300	363	1,090	-	-	-	-	-	-	-	-	1,453	11,990	14,208
TR80221 : LED Streetlight Conversion	-	-	109	109	109	109	109	109	109	109	109	109	1,090	1,090	2,180
TR80230 : Portable Snow Melting Facilities	353	-	491	-	-	-	-	-	-	-	-	-	491	-	844
TR80270 : York Durham Line and Durham Road #5	2,953	55	-	-	-	-	-	-	-	-	-	-	-	-	3,008
TR80430 : Regional Streetscaping	9,512	1,350	3,799	4,654	1,526	1,526	1,526	1,526	1,526	1,526	1,581	1,581	20,771	16,188	47,821
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	24,901	60	35	22	-	-	-	-	-	-	-	-	57	-	25,018
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	14,410	6,000	496	55	-	-	-	-	-	-	-	-	551	-	20,961
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	10,301	6,000	1,405	71	-	-	-	-	-	-	-	-	1,476	-	17,777

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
TR80720 : Markham Bypass - Major Mackenzie Drive to Highway 48	6,837	5	-	-	-	-	-	-	-	-	-	-	-	-	6,842
TR81010 : King Road and Weston Road	776	65	-	3,444	354	-	-	-	-	-	-	-	3,798	-	4,639
TR81020 : King Road and Highway 27	305	2,401	5,156	523	-	-	-	-	-	-	-	-	5,679	-	8,385
TR81030 : Leslie Street and 19th Avenue	1,043	1,404	6,562	1,978	-	-	-	-	-	-	-	-	8,540	-	10,987
TR81040 : York Region Roads Operations Facility Strategy	296	100	-	-	-	-	-	-	-	-	-	-	-	-	396
TR81045 : Central Snow Management Facility	469	3,400	-	-	-	-	-	-	-	-	-	-	-	-	3,869
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	9,765	4,000	12,045	18,421	20,361	8,349	-	-	-	-	-	-	59,176	-	72,941
TR81362 : Intersection Improvements Dufferin and Rutherford	-	-	-	252	168	179	3,701	-	-	-	-	-	4,300	-	4,300
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	10,572	850	654	567	240	-	-	4,131	11,936	11,698	-	-	29,226	-	40,648
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	18	-	-	-	-	-	-	-	-	-	109	109	218	32,184	32,420
TR81420 : Bayview Avenue - John Street to Highway 7	314	90	-	-	-	-	-	-	-	-	-	-	-	-	404
TR81480 : Weston Road - Steeles Avenue to Highway 7	-	-	-	-	-	-	-	-	-	654	654	3,488	4,796	13,352	18,148
TR81810 : Highway 50 - Highway 7 to Rutherford Road	21,270	314	1,118	-	-	-	-	-	-	-	-	-	1,118	-	22,702
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	827	1,015	2,928	6,562	3,726	-	-	-	-	-	-	-	13,216	-	15,058
TR81932 : Viva Network Expansion Plan	2,361	2,342	5,300	3,781	-	-	1,755	-	-	-	-	-	10,836	18,789	34,328
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	6,091	860	65	-	-	-	-	-	-	-	-	-	65	-	7,016
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	32	178	240	76	73	-	-	-	-	-	-	-	389	32,348	32,947
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	-	360	277	-	-	-	-	-	-	-	-	-	277	27,466	28,103
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	32	400	193	129	-	-	-	-	-	-	-	-	322	95,567	96,321
TR81964 : Highway 27 Road Widening at the Canadian Pacific	483	-	360	1,296	4,469	8,377	3,944	-	-	-	-	-	18,446	-	18,929

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Railway Bridge															
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	656	825	23,928	2,943	1,787	-	-	-	-	-	-	-	28,658	39,674	69,813
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	647	600	654	3,301	2,762	3,319	6,475	6,472	-	-	-	-	22,983	-	24,230
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	785	100	-	-	930	929	1,505	1,504	771	9,160	9,582	-	24,381	-	25,266
TR81974 : Mid Block Crossing - Highway 404 North of Elgin Mills Road	2,400	454	-	-	-	-	-	-	-	-	-	-	-	-	2,854
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	32	170	77	72	-	-	545	763	763	545	1,982	5,905	10,652	15,802	26,656
TR81983 : Rutherford Road - Pine Valley Drive to Weston Road	-	-	-	-	-	-	-	-	218	184	651	651	1,704	14,106	15,810
TR81996 : Bayview Avenue - Steeles Avenue to John Street	81	90	-	-	-	-	-	-	-	-	-	-	-	-	171
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	16,469	10,355	5,440	-	-	-	-	-	-	-	-	-	5,440	-	32,264
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	9,871	11,990	4,039	-	-	-	-	-	-	-	-	-	4,039	-	25,900
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	1,478	-	-	23,152	-	-	-	-	-	-	-	-	23,152	-	24,630
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	218	175	159	-	-	-	-	-	-	-	-	-	159	-	552
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	2	180	138	-	-	-	-	-	-	-	-	-	138	17,930	18,250
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	168	390	327	164	33	33	-	-	-	-	-	-	557	21,840	22,955
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	2,083	700	436	458	349	-	-	-	2,749	10,726	10,606	-	25,324	-	28,107
TR83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	-	-	-	-	164	164	164	-	-	-	-	-	492	22,778	23,270
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	601	175	159	-	-	-	-	-	-	-	-	-	159	21,795	22,730
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	185	1,400	3,205	273	3,597	1,092	-	-	-	-	-	-	8,167	-	9,752
TR83480 : Transportation Master Plan Update	1,871	500	-	436	654	-	-	-	436	654	-	-	2,180	2,180	6,731
TR83490 : Smart Commute Initiative	2,423	200	589	589	589	589	589	589	589	589	589	589	5,890	5,890	14,403

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			273	273	273	273	273	273	273	273	273	273	273	273	4,692
TR83890 : Accessibility for Ontarians with Disabilities Act Compliance	1,863	250	273	273	273	273	273	273	273	273	273	927	4,692	9,270	16,075
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	161	100	-	776	776	203	-	4,694	-	-	-	-	6,449	-	6,710
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	819	100	1,886	2,213	165	5,750	5,647	-	-	-	-	-	15,661	-	16,580
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	269	100	2,884	2,884	376	376	8,050	9,382	-	-	-	-	23,952	-	24,321
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	199	100	-	-	-	-	-	-	-	-	-	-	-	-	299
TR84008 : 16th Avenue - McCowan Road to Ninth Line	68	314	159	-	-	-	-	-	-	-	-	-	159	26,331	26,872
TR84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	-	-	-	-	-	-	-	-	273	283	218	774	1,548	17,378	18,926
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	14,067	467	-	4,680	4,831	4,412	-	-	-	-	-	-	13,923	-	28,457
TR84045 : Lake to Lake Cycling Facilities	-	2,840	2,200	23	23	-	-	-	-	-	-	-	2,246	-	5,086
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,284	700	545	676	676	-	-	3,014	16,952	16,886	-	-	38,749	-	40,733
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	211	340	160	-	-	-	-	-	-	-	-	-	160	34,986	35,697
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	110	139	159	-	-	-	-	-	-	-	-	-	159	19,769	20,177
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	4,453	2,565	16,316	953	16	16	16	-	-	-	-	-	17,317	-	24,335
TR84190 : Leslie Street - John's Side Road to Mullock Drive	10,137	756	16	16	16	-	-	-	-	-	-	-	48	-	10,941
TR84200 : Doane Road - Highway 404 to Yonge Street	3,533	2,450	109	-	-	-	-	-	-	-	-	-	109	63,437	69,529
TR84860 : Bathurst Street and Davis Drive	874	247	5,037	1,114	23	23	23	-	-	-	-	-	6,220	-	7,341
TR84890 : Kennedy Road - 14th Avenue to Highway 407	172	40	49	250	431	835	692	1,959	10,633	4,506	17	17	19,389	17	19,618
TR84940 : Pedestrian Cycling Program	2,330	95	1,345	545	545	545	545	545	545	545	545	545	6,250	5,450	14,125
TR85560 : Rutherford Road - Keele Street to Dufferin Street	1,295	83	1,788	-	-	-	11,903	-	-	-	-	-	13,691	-	15,069

Roads

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			4,071	61	8,022	8,022	8,958	-	-	-	-	-	-	29,134	-
TR85570 : Rutherford Road - Jane Street to Keele Street	988	600	959	3,372	610	545	8,327	8,327	8,825	-	-	-	30,965	-	32,496
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	1,031	500	-	-	-	-	-	-	-	-	665	654	1,319	-	1,875
TR85590 : Carnville Road - Bathurst Street to Yonge Street	556	-	159	-	-	-	-	-	-	-	-	-	159	40,356	41,374
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	674	185	214	711	1,204	3,587	7,669	55	55	-	-	-	13,495	-	13,653
TR85610 : 16th Avenue - Leslie Street to Highway 404	73	85	1,025	16	16	16	16	-	-	-	-	-	1,089	-	73,815
TR85620 : 2nd Concession - Green Lane to Doane Road	69,650	3,076	9,832	19,097	19,108	8,371	-	-	-	-	-	-	56,408	-	82,428
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	21,920	4,100	120	65	-	-	-	-	-	-	-	-	185	-	23,894
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	21,819	1,890	1,477	3,389	5,706	2,219	7,298	5,663	-	-	-	-	25,752	-	25,965
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	13	200	3,842	2,730	4,267	441	665	7,277	23,536	1,310	156	156	44,380	153	47,497
TR85710 : Yonge Street - Davis Drive to Green Lane	2,005	959	654	654	654	8,769	8,006	9,156	-	-	-	-	27,893	18,596	73,854
TR85790 : Southeast Main Yard	25,695	1,670	245	245	245	245	245	245	245	245	245	245	2,450	2,450	6,425
TR85810 : Arterial Corridor Transportation Studies	1,275	250	55	55	55	55	55	55	55	55	55	55	550	550	1,150
TR85830 : Retrofit Noise Mitigation	-	50	545	545	545	545	545	545	545	545	545	545	5,450	5,450	14,271
TR86880 : Pedestrian Cycling Municipal Partnership Program	2,871	500	-	-	-	-	-	3,633	-	-	-	-	3,633	-	3,633
TR88162 : Roads Corssing at Highway 427 North of Langstaff Road	-	-	371	-	-	-	-	-	-	-	-	-	371	-	371
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	50
TR88164 : Bales Parking Lot Expansion	-	50	-	-	-	-	-	-	-	-	-	-	-	-	50
TR88165 : Lake to Lake - Bayview - Bloomington to Vandorf	-	50	-	-	-	-	-	-	-	-	-	-	-	-	50
TR88166 : Southeast Satellite Yard	-	-	-	981	2,191	4,851	7,140	2,474	-	-	-	-	17,637	-	17,637
TR88172 : RER Projects	-	-	545	409	2,589	2,180	1,777	-	-	-	-	-	7,500	-	7,500
TR88179 : North Existing Yard	-	-	-	-	-	-	-	-	3,161	1,799	-	-	4,960	-	4,960
TR88180 : Capacity Bottleneck Improvement	-	-	-	-	-	-	3,477	3,477	3,477	3,532	3,532	3,532	21,027	35,320	56,347

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
TR88181 : Southwest Satellite Yard	-	-	7,358	10,137	4,905	4,687	1,635	-	-	12,263	12,263	-	53,248	-	53,248
TR88182 : Central Main Yard	-	-	3,161	218	-	-	1,799	1,771	-	-	-	-	6,949	-	6,949
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,360	-	-	-	-	196	173	-	-	-	-	-	369	-	4,729
TR95110 : Bayview Avenue - Major Mackenzie Drive to Elgin Mills Road	849	90	-	-	-	-	-	-	-	-	-	-	-	-	939
TR96020 : Bathurst Street - Green Lane West to Yonge Street	28,647	365	-	-	-	-	-	-	-	-	-	-	-	-	29,012
TR96770 : Keele Street - Steeles Avenue to Highway 7	7,547	100	3,409	4,780	13,745	5,725	16	16	16	-	-	-	27,707	-	35,354
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	1,494	390	327	164	33	33	-	-	-	-	-	-	557	19,999	22,440
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	12,068	23	23	-	-	-	-	-	-	-	-	-	23	-	12,114
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	5,543	7	8	-	-	-	-	-	-	-	-	-	8	-	5,558
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	17,635	18,096	5,720	938	27	16	16	-	-	-	-	-	6,717	-	42,448
TR97150 : Leslie Street - Bethesda Side Road to Bloomington Road	3,974	51	-	-	-	-	-	-	-	-	-	-	-	-	4,025
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	29,029	7,880	576	72	72	-	-	-	-	-	-	-	720	-	37,629
TR98340 : 19th Avenue - Yonge Street to Bayview Avenue	12,401	1,500	-	-	-	-	-	-	-	-	-	-	-	-	13,901
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	16,076	-	218	218	327	-	-	-	-	-	-	-	763	44,876	61,715
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	217	61	872	-	-	-	-	-	-	-	-	-	872	-	1,150
TR98670 : Warden Avenue - 16th Avenue to Major Mackenzie Drive	27,152	44	-	-	-	-	-	-	-	-	-	-	-	-	27,196
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	1,084	350	55	327	-	-	-	-	-	-	-	-	382	12,110	13,926
TR98960 : Kennedy Road - Highway 407 to Highway 7	124	110	48	139	273	273	55	470	8,431	533	17	17	10,256	17	10,507
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	74	130	159	-	-	-	-	-	-	-	-	-	159	20,442	20,805
TR99240 : Kennedy Road - 14th Avenue to Denison Street	670	80	96	173	1,170	1,857	1,526	1,243	8,510	6,922	7,982	440	29,919	34	30,703
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	1,022	140	214	1,022	1,977	15,644	15,644	55	55	-	-	-	34,611	-	35,773

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	21,920	15	15	-	-	-	-	-	-	-	-	-	15	-	21,950
TR99540 : Langstaff Road - Dufferin Street to Keele Street	226	200	251	55	-	-	-	-	-	-	-	-	306	30,926	31,658
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	579	180	76	237	1,036	645	60	-	-	-	704	4,251	7,009	8,986	16,754
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	57	170	77	73	109	654	545	299	778	55	656	3,500	6,746	16,184	23,157
TR99805 : Langstaff Road - Weston Road to Jane Street	122	200	251	55	-	-	-	-	-	-	-	-	306	33,934	34,562
TR99806 : Langstaff Road - Jane Street to Keele Street	97	200	251	55	-	-	-	-	-	-	-	-	306	-	603
TR99816 : Teston Road - Keele Street to Dufferin Street	-	75	436	627	451	-	-	-	-	-	-	-	1,514	-	1,589
TR99818 : Jane Street - Highway 7 to Rutherford Road	-	-	-	-	-	385	385	-	-	-	-	-	770	33,267	34,037
TR99870 : Various Railway Crossing Improvements	-	-	403	632	1,090	1,090	1,090	1,090	1,090	1,090	1,090	1,090	9,755	10,900	20,655
TR99890 : Intelligent Transportation System	6,944	1,279	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	1,635	16,350	16,350	40,923
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	1,214	983	-	801	2,349	-	-	-	-	-	-	-	3,150	-	5,347
TR99900 : Fleet New Additions	7,158	600	600	600	400	400	400	400	400	400	400	400	4,400	4,000	16,158
TS36110 : Technology Data	459	1,435	600	545	565	457	453	457	457	457	1,079	1,079	6,149	10,790	18,833
TS36120 : Department Project Support	812	1,230	872	763	565	456	456	456	456	456	1,079	1,079	6,638	10,790	19,470
Total Growth Gross Expenditures	685,667	142,310	184,734	164,679	140,822	135,961	155,393	96,037	121,136	101,673	70,730	44,840	1,216,005	1,083,077	3,127,059
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	97,778	12,029	17,120	15,499	12,816	12,325	16,385	10,382	11,544	9,235	6,257	4,399	115,962	96,543	322,312
Development Charge Reserves	284,257	23,494	140,164	67,893	119,290	104,499	106,169	85,127	58,677	96,165	69,263	47,006	894,254	685,934	1,887,939
Debt Reduction Reserve	12,009	6,510	-	-	-	-	-	-	-	-	-	-	-	-	18,519
Asset Replacement Reserves	0	-	-	-	-	-	-	-	-	-	-	-	-	-	0
General Capital Reserves	2,351	-	-	-	-	-	-	-	-	-	-	-	-	-	2,351
Federal Gas Tax Reserves	1,040	2,665	1,472	1,308	1,130	913	909	913	913	913	2,158	2,158	12,787	21,580	38,072
Grants & Subsidies	601	-	-	-	-	-	-	-	-	-	-	-	-	-	601
Other Recoveries	32,357	26,129	30,218	7,373	8,342	5,045	3,584	1,570	4,248	3,057	1,607	440	65,484	61,422	185,392

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Planned Debiture Proceeds:															
Housing York Inc.	56	-	-	-	-	-	-	-	-	-	-	-	-	-	56
Debiture Proceeds	58,647	-	-	-	-	-	-	-	-	-	-	-	-	-	58,647
Debiture Proceeds DC	194,968	71,483	(4,240)	72,606	(756)	13,179	28,346	(1,955)	45,754	(7,697)	(8,555)	(9,163)	127,518	217,598	611,568
Debiture Proceeds Tax Levy	1,603	-	-	-	-	-	-	-	-	-	-	-	-	-	1,603
Total Growth Funding Sources	685,666	142,310	184,734	164,679	140,822	135,961	155,393	96,037	121,136	101,673	70,730	44,840	1,216,005	1,083,077	3,127,058
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
TR39930 : Bridge Culvert Rehabilitation	16,342	3,465	4,259	4,055	4,251	4,545	4,840	5,232	5,428	5,624	5,821	6,017	50,072	-	69,879
TR39960 : Asset Renewal and Replacement	168,789	5,243	14,699	15,267	14,175	14,121	14,088	14,143	14,252	14,252	14,175	14,088	143,260	-	317,292
TR39980 : Various Road Improvements	49,123	3,300	3,177	2,976	3,075	3,282	3,571	3,670	3,769	3,868	3,968	4,067	35,423	-	87,846
TR80105 : Signal Modernization Program	3,137	1,000	-	-	-	-	-	-	-	-	-	-	-	-	4,137
TR80220 : LED Replacement Traffic Signals	1,990	250	273	273	273	273	273	273	273	273	273	273	2,730	-	4,970
TR80221 : LED Streetlight Conversion	144	100	-	-	-	-	-	-	-	-	-	-	-	-	244
TR83910 : Roads Asset Management	4,274	2,121	1,363	1,363	1,799	1,472	1,472	1,472	1,472	1,908	1,581	1,581	15,483	-	21,878
TR83920 : Traffic Safety Program Improvements	877	100	218	392	109	109	109	109	109	109	109	109	1,482	-	2,459
TR84950 : Drainage System Program	2,057	375	400	425	450	470	490	510	560	580	600	620	5,105	-	7,537
TR87300 : East Humber River Bridge - Jane Street North of King Road	60	25	16	-	1,507	-	-	-	-	-	-	-	1,523	-	1,608
TR87310 : King Home Bridge - King Road East of Highway 400	-	25	17	2,083	1,388	-	-	-	-	-	-	-	3,488	-	3,513
TR87320 : Gibney Bridge - McCowan Road North of Queensville Sideroad	251	1,542	-	-	-	-	-	-	-	-	-	-	-	-	1,793
TR88161 : Roads Office Expansion	-	100	-	-	-	-	-	-	-	-	-	-	-	-	100
TR88167 : Major Mackenzie at McNaughton	-	-	1,275	-	-	-	-	-	-	-	-	-	1,275	-	1,275
TR88168 : Clean Water Protection	-	-	1,020	-	-	-	-	-	-	-	-	-	1,020	-	1,020
TR88169 : Railway Cross Safety	-	-	1,620	180	-	-	-	-	-	-	-	-	1,800	-	1,800

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Improvement															
TR88171 : Mt Albert Rd at Warden Ave	-		1,472	-	-	-	-	-	-	-	-	-	1,472	-	1,472
TR88173 : Yonge St N or Industrial Parkway	-		3,329	-	-	-	-	-	-	-	-	-	3,329	-	3,329
TR88174 : Major Mack Depressurization System	-		229	992	-	-	-	-	-	-	-	-	1,221	-	1,221
TR99801 : Rapidways Asset Management	284	150	164	218	218	109	109	109	109	109	109	109	1,363	-	1,797
TR99870 : Various Railway Crossing Improvements	4,408	500	-	-	-	-	-	-	-	-	-	-	-	-	4,908
TR99910 : Fleet Replacement	17,255	4,048	3,260	1,890	2,950	4,180	2,280	3,630	2,770	4,110	3,570	4,110	32,750	-	54,053
Total Rehabilitation and Replacement Gross Expenditures	268,992	22,344	36,791	30,114	30,195	28,561	27,232	29,148	28,742	30,833	30,206	30,974	302,796	-	594,132
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	231,936	9,080	11,765	21,677	21,044	22,088	18,876	20,865	19,296	18,661	17,711	17,326	189,309	-	430,325
Development Charge Reserves	9,624	1,238	449	527	279	283	289	294	306	311	316	321	3,375	-	14,237
Debt Reduction Reserve	-	4,475	14,619	2,838	2,822	-	1,500	-	134	-	-	-	21,913	-	26,388
Asset Replacement Reserves	15,710	4,048	3,260	1,890	2,950	4,180	2,280	3,630	2,770	4,110	3,570	4,110	32,750	-	52,508
General Capital Reserves	2,363	-	-	-	-	-	-	-	-	-	-	-	-	-	2,363
Federal Gas Tax Reserves	-	-	-	-	154	-	1,888	-	-	-	-	-	2,042	-	2,042
Grants & Subsidies	2,441	936	-	-	-	-	-	-	-	-	-	-	-	-	3,377
Other Recoveries	3,000	75	2,458	269	109	54	54	54	54	54	54	54	3,214	-	6,289
Planned Debiture Proceeds:															
Debiture Proceeds	1,560	-	-	-	-	-	-	-	-	-	-	-	-	-	1,560
Debiture Proceeds DC	2,359	2,492	4,240	2,913	2,837	1,956	2,345	4,305	6,182	7,697	8,555	9,163	50,193	-	55,044
Total Rehabilitation and Replacement Funding Sources	268,992	22,344	36,791	30,114	30,195	28,561	27,232	29,148	28,742	30,833	30,206	30,974	302,796	-	594,132
Total Roads Gross Expenditures	954,659	164,654	221,525	194,793	171,017	164,522	182,625	125,185	149,878	132,506	100,936	75,814	1,518,801	1,083,077	3,721,191
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	329,714	21,109	28,885	37,176	33,860	34,413	35,261	31,247	30,840	27,896	23,968	21,725	305,271	96,543	752,637
Development Charge Reserves	293,881	24,732	140,613	68,420	119,569	104,782	106,458	85,421	58,983	96,476	69,579	47,327	897,629	685,934	1,902,176
Debt Reduction Reserve	12,009	10,985	14,619	2,838	2,822	-	1,500	-	134	-	-	-	21,913	-	44,907
Asset Replacement Reserves	15,710	4,048	3,260	1,890	2,950	4,180	2,280	3,630	2,770	4,110	3,570	4,110	32,750	-	52,508

Roads 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
General Capital Reserves	4,714	-	-	-	-	-	-	-	-	-	-	-	-	-	4,714
Federal Gas Tax Reserves	1,040	2,665	1,472	1,308	1,284	913	2,797	913	913	913	2,158	2,158	14,829	21,580	40,114
Grants & Subsidies	3,042	936	-	-	-	-	-	-	-	-	-	-	-	-	3,978
Other Recoveries	35,357	26,204	32,676	7,642	8,451	5,099	3,638	1,624	4,302	3,111	1,661	494	68,698	61,422	191,681
Planned Debeniture Proceeds:															
Housing York Inc.	56	-	-	-	-	-	-	-	-	-	-	-	-	-	56
Debeniture Proceeds	60,207	-	-	-	-	-	-	-	-	-	-	-	-	-	60,207
Debeniture Proceeds DC	197,327	73,975	-	75,519	2,081	15,135	30,691	2,350	51,936	-	-	-	177,711	217,598	666,612
Debeniture Proceeds Tax Levy	1,603	-	-	-	-	-	-	-	-	-	-	-	-	-	1,603
Total Roads Funding Sources	954,659	164,654	221,525	194,793	171,017	164,522	182,625	125,185	149,878	132,506	100,936	75,814	1,518,801	1,083,077	3,721,191

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Program Group: Growth											
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	790,504	-	-	-	(790,504)
TR39910 : Miscellaneous Design & Survey for Future Projects	11,375	1,127	-	-	-	-	-	-	-	100	10,148
TR39920 : Property Acquisition for Future Capital Projects	5,000	500	-	-	-	-	-	-	-	-	4,500
TR39950 : Intersection Improvement Program	45,377	4,992	-	-	-	-	-	-	-	-	40,385
TR39970 : Miscellaneous Payments to Developers	40,000	4,000	-	-	-	-	36,000	-	-	-	-
TR39990 : Traffic Control Signal Electronic Improvements	13,490	1,350	-	-	-	-	12,140	-	-	-	-
TR80101 : King Road - Yonge Street to Bond Crescent	5,870	2,382	-	-	-	-	105	-	-	1,900	1,483
TR80105 : Signal Modernization Program	4,360	436	-	-	-	-	3,924	-	-	-	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	35,334	3,335	-	-	-	-	-	-	-	1,983	30,016
TR80118 : Southwest Main Yard	3,080	154	-	-	-	-	156	-	-	-	2,770
TR80121 : Development Transportation Demand Management	1,453	145	-	-	-	-	1,308	-	-	-	-
TR80221 : LED Streetlight Conversion	1,090	110	-	-	-	-	980	-	-	-	-
TR80230 : Portable Snow Melting Facilities	491	-	-	-	-	-	-	-	-	-	491
TR80430 : Regional Streetscaping	20,771	4,153	-	-	-	-	-	-	-	-	16,618
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	57	6	-	-	-	-	51	-	-	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	551	55	-	-	-	-	50	-	-	-	446
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	1,476	147	-	-	-	-	64	-	-	-	1,265
TR81010 : King Road and Weston Road	3,798	379	-	-	-	-	-	-	-	-	3,419
TR81020 : King Road and Highway 27	5,679	441	-	-	-	-	-	-	-	1,270	3,968
TR81030 : Leslie Street and 19th Avenue	8,540	802	-	-	-	-	-	-	-	517	7,221
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	59,176	5,603	-	-	-	-	-	-	-	3,140	50,433
TR81362 : Intersection Improvements Dufferin and Rutherford	4,300	430	-	-	-	-	312	-	-	-	3,558

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	29,226	2,888	-	-	-	-	-	-	-	350	25,988
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	218	22	-	-	-	-	196	-	-	-	-
TR81480 : Weston Road - Steeles Avenue to Highway 7	4,796	479	-	-	-	-	-	-	-	-	4,317
TR81810 : Highway 50 - Highway 7 to Rutherford Road	1,118	111	-	-	-	-	-	-	-	-	1,007
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	13,216	1,322	-	-	-	-	-	-	-	-	11,894
TR81932 : Viva Network Expansion Plan	10,836	1,083	-	-	-	-	-	-	-	-	9,753
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	65	6	-	-	-	-	59	-	-	-	-
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	389	39	-	-	-	-	134	-	-	-	216
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	277	28	-	-	-	-	-	-	-	-	249
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	322	32	-	-	-	-	290	-	-	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	18,446	1,614	-	-	-	-	-	-	-	2,300	14,532
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	28,658	-	-	-	-	-	-	-	-	19,105	9,553
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	22,983	2,232	-	-	-	-	-	-	-	660	20,091
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	24,381	2,284	-	-	-	-	-	-	-	1,534	20,563
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	10,652	1,064	-	-	-	-	134	-	-	-	9,454
TR81983 : Rutherford Road - Pine Valley Drive to Weston Road	1,704	170	-	-	-	-	362	-	-	-	1,172
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	5,440	180	-	-	-	-	-	-	-	3,645	1,615
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	4,039	202	-	-	-	-	-	-	-	2,020	1,817
TR82690 : Vaughan Metropolitan Centre - Highway 400 and Highway 7 Interchange	23,152	2,316	-	-	-	-	-	-	-	-	20,836
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	159	16	-	-	-	-	143	-	-	-	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	138	14	-	-	-	-	124	-	-	-	-

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	557	55	-	-	-	-	208	-	-	-	294
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	25,324	2,284	-	-	-	-	-	-	-	2,500	20,540
TR83380 : Markham Road - Steeles Avenue to Highway 407 Including Grade Separation	492	51	-	-	-	-	441	-	-	-	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	159	16	-	-	-	-	143	-	-	-	-
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	8,167	796	-	-	-	-	-	-	-	200	7,171
TR83480 : Transportation Master Plan Update	2,180	218	-	-	-	-	-	-	-	-	1,962
TR83490 : Smart Commute Initiative	5,890	250	-	-	-	-	2,240	-	-	3,400	-
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	4,692	468	-	-	-	-	4,224	-	-	-	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	6,449	647	-	-	-	-	182	-	-	-	5,620
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	15,661	1,567	-	-	-	-	148	-	-	-	13,946
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	23,952	2,396	-	-	-	-	-	-	-	-	21,556
TR84008 : 16th Avenue - McCowan Road to Ninth Line	159	16	-	-	-	-	143	-	-	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to Donald Cousens Parkway	1,548	155	-	-	-	-	196	-	-	-	1,197
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	13,923	1,392	-	-	-	-	-	-	-	-	12,531
TR84045 : Lake to Lake Cycling Facilities	2,246	220	-	-	-	-	22	-	-	42	1,962
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	38,749	3,621	-	-	-	-	-	-	-	2,550	32,578
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	160	16	-	-	-	-	144	-	-	-	-
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	159	16	-	-	-	-	143	-	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	17,317	1,631	-	-	-	-	45	-	-	990	14,651
TR84190 : Leslie Street - John's Side Road to Mullock Drive	48	6	-	-	-	-	42	-	-	-	-
TR84200 : Doane Road - Highway 404 to	109	11	-	-	-	-	98	-	-	-	-

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Yonge Street											
TR84860 : Bathurst Street and Davis Drive	6,220	490	-	-	-	-	63	-	-	1,313	4,354
TR84890 : Kennedy Road - 14th Avenue to Highway 407	19,389	1,942	-	-	-	-	298	-	-	-	17,149
TR84940 : Pedestrian Cycling Program	6,250	540	-	-	-	-	4,910	-	-	800	-
TR85560 : Rutherford Road - Keele Street to Dufferin Street	13,691	-	-	-	-	-	-	-	-	500	13,191
TR85570 : Rutherford Road - Jane Street to Keele Street	29,134	2,913	-	-	-	-	55	-	-	-	26,166
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	30,965	3,024	-	-	-	-	-	-	-	730	27,211
TR85590 : Carrville Road - Bathurst Street to Yonge Street	1,319	131	-	-	-	-	-	-	-	-	1,188
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	159	16	-	-	-	-	143	-	-	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	13,495	1,348	-	-	-	-	293	-	-	-	11,854
TR85620 : 2nd Concession - Green Lane to Doane Road	1,089	106	-	-	-	-	60	-	-	-	923
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	56,408	5,166	-	-	-	-	-	-	-	4,750	46,492
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	185	18	-	-	-	-	167	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	25,752	2,356	-	-	-	-	-	-	-	2,200	21,196
TR85710 : Yonge Street - Davis Drive to Green Lane	44,380	4,325	-	-	-	-	280	-	-	1,128	38,647
TR85790 : Southeast Main Yard	27,893	1,395	-	-	-	-	-	-	-	-	26,498
TR85810 : Arterial Corridor Transportation Studies	2,450	240	-	-	-	-	2,210	-	-	-	-
TR85830 : Retrofit Noise Mitigation	550	50	-	-	-	-	500	-	-	-	-
TR86880 : Pedestrian Cycling Municipal Partnership Program	5,450	540	-	-	-	-	4,910	-	-	-	-
TR88162 : Roads Corssing at Highway 427 North of Langstaff Road	3,633	-	-	-	-	-	-	-	-	-	3,633
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	371	37	-	-	-	-	-	-	-	-	334
TR88166 : Southeast Satellite Yard	17,637	883	-	-	-	-	-	-	-	-	16,754
TR88172 : RER Projects	7,500	751	-	-	-	-	-	-	-	-	6,749

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR88179 : North Existing Yard	4,960	248	-	-	-	-	-	-	-	-	4,712
TR88180 : Capacity Bottleneck Improvement	21,027	2,103	-	-	-	-	-	-	-	-	18,924
TR88181 : Southwest Satellite Yard	53,248	2,662	-	-	-	-	-	-	-	-	50,586
TR88182 : Central Main Yard	6,949	6,949	-	-	-	-	-	-	-	-	-
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	369	36	-	-	-	-	333	-	-	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 7	27,707	2,321	-	-	-	-	238	-	-	4,500	20,648
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	557	55	-	-	-	-	208	-	-	-	294
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	23	2	-	-	-	-	21	-	-	-	-
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	8	1	-	-	-	-	7	-	-	-	-
TR97100 : St. John's Side Road - Bayview Avenue to Woodbine Avenue	6,717	538	-	-	-	-	55	-	-	1,311	4,813
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	720	72	-	-	-	-	130	-	-	-	518
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	763	77	-	-	-	-	392	-	-	-	294
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	872	87	-	-	-	-	-	-	-	-	785
TR98690 : Bayview Avenue - Strouffville Road to Bloomington Road	382	38	-	-	-	-	50	-	-	-	294
TR98960 : Kennedy Road - Highway 407 to Highway 7	10,256	1,026	-	-	-	-	249	-	-	-	8,981
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	159	16	-	-	-	-	143	-	-	-	-
TR99240 : Kennedy Road - 14th Avenue to Denison Street	29,919	2,992	-	-	-	-	242	-	-	-	26,685
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	34,611	3,455	-	-	-	-	293	-	-	46	30,817
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	15	1	-	-	-	-	14	-	-	-	-
TR99540 : Langstaff Road - Dufferin Street to Keele Street	306	-	-	-	-	-	55	-	-	-	251
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	7,009	701	-	-	-	-	122	-	-	-	6,186
TR99780 : McCowan Road - 14th Avenue	6,746	673	-	-	-	-	303	-	-	-	5,770

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
to Bullock Drive											
TR99805 : Langstaff Road - Weston Road to Jane Street	306	30	-	-	-	-	50	-	-	-	226
TR99806 : Langstaff Road - Jane Street to Keele Street	306	30	-	-	-	-	50	-	-	-	226
TR99816 : Teston Road - Keele Street to Dufferin Street	1,514	-	-	-	-	-	-	-	-	-	1,514
TR99818 : Jane Street - Highway 7 to Rutherford Road	770	78	-	-	-	-	-	-	-	-	692
TR99870 : Various Railway Crossing Improvements	9,755	1,074	-	-	-	-	-	-	-	-	8,681
TR99890 : Intelligent Transportation System	16,350	1,630	-	-	-	-	14,720	-	-	-	-
TR99891 : Traffic Intelligent Transportation System Infrastructure for Rapid ways	3,150	315	-	-	-	-	2,835	-	-	-	-
TR99900 : Fleet New Additions	4,400	-	-	-	-	-	4,400	-	-	-	-
TS36110 : Technology Data	6,149	-	-	-	-	-	-	6,149	-	-	-
TS36120 : Department Project Support	6,638	-	-	-	-	-	-	6,638	-	-	-
Growth Total	1,216,005	115,962	-	-	-	-	894,254	12,787	-	65,484	127,518
Program Group: Rehabilitation and Replacement											
TR39930 : Bridge Culvert Rehabilitation	50,072	24,096	9,995	-	-	-	-	2,042	-	-	13,939
TR39960 : Asset Renewal and Replacement	143,260	109,785	9,904	-	-	-	-	-	-	-	23,571
TR39980 : Various Road Improvements	35,423	23,990	2,014	-	-	-	-	-	-	-	9,419
TR80220 : LED Replacement Traffic Signals	2,730	2,050	-	-	-	-	680	-	-	-	-
TR83910 : Roads Asset Management	15,483	15,483	-	-	-	-	-	-	-	-	-
TR83920 : Traffic Safety Program Improvements	1,482	149	-	-	-	-	1,333	-	-	-	-
TR84950 : Drainage System Program	5,105	3,828	-	-	-	-	1,277	-	-	-	-
TR87300 : East Humber River Bridge - Jane Street North of King Road	1,523	1,142	-	-	-	-	4	-	-	-	377
TR87310 : King Home Bridge - King Road East of Highway 400	3,488	2,442	-	-	-	-	5	-	-	-	1,041
TR88167 : Major Mackenzie at McNaughton	1,275	956	-	-	-	-	-	-	-	-	319
TR88168 : Clean Water Protection	1,020	84	-	-	-	-	-	-	-	936	-

Roads 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
TR88169 : Railway Cross Safety Improvement	1,800	200	-	-	-	-	-	-	-	1,600	-
TR88171 : Mt Albert Rd at Warden Ave	1,472	1,104	-	-	-	-	-	-	-	-	368
TR88173 : Yonge St N or Industrial Parkway	3,329	2,497	-	-	-	-	-	-	-	-	832
TR88174 : Major Mack Depressurization System	1,221	818	-	-	-	-	76	-	-	-	327
TR99801 : Rapidways Asset Management	1,363	685	-	-	-	-	-	-	-	678	-
TR99910 : Fleet Replacement	32,750	-	-	32,750	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	302,796	189,309	21,913	32,750	-	-	3,375	2,042	-	3,214	50,193
Roads Total	1,518,801	305,271	21,913	32,750	-	-	897,629	14,829	-	68,698	177,711

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Program Group: Growth													
Gross Expenditures													
TR39910 : Miscellaneous Design & Survey for Future Projects	1,140	-	-	-	-	-	-	-	-	-	1,140	-	1,140
TR39920 : Property Acquisition for Future Capital Projects	500	-	-	-	-	-	-	-	-	-	500	-	500
TR39950 : Intersection Improvement Program	4,590	-	-	-	-	-	-	-	-	-	4,590	-	4,590
TR39970 : Miscellaneous Payments to Developers	4,000	-	-	-	-	-	-	-	-	-	4,000	-	4,000
TR39990 : Traffic Control Signal Electronic Improvements	2,044	2,044	2,044	2,044	-	-	-	-	-	-	8,176	-	8,176
TR80101 : King Road - Yonge Street to Bond Crescent	109	-	-	153	-	-	-	-	-	-	262	-	262
TR80105 : Signal Modernization Program	1,090	-	-	-	-	-	-	-	-	-	1,090	-	1,090
TR80116 : Teston Road - Pine Valley Drive to Weston Road	5,599	5,528	974	-	-	-	-	-	-	-	12,101	-	12,101
TR80118 : Southwest Main Yard	164	-	-	-	-	-	-	-	-	-	164	-	164
TR80121 : Development Transportation Demand Management	363	-	-	-	-	-	-	-	-	-	363	-	363
TR80221 : LED Streetlight Conversion	109	-	-	-	-	-	-	-	-	-	109	-	109
TR80230 : Portable Snow Melting Facilities	491	-	-	-	-	-	-	-	-	-	491	-	491
TR80430 : Regional Streetscaping	3,799	-	-	-	-	-	-	-	-	-	3,799	-	3,799
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	35	22	-	-	-	-	-	-	-	-	57	-	57
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	496	55	-	-	-	-	-	-	-	-	551	-	551
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	1,405	71	-	-	-	-	-	-	-	-	1,476	-	1,476
TR81020 : King Road and Highway 27	5,156	523	-	-	-	-	-	-	-	-	5,679	-	5,679
TR81030 : Leslie Street and 19th Avenue	6,562	1,978	-	-	-	-	-	-	-	-	8,540	-	8,540
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	12,045	18,421	20,361	8,349	-	-	-	-	-	-	59,176	-	59,176
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	654	567	240	-	-	-	-	-	-	-	1,461	-	1,461
TR81810 : Highway 50 - Highway 7 to Rutherford Road	1,118	-	-	-	-	-	-	-	-	-	1,118	-	1,118

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	2,928	6,562	3,726	-	-	-	-	-	-	-	13,216	-	13,216
TR81932 : Viva Network Expansion Plan	5,300	3,781	-	-	-	-	-	-	-	-	9,081	-	9,081
TR81944 : Major Mackenzie Drive - Weston Road to Highway 400	65	-	-	-	-	-	-	-	-	-	65	-	65
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	240	76	73	-	-	-	-	-	-	-	389	-	389
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	277	-	-	-	-	-	-	-	-	-	277	-	277
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	193	129	-	-	-	-	-	-	-	-	322	-	322
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	360	823	-	-	-	-	-	-	-	-	1,183	-	1,183
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	23,928	2,943	1,787	-	-	-	-	-	-	-	28,658	-	28,658
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	654	3,301	2,762	3,319	-	-	-	-	-	-	10,036	-	10,036
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	77	72	-	-	-	-	-	-	-	-	149	-	149
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	5,440	-	-	-	-	-	-	-	-	-	5,440	-	5,440
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	4,039	-	-	-	-	-	-	-	-	-	4,039	-	4,039
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	159	-	-	-	-	-	-	-	-	-	159	-	159
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	138	-	-	-	-	-	-	-	-	-	138	-	138
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	327	164	33	33	-	-	-	-	-	-	557	-	557
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	436	458	349	-	-	-	-	-	-	-	1,243	-	1,243
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	159	-	-	-	-	-	-	-	-	-	159	-	159
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	3,205	273	-	-	-	-	-	-	-	-	3,478	-	3,478
TR83490 : Smart Commute Initiative	589	-	-	-	-	-	-	-	-	-	589	-	589
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	273	-	-	-	-	-	-	-	-	-	273	-	273
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,886	2,213	165	-	-	-	-	-	-	-	4,264	-	4,264
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan	2,884	2,884	-	-	-	-	-	-	-	-	5,768	-	5,768

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Road													
TR84008 : 16th Avenue - McCowan Road to Ninth Line	159	-	-	-	-	-	-	-	-	-	159	-	159
TR84045 : Lake to Lake Cycling Facilities	2,200	23	23	-	-	-	-	-	-	-	2,246	-	2,246
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	545	676	676	-	-	-	-	-	-	-	1,897	-	1,897
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	160	-	-	-	-	-	-	-	-	-	160	-	160
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	159	-	-	-	-	-	-	-	-	-	159	-	159
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	16,316	953	16	16	16	-	-	-	-	-	17,317	-	17,317
TR84190 : Leslie Street - John's Side Road to Mulock Drive	16	16	16	-	-	-	-	-	-	-	48	-	48
TR84200 : Doane Road - Highway 404 to Yonge Street	109	-	-	-	-	-	-	-	-	-	109	-	109
TR84860 : Bathurst Street and Davis Drive	5,037	1,114	23	23	23	-	-	-	-	-	6,220	-	6,220
TR84890 : Kennedy Road - 14th Avenue to Highway 407	49	32	-	-	-	-	-	-	-	-	81	-	81
TR84940 : Pedestrian Cycling Program	1,345	-	-	-	-	-	-	-	-	-	1,345	-	1,345
TR85560 : Rutherford Road - Keele Street to Dufferin Street	1,788	-	-	-	-	-	-	-	-	-	1,788	-	1,788
TR85570 : Rutherford Road - Jane Street to Keele Street	4,071	61	-	-	-	-	-	-	-	-	4,132	-	4,132
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	959	3,372	610	545	-	-	-	-	-	-	5,486	-	5,486
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	159	-	-	-	-	-	-	-	-	-	159	-	159
TR85610 : 16th Avenue - Leslie Street to Highway 404	214	711	1,204	-	-	-	-	-	-	-	2,129	-	2,129
TR85620 : 2nd Concession - Green Lane to Doane Road	1,025	16	16	16	16	-	-	-	-	-	1,089	-	1,089
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	9,832	19,097	19,108	8,371	-	-	-	-	-	-	56,408	-	56,408
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	120	65	-	-	-	-	-	-	-	-	185	-	185
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	1,477	3,389	5,706	2,219	7,298	5,663	-	-	-	-	25,752	-	25,752
TR85710 : Yonge Street - Davis Drive to Green Lane	3,842	2,730	4,267	441	-	-	-	-	-	-	11,280	-	11,280

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
TR85790 : Southeast Main Yard	654	654	654	763	-	-	-	-	-	-	2,725	-	2,725
TR85810 : Arterial Corridor Transportation Studies	245	-	-	-	-	-	-	-	-	-	245	-	245
TR85830 : Retrofit Noise Mitigation	55	-	-	-	-	-	-	-	-	-	55	-	55
TR86880 : Pedestrian Cycling Municipal Partnership Program	545	-	-	-	-	-	-	-	-	-	545	-	545
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	371	-	-	-	-	-	-	-	-	-	371	-	371
TR88172 : RER Projects	545	-	-	-	-	-	-	-	-	-	545	-	545
TR88181 : Southwest Satellite Yard	7,358	10,137	4,905	-	-	-	-	-	-	-	22,400	-	22,400
TR88182 : Central Main Yard	3,161	218	-	-	-	-	-	-	-	-	3,379	-	3,379
TR96770 : Keele Street - Steeles Avenue to Highway 7	3,409	218	-	-	-	-	-	-	-	-	3,627	-	3,627
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	327	164	33	33	-	-	-	-	-	-	557	-	557
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	23	-	-	-	-	-	-	-	-	-	23	-	23
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	8	-	-	-	-	-	-	-	-	-	8	-	8
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	5,720	938	27	16	16	-	-	-	-	-	6,717	-	6,717
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	576	72	72	-	-	-	-	-	-	-	720	-	720
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	218	218	327	-	-	-	-	-	-	-	763	-	763
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	872	-	-	-	-	-	-	-	-	-	872	-	872
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	55	327	-	-	-	-	-	-	-	-	382	-	382
TR98960 : Kennedy Road - Highway 407 to Highway 7	48	30	-	-	-	-	-	-	-	-	78	-	78
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	159	-	-	-	-	-	-	-	-	-	159	-	159
TR99240 : Kennedy Road - 14th Avenue to Denison Street	96	64	-	-	-	-	-	-	-	-	160	-	160
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	214	1,022	1,977	-	-	-	-	-	-	-	3,213	-	3,213
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	15	-	-	-	-	-	-	-	-	-	15	-	15
TR99540 : Langstaff Road - Dufferin	251	55	-	-	-	-	-	-	-	-	306	-	306

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Street to Keele Street													
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	76	67	-	-	-	-	-	-	-	-	143	-	143
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	77	73	-	-	-	-	-	-	-	-	150	-	150
TR99805 : Langstaff Road - Weston Road to Jane Street	251	55	-	-	-	-	-	-	-	-	306	-	306
TR99806 : Langstaff Road - Jane Street to Keele Street	251	55	-	-	-	-	-	-	-	-	306	-	306
TR99816 : Teston Road - Keele Street to Dufferin Street	436	627	451	-	-	-	-	-	-	-	1,514	-	1,514
TR99870 : Various Railway Crossing Improvements	403	-	-	-	-	-	-	-	-	-	403	-	403
TR99890 : Intelligent Transportation System	1,635	1,635	1,635	1,635	-	-	-	-	-	-	6,540	-	6,540
TR99900 : Fleet New Additions	600	-	-	-	-	-	-	-	-	-	600	-	600
TS36110 : Technology Data	600	-	-	-	-	-	-	-	-	-	600	-	600
TS36120 : Department Project Support	872	-	-	-	-	-	-	-	-	-	872	-	872
Total Growth Gross Expenditures	184,734	101,772	74,260	27,976	7,369	5,663	-	-	-	-	401,774	-	401,774
Funding Sources													
Reserves:													
Pay-As-You-Go Tax Levy	17,120	8,961	6,702	2,704	735	566	-	-	-	-	36,788	-	36,788
Development Charge Reserves	140,164	56,781	64,156	23,982	6,634	5,097	-	-	-	-	296,814	-	296,814
Federal Gas Tax Reserves	1,472	-	-	-	-	-	-	-	-	-	1,472	-	1,472
Other Recoveries	30,218	7,033	3,402	1,290	-	-	-	-	-	-	41,943	-	41,943
Planned Debenture Proceeds:													
Debenture Proceeds DC	(4,240)	28,997	-	-	-	-	-	-	-	-	24,757	-	24,757
Total Growth Funding Sources	184,734	101,772	74,260	27,976	7,369	5,663	-	-	-	-	401,774	-	401,774
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
TR39930 : Bridge Culvert Rehabilitation	4,259	-	-	-	-	-	-	-	-	-	4,259	-	4,259
TR39960 : Asset Renewal and Replacement	14,699	-	-	-	-	-	-	-	-	-	14,699	-	14,699
TR39980 : Various Road Improvements	3,177	-	-	-	-	-	-	-	-	-	3,177	-	3,177
TR80220 : LED Replacement Traffic Signals	273	273	273	273	273	-	-	-	-	-	1,365	-	1,365

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
TR83910 : Roads Asset Management	1,363	-	-	-	-	-	-	-	-	-	1,363	-	1,363
TR83920 : Traffic Safety Program Improvements	218	-	-	-	-	-	-	-	-	-	218	-	218
TR84950 : Drainage System Program	400	-	-	-	-	-	-	-	-	-	400	-	400
TR87300 : East Humber River Bridge - Jane Street North of King Road	16	-	-	-	-	-	-	-	-	-	16	-	16
TR87310 : King Home Bridge - King Road East of Highway 400	17	-	-	-	-	-	-	-	-	-	17	-	17
TR88167 : Major Mackenzie at McNaughton	1,275	-	-	-	-	-	-	-	-	-	1,275	-	1,275
TR88168 : Clean Water Protection	1,020	-	-	-	-	-	-	-	-	-	1,020	-	1,020
TR88169 : Railway Cross Safety Improvement	1,620	180	-	-	-	-	-	-	-	-	1,800	-	1,800
TR88171 : Mt. Albert Rd at Warden Ave	1,472	-	-	-	-	-	-	-	-	-	1,472	-	1,472
TR88173 : Yonge St N or Industrial Parkway	3,329	-	-	-	-	-	-	-	-	-	3,329	-	3,329
TR88174 : Major Mack Depressurization System	229	992	-	-	-	-	-	-	-	-	1,221	-	1,221
TR99801 : Rapidways Asset Management	164	-	-	-	-	-	-	-	-	-	164	-	164
TR99910 : Fleet Replacement	3,260	-	-	-	-	-	-	-	-	-	3,260	-	3,260
Total Rehabilitation and Replacement Gross Expenditures	36,791	1,445	273	273	273	273	-	-	-	-	39,055	-	39,055
Funding Sources													
Reserves:													
Pay-As-You-Go Tax Levy	11,765	890	205	205	205	-	-	-	-	-	13,270	-	13,270
Development Charge Reserves	449	68	68	68	68	-	-	-	-	-	721	-	721
Debt Reduction Reserve	14,619	-	-	-	-	-	-	-	-	-	14,619	-	14,619
Asset Replacement Reserves	3,260	-	-	-	-	-	-	-	-	-	3,260	-	3,260
Other Recoveries	2,458	160	-	-	-	-	-	-	-	-	2,618	-	2,618
Planned Debenture Proceeds:													
Debenture Proceeds DC	4,240	327	-	-	-	-	-	-	-	-	4,567	-	4,567
Total Rehabilitation and Replacement Funding Sources	36,791	1,445	273	273	273	273	-	-	-	-	39,055	-	39,055
Total Roads Gross Expenditures	221,525	103,217	74,533	28,249	7,642	5,663	-	-	-	-	440,829	-	440,829
Funding Sources													
Reserves:													

Roads Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Pay-As-You-Go Tax Levy	28,885	9,851	6,907	2,909	940	566	-	-	-	-	50,058	-	50,058
Development Charge Reserves	140,613	56,849	64,224	24,050	6,702	5,097	-	-	-	-	297,535	-	297,535
Debt Reduction Reserve	14,619	-	-	-	-	-	-	-	-	-	14,619	-	14,619
Asset Replacement Reserves	3,260	-	-	-	-	-	-	-	-	-	3,260	-	3,260
Federal Gas Tax Reserves	1,472	-	-	-	-	-	-	-	-	-	1,472	-	1,472
Other Recoveries	32,676	7,193	3,402	1,290	-	-	-	-	-	-	44,561	-	44,561
Planned Debenture Proceeds:													
Debenture Proceeds DC	-	29,324	-	-	-	-	-	-	-	-	29,324	-	29,324
Total Roads Funding Sources	221,525	103,217	74,533	28,249	7,642	5,663	-	-	-	-	440,829	-	440,829

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
Program Group: Growth											
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	271,061	-	-	-	(271,061)
TR39910 : Miscellaneous Design & Survey for Future Projects	1,140	114	-	-	-	-	-	-	-	-	1,026
TR39920 : Property Acquisition for Future Capital Projects	500	50	-	-	-	-	-	-	-	-	450
TR39950 : Intersection Improvement Program	4,590	505	-	-	-	-	-	-	-	-	4,085
TR39970 : Miscellaneous Payments to Developers	4,000	400	-	-	-	-	3,600	-	-	-	-
TR39990 : Traffic Control Signal Electronic Improvements	8,176	820	-	-	-	-	7,356	-	-	-	-
TR80101 : King Road - Yonge Street to Bond Crescent	262	157	-	-	-	-	105	-	-	-	-
TR80105 : Signal Modernization Program	1,090	109	-	-	-	-	981	-	-	-	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	12,101	1,210	-	-	-	-	-	-	-	-	10,891
TR80118 : Southwest Main Yard	164	8	-	-	-	-	156	-	-	-	-
TR80121 : Development Transportation Demand Management	363	36	-	-	-	-	327	-	-	-	-
TR80221 : LED Streetlight Conversion	109	11	-	-	-	-	98	-	-	-	-
TR80230 : Portable Snow Melting Facilities	491	-	-	-	-	-	-	-	-	-	491
TR80430 : Regional Streetscaping	3,799	760	-	-	-	-	-	-	-	-	3,039
TR80660 : Ninth Line - North of Major Mackenzie Drive to Stouffville Main Street	57	6	-	-	-	-	51	-	-	-	-
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	551	55	-	-	-	-	50	-	-	-	446
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	1,476	147	-	-	-	-	64	-	-	-	1,265
TR81020 : King Road and Highway 27	5,679	441	-	-	-	-	-	-	-	1,270	3,968
TR81030 : Leslie Street and 19th Avenue	8,540	802	-	-	-	-	-	-	-	517	7,221
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	59,176	5,603	-	-	-	-	-	-	-	3,140	50,433
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	1,461	146	-	-	-	-	-	-	-	-	1,315
TR81810 : Highway 50 - Highway 7 to Rutherford Road	1,118	111	-	-	-	-	-	-	-	-	1,007

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
TR81915 : Leslie Street - Elgin Mills Road to 1 km South of Stouffville Road	13,216	1,322	-	-	-	-	-	-	-	-	11,894
TR81932 : Viva Network Expansion Plan	9,081	908	-	-	-	-	-	-	-	-	8,173
TR81944 : Major Mackenzie Drive - Weston Road to Highway 404	65	6	-	-	-	-	59	-	-	-	-
TR81948 : McCowan Road - 16th Avenue to Major Mackenzie Drive	389	39	-	-	-	-	134	-	-	-	216
TR81952 : Dufferin Street Langstaff Road to Major Mackenzie Drive	277	28	-	-	-	-	-	-	-	-	249
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	322	32	-	-	-	-	290	-	-	-	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	1,183	118	-	-	-	-	-	-	-	-	1,065
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	28,658	-	-	-	-	-	-	-	-	19,105	9,553
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	10,036	1,003	-	-	-	-	-	-	-	-	9,033
TR81979 : McCowan Road - Bullock Drive to 16th Avenue	149	15	-	-	-	-	134	-	-	-	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	5,440	180	-	-	-	-	-	-	-	3,645	1,615
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	4,039	202	-	-	-	-	-	-	-	2,020	1,817
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	159	16	-	-	-	-	143	-	-	-	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	138	14	-	-	-	-	124	-	-	-	-
TR82740 : Bayview Avenue - 16th Avenue to Major Mackenzie Drive	557	55	-	-	-	-	208	-	-	-	294
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	1,243	125	-	-	-	-	-	-	-	-	1,118
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	159	16	-	-	-	-	143	-	-	-	-
TR83450 : Major Mackenzie Drive - Hwy 50 to Canadian Pacific Railway	3,478	347	-	-	-	-	-	-	-	-	3,131
TR83490 : Smart Commute Initiative	589	25	-	-	-	-	224	-	-	340	-
TR83830 : Accessibility for Ontarians with Disabilities Act Compliance	273	27	-	-	-	-	246	-	-	-	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	4,264	428	-	-	-	-	148	-	-	-	3,688

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	5,768	576	-	-	-	-	-	-	-	-	5,192
TR84008 : 16th Avenue - McCowan Road to Ninth Line	159	16	-	-	-	-	143	-	-	-	-
TR84045 : Lake to Lake Cycling Facilities	2,246	220	-	-	-	-	22	-	-	42	1,962
TR84150 : Bathurst Street - Major Mackenzie Drive to Elgin Mills Road	1,897	191	-	-	-	-	-	-	-	-	1,706
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	160	16	-	-	-	-	144	-	-	-	-
TR84170 : 16th Avenue - Kennedy Road to McCowan Road	159	16	-	-	-	-	143	-	-	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Side Road	17,317	1,631	-	-	-	-	45	-	-	990	14,651
TR84190 : Leslie Street - John's Side Road to Mullock Drive	48	6	-	-	-	-	42	-	-	-	-
TR84200 : Doane Road - Highway 404 to Yonge Street	109	11	-	-	-	-	98	-	-	-	-
TR84860 : Bathurst Street and Davis Drive	6,220	490	-	-	-	-	63	-	-	1,313	4,354
TR84890 : Kennedy Road - 14th Avenue to Highway 407	81	9	-	-	-	-	72	-	-	-	-
TR84940 : Pedestrian Cycling Program	1,345	54	-	-	-	-	491	-	-	800	-
TR85560 : Rutherford Road - Keele Street to Dufferin Street	1,788	-	-	-	-	-	-	-	-	500	1,288
TR85570 : Rutherford Road - Jane Street to Keele Street	4,132	413	-	-	-	-	55	-	-	-	3,664
TR85580 : Rutherford Road - Dufferin Street to Bathurst Street	5,486	548	-	-	-	-	-	-	-	-	4,938
TR85600 : 16th Avenue - Yonge Street to Bayview Ave	159	16	-	-	-	-	143	-	-	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	2,129	212	-	-	-	-	193	-	-	-	1,724
TR85620 : 2nd Concession - Green Lane to Doane Road	1,089	106	-	-	-	-	60	-	-	-	923
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	56,408	5,166	-	-	-	-	-	-	-	4,750	46,492
TR85660 : Major Mackenzie Drive - Pine Valley Drive to Weston Road	185	18	-	-	-	-	167	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	25,752	2,356	-	-	-	-	-	-	-	2,200	21,196
TR85710 : Yonge Street - Davis Drive to	11,280	1,128	-	-	-	-	-	-	-	-	10,152

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Green Lane											
TR85790 : Southeast Main Yard	2,725	137	-	-	-	-	-	-	-	-	2,588
TR85810 : Arterial Corridor Transportation Studies	245	24	-	-	-	-	221	-	-	-	-
TR85830 : Retrofit Noise Mitigation	55	5	-	-	-	-	50	-	-	-	-
TR86880 : Pedestrian Cycling Municipal Partnership Program	545	54	-	-	-	-	491	-	-	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	371	37	-	-	-	-	-	-	-	-	334
TR88172 : RER Projects	545	55	-	-	-	-	-	-	-	-	490
TR88181 : Southwest Satellite Yard	22,400	1,120	-	-	-	-	-	-	-	-	21,280
TR88182 : Central Main Yard	3,379	3,379	-	-	-	-	-	-	-	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 7	3,627	363	-	-	-	-	196	-	-	-	3,068
TR97000 : Bayview Avenue - Highway 7 to 16th Avenue	557	55	-	-	-	-	208	-	-	-	294
TR97010 : Bloomington Road - Yonge Street to Bayview Avenue	23	2	-	-	-	-	21	-	-	-	-
TR97080 : Bloomington Road - Bayview Avenue to Highway 404	8	1	-	-	-	-	7	-	-	-	-
TR97100 : St. John's Side Road - Bayview Avenue to Woodbine Avenue	6,717	538	-	-	-	-	55	-	-	1,311	4,813
TR98180 : Highway 7 - Town Centre Boulevard to Sciberras Road	720	72	-	-	-	-	130	-	-	-	518
TR98600 : Major Mackenzie Drive - Woodbine Avenue to Kennedy Road	763	77	-	-	-	-	392	-	-	-	294
TR98650 : Major Mackenzie Drive - Donald Cousens Parkway to Ninth Line	872	87	-	-	-	-	-	-	-	-	785
TR98690 : Bayview Avenue - Stouffville Road to Bloomington Road	382	38	-	-	-	-	50	-	-	-	294
TR98960 : Kennedy Road - Highway 407 to Highway 7	78	8	-	-	-	-	70	-	-	-	-
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	159	16	-	-	-	-	143	-	-	-	-
TR99240 : Kennedy Road - 14th Avenue to Denison Street	160	16	-	-	-	-	144	-	-	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	3,213	321	-	-	-	-	193	-	-	-	2,699
TR99530 : Bloomington Road - Yonge	15	1	-	-	-	-	14	-	-	-	-

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Street to Bathurst Street											
TR99540 : Langstaff Road - Dufferin Street to Keele Street	306	-	-	-	-	-	55	-	-	-	251
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	143	15	-	-	-	-	68	-	-	-	60
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	150	15	-	-	-	-	135	-	-	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	306	30	-	-	-	-	50	-	-	-	226
TR99806 : Langstaff Road - Jane Street to Keele Street	306	30	-	-	-	-	50	-	-	-	226
TR99816 : Teston Road - Keele Street to Dufferin Street	1,514	-	-	-	-	-	-	-	-	-	1,514
TR99870 : Various Railway Crossing Improvements	403	44	-	-	-	-	-	-	-	-	359
TR99890 : Intelligent Transportation System	6,540	652	-	-	-	-	5,888	-	-	-	-
TR99900 : Fleet New Additions	600	-	-	-	-	-	600	-	-	-	-
TS36110 : Technology Data	600	-	-	-	-	-	-	600	-	-	-
TS36120 : Department Project Support	872	-	-	-	-	-	-	872	-	-	-
Growth Total	401,774	36,788	-	-	-	-	296,814	1,472	-	41,943	24,757
Program Group: Rehabilitation and Replacement											
TR39930 : Bridge Culvert Rehabilitation	4,259	-	2,701	-	-	-	-	-	-	-	1,558
TR39960 : Asset Renewal and Replacement	14,699	4,795	9,904	-	-	-	-	-	-	-	-
TR39980 : Various Road Improvements	3,177	-	2,014	-	-	-	-	-	-	-	1,163
TR80220 : LED Replacement Traffic Signals	1,365	1,025	-	-	-	-	340	-	-	-	-
TR83910 : Roads Asset Management	1,363	1,363	-	-	-	-	-	-	-	-	-
TR83920 : Traffic Safety Program Improvements	218	22	-	-	-	-	196	-	-	-	-
TR84950 : Drainage System Program	400	300	-	-	-	-	100	-	-	-	-
TR87300 : East Humber River Bridge - Jane Street North of King Road	16	12	-	-	-	-	4	-	-	-	-
TR87310 : King Home Bridge - King Road East of Highway 400	17	12	-	-	-	-	5	-	-	-	-
TR88167 : Major Mackenzie at	1,275	956	-	-	-	-	-	-	-	-	319

Roads Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
McNaughton											
TR88168 : Clean Water Protection	1,020	84	-	-	-	-	-	-	-	936	-
TR88169 : Railway Cross Safety Improvement	1,800	200	-	-	-	-	-	-	-	1,600	-
TR88171 : Mt Albert Rd at Warden Ave	1,472	1,104	-	-	-	-	-	-	-	-	368
TR88173 : Yonge St N or Industrial Parkway	3,329	2,497	-	-	-	-	-	-	-	-	832
TR88174 : Major Mack Depressurization System	1,221	818	-	-	-	-	76	-	-	-	327
TR99801 : Rapidways Asset Management	164	82	-	-	-	-	-	-	-	82	-
TR99910 : Fleet Replacement	3,260	-	-	3,260	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	39,055	13,270	14,619	3,260	-	-	721	-	-	2,618	4,567
Roads Total	440,829	50,058	14,619	3,260	-	-	297,535	1,472	-	44,561	29,324

Intentional Blank

York Region Rapid Transit Corporation 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
90992 : Bus Rapid Transit Facilities and Terminals	154,533	31,552	21,380	651	1,586	303	-	-	-	-	-	-	23,920	-	210,005
90993 : Rapid Transit Vehicles	46,636	-	-	-	-	-	-	-	-	-	-	-	-	-	46,636
90996 : Toronto-York Spadina Subway Extension	1,048,079	153,297	47,719	10,000	22,876	47,277	-	-	-	-	-	-	127,872	-	1,329,248
90997 : YSE CD & Preliminary Engineering	4,094	41	26,788	9,729	-	-	-	-	-	-	-	-	36,517	-	40,652
90999 : Rapid Transit Initiatives	2,249	141	243	247	286	-	-	-	-	-	-	-	776	-	3,166
Total York Region Rapid Transit Corporation Gross Expenditures	1,255,590	185,031	96,130	20,627	24,748	47,580	-	-	-	-	-	-	189,085	-	1,629,706
Funding Sources															
Reserves:															
Development Charge Reserves	136,920	5,839	31,626	7,995	18,420	35,236	-	-	-	-	-	-	93,277	-	236,036
Debt Reduction Reserve	4,755	3,438	-	-	-	-	-	-	-	-	-	-	-	-	8,193
Program Specific Reserves	7,966	1,792	-	-	-	-	-	-	-	-	-	-	-	-	9,758
General Capital Reserves	38,194	7,249	1,618	88	103	-	-	-	-	-	-	-	1,809	-	47,252
Federal Gas Tax Reserves	18,224	33,155	27,390	2,715	6,218	12,344	-	-	-	-	-	-	48,667	-	100,046
Grants & Subsidies	811,710	21,147	34,096	9,829	7	-	-	-	-	-	-	-	43,932	-	876,789
Other Recoveries	3,159	616	1,400	-	-	-	-	-	-	-	-	-	1,400	-	5,175
Planned Debiture Proceeds:															
Debiture Proceeds DC	186,277	111,795	-	-	-	-	-	-	-	-	-	-	-	-	298,072
Debiture Proceeds Tax Levy	48,385	-	-	-	-	-	-	-	-	-	-	-	-	-	48,385
Total York Region Rapid Transit Corporation Funding Sources	1,255,590	185,031	96,130	20,627	24,748	47,580	-	-	-	-	-	-	189,085	-	1,629,706

York Region Rapid Transit Corporation 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
90992 : Bus Rapid Transit Facilities and Terminals	23,920	-	-	-	-	-	(1,951)	16,736	7,735	1,400	-
90996 : Toronto-York Spadina Subway Extension	127,872	-	-	-	-	1,358	7,385	31,931	(147)	-	87,345
90997 : YSE CD & Preliminary Engineering	36,517	-	-	-	-	173	-	-	36,344	-	-
90999 : Rapid Transit Initiatives	776	-	-	-	-	278	498	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	87,345	-	-	-	(87,345)
York Region Rapid Transit Corporation Total	189,085					1,809	93,277	48,667	43,932	1,400	

York Region Rapid Transit Corporation Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
90992 : Bus Rapid Transit Facilities and Terminals	21,380	651	1,586	303	-	-	-	-	-	-	23,920	-	23,920
90996 : Toronto-York Spadina Subway Extension	47,719	10,000	22,876	47,277	-	-	-	-	-	-	127,872	-	127,872
90997 : YSE CD & Preliminary Engineering	26,788	9,729	-	-	-	-	-	-	-	-	36,517	-	36,517
90999 : Rapid Transit Initiatives	243	247	286	-	-	-	-	-	-	-	776	-	776
Total York Region Rapid Transit Corporation Gross Expenditures	96,130	20,627	24,748	47,580							189,085		189,085
Funding Sources													
Reserves:													
Development Charge Reserves	31,626	7,995	18,420	35,236	-	-	-	-	-	-	93,277	-	93,277
General Capital Reserves	1,618	88	103	-	-	-	-	-	-	-	1,809	-	1,809
Federal Gas Tax Reserves	27,390	2,715	6,218	12,344	-	-	-	-	-	-	48,667	-	48,667
Grants & Subsidies	34,096	9,829	7	-	-	-	-	-	-	-	43,932	-	43,932
Other Recoveries	1,400	-	-	-	-	-	-	-	-	-	1,400	-	1,400
Total York Region Rapid Transit Corporation Funding Sources	96,130	20,627	24,748	47,580							189,085		189,085

York Region Rapid Transit Corporation Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
90992 : Bus Rapid Transit Facilities and Terminals	23,920	-	-	-	-	-	(1,951)	16,736	7,735	1,400	-
90996 : Toronto-York Spadina Subway Extension	127,872	-	-	-	-	1,358	7,385	31,931	(147)	-	87,345
90997 : YSE CD & Preliminary Engineering	36,517	-	-	-	-	173	-	-	36,344	-	-
90999 : Rapid Transit Initiatives	776	-	-	-	-	278	498	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	87,345	-	-	-	(87,345)
York Region Rapid Transit Corporation Total	189,085					1,809	93,277	48,667	43,932	1,400	

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			20	20	20	-	-	-	-	-	-	-	-	-	40
Program Group: Growth															
Gross Expenditures															
70050 : Leslie St. Watermain	12,941	7	20	20	-	-	-	-	-	-	-	-	40	-	12,988
70120 : Orchard Heights Pumping Station Upgrade	6,453	10	160	200	-	-	-	-	-	-	-	-	360	-	6,823
71180 : Queensville Elevated Tank No1	10,125	7	-	-	-	-	-	-	-	-	-	-	-	-	10,132
71250 : Queensville Tank No. 2	-	-	-	-	-	-	-	-	-	-	120	359	479	-	479
71260 : Decommission Sharon E T	517	10	-	-	-	-	-	-	-	-	-	-	-	-	527
72200 : Georgina Water Supply - Sifton Water Servicing	2,228	8,951	1,512	10	10	-	-	-	-	-	-	-	1,532	-	12,711
72390 : Water for Tomorrow Program	473	1,537	1,364	1,346	1,239	1,083	1,199	1,158	1,174	1,154	1,215	1,230	12,162	-	14,172
72450 : Aurora Elevated Tank	12,470	822	603	1,154	-	-	-	-	-	-	-	-	1,757	-	15,049
72490 : East Gwillimbury Water Meter Chambers	2,188	10	-	-	-	-	-	-	-	-	-	-	-	-	2,198
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	12,397	1,063	10	-	-	-	-	-	-	-	-	-	10	-	13,470
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	20,430	10	10	-	-	-	-	-	-	-	-	-	10	-	20,450
72560 : Bloomington Road Bayview Avenue AC Watermain	-	-	-	-	-	-	-	-	470	900	980	1,400	3,750	43,150	46,900
73160 : Nobleton - Additional Water Supply and Watermain	11,903	10	-	-	-	-	-	-	-	-	-	-	-	-	11,913
73170 : King City - Additional Water Supply Watermain	20,143	2,349	1,636	10	10	-	-	-	-	-	-	-	1,656	-	24,148
73300 : Water Master Plan Update	-	11	205	350	400	150	125	200	350	400	150	125	2,455	-	2,466
73580 : Toronto Water Supply - Cost Shared Works	226,577	4,441	7,430	8,880	4,232	2,884	2,552	5,354	4,169	1,747	355	2,950	40,553	42,822	314,393
73790 : Peel Water Supply - Cost - Shared Works	545,164	10,110	6,076	4,795	2,750	570	25	25	25	25	-	-	14,291	10,410	579,975
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	73,810	-	50	-	-	-	-	-	-	-	-	-	50	-	73,860
75390 : West Vaughan Water Servicing	628	13	1,060	1,570	-	-	-	-	-	-	-	-	2,630	-	3,271
75400 : East Vaughan Pumping Station	53,593	403	40	20	-	-	-	-	-	-	-	-	60	-	54,056

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
75410 : Decommission North Richmond Hill Pumping Station	-	-	-	200	940	-	-	-	-	-	-	-	1,140	-	1,140
75440 : Eagle to Kirby Pumping Station Watermain	-	-	-	-	-	-	-	-	-	213	213	426	852	-	852
75450 : Glenway Reservoir Expansion	5,594	15	-	-	-	-	-	-	-	-	-	-	-	-	5,609
75510 : Second Concession Watermain	13,924	22	22	22	-	-	-	-	-	-	-	-	44	-	13,990
75520 : Stouffville Zone 2 Elevated Tank and Watermain	206	330	298	1,085	10	-	-	-	-	-	-	254	1,647	-	2,183
75530 : North-East Vaughan Water Servicing	901	358	406	1,875	2,800	2,100	100	150	250	13,050	29,000	28,500	78,231	11,500	90,990
75600 : Green Lane Leslie Street Newmarket Central Watermain	2	-	-	-	-	-	356	1,778	5,334	14,224	12,446	1,422	35,560	-	35,562
75620 : Richmond Hill (Pugsley) Pumping Station Capacity Upgrade	4,798	6	-	-	-	-	-	-	-	-	-	-	-	-	4,804
75690 : South Maple Pumping Station Upgrades	74	311	1,300	600	6	-	-	-	-	-	-	-	1,906	-	2,291
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	364	22	10	10	10	36	77	4,182	10	10	-	-	4,345	-	4,731
75710 : York Peel Feedermain Upgrade	-	-	-	-	-	50	250	750	2,000	1,750	200	-	5,000	-	5,000
75740 : East Gwillimbury Water Servicing	-	-	-	-	-	-	-	-	-	344	1,722	5,165	7,231	27,200	34,431
75790 : ENV General Facility Upgrades	780	1,372	1,400	-	-	-	-	-	-	-	-	-	1,400	-	3,552
75800 : Water & Wastewater Vehicle Purchases	364	175	400	200	50	-	-	-	-	-	-	-	650	-	1,189
75850 : Aurora East BPS Upgrade	-	-	-	-	-	-	203	406	1,015	12,177	6,089	406	20,296	-	20,296
75860 : South Maple Reservoir Upgrade	-	100	150	-	-	3,700	2,470	-	-	-	-	-	6,320	-	6,420
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandonf, Bloomington, Bayview Watermain	19,032	5	10	-	-	-	-	-	-	-	-	-	10	-	19,047
78270 : Ballantrae Well Expansion	272	224	30	-	-	-	-	-	-	-	-	-	30	-	526
78310 : Nobleton Waster Wastewater Servicing	39	300	321	300	-	-	-	-	-	-	-	-	621	-	960
78360 : Orchard Heights Reservoir Inlet Upgrade	-	150	920	410	-	-	-	-	-	-	-	-	1,330	-	1,480
78380 : Kirby Pumping Station Expansion And Watermain	-	-	-	-	-	-	-	-	-	-	-	294	294	-	294

Water 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
79670 : Water System Capacity Assessment	13	205	425	370	150	150	150	150	150	150	150	150	1,995	-	2,213
Total Growth Gross Expenditures	1,058,405	33,359	25,868	23,427	12,607	10,723	7,507	14,153	14,947	46,144	52,640	42,681	250,697	135,082	1,477,543
Funding Sources															
Reserves:															
Development Charge Reserves	35,025	2,371	24,068	3,878	12,557	7,023	5,037	14,153	6,598	46,144	52,640	42,681	214,779	27,518	279,693
Asset Replacement Reserves	731	1,547	1,800	200	50	-	-	-	-	-	-	-	2,050	-	4,328
User Rates	2,318	-	-	-	-	-	-	-	-	-	-	-	-	-	2,318
Grants & Subsidies	4,800	-	-	-	-	-	-	-	-	-	-	-	-	-	4,800
Other Recoveries	1,886	-	-	-	-	-	-	-	-	-	-	-	-	-	1,886
Planned Debenture Proceeds:															
Debenture Proceeds	736,666	-	-	-	-	-	-	-	-	-	-	-	-	-	736,666
Debenture Proceeds DC	276,979	29,441	-	19,349	-	3,700	2,470	-	8,349	-	-	-	33,868	107,564	447,852
Total Growth Funding Sources	1,058,405	33,359	25,868	23,427	12,607	10,723	7,507	14,153	14,947	46,144	52,640	42,681	250,697	135,082	1,477,543
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
70470 : Elevated Water Tank Condition Assessment	-	1,166	1,925	2,062	2,274	1,937	2,299	2,212	2,226	2,339	2,003	2,017	21,294	-	22,460
70480 : Watermain Condition Assessment	303	678	550	550	250	250	250	250	250	250	250	250	3,100	-	4,081
70500 : Valve Chamber Inspection	24	772	1,185	1,195	863	874	884	895	906	917	929	941	9,589	-	10,385
70520 : Energy Management Efficiency	94	226	310	320	350	370	380	385	390	445	450	455	3,855	-	4,175
70550 : Facility Security Upgrade	248	300	300	300	300	300	-	-	-	-	-	-	1,200	-	1,748
72150 : Water Conservation Authority Joint Initiatives	31,696	5,118	5,218	5,303	5,390	5,479	5,569	5,660	5,752	5,845	5,962	6,082	56,260	-	93,074
75540 : Water Modeling Update	27	150	830	885	50	50	50	21	31	50	50	50	2,067	-	2,244
78230 : Water Treatment Facility Metering and Sub Metering	201	21	5	-	-	-	-	-	-	-	-	-	5	-	227
78350 : Emergencies Rehabilitation	961	9,867	2,045	310	-	-	-	-	-	-	-	-	2,355	-	13,183
78390 : Well System Treatment Upgrades	-	-	-	6,100	8,800	5,750	3,340	-	-	-	-	-	23,990	-	23,990
78510 : Surface Water Treatment	6,786	643	64	1,680	2,950	5,500	-	500	-	-	500	-	11,194	-	18,623
78511 : Ground Water Treatment	8,633	2,544	2,492	8,600	5,610	3,110	100	-	-	300	1,295	6,708	28,215	-	39,392
78513 : Storage at Grade	-	-	-	-	-	-	250	-	-	793	3,756	5,225	10,024	-	10,024

Water

10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
78514 : Storage Elevated Tank	11,437	9,152	1,804	2,870	2,515	2,505	2,500	2,500	2,500	2,500	2,500	2,500	24,694	-	45,283
78515 : Pumping Rehabilitation	13,072	1,631	7,091	3,522	735	200	200	200	200	200	571	3,538	16,457	-	31,160
78516 : Storage Reservoir	4,548	475	120	2,010	1,125	200	500	200	918	3,960	968	4,759	14,760	-	19,783
78518 : Control Valve Chamber - Water	441	72	205	5	-	-	-	-	-	-	-	-	210	-	723
78519 : Transmission Main	31,214	9,012	11,388	7,685	1,025	1,005	1,687	5,811	3,774	4,322	18,411	29,855	84,963	-	125,189
78525 : Water Wastewater General	2,844	100	-	-	-	-	-	-	-	-	-	-	-	-	2,944
78555 : SCADA Communication Network Rehabilitation	4,635	1,638	1,300	835	5	21	-	-	-	-	-	-	2,161	-	8,434
78565 : Tech Integration Rehabilitation	1,333	700	650	650	650	650	650	650	650	650	650	650	6,500	-	8,533
78575 : Tech Development Implementation Rehabilitation	4,148	700	650	650	650	650	650	650	650	650	650	650	6,500	-	11,348
78585 : Asset Management Rehabilitation	227	838	1,463	948	758	740	998	804	820	837	853	920	9,141	-	10,206
Total Rehabilitation and Replacement Gross Expenditures	122,873	45,803	39,595	46,480	34,300	29,591	20,307	20,738	19,067	24,058	39,798	64,600	338,534	-	507,210
Funding Sources															
Reserves:															
Asset Replacement Reserves	56,414	42,319	36,261	46,465	34,285	29,591	20,307	20,738	19,067	24,058	39,798	64,600	335,170	-	433,903
User Rates	38,743	-	-	-	-	-	-	-	-	-	-	-	-	-	38,743
Grants & Subsidies	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Other Recoveries	751	3,484	3,334	15	15	-	-	-	-	-	-	-	3,364	-	7,599
Planned Debiture Proceeds:															
Debiture Proceeds	14,090	-	-	-	-	-	-	-	-	-	-	-	-	-	14,090
Debiture Proceeds DC	3,343	-	-	-	-	-	-	-	-	-	-	-	-	-	3,343
Debiture Proceeds User Rate	9,522	-	-	-	-	-	-	-	-	-	-	-	-	-	9,522
Total Rehabilitation and Replacement Funding Sources	122,873	45,803	39,595	46,480	34,300	29,591	20,307	20,738	19,067	24,058	39,798	64,600	338,534	-	507,210
Total Water Gross Expenditures	1,181,278	79,162	65,463	69,907	46,907	40,314	27,814	34,891	34,014	70,202	92,438	107,281	569,231	135,082	1,984,753
Funding Sources															
Reserves:															
Development Charge Reserves	35,025	2,371	24,068	3,878	12,557	7,023	5,037	14,153	6,598	46,144	52,640	42,681	214,779	27,518	279,693
Asset Replacement Reserves	57,145	43,866	38,061	46,665	34,335	29,591	20,307	20,738	19,067	24,058	39,798	64,600	337,220	-	438,231
User Rates	41,061	-	-	-	-	-	-	-	-	-	-	-	-	-	41,061
Grants & Subsidies	4,810	-	-	-	-	-	-	-	-	-	-	-	-	-	4,810

Water 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to		Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
	Date Dec 31/2016	Year End Forecast														
Other Recoveries	2,638	3,484		3,334	15	15	-	-	-	-	-	-	-	3,364	-	9,486
Planned Debenture Proceeds:																
Debenture Proceeds	750,756	-		-	-	-	-	-	-	-	-	-	-	-	-	750,756
Debenture Proceeds DC	280,322	29,441		-	19,349	-	3,700	2,470	-	8,349	-	-	-	33,868	107,564	451,195
Debenture Proceeds User Rate	9,522	-		-	-	-	-	-	-	-	-	-	-	-	-	9,522
Total Water Funding Sources	1,181,278	79,162		65,463	69,907	46,907	40,314	27,814	34,891	34,014	70,202	92,438	107,281	589,231	135,082	1,984,753

Water 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
70050 : Leslie St. Watermain	40	-	-	-	-	-	-	-	-	-	40
70120 : Orchard Heights Pumping Station Upgrade	360	-	-	-	-	-	10	-	-	-	350
71250 : Queensville Tank No. 2	479	-	-	-	-	-	-	-	-	-	479
72200 : Georgina Water Supply - Sutton Water Servicing	1,532	-	-	-	-	-	-	-	-	-	1,532
72390 : Water for Tomorrow Program	12,162	-	-	-	-	-	12,162	-	-	-	-
72450 : Aurora Elevated Tank	1,757	-	-	-	-	-	-	-	-	-	1,757
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	10	-	-	-	-	-	-	-	-	-	10
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	10	-	-	-	-	-	10	-	-	-	-
72560 : Bloomington Road Bayview Avenue AC Watermain	3,750	-	-	-	-	-	-	-	-	-	3,750
73170 : King City - Additional Water Supply Watermain	1,656	-	-	-	-	-	1,656	-	-	-	-
73300 : Water Master Plan Update	2,455	-	-	-	-	-	2,455	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	40,553	-	-	-	-	-	-	-	-	-	40,553
73790 : Peel Water Supply - Cost - Shared Works	14,291	-	-	-	-	-	-	-	-	-	14,291
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	50	-	-	-	-	-	-	-	-	-	50
75390 : West Vaughan Water Servicing	2,630	-	-	-	-	-	-	-	-	-	2,630
75400 : East Vaughan Pumping Station	60	-	-	-	-	-	-	-	-	-	60
75410 : Decommission North Richmond Hill Pumping Station	1,140	-	-	-	-	-	1,140	-	-	-	-
75440 : Eagle to Kirby Pumping Station Watermain	852	-	-	-	-	-	-	-	-	-	852
75510 : Second Concession Watermain	44	-	-	-	-	-	44	-	-	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,647	-	-	-	-	-	-	-	-	-	1,647
75530 : North-East Vaughan Water Servicing	78,231	-	-	-	-	-	-	-	-	-	78,231
75600 : Green Lane Leslie Street	35,560	-	-	-	-	-	-	-	-	-	35,560

Water 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Newmarket Central Watermain											
75690 : South Maple Pumping Station Upgrades	1,906	-	-	-	-	-	1,906	-	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	4,345	-	-	-	-	-	-	-	-	-	4,345
75710 : York Peel Feedermain Upgrade	5,000	-	-	-	-	-	-	-	-	-	5,000
75740 : East Gwillimbury Water Servicing	7,231	-	-	-	-	-	-	-	-	-	7,231
75790 : ENV General Facility Upgrades	1,400	-	-	1,400	-	-	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	650	-	-	650	-	-	-	-	-	-	-
75850 : Aurora East BPS Upgrade	20,296	-	-	-	-	-	-	-	-	-	20,296
75860 : South Maple Reservoir Upgrade	6,320	-	-	-	-	-	-	-	-	-	6,320
76300 : North Richmond Hill Elevated Tank (E1) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	10	-	-	-	-	-	10	-	-	-	-
78270 : Ballantrae Well Expansion	30	-	-	-	-	-	30	-	-	-	-
78310 : Nobleton Waster Wastewater Servicing	621	-	-	-	-	-	-	-	-	-	621
78360 : Orchard Heights Reservoir Inlet Upgrade	1,330	-	-	-	-	-	-	-	-	-	1,330
78380 : Kirby Pumping Station Expansion And Watermain	294	-	-	-	-	-	-	-	-	-	294
79670 : Water System Capacity Assessment	1,995	-	-	-	-	-	1,995	-	-	-	-
DC Funding Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	193,361	-	-	-	(193,361)
Growth Total	250,697	-	-	2,050	-	-	214,779	-	-	-	33,868
Program Group: Rehabilitation and Replacement											
70470 : Elevated Water Tank Condition Assessment	21,294	-	-	21,294	-	-	-	-	-	-	-
70480 : Watermain Condition Assessment	3,100	-	-	3,100	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	9,589	-	-	9,589	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	3,855	-	-	3,855	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	1,200	-	-	1,200	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	56,260	-	-	56,260	-	-	-	-	-	-	-

Water 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
75540 : Water Modeling Update	2,067	-	-	2,067	-	-	-	-	-	-	-
78230 : Water Treatment Facility Metering and Sub Metering	5	-	-	5	-	-	-	-	-	-	-
78350 : Emergencies Rehabilitation	2,355	-	-	2,355	-	-	-	-	-	-	-
78390 : Well System Treatment Upgrades	23,990	-	-	23,990	-	-	-	-	-	-	-
78510 : Surface Water Treatment	11,194	-	-	11,194	-	-	-	-	-	-	-
78511 : Ground Water Treatment	28,215	-	-	28,215	-	-	-	-	-	-	-
78513 : Storage at Grade	10,024	-	-	10,024	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	24,694	-	-	24,694	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	16,457	-	-	16,457	-	-	-	-	-	-	-
78516 : Storage Reservoir	14,760	-	-	14,760	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	210	-	-	210	-	-	-	-	-	-	-
78519 : Transmission Main	84,963	-	-	81,599	-	-	-	-	-	3,364	-
78555 : SCADA Communication Network Rehabilitation	2,161	-	-	2,161	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	6,500	-	-	6,500	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	6,500	-	-	6,500	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	9,141	-	-	9,141	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	338,534	-	-	335,170	-	-	-	-	-	3,364	-
Water Total	589,231	-	-	337,220	-	-	214,779	-	-	3,364	33,868

Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Program Group: Growth													
Gross Expenditures													
70050 : Leslie St. Watermain	20	20	-	-	-	-	-	-	-	-	40	-	40
70120 : Orchard Heights Pumping Station Upgrade	160	200	-	-	-	-	-	-	-	-	360	-	360
72200 : Georgina Water Supply - Sulton Water Servicing	1,512	10	10	-	-	-	-	-	-	-	1,532	-	1,532
72390 : Water for Tomorrow Program	1,364	765	800	-	-	-	-	-	-	-	2,929	-	2,929
72450 : Aurora Elevated Tank	603	1,154	-	-	-	-	-	-	-	-	1,757	-	1,757
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	10	-	-	-	-	-	-	-	-	-	10	-	10
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	10	-	-	-	-	-	-	-	-	-	10	-	10
73170 : King City - Additional Water Supply Watermain	1,636	10	10	-	-	-	-	-	-	-	1,656	-	1,656
73300 : Water Master Plan Update	205	350	400	-	-	-	-	-	-	-	955	-	955
73580 : Toronto Water Supply - Cost Shared Works	7,430	8,880	4,232	2,884	2,552	5,354	4,169	1,747	355	2,950	40,553	-	40,553
73790 : Peel Water Supply - Cost - Shared Works	6,076	4,795	2,750	570	25	25	25	25	-	-	14,291	-	14,291
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	50	-	-	-	-	-	-	-	-	-	50	-	50
75390 : West Vaughan Water Servicing	1,060	1,570	-	-	-	-	-	-	-	-	2,630	-	2,630
75400 : East Vaughan Pumping Station	40	20	-	-	-	-	-	-	-	-	60	-	60
75510 : Second Concession Watermain	22	22	-	-	-	-	-	-	-	-	44	-	44
75520 : Stouffville Zone 2 Elevated Tank and Watermain	298	1,085	10	-	-	-	-	-	-	-	1,393	-	1,393
75530 : North-East Vaughan Water Servicing	406	1,875	2,800	2,100	100	150	-	-	-	-	7,431	-	7,431
75690 : South Maple Pumping Station Upgrades	1,300	600	6	-	-	-	-	-	-	-	1,906	-	1,906
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	10	10	10	36	77	182	10	10	-	-	345	-	345
75790 : ENV General Facility Upgrades	1,400	-	-	-	-	-	-	-	-	-	1,400	-	1,400
75800 : Water & Wastewater Vehicle Purchases	400	-	-	-	-	-	-	-	-	-	400	-	400

Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
75860 : South Maple Reservoir Upgrade	150	-	-	-	-	-	-	-	-	-	150	-	150
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	10	-	-	-	-	-	-	-	-	-	10	-	10
78270 : Ballantrae Well Expansion	30	-	-	-	-	-	-	-	-	-	30	-	30
78310 : Nobleton Waster Wastewater Servicing	321	300	-	-	-	-	-	-	-	-	621	-	621
78360 : Orchard Heights Reservoir Inlet Upgrade	920	410	-	-	-	-	-	-	-	-	1,330	-	1,330
79670 : Water System Capacity Assessment	425	370	-	-	-	-	-	-	-	-	795	-	795
Total Growth Gross Expenditures	25,868	22,446	11,028	5,590	2,754	5,711	4,204	1,782	355	2,950	82,688	-	82,688
Funding Sources													
Reserves:													
Development Charge Reserves	24,068	3,097	11,028	5,590	2,754	5,711	4,204	1,782	355	2,950	61,539	-	61,539
Asset Replacement Reserves	1,800	-	-	-	-	-	-	-	-	-	1,800	-	1,800
Planned Debtenture Proceeds:													
Debtenture Proceeds DC	-	19,349	-	-	-	-	-	-	-	-	19,349	-	19,349
Total Growth Funding Sources	25,868	22,446	11,028	5,590	2,754	5,711	4,204	1,782	355	2,950	82,688	-	82,688
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
70470 : Elevated Water Tank Condition Assessment	1,925	2,062	2,274	1,937	2,299	-	-	-	-	-	10,497	-	10,497
70480 : Watermain Condition Assessment	550	550	-	-	-	-	-	-	-	-	1,100	-	1,100
70500 : Valve Chamber Inspection	1,185	1,195	863	874	884	-	-	-	-	-	5,001	-	5,001
70520 : Energy Management Efficiency	310	320	-	-	-	-	-	-	-	-	630	-	630
70550 : Facility Security Upgrade	300	-	-	-	-	-	-	-	-	-	300	-	300
72150 : Water Conservation Authority Joint Initiatives	5,218	-	-	-	-	-	-	-	-	-	5,218	-	5,218
75540 : Water Modeling Update	830	-	-	-	-	-	-	-	-	-	830	-	830
78230 : Water Treatment Facility Metering and Sub Metering	5	-	-	-	-	-	-	-	-	-	5	-	5
78350 : Emergencies Rehabilitation	2,045	310	-	-	-	-	-	-	-	-	2,355	-	2,355
78510 : Surface Water Treatment	64	680	1,450	5,000	-	-	-	-	-	-	7,194	-	7,194
78511 : Ground Water Treatment	2,492	7,800	3,310	110	100	-	-	-	-	-	13,812	-	13,812

Water Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
78514 : Storage Elevated Tank	1,804	2,570	15	5	-	-	-	-	-	-	4,394	-	4,394
78515 : Pumping Rehabilitation	7,091	3,255	535	-	-	-	-	-	-	-	10,881	-	10,881
78516 : Storage Reservoir	120	1,810	625	-	-	-	-	-	-	-	2,555	-	2,555
78518 : Control Valve Chamber - Water	205	5	-	-	-	-	-	-	-	-	210	-	210
78519 : Transmission Main	11,388	7,485	25	5	-	-	-	-	-	-	18,903	-	18,903
78555 : SCADA Communication Network Rehabilitation	1,300	835	5	21	-	-	-	-	-	-	2,161	-	2,161
78565 : Tech Integration Rehabilitation	650	-	-	-	-	-	-	-	-	-	650	-	650
78575 : Tech Development Implementation Rehabilitation	650	-	-	-	-	-	-	-	-	-	650	-	650
78585 : Asset Management Rehabilitation	1,463	948	-	-	-	-	-	-	-	-	2,411	-	2,411
Total Rehabilitation and Replacement Gross Expenditures	39,595	29,825	9,102	7,952	3,283	-	-	-	-	-	89,757	-	89,757
Funding Sources													
Reserves:													
Asset Replacement Reserves	36,261	29,810	9,087	7,952	3,283	-	-	-	-	-	86,393	-	86,393
Other Recoveries	3,334	15	15	-	-	-	-	-	-	-	3,364	-	3,364
Total Rehabilitation and Replacement Funding Sources	39,595	29,825	9,102	7,952	3,283	-	-	-	-	-	89,757	-	89,757
Total Water Gross Expenditures	65,463	52,271	20,130	13,542	6,037	5,711	4,204	1,782	355	2,950	172,445	-	172,445
Funding Sources													
Reserves:													
Development Charge Reserves	24,068	3,097	11,028	5,590	2,754	5,711	4,204	1,782	355	2,950	61,539	-	61,539
Asset Replacement Reserves	38,061	29,810	9,087	7,952	3,283	-	-	-	-	-	88,193	-	88,193
Other Recoveries	3,334	15	15	-	-	-	-	-	-	-	3,364	-	3,364
Planned Debiture Proceeds:													
Debiture Proceeds DC	-	19,349	-	-	-	-	-	-	-	-	19,349	-	19,349
Total Water Funding Sources	65,463	52,271	20,130	13,542	6,037	5,711	4,204	1,782	355	2,950	172,445	-	172,445

Water Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
70050 : Leslie St. Watermain	40	-	-	-	-	-	-	-	-	-	40
70120 : Orchard Heights Pumping Station Upgrade	360	-	-	-	-	-	10	-	-	-	350
72200 : Georgina Water Supply - Sutton Water Servicing	1,532	-	-	-	-	-	-	-	-	-	1,532
72390 : Water for Tomorrow Program	2,929	-	-	-	-	-	2,929	-	-	-	-
72450 : Aurora Elevated Tank	1,757	-	-	-	-	-	-	-	-	-	1,757
72500 : Infrastructure Stimulus Fund - Georgina Water Supply & Georgina Water Treatment Plant Phase 2	10	-	-	-	-	-	-	-	-	-	10
72520 : Pressure District #6 Nashville Road Watermain - Huntington to the Kleinburg Elevated Tank	10	-	-	-	-	-	10	-	-	-	-
73170 : King City - Additional Water Supply Watermain	1,656	-	-	-	-	-	1,656	-	-	-	-
73300 : Water Master Plan Update	955	-	-	-	-	-	955	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	40,553	-	-	-	-	-	-	-	-	-	40,553
73790 : Peel Water Supply - Cost - Shared Works	14,291	-	-	-	-	-	-	-	-	-	14,291
74260 : Kennedy Road Watermain - Milliken to Major Mackenzie Drive	50	-	-	-	-	-	-	-	-	-	50
75390 : West Vaughan Water Servicing	2,630	-	-	-	-	-	-	-	-	-	2,630
75400 : East Vaughan Pumping Station	60	-	-	-	-	-	-	-	-	-	60
75510 : Second Concession Watermain	44	-	-	-	-	-	44	-	-	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,393	-	-	-	-	-	-	-	-	-	1,393
75530 : North-East Vaughan Water Servicing	7,431	-	-	-	-	-	-	-	-	-	7,431
75690 : South Maple Pumping Station Upgrades	1,906	-	-	-	-	-	1,906	-	-	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	345	-	-	-	-	-	-	-	-	-	345
75790 : ENV General Facility Upgrades	1,400	-	-	1,400	-	-	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	400	-	-	400	-	-	-	-	-	-	-

Water Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
75860 : South Maple Reservoir Upgrade	150	-	-	-	-	-	-	-	-	-	150
76300 : North Richmond Hill Elevated Tank (ET) No. 2 and Yonge, Vandorf, Bloomington, Bayview Watermain	10	-	-	-	-	-	10	-	-	-	-
78270 : Ballantrae Well Expansion	30	-	-	-	-	-	30	-	-	-	-
78310 : Nobleton Waster Wastewater Servicing	621	-	-	-	-	-	-	-	-	-	621
78360 : Orchard Heights Reservoir Inlet Upgrade	1,330	-	-	-	-	-	-	-	-	-	1,330
79670 : Water System Capacity Assessment	795	-	-	-	-	-	795	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	53,194	-	-	-	(53,194)
Growth Total	82,688	-	-	1,800	-	-	61,539	-	-	-	19,349
Program Group: Rehabilitation and Replacement											
70470 : Elevated Water Tank Condition Assessment	10,497	-	-	10,497	-	-	-	-	-	-	-
70480 : Watermain Condition Assessment	1,100	-	-	1,100	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	5,001	-	-	5,001	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	630	-	-	630	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	300	-	-	300	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	5,218	-	-	5,218	-	-	-	-	-	-	-
75540 : Water Modeling Update	830	-	-	830	-	-	-	-	-	-	-
78230 : Water Treatment Facility Metering and Sub Metering	5	-	-	5	-	-	-	-	-	-	-
78350 : Emergencies Rehabilitation	2,355	-	-	2,355	-	-	-	-	-	-	-
78510 : Surface Water Treatment	7,194	-	-	7,194	-	-	-	-	-	-	-
78511 : Ground Water Treatment	13,812	-	-	13,812	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	4,394	-	-	4,394	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	10,881	-	-	10,881	-	-	-	-	-	-	-
78516 : Storage Reservoir	2,555	-	-	2,555	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	210	-	-	210	-	-	-	-	-	-	-
78519 : Transmission Main	18,903	-	-	15,539	-	-	-	-	-	3,364	-
78555 : SCADA Communication Network Rehabilitation	2,161	-	-	2,161	-	-	-	-	-	-	-

Water Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
78565 : Tech Integration Rehabilitation	650	-	-	650	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	650	-	-	650	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	2,411	-	-	2,411	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	89,757	-	-	86,393	-	-	-	-	-	3,364	-
Water Total	172,445	-	-	88,193	-	-	61,539	-	-	3,364	19,349

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			91	362	604	453	6,790	6,790	6,790	-	-	-	-	15,090	-
Program Group: Growth															
Gross Expenditures															
70080 : UYSS Interim Servicing Solution	-	-	91	362	604	453	6,790	6,790	-	-	-	-	15,090	-	15,090
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	110,760	55	55	55	-	-	-	-	-	-	-	-	110	-	110,925
71230 : Holland Landing Lagoons Decom.	-	-	-	-	-	-	-	-	-	-	100	1,000	1,100	-	1,100
72240 : Keswick Water Resource Recovery Facility Expansion	98,326	10	2	10	-	-	-	-	-	-	-	-	12	-	98,348
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	4,698	1,900	2,260	4,000	5,500	4,500	2,500	1,000	1,500	2,000	6,800	10,553	40,613	223,547	270,758
72530 : Duffin Creek Stage 1 & 2 Upgrades	181,307	19,587	1,560	50	-	-	-	-	-	-	-	-	1,610	-	202,504
72580 : Inflow & Infiltration Reduction Implementation	7,501	63	15	-	-	-	-	-	-	-	-	-	15	-	7,579
73640 : Inflow & Infiltration Reduction	348	2,700	3,000	2,912	3,030	3,150	2,028	2,028	2,028	2,028	2,028	2,028	24,260	-	27,308
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	626,948	15	300	-	-	-	-	-	-	-	-	-	300	-	627,263
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	96,093	2	5	-	-	-	-	-	-	-	-	-	5	-	96,100
74040 : York Durham Sewage System (YDSS) - Southeast Collector	567,891	3,300	2,500	180	150	-	-	-	-	-	-	-	2,830	-	574,021
74270 : Upper York Sewage Servicing	52,558	20,388	6,450	6,319	73,500	78,500	86,500	90,500	90,000	65,000	48,000	42,000	586,769	54,860	714,575
75290 : North Markham Trunk Sewer	-	-	-	-	-	-	-	-	-	-	-	348	348	-	348
75300 : West Vaughan Sewage Servicing	16,301	2,700	4,250	1,300	1,427	5,120	14,725	22,091	28,381	23,117	50,887	65,802	217,100	91,815	327,916
75310 : Northeast Vaughan Wastewater Servicing	1,108	611	696	3,240	3,730	1,905	100	150	250	20,000	43,800	43,800	117,671	42,800	162,190
75320 : Primary Trunk Sewer	-	-	-	268	1,000	1,268	7,607	8,607	8,804	10,135	20,111	24,679	82,479	171,100	253,579
75330 : Green Lane Sewer Diversion	10,848	22	22	22	-	-	-	-	-	-	-	-	44	-	10,914
75340 : East Queensville Pumping	-	-	-	-	-	-	219	200	433	900	13,140	7,008	21,900	-	21,900

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Station (PS) and Forcemain															
75350 : Sharon Trunk Sewer	18,096	22	22	22	-	-	-	-	-	-	-	-	44	-	18,162
75360 : Newmarket Diversion Sewer	-	-	-	-	-	-	-	-	-	-	205	410	615	-	615
75640 : Wastewater System Capacity Studies	44	450	390	390	390	390	390	345	345	345	345	345	3,675	-	4,169
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	1,540	333	10	10	10	36	182	14,886	6,815	-	-	-	21,949	-	23,822
75770 : Leslie St PS Forcemain	-	-	-	-	-	-	-	-	-	-	490	980	1,470	-	1,470
75780 : Duffin Creek Lab Expansion	-	105	260	1,100	1,250	750	100	-	-	-	-	-	3,460	-	3,565
75810 : Humber Pumping Station Electrical Upgrade	2,581	5	10	10	-	-	-	-	-	-	-	-	20	-	2,606
78310 : Nobleton Waster Wastewater Servicing	-	200	620	591	-	-	-	-	-	-	-	-	1,211	-	1,411
79100 : York Durham Sewage System Wastewater Master Plan Update	-	9	205	350	400	150	125	200	350	400	150	125	2,455	-	2,464
79570 : Sutton Water Resource Recovery Facility Expansion	-	-	-	-	-	-	-	1,000	1,000	-	-	-	2,000	-	2,000
79740 : Peel System Cost Shared Works	60,172	600	518	700	1,333	611	1,025	1,025	610	25	-	-	5,847	-	66,619
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	33,510	4,646	1,480	35	35	-	-	-	-	-	-	-	1,550	-	39,706
Total Growth Gross Expenditures	1,890,632	57,723	24,721	21,926	92,359	96,833	122,291	148,822	140,516	123,950	186,056	199,078	1,156,552	584,122	3,689,029
Funding Sources															
Reserves:															
Development Charge Reserves	43,899	546	23,534	1,661	62,409	22,045	18,446	19,391	6,988	35,015	13,921	34,334	237,745	16,661	298,852
Asset Replacement Reserves	15,274	4,051	512	16	-	2,659	2,659	-	-	-	-	-	5,846	-	25,171
User Rates	4,481	-	-	-	-	-	-	-	-	-	-	-	-	-	4,481
Grants & Subsidies	59,707	-	-	-	-	-	-	-	-	-	-	-	-	-	59,707
Other Recoveries	270,358	4,925	675	487	550	400	150	-	-	-	100	1,000	3,362	-	278,645
Planned Debiture Proceeds:															
Debiture Proceeds	1,133,218	-	-	-	-	-	-	-	-	-	-	-	-	-	1,133,218
Debiture Proceeds DC	344,849	48,201	-	19,762	29,400	71,729	101,036	129,431	133,528	88,935	172,035	163,744	909,599	567,461	1,870,110
Debiture Proceeds User Rate	18,846	-	-	-	-	-	-	-	-	-	-	-	-	-	18,846

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			24,721	21,926	92,359	96,833	122,291	148,822	140,516	123,950	186,056	199,078	1,156,552	584,122	3,689,029
Total Growth Funding Sources															
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
70470 : Elevated Water Tank Condition Assessment	-	1,411	1,800	1,712	1,524	1,437	1,624	1,562	1,526	1,564	1,603	1,617	15,969	-	17,380
70490 : CCTV Sewer Inspection	303	2,200	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	23,000	-	25,503
70500 : Valve Chamber Inspection	5	120	100	100	50	50	50	50	50	50	50	50	600	-	725
70520 : Energy Management Efficiency	27	196	325	325	325	330	360	365	365	395	400	405	3,555	-	3,778
70550 : Facility Security Upgrade	370	300	300	300	300	-	-	-	-	-	-	-	1,200	-	1,870
72590 : Mt. Albert WPCP Corrosion Rehab	260	202	170	800	50	10	-	-	-	-	-	-	1,030	-	1,492
75320 : Primary Trunk Sewer	-	400	100	-	-	-	-	-	-	-	-	-	100	-	500
75380 : Wastewater Model Calibration	-	150	160	160	100	100	100	100	100	100	100	100	1,120	-	1,270
75570 : Existing Odour Control Facility Modification	18,740	30	-	-	-	-	-	-	-	-	-	-	-	-	18,770
75820 : Duffin Creek Incinerators	939	1,580	2,110	5,000	16,000	27,000	31,000	36,000	32,000	20,000	12,000	-	181,110	-	183,629
75840 : Existing Southeast Collector Rehabilitation	1,320	1,908	2,385	23,750	23,000	82	19	19,000	19,000	19,000	-	-	106,236	-	109,464
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	3,052	1,278	2,789	16,200	11,500	5,200	200	200	200	200	200	200	36,889	-	41,219
78350 : Emergencies Rehabilitation	8,894	200	1,591	-	-	-	-	-	-	-	-	-	1,591	-	10,685
78410 : Sutton Water Resource Recovery Facility Upgrades	144	292	1,355	400	-	-	-	-	-	-	-	-	1,755	-	2,191
78420 : Aurora PS West FM Cleaning	135	250	2,400	3,000	3,000	35	35	-	-	-	-	-	8,470	-	8,855
78440 : Oak Ridges Area OCF Mitigate Odour	410	119	1,960	7,005	3,140	10	-	-	-	-	-	-	12,115	-	12,644
78515 : Pumping Rehabilitation	39,178	2,056	2,330	2,260	345	245	210	200	200	200	200	200	6,390	-	47,624
78518 : Control Valve Chamber - Water	1,005	151	212	10	10	-	-	-	-	-	-	-	232	-	1,388
78525 : Water Wastewater General	19,438	2,503	413	361	348	-	-	-	-	-	-	-	1,122	-	23,063
78532 : Equalization Tank	-	-	-	-	-	-	-	-	-	1,023	4,093	-	5,116	-	5,116
78533 : Wastewater Treatment	12,913	4,746	1,070	210	210	200	200	200	200	200	200	871	3,561	-	21,220
78536 : Trunk Sewer	19,263	18,318	22,627	18,418	23,720	38,315	38,100	25,020	5,326	5,390	10,730	26,247	213,893	-	251,474
78538 : Odour Control	2,127	313	260	360	325	20	-	300	-	-	300	226	1,791	-	4,231

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
78555 : SCADA Communication Network Rehabilitation	5,664	1,567	1,300	835	5	21	-	-	-	-	-	-	2,161	-	9,392
78565 : Tech Integration Rehabilitation	1,344	700	650	650	650	650	650	650	650	650	650	650	6,500	-	8,544
78575 : Tech Development Implementation Rehabilitation	4,025	700	650	650	650	650	650	650	650	650	650	650	6,500	-	11,225
78584 : Duffin Creek Water Pollution Control Plant Assets	88	600	300	-	600	-	300	-	-	600	-	-	1,800	-	2,488
78585 : Asset Management Rehabilitation	176	867	1,463	948	758	773	998	804	820	837	853	920	9,174	-	10,217
79470 : Wastewater Conservation Authority Joint Initiative	16,080	2,016	2,452	2,065	2,098	2,132	2,166	2,201	2,236	2,271	2,317	2,363	22,301	-	40,397
79850 : York Durham Sewage System Duffin Creek Minor Capital	30,786	1,000	2,359	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	11,359	-	43,145
Total Rehabilitation and Replacement Gross Expenditures	186,687	46,173	55,931	88,819	92,008	80,855	79,632	90,897	66,623	56,430	37,646	37,799	686,640	-	919,500
Funding Sources															
Reserves:															
Development Charge Reserves	5,180	-	-	-	-	-	-	-	-	-	-	-	-	-	5,180
Asset Replacement Reserves	93,971	44,991	55,116	85,413	85,641	72,471	71,510	81,465	58,239	51,190	34,502	37,799	633,346	-	772,308
User Rates	41,746	-	-	-	-	-	-	-	-	-	-	-	-	-	41,746
Grants & Subsidies	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Other Recoveries	362	1,182	815	3,406	6,367	8,384	8,122	9,432	8,384	5,240	3,144	-	53,294	-	54,838
Planned Debiture Proceeds:															
Debiture Proceeds	19,257	-	-	-	-	-	-	-	-	-	-	-	-	-	19,257
Debiture Proceeds User Rate	26,162	-	-	-	-	-	-	-	-	-	-	-	-	-	26,162
Total Rehabilitation and Replacement Funding Sources	186,687	46,173	55,931	88,819	92,008	80,855	79,632	90,897	66,623	56,430	37,646	37,799	686,640	-	919,500
Total Wastewater Gross Expenditures	2,077,320	103,896	80,652	110,745	184,367	177,688	201,923	239,719	207,139	180,380	223,702	236,877	1,843,192	584,122	4,608,530
Funding Sources															
Reserves:															
Development Charge Reserves	49,079	546	23,534	1,661	62,409	22,045	18,446	19,391	6,988	35,015	13,921	34,334	237,745	16,661	304,031
Asset Replacement Reserves	109,245	49,042	55,628	85,429	85,641	75,130	74,169	81,465	58,239	51,190	34,502	37,799	639,192	-	797,479
User Rates	46,228	-	-	-	-	-	-	-	-	-	-	-	-	-	46,228
Grants & Subsidies	59,717	-	-	-	-	-	-	-	-	-	-	-	-	-	59,717
Other Recoveries	270,720	6,107	1,490	3,893	6,917	8,784	8,272	9,432	8,384	5,240	3,244	1,000	56,656	-	333,483
Planned Debiture Proceeds:															

Wastewater 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Debiture Proceeds	1,152,475	-	-	-	-	-	-	-	-	-	-	-	-	-	1,152,475
Debiture Proceeds DC	344,849	48,201	-	19,762	29,400	71,729	101,036	129,431	133,528	88,935	172,035	163,744	909,599	567,461	1,870,110
Debiture Proceeds User Rate	45,008	-	-	-	-	-	-	-	-	-	-	-	-	-	45,008
Total Wastewater Funding Sources	2,077,320	103,896	80,652	110,745	184,367	177,688	201,923	239,719	207,139	180,380	223,702	236,877	1,843,192	584,122	4,608,530

Wastewater

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds	
Program Group: Growth												
70080 : UYSS Interim Servicing Solution	15,090	-	-	-	-	-	-	-	-	-	15,090	
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	110	-	-	-	-	-	-	-	-	110	-	
71230 : Holland Landing Lagoons Decom	1,100	-	-	-	-	-	-	-	-	1,100	-	
72240 : Keswick Water Resource Recovery Facility Expansion	12	-	-	-	-	-	-	-	-	-	12	
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	40,613	-	-	-	-	-	-	-	-	1,726	38,887	
72530 : Duffin Creek Stage 1 & 2 Upgrades	1,610	-	-	528	-	-	-	-	-	322	760	
72580 : Inflow & Infiltration Reduction Implementation	15	-	-	-	-	-	15	-	-	-	-	
73640 : Inflow & Infiltration Reduction	24,260	-	-	-	-	-	-	-	-	-	24,260	
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	300	-	-	-	-	-	-	-	-	60	240	
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	5	-	-	-	-	-	5	-	-	-	-	
74040 : York Durham Sewage System (YDSS) - Southeast Collector	2,830	-	-	-	-	-	-	-	-	-	2,830	
74270 : Upper York Sewage Servicing	586,769	-	-	5,318	-	-	-	-	-	-	581,451	
75290 : North Markham Trunk Sewer	348	-	-	-	-	-	-	-	-	-	348	
75300 : West Vaughan Sewage Servicing	217,100	-	-	-	-	-	-	-	-	-	217,100	
75310 : Northeast Vaughan Wastewater Servicing	117,671	-	-	-	-	-	-	-	-	-	117,671	
75320 : Primary Trunk Sewer	82,479	-	-	-	-	-	-	-	-	-	82,479	
75330 : Green Lane Sewer Diversion	44	-	-	-	-	-	44	-	-	-	-	
75340 : East Queensville Pumping Station (PS) and Forcemain	21,900	-	-	-	-	-	-	-	-	-	21,900	
75350 : Sharon Trunk Sewer	44	-	-	-	-	-	-	-	-	44	-	
75360 : Newmarket Diversion Sewer	615	-	-	-	-	-	-	-	-	-	615	
75640 : Wastewater System Capacity Studies	3,675	-	-	-	-	-	3,675	-	-	-	-	
75650 : Wastewater Servicing - Richmond	21,949	-	-	-	-	-	-	-	-	-	21,949	

Wastewater 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Hill Langstaff Gateway Provincial Urban Growth and Regional Centre											
75770 : Leslie ST/PS Forcemain	1,470	-	-	-	-	-	-	-	-	-	1,470
75780 : Duffin Creek Lab Expansion	3,460	-	-	-	-	-	-	-	-	-	3,460
75810 : Humber Pumping Station Electrical Upgrade	20	-	-	-	-	-	-	-	-	-	20
78310 : Nobleton Waster Wastewater Servicing	1,211	-	-	-	-	-	-	-	-	-	1,211
79100 : York Durham Sewage System Wastewater Master Plan Update	2,455	-	-	-	-	-	2,455	-	-	-	-
79570 : Sufton Water Resource Recovery Facility Expansion	2,000	-	-	-	-	-	-	-	-	-	2,000
79740 : Peel System Cost Shared Works	5,847	-	-	-	-	-	-	-	-	-	5,847
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	1,550	-	-	-	-	-	-	-	-	-	1,550
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	231,551	-	-	-	(231,551)
Growth Total	1,156,552	-	-	5,846	-	-	237,745	-	-	3,362	909,599
Program Group: Rehabilitation and Replacement											
70470 : Elevated Water Tank Condition Assessment	15,969	-	-	15,969	-	-	-	-	-	-	-
70490 : CCTV Sewer Inspection	23,000	-	-	23,000	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	600	-	-	600	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	3,555	-	-	3,555	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	1,200	-	-	1,200	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	1,030	-	-	1,030	-	-	-	-	-	-	-
75320 : Primary Trunk Sewer	100	-	-	100	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	1,120	-	-	1,120	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	181,110	-	-	133,659	-	-	-	-	-	47,451	-
75840 : Existing Southeast Collector Rehabilitation	106,236	-	-	106,236	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	36,889	-	-	31,046	-	-	-	-	-	5,843	-
78350 : Emergencies Rehabilitation	1,591	-	-	1,591	-	-	-	-	-	-	-
78410 : Sufton Water Resource Recovery Facility Upgrades	1,755	-	-	1,755	-	-	-	-	-	-	-

Wastewater

10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
78420 : Aurora PS West FM Cleaning	8,470	-	-	8,470	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	12,115	-	-	12,115	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	6,390	-	-	6,390	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	232	-	-	232	-	-	-	-	-	-	-
78525 : Water Wastewater General	1,122	-	-	1,122	-	-	-	-	-	-	-
78532 : Equalization Tank	5,116	-	-	5,116	-	-	-	-	-	-	-
78533 : Wastewater Treatment	3,561	-	-	3,561	-	-	-	-	-	-	-
78536 : Trunk Sewer	213,893	-	-	213,893	-	-	-	-	-	-	-
78538 : Odour Control	1,791	-	-	1,791	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	2,161	-	-	2,161	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	6,500	-	-	6,500	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	6,500	-	-	6,500	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	1,800	-	-	1,800	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	9,174	-	-	9,174	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	22,301	-	-	22,301	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	11,359	-	-	11,359	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	686,640	-	-	633,346	-	-	-	-	-	53,294	-
Wastewater Total	1,843,192	-	-	639,192	-	-	237,745	-	-	56,656	909,599

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Program Group: Growth													
Gross Expenditures													
70080 : UYSS Interim Servicing Solution	91	362	604	453	-	-	-	-	-	-	1,510	-	1,510
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	55	55	-	-	-	-	-	-	-	-	110	-	110
72240 : Keswick Water Resource Recovery Facility Expansion	2	10	-	-	-	-	-	-	-	-	12	-	12
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	2,260	4,000	5,500	4,000	1,500	-	-	-	-	-	17,260	-	17,260
72530 : Duffin Creek Stage 1 & 2 Upgrades	1,560	50	-	-	-	-	-	-	-	-	1,610	-	1,610
72580 : Inflow & Infiltration Reduction Implementation	15	-	-	-	-	-	-	-	-	-	15	-	15
73640 : Inflow & Infiltration Reduction	3,000	2,912	3,030	3,150	-	-	-	-	-	-	12,092	-	12,092
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	300	-	-	-	-	-	-	-	-	-	300	-	300
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	5	-	-	-	-	-	-	-	-	-	5	-	5
74040 : York Durham Sewage System (YDSS) - Southeast Collector	2,500	180	150	-	-	-	-	-	-	-	2,830	-	2,830
74270 : Upper York Sewage Servicing	6,450	6,319	10,500	10,500	10,500	10,500	5,000	5,000	3,000	2,000	69,769	860	70,629
75300 : West Vaughan Sewage Servicing	4,250	1,300	1,427	500	4,455	4,455	-	-	-	-	16,387	-	16,387
75310 : Northeast Vaughan Wastewater Servicing	696	3,240	3,730	1,905	100	150	-	-	-	-	9,821	-	9,821
75330 : Green Lane Sewer Diversion	22	22	-	-	-	-	-	-	-	-	44	-	44
75350 : Sharon Trunk Sewer	22	22	-	-	-	-	-	-	-	-	44	-	44
75640 : Wastewater System Capacity Studies	390	-	-	-	-	-	-	-	-	-	390	-	390
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	10	10	10	36	-	-	-	-	-	-	66	-	66
75780 : Duffin Creek Lab Expansion	260	1,100	1,250	750	100	-	-	-	-	-	3,460	-	3,460
75810 : Humber Pumping Station Electrical Upgrade	10	10	-	-	-	-	-	-	-	-	20	-	20
78310 : Nobleton Waster Wastewater Servicing	620	591	-	-	-	-	-	-	-	-	1,211	-	1,211

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
79100 : York Durham Sewage System Wastewater Master Plan Update	205	350	400	-	-	-	-	-	-	-	955	-	955
79740 : Peel System Cost Shared Works	518	700	1,333	611	1,025	1,025	610	25	-	-	5,847	-	5,847
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	1,480	35	35	-	-	-	-	-	-	-	1,550	-	1,550
Total Growth Gross Expenditures	24,721	21,268	27,969	21,905	17,680	16,130	5,610	5,025	3,000	2,000	145,308	860	146,168
Funding Sources													
Reserves:													
Development Charge Reserves	23,534	1,003	27,419	21,505	17,530	16,130	5,610	5,025	3,000	2,000	122,756	860	123,616
Asset Replacement Reserves	512	16	-	-	-	-	-	-	-	-	528	-	528
Other Recoveries	675	487	550	400	150	-	-	-	-	-	2,262	-	2,262
Planned Debtenture Proceeds:													
Debtenture Proceeds DC	-	19,762	-	-	-	-	-	-	-	-	19,762	-	19,762
Total Growth Funding Sources	24,721	21,268	27,969	21,905	17,680	16,130	5,610	5,025	3,000	2,000	145,308	860	146,168
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
70470 : Elevated Water Tank Condition Assessment	1,800	1,712	1,524	1,437	1,624	-	-	-	-	-	8,097	-	8,097
70490 : CCTV Sewer Inspection	2,300	2,300	2,300	2,300	2,300	-	-	-	-	-	11,500	-	11,500
70500 : Valve Chamber Inspection	100	100	-	-	-	-	-	-	-	-	200	-	200
70520 : Energy Management Efficiency	325	325	-	-	-	-	-	-	-	-	650	-	650
70550 : Facility Security Upgrade	300	-	-	-	-	-	-	-	-	-	300	-	300
72590 : Mt Albert WPCP Corrosion Rehab	170	800	50	10	-	-	-	-	-	-	1,030	-	1,030
75320 : Primary Trunk Sewer	100	-	-	-	-	-	-	-	-	-	100	-	100
75380 : Wastewater Model Calibration	160	-	-	-	-	-	-	-	-	-	160	-	160
75820 : Duffin Creek Incinerators	2,110	5,000	16,000	27,000	31,000	36,000	32,000	20,000	12,000	-	181,110	-	181,110
75840 : Existing Southeast Collector Rehabilitation	2,385	23,750	23,000	82	19	19,000	19,000	19,000	-	-	106,236	-	106,236
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	2,789	16,200	11,300	5,000	-	-	-	-	-	-	35,289	-	35,289
78350 : Emergencies Rehabilitation	1,591	-	-	-	-	-	-	-	-	-	1,591	-	1,591
78410 : Suttou Water Resource Recovery Facility Upgrades	1,355	400	-	-	-	-	-	-	-	-	1,755	-	1,755
78420 : Aurora PS West FM Cleaning	2,400	3,000	3,000	35	35	-	-	-	-	-	8,470	-	8,470

Wastewater Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
78440 : Oak Ridges Area OCF Mitigate Odour	1,960	7,005	3,140	10	-	-	-	-	-	-	12,115	-	12,115
78515 : Pumping Rehabilitation	2,330	2,060	145	45	10	-	-	-	-	-	4,590	-	4,590
78518 : Control Valve Chamber - Water	212	10	10	-	-	-	-	-	-	-	232	-	232
78525 : Water Wastewater General	413	361	348	-	-	-	-	-	-	-	1,122	-	1,122
78533 : Wastewater Treatment	1,070	10	10	-	-	-	-	-	-	-	1,090	-	1,090
78536 : Trunk Sewer	22,627	14,618	18,220	33,015	33,100	20,020	20	-	-	-	141,620	-	141,620
78538 : Odour Control	260	360	25	20	-	-	-	-	-	-	665	-	665
78555 : SCADA Communication Network Rehabilitation	1,300	835	5	21	-	-	-	-	-	-	2,161	-	2,161
78565 : Tech Integration Rehabilitation	650	-	-	-	-	-	-	-	-	-	650	-	650
78575 : Tech Development Implementation Rehabilitation	650	-	-	-	-	-	-	-	-	-	650	-	650
78584 : Duffin Creek Water Pollution Control Plant Assets	300	-	-	-	-	-	-	-	-	-	300	-	300
78585 : Asset Management Rehabilitation	1,463	948	-	-	-	-	-	-	-	-	2,411	-	2,411
79470 : Wastewater Conservation Authority Joint Initiative	2,452	-	-	-	-	-	-	-	-	-	2,452	-	2,452
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,359	-	-	-	-	-	-	-	-	-	2,359	-	2,359
Total Rehabilitation and Replacement Gross Expenditures	55,931	79,794	79,077	68,975	68,088	75,020	51,020	39,000	12,000	-	528,905	-	528,905
Funding Sources													
Reserves:													
Asset Replacement Reserves	55,116	76,388	72,710	60,591	59,966	65,588	42,636	33,760	8,856	-	475,611	-	475,611
Other Recoveries	815	3,406	6,367	8,384	8,122	9,432	8,384	5,240	3,144	-	53,294	-	53,294
Total Rehabilitation and Replacement Funding Sources	55,931	79,794	79,077	68,975	68,088	75,020	51,020	39,000	12,000	-	528,905	-	528,905
Total Wastewater Gross Expenditures	80,652	101,062	107,046	90,880	85,768	91,150	56,630	44,025	15,000	2,000	674,213	860	675,073
Funding Sources													
Reserves:													
Development Charge Reserves	23,534	1,003	27,419	21,505	17,530	16,130	5,610	5,025	3,000	2,000	122,756	860	123,616
Asset Replacement Reserves	55,628	76,404	72,710	60,591	59,966	65,588	42,636	33,760	8,856	-	476,139	-	476,139
Other Recoveries	1,490	3,893	6,917	8,784	8,272	9,432	8,384	5,240	3,144	-	55,556	-	55,556
Planned Debuture Proceeds:													
Debuture Proceeds DC	-	19,762	-	-	-	-	-	-	-	-	19,762	-	19,762

**Wastewater
Capital Spending Authority Project Expenditures & Funding by Program Group**

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Total Wastewater Funding Sources	80,652	101,062	107,046	90,880	85,768	91,150	56,630	44,025	15,000	2,000	674,213	860	675,073

Wastewater Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	
Program Group: Growth												
70080 : UYSS Interim Servicing Solution	1,510	-	-	-	-	-	-	-	-	-	1,510	
71220 : Queensville Holland Landing Sharon York Durham Sewage System (YDSS) Connection	110	-	-	-	-	-	-	-	-	110	-	
72240 : Keswick Water Resource Recovery Facility Expansion	12	-	-	-	-	-	-	-	-	-	12	
72360 : Duffin Creek Water Pollution Control Plant (WPCP) Outfall Effluent Strategy	17,260	-	-	-	-	-	-	-	-	1,726	15,534	
72530 : Duffin Creek Stage 1 & 2 Upgrades	1,610	-	-	528	-	-	-	-	-	322	760	
72580 : Inflow & Infiltration Reduction Implementation	15	-	-	-	-	-	15	-	-	-	-	
73640 : Inflow & Infiltration Reduction	12,092	-	-	-	-	-	-	-	-	-	12,092	
73720 : York Durham Sewage System (YDSS) - Duffin Creek Water Pollution Control Plant Phase 3 Expansion	300	-	-	-	-	-	-	-	-	60	240	
74030 : York Durham Sewage System (YDSS) - 16th Avenue Trunk (Stone Mason - Woodbine)	5	-	-	-	-	-	5	-	-	-	-	
74040 : York Durham Sewage System (YDSS) - Southeast Collector	2,830	-	-	-	-	-	-	-	-	-	2,830	
74270 : Upper York Sewage Servicing	70,629	-	-	-	-	-	-	-	-	-	70,629	
75300 : West Vaughan Sewage Servicing	16,387	-	-	-	-	-	-	-	-	-	16,387	
75310 : Northeast Vaughan Wastewater Servicing	9,821	-	-	-	-	-	-	-	-	-	9,821	
75330 : Green Lane Sewer Diversion	44	-	-	-	-	-	44	-	-	-	-	
75350 : Sharon Trunk Sewer	44	-	-	-	-	-	-	-	-	44	-	
75640 : Wastewater System Capacity Studies	390	-	-	-	-	-	390	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	66	-	-	-	-	-	-	-	-	-	66	
75780 : Duffin Creek Lab Expansion	3,460	-	-	-	-	-	-	-	-	-	3,460	
75810 : Humber Pumping Station Electrical Upgrade	20	-	-	-	-	-	-	-	-	-	20	
78310 : Nobleton Waster Wastewater Servicing	1,211	-	-	-	-	-	-	-	-	-	1,211	

Wastewater Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
79100 : York Durham Sewage System Wastewater Master Plan Update	955	-	-	-	-	-	955	-	-	-	-
79740 : Peel System Cost Shared Works	5,847	-	-	-	-	-	-	-	-	-	5,847
79890 : York Durham Sewage System - Leslie Pumping Station Upgrade	1,550	-	-	-	-	-	-	-	-	-	1,550
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	122,207	-	-	-	(122,207)
Growth Total	146,168	-	-	528	-	-	123,616	-	-	2,262	19,762
Program Group: Rehabilitation and Replacement											
70470 : Elevated Water Tank Condition Assessment	8,097	-	-	8,097	-	-	-	-	-	-	-
70490 : CCTV Sewer Inspection	11,500	-	-	11,500	-	-	-	-	-	-	-
70500 : Valve Chamber Inspection	200	-	-	200	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	650	-	-	650	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	300	-	-	300	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	1,030	-	-	1,030	-	-	-	-	-	-	-
75320 : Primary Trunk Sewer	100	-	-	100	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	160	-	-	160	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	181,110	-	-	133,659	-	-	-	-	-	47,451	-
75840 : Existing Southeast Collector Rehabilitation	106,236	-	-	106,236	-	-	-	-	-	-	-
76340 : York Durham Sewage System (YDSS) Duffin Creek Water Pollution Control Plant Upgrade	35,289	-	-	29,446	-	-	-	-	-	5,843	-
78350 : Emergencies Rehabilitation	1,591	-	-	1,591	-	-	-	-	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	1,755	-	-	1,755	-	-	-	-	-	-	-
78420 : Aurora PS West FM Cleaning	8,470	-	-	8,470	-	-	-	-	-	-	-
78440 : Oak Ridges Area OCF Mitigate Odour	12,115	-	-	12,115	-	-	-	-	-	-	-
78515 : Pumping Rehabilitation	4,590	-	-	4,590	-	-	-	-	-	-	-
78518 : Control Valve Chamber - Water	232	-	-	232	-	-	-	-	-	-	-
78525 : Water Wastewater General	1,122	-	-	1,122	-	-	-	-	-	-	-
78533 : Wastewater Treatment	1,090	-	-	1,090	-	-	-	-	-	-	-
78536 : Trunk Sewer	141,620	-	-	141,620	-	-	-	-	-	-	-

Wastewater Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds
78538 : Odour Control	665	-	-	665	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	2,161	-	-	2,161	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	650	-	-	650	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	650	-	-	650	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	300	-	-	300	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	2,411	-	-	2,411	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,452	-	-	2,452	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,359	-	-	2,359	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	528,905	-	-	475,611	-	-	-	-	-	53,294	-
Wastewater Total	675,073	-	-	476,139	-	-	123,616	-	-	55,556	19,762

Waste Management 10-Year Capital Project Expenditures & Funding by Program Group

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Growth															
Gross Expenditures															
71285 : Community Environmental Centre - Georgina Transfer Station #3	1,952	3,166	5	5	-	-	-	-	-	-	-	-	10	-	5,128
71325 : Energy From Waste Facility	72,028	5	5	1,000	-	-	-	-	-	-	-	-	1,005	175,000	248,038
71335 : Source Separated Organics Facility	1,115	185	220	100	-	-	-	-	-	5,000	5,000	35,015	45,335	35,015	81,650
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	4,844	-	340	3,000	-	-	-	-	-	-	-	-	3,340	-	8,184
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	726	2,954	10	10	-	-	-	-	-	-	-	-	20	-	3,700
74235 : Community Environmental Centre #4	-	-	-	-	-	-	-	-	-	-	-	6,900	6,900	3,100	10,000
79885 : New Waste Management Initiatives	2,033	120	200	200	200	200	200	200	200	200	200	200	2,000	-	4,153
Total Growth Gross Expenditures	82,699	6,430	780	4,315	200	200	200	200	200	5,200	5,200	42,115	58,610	213,115	360,854
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	31,691	-	-	-	-	-	-	-	-	-	-	-	-	-	31,691
Development Charge Reserves	0	-	52	457	-	-	-	-	-	-	-	-	509	-	509
Debt Reduction Reserve	13,132	-	-	-	-	-	-	-	-	5,000	5,000	35,015	45,015	210,015	268,162
Program Specific Reserves	20,052	6,430	728	3,858	200	200	200	200	200	200	200	7,100	13,086	3,100	42,668
General Capital Reserves	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075
Federal Gas Tax Reserves	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000
Other Recoveries	481	-	-	-	-	-	-	-	-	-	-	-	-	-	481
Planned Debiture Proceeds:															
Debiture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268
Total Growth Funding Sources	82,699	6,430	780	4,315	200	200	200	200	200	5,200	5,200	42,115	58,610	213,115	360,854
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
70195 : Solid Waste Master Plan	1,432	50	500	50	-	-	250	250	-	-	-	250	1,300	-	2,782
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	200	597	374	304	883	765	2,011	291	312	4,138	2,318	1,000	12,396	-	13,193

Waste Management 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	491	13	310	50	236	465	1,423	213	25	512	940	50	4,224	-	4,728
78515 : Pumping Rehabilitation	-	76	655	295	35	15	-	-	-	-	-	-	1,000	-	1,076
78585 : Asset Management Rehabilitation	599	20	15	15	50	210	15	15	15	50	210	15	610	-	1,229
79935 : Household Hazardous Waste Depot - Vaughan	2,235	2,658	10	10	-	-	-	-	-	-	-	-	20	-	4,913
Total Rehabilitation and Replacement Gross Expenditures	4,957	3,414	1,864	724	1,204	1,455	3,699	769	352	4,700	3,468	1,315	19,550	-	27,921
Funding Sources															
Reserves:															
Development Charge Reserves	7	-	-	-	-	-	-	-	-	-	-	-	-	-	7
Program Specific Reserves	4,951	3,414	1,864	724	1,204	1,455	3,699	769	352	4,700	3,468	1,315	19,550	-	27,915
Total Rehabilitation and Replacement Funding Sources	4,957	3,414	1,864	724	1,204	1,455	3,699	769	352	4,700	3,468	1,315	19,550	-	27,921
Total Waste Management Gross Expenditures	87,656	9,844	2,644	5,039	1,404	1,655	3,899	969	552	9,900	8,668	43,430	78,160	213,115	388,775
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	31,691	-	-	-	-	-	-	-	-	-	-	-	-	-	31,691
Development Charge Reserves	7	-	52	457	-	-	-	-	-	-	-	-	509	-	516
Debt Reduction Reserve	13,132	-	-	-	-	-	-	-	-	5,000	5,000	35,015	45,015	210,015	268,162
Program Specific Reserves	25,002	9,844	2,592	4,582	1,404	1,655	3,899	969	552	4,900	3,668	8,415	32,636	3,100	70,582
General Capital Reserves	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075
Federal Gas Tax Reserves	15,000	-	-	-	-	-	-	-	-	-	-	-	-	-	15,000
Other Recoveries	481	-	-	-	-	-	-	-	-	-	-	-	-	-	481
Planned Debtenture Proceeds:															
Debtenture Proceeds	1,268	-	-	-	-	-	-	-	-	-	-	-	-	-	1,268
Total Waste Management Funding Sources	87,656	9,844	2,644	5,039	1,404	1,655	3,899	969	552	9,900	8,668	43,430	78,160	213,115	388,775

Waste Management 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
71285 : Community Environmental Centre - Georgina Transfer Station #3	10	-	-	-	10	-	-	-	-	-	-
71325 : Energy From Waste Facility	1,005	-	-	-	1,005	-	-	-	-	-	-
71335 : Source Separated Organics Facility	45,335	-	45,015	-	320	-	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	3,340	-	-	-	2,831	-	-	-	-	-	509
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	20	-	-	-	20	-	-	-	-	-	-
74235 : Community Environmental Centre #4	6,900	-	-	-	6,900	-	-	-	-	-	-
79885 : New Waste Management Initiatives	2,000	-	-	-	2,000	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	509	-	-	-	(509)
Growth Total	58,610	-	45,015	-	13,086	-	509	-	-	-	-
Program Group: Rehabilitation and Replacement											
70195 : Solid Waste Master Plan	1,300	-	-	-	1,300	-	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	12,396	-	-	-	12,396	-	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	4,224	-	-	-	4,224	-	-	-	-	-	-
78515 : Pumping Rehabilitation	1,000	-	-	-	1,000	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	610	-	-	-	610	-	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	20	-	-	-	20	-	-	-	-	-	-
Rehabilitation and Replacement Total	19,550	-	-	-	19,550	-	-	-	-	-	-
Waste Management Total	78,160	-	45,015	-	32,636	-	509	-	-	-	-

Waste Management Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Program Group: Growth													
Gross Expenditures													
71285 : Community Environmental Centre - Georgina Transfer Station #3	5	5	-	-	-	-	-	-	-	-	10	-	10
71325 : Energy From Waste Facility	5	1,000	-	-	-	-	-	-	-	-	1,005	-	1,005
71335 : Source Separated Organics Facility	220	100	-	-	-	-	-	-	-	-	320	-	320
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	340	3,000	-	-	-	-	-	-	-	-	3,340	-	3,340
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	10	10	-	-	-	-	-	-	-	-	20	-	20
79885 : New Waste Management Initiatives	200	-	-	-	-	-	-	-	-	-	200	-	200
Total Growth Gross Expenditures	780	4,115	-	-	-	-	-	-	-	-	4,895	-	4,895
Funding Sources													
Reserves:													
Development Charge Reserves	52	457	-	-	-	-	-	-	-	-	509	-	509
Program Specific Reserves	728	3,658	-	-	-	-	-	-	-	-	4,386	-	4,386
Total Growth Funding Sources	780	4,115	-	-	-	-	-	-	-	-	4,895	-	4,895
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
70195 : Solid Waste Master Plan	500	-	-	-	-	-	-	-	-	-	500	-	500
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	374	-	-	-	-	-	-	-	-	-	374	-	374
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	310	-	-	-	-	-	-	-	-	-	310	-	310
78515 : Pumping Rehabilitation	655	295	35	15	-	-	-	-	-	-	1,000	-	1,000
78585 : Asset Management Rehabilitation	15	-	-	-	-	-	-	-	-	-	15	-	15
79935 : Household Hazardous Waste Depot - Vaughan	10	10	-	-	-	-	-	-	-	-	20	-	20
Total Rehabilitation and Replacement Gross Expenditures	1,864	305	35	15	-	-	-	-	-	-	2,219	-	2,219
Funding Sources													
Reserves:													

Waste Management Capital Spending Authority Project Expenditures & Funding by Program Group

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Program Specific Reserves	1,864	305	35	15	-	-	-	-	-	-	2,219	-	2,219
Total Rehabilitation and Replacement Funding Sources	1,864	305	35	15	-	-	-	-	-	-	2,219	-	2,219
Total Waste Management Gross Expenditures	2,644	4,420	35	15	-	-	-	-	-	-	7,114	-	7,114
Funding Sources													
Reserves:													
Development Charge Reserves	52	457	-	-	-	-	-	-	-	-	509	-	509
Program Specific Reserves	2,592	3,963	35	15	-	-	-	-	-	-	6,605	-	6,605
Total Waste Management Funding Sources	2,644	4,420	35	15	-	-	-	-	-	-	7,114	-	7,114

**Waste Management
Capital Spending Authority Project Financing Sources**

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Growth											
71285 : Community Environmental Centre - Georgina Transfer Station #3	10	-	-	-	10	-	-	-	-	-	-
71325 : Energy From Waste Facility	1,005	-	-	-	1,005	-	-	-	-	-	-
71335 : Source Separated Organics Facility	320	-	-	-	320	-	-	-	-	-	-
71365 : Markham Household Hazardous Waste & Electronic Recycling Depot Relocation	3,340	-	-	-	2,831	-	-	-	-	-	509
72545 : Richmond Hill Community Environmental Centre - Household Hazardous Waste Depot Addition	20	-	-	-	20	-	-	-	-	-	-
79885 : New Waste Management Initiatives	200	-	-	-	200	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	509	-	-	-	(509)
Growth Total	4,895	-	-	-	4,386	-	509	-	-	-	-
Program Group: Rehabilitation and Replacement											
70195 : Solid Waste Master Plan	500	-	-	-	500	-	-	-	-	-	-
71355 : Asset Management Equipment Upgrade/Replacement - Waste Management Centre	374	-	-	-	374	-	-	-	-	-	-
73455 : Asset Management Equipment Upgrade/Replacement - Public Drop Off	310	-	-	-	310	-	-	-	-	-	-
78515 : Pumping Rehabilitation	1,000	-	-	-	1,000	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	15	-	-	-	15	-	-	-	-	-	-
79935 : Household Hazardous Waste Depot - Vaughan	20	-	-	-	20	-	-	-	-	-	-
Rehabilitation and Replacement Total	2,219	-	-	-	2,219	-	-	-	-	-	-
Waste Management Total	7,114	-	-	-	6,605	-	509	-	-	-	-

Natural Heritage and Forestry 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
72600 : Tree Planting on Region Rights of Way	4,983	1,402	1,216	1,254	1,050	1,022	1,100	1,100	1,100	1,200	1,200	1,200	11,442	-	17,827
72620 : Regional Forest Property Upgrade	1,329	220	220	270	250	250	300	250	250	300	280	280	2,650	3,390	7,589
72640 : Peggy's Wood Nature Reserve	-	-	-	125	125	-	-	-	-	-	-	-	250	-	250
72650 : Urban Forest Studies	212	-	-	10	280	10	60	60	80	400	20	-	920	960	2,092
72690 : Trail Linkage	-	-	-	-	-	-	-	-	-	-	-	100	100	500	600
72700 : Holiday Tract Bridge	-	-	-	-	-	-	30	70	-	-	-	-	100	-	100
78585 : Asset Management Rehabilitation	-	400	50	15	15	150	15	15	15	15	15	150	455	-	855
99900 : Fleet New Addition	40	-	-	87	42	442	42	-	-	-	-	-	613	-	653
Total Natural Heritage and Forestry Gross Expenditures	6,565	2,022	1,486	1,761	1,762	1,874	1,547	1,495	1,445	1,915	1,515	1,730	16,530	4,850	29,967
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	3,692	1,297	800	995	1,011	1,123	721	669	619	1,013	613	828	8,392	4,850	18,231
Development Charge Reserves	2,757	725	686	766	751	751	826	826	826	902	902	902	8,138	-	11,620
Other Recoveries	116	-	-	-	-	-	-	-	-	-	-	-	-	-	116
Total Natural Heritage and Forestry Funding Sources	6,565	2,022	1,486	1,761	1,762	1,874	1,547	1,495	1,445	1,915	1,515	1,730	16,530	4,850	29,967

Natural Heritage and Forestry 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
72600 : Tree Planting on Region Rights of Way	11,442	3,304	-	-	-	-	8,138	-	-	-	-
72620 : Regional Forest Property Upgrade	2,650	2,650	-	-	-	-	-	-	-	-	-
72640 : Peggy's Wood Nature Reserve	250	250	-	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	920	920	-	-	-	-	-	-	-	-	-
72690 : Trail Linkage	100	100	-	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	100	100	-	-	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	455	455	-	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	613	613	-	-	-	-	-	-	-	-	-
Natural Heritage and Forestry Total	16,530	8,392	-	-	-	-	8,138	-	-	-	-

Natural Heritage and Forestry Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
72600 : Tree Planting on Region Rights of Way	1,216	-	-	-	-	-	-	-	-	-	1,216	-	1,216
72620 : Regional Forest Property Upgrade	220	-	-	-	-	-	-	-	-	-	220	-	220
78585 : Asset Management Rehabilitation	50	-	-	-	-	-	-	-	-	-	50	-	50
Total Natural Heritage and Forestry Gross Expenditures	1,486	-	-	-	-	-	-	-	-	-	1,486	-	1,486
Funding Sources													
Reserves:													
Pay-As-You-Go Tax Levy	800	-	-	-	-	-	-	-	-	-	800	-	800
Development Charge Reserves	686	-	-	-	-	-	-	-	-	-	686	-	686
Total Natural Heritage and Forestry Funding Sources	1,486	-	-	-	-	-	-	-	-	-	1,486	-	1,486

Natural Heritage and Forestry Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
72600 : Tree Planting on Region Rights of Way	1,216	530	-	-	-	-	686	-	-	-	-
72620 : Regional Forest Property Upgrade	220	220	-	-	-	-	-	-	-	-	-
78585 : Asset Management Rehabilitation	50	50	-	-	-	-	-	-	-	-	-
Natural Heritage and Forestry Total	1,486	800	-	-	-	-	686	-	-	-	-

Energy Management 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
14702 : Energy Retrofit - Various Existing Buildings	1,203	770	3,670	355	386	378	340	295	484	5,534	466	355	12,263	8,940	23,176
Total Energy Management Gross Expenditures	1,203	770	3,670	355	386	378	340	295	484	5,534	466	355	12,263	8,940	23,176
Funding Sources															
Reserves:															
Asset Replacement Reserves	1,199	770	3,670	345	376	368	330	285	474	5,524	456	345	12,173	8,830	22,972
Other Recoveries	4	-	-	10	10	10	10	10	10	10	10	10	90	110	204
Total Energy Management Funding Sources	1,203	770	3,670	355	386	378	340	295	484	5,534	466	355	12,263	8,940	23,176

Energy Management 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
14702 : Energy Retrofit - Various Existing Buildings	12,263	-	-	12,173	-	-	-	-	-	90	-
Energy Management Total	12,263	-	-	12,173	-	-	-	-	-	90	-

Energy Management Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
14702 : Energy Retrofit - Various Existing Buildings	3,670	35	-	-	-	-	-	-	-	-	3,705	-	3,705
Total Energy Management Gross Expenditures	3,670	35	-	-	-	-	-	-	-	-	3,705	-	3,705
Funding Sources													
Reserves:													
Asset Replacement Reserves	3,670	35	-	-	-	-	-	-	-	-	3,705	-	3,705
Total Energy Management Funding Sources	3,670	35	-	-	-	-	-	-	-	-	3,705	-	3,705

**Energy Management
Capital Spending Authority Project Financing Sources**

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
14702 : Energy Retrofit - Various Existing Buildings	3,705	-	-	3,705	-	-	-	-	-	-	-
Energy Management Total	3,705	-	-	3,705	-	-	-	-	-	-	-

Intentional Blank

Housing Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost	
			445	80	80	80	80	80	80	80	80	80	80	80	1,165	-
Gross Expenditures																
H67510 : Pre-Development Costs	610	75	445	80	80	80	80	80	80	80	80	80	1,165	-	1,850	
H67875 : Regeneration/Expansion program	-	-	-	-	-	-	-	-	-	10,000	15,000	24,700	49,700	300	50,000	
H67876 : Unionville Redevelopment	237	550	20,250	29,700	25,000	3,500	764	-	-	-	-	-	79,214	-	80,001	
H67916 : Woodbridge Redevelopment	4,060	13,000	24,900	3,770	1,500	-	-	-	-	-	-	-	30,170	-	47,230	
H67919 : Affordable Housing Development Priority	-	-	-	7,000	-	-	-	-	-	-	-	-	7,000	-	7,000	
H67921 : Lakeside Residences Keswick	19,669	15	225	-	-	-	-	-	-	-	-	-	225	-	19,909	
H67922 : Richmond Hill Housing and Community Hub	57,367	171	-	-	-	-	-	-	-	-	-	-	-	-	57,538	
H67923 : Land Acquisition	-	-	-	-	-	-	-	-	-	-	5,000	-	5,000	-	5,000	
H67924 : Men's Emergency Housing Replacement	-	-	750	3,000	6,000	5,100	150	-	-	-	-	-	15,000	-	15,000	
H67925 : Emergency Housing Improvements	35	250	615	300	-	-	-	-	-	-	-	-	915	-	1,200	
H67930 : Net Zero Affordable Housing Development	-	-	-	-	-	12,250	17,500	3,500	1,750	-	-	-	35,000	-	35,000	
Total Housing Services Gross Expenditures	81,977	14,061	47,185	43,850	32,580	20,930	18,494	3,580	1,830	10,080	20,080	24,780	223,389	300	319,727	
Funding Sources																
Reserves:																
Development Charge Reserves	1,179	-	5,730	4,005	3,853	1,796	1,915	369	191	1,033	2,306	2,534	23,732	31	24,942	
Asset Replacement Reserves	-	250	1,365	3,300	6,000	5,100	150	-	-	-	3,000	14,400	33,315	-	33,565	
Program Specific Reserves	38,166	7,871	20,550	21,954	9,025	9,991	10,654	(3,369)	1,061	5,747	5,586	(8,805)	72,394	170	118,601	
Grants & Subsidies	35,808	5,940	19,540	7,270	1,302	4,043	5,775	1,155	578	3,300	4,950	8,151	56,064	99	97,911	
Other Recoveries	1,017	-	-	-	-	-	-	-	-	-	-	-	-	-	1,017	
Planned Debenture Proceeds:																
Housing York Inc.	-	-	-	7,321	12,400	-	-	5,425	-	-	4,238	8,500	37,884	-	37,884	
Debenture Proceeds DC	5,807	-	-	-	-	-	-	-	-	-	-	-	-	-	5,807	
Total Housing Services Funding Sources	81,977	14,061	47,185	43,850	32,580	20,930	18,494	3,580	1,830	10,080	20,080	24,780	223,389	300	319,727	

Housing Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	23,732	-	-	-	(23,732)
H67510 : Pre-Development Costs	1,165	-	-	-	1,045	-	-	-	-	-	120
H67875 : Regeneration/Expansion program	49,700	-	-	17,400	2,324	-	-	-	16,401	-	13,575
H67876 : Unionville Redevelopment	79,214	-	-	-	35,490	-	-	-	22,572	-	21,152
H67916 : Woodbridge Redevelopment	30,170	-	-	-	11,860	-	-	-	5,540	-	12,770
H67919 : Affordable Housing Development Priority	7,000	-	-	-	7,000	-	-	-	-	-	-
H67921 : Lakeside Residences Keswick	225	-	-	-	225	-	-	-	-	-	-
H67923 : Land Acquisition	5,000	-	-	-	-	-	-	-	-	-	5,000
H67924 : Men's Emergency Housing Replacement	15,000	-	-	15,000	-	-	-	-	-	-	-
H67925 : Emergency Housing Improvements	915	-	-	915	-	-	-	-	-	-	-
H67930 : Net Zero Affordable Housing Development	35,000	-	-	-	14,450	-	-	-	11,551	-	8,999
Housing Services Total	223,389			33,315	72,394		23,732		56,064		37,884

Housing Services Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
H67510 : Pre-Development Costs	445	-	-	-	-	-	-	-	-	-	445	-	445
H67876 : Unionville Redevelopment	20,250	29,700	25,000	3,500	764	-	-	-	-	-	79,214	-	79,214
H67916 : Woodbridge Redevelopment	24,900	3,770	1,500	-	-	-	-	-	-	-	30,170	-	30,170
H67919 : Affordable Housing Development Priority	-	7,000	-	-	-	-	-	-	-	-	7,000	-	7,000
H67921 : Lakeside Residences Keswick	225	-	-	-	-	-	-	-	-	-	225	-	225
H67924 : Men's Emergency Housing Replacement	750	3,000	6,000	5,100	150	-	-	-	-	-	15,000	-	15,000
H67925 : Emergency Housing Improvements	615	300	-	-	-	-	-	-	-	-	915	-	915
Total Housing Services Gross Expenditures	47,185	43,770	32,500	8,600	914						132,969		132,969
Funding Sources													
Reserves:													
Development Charge Reserves	5,730	3,993	3,841	533	116	-	-	-	-	-	14,213	-	14,213
Asset Replacement Reserves	1,365	3,300	6,000	5,100	150	-	-	-	-	-	15,915	-	15,915
Program Specific Reserves	20,550	21,886	8,957	2,967	648	-	-	-	-	-	55,008	-	55,008
Grants & Subsidies	19,540	7,270	1,302	-	-	-	-	-	-	-	28,112	-	28,112
Planned Debiture Proceeds:													
Housing York Inc.	-	7,321	12,400	-	-	-	-	-	-	-	19,721	-	19,721
Total Housing Services Funding Sources	47,185	43,770	32,500	8,600	914						132,969		132,969

Housing Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenure Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	14,213	-	-	-	(14,213)
H67510 : Pre-Development Costs	445	-	-	-	433	-	-	-	-	-	12
H67876 : Unionville Redevelopment	79,214	-	-	-	35,490	-	-	-	22,572	-	21,152
H67916 : Woodbridge Redevelopment	30,170	-	-	-	11,860	-	-	-	5,540	-	12,770
H67919 : Affordable Housing Development Priority	7,000	-	-	-	7,000	-	-	-	-	-	-
H67921 : Lakeside Residences Keswick	225	-	-	-	225	-	-	-	-	-	-
H67924 : Men's Emergency Housing Replacement	15,000	-	-	15,000	-	-	-	-	-	-	-
H67925 : Emergency Housing Improvements	915	-	-	915	-	-	-	-	-	-	-
Housing Services Total	132,969			15,915	55,008		14,213		28,112		19,721

Seniors Services 10 Year Capital Project Expenditures & Funding

(In \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
H55245 : Resident Beds	2,019	243	203	303	403	203	203	203	203	203	203	203	2,330	-	4,592
H55281 : Resident Units Renovations	-	-	370	400	400	-	-	550	-	-	-	200	1,920	-	1,920
H55282 : Balconies Conversion - Maple Health Centre	41	1,330	195	-	-	-	-	-	-	-	-	-	195	-	1,566
H55286 : Scheduling Software	84	261	538	250	-	-	-	-	-	-	563	313	1,664	-	2,009
H55291 : Resident Tub Rooms	8	80	570	-	-	-	390	-	-	-	-	-	960	-	1,048
H55299 : Seniors Services Future Projects	-	-	-	-	500	200	-	-	-	-	-	-	700	-	700
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,763	-	50	-	-	-	-	-	-	-	200	2,500	2,750	-	5,513
H59415 : Long-Term Care & Adult Day Centres - Modernization	110	-	500	650	500	-	-	-	-	-	500	-	2,150	-	2,260
H59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	1,339	-	-	150	100	150	-	-	-	150	-	-	550	-	1,889
H59445 : Nurse Call System	-	-	400	-	-	-	-	-	500	-	-	-	900	-	900
H59450 : Adult Day Centre Expansion	99	-	-	100	1,600	300	-	100	-	-	-	-	2,100	-	2,199
H59455 : Technology Upgrade	-	65	63	225	-	200	275	-	-	288	-	-	1,051	-	1,116
H59465 : Generator Rehab	-	-	50	1,400	-	-	-	-	-	-	-	-	1,450	-	1,450
Total Seniors Services Gross Expenditures	6,463	1,979	2,939	3,478	3,503	1,053	868	853	703	641	1,466	3,216	18,720	-	27,162
Funding Sources															
Reserves:															
Debt Reduction Reserve	324	1,736	2,336	3,075	1,500	550	665	650	-	438	1,263	3,013	13,490	-	15,550
Asset Replacement Reserves	691	243	603	303	403	203	203	203	703	203	203	203	3,230	-	4,164
General Capital Reserves	5,244	-	-	-	-	-	-	-	-	-	-	-	-	-	5,244
Grants & Subsidies	204	-	-	100	1,600	300	-	-	-	-	-	-	2,000	-	2,204
Total Seniors Services Funding Sources	6,463	1,979	2,939	3,478	3,503	1,053	868	853	703	641	1,466	3,216	18,720	-	27,162

Seniors Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
H55245 : Resident Beds	2,330	-	-	2,330	-	-	-	-	-	-	-
H55281 : Resident Units Renovations	1,920	-	1,920	-	-	-	-	-	-	-	-
H55282 : Balconies Conversion - Maple Health Centre	195	-	195	-	-	-	-	-	-	-	-
H55286 : Scheduling Software	1,664	-	1,664	-	-	-	-	-	-	-	-
H55291 : Resident Tub Rooms	960	-	960	-	-	-	-	-	-	-	-
H55299 : Seniors Services Future Projects	700	-	700	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	2,750	-	2,750	-	-	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	2,150	-	2,150	-	-	-	-	-	-	-	-
H59420 : Kitchen Upgrades (Newmarket Health Centre Maple Health Centre)	550	-	550	-	-	-	-	-	-	-	-
H59445 : Nurse Call System	900	-	-	900	-	-	-	-	-	-	-
H59450 : Adult Day Centre Expansion	2,100	-	100	-	-	-	-	-	2,000	-	-
H59455 : Technology Upgrade	1,051	-	1,051	-	-	-	-	-	-	-	-
H59465 : Generator Rehab	1,450	-	1,450	-	-	-	-	-	-	-	-
Seniors Services Total	18,720		13,490	3,230					2,000		

Seniors Services Capital Spending Authority Project Expenditures & Funding

(In \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
H55245 : Resident Beds	203	-	-	-	-	-	-	-	-	-	203	-	203
H55281 : Resident Units Renovations	370	-	-	-	-	-	-	-	-	-	370	-	370
H55282 : Balconies Conversion - Maple Health Centre	195	-	-	-	-	-	-	-	-	-	195	-	195
H55286 : Scheduling Software	538	250	-	-	-	-	-	-	-	-	788	-	788
H55291 : Resident Tub Rooms	570	-	-	-	-	-	-	-	-	-	570	-	570
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	50	-	-	-	-	-	-	-	-	-	50	-	50
H59415 : Long-Term Care & Adult Day Centres - Modernization	500	650	500	-	-	-	-	-	-	-	1,650	-	1,650
H59445 : Nurse Call System	400	-	-	-	-	-	-	-	-	-	400	-	400
H59455 : Technology Upgrade	63	-	-	-	-	-	-	-	-	-	63	-	63
H59465 : Generator Rehab	50	1,400	-	-	-	-	-	-	-	-	1,450	-	1,450
Total Seniors Services Gross Expenditures	2,939	2,300	500								5,739		5,739
Funding Sources													
Reserves:													
Debt Reduction Reserve	2,336	2,300	500	-	-	-	-	-	-	-	5,136	-	5,136
Asset Replacement Reserves	603	-	-	-	-	-	-	-	-	-	603	-	603
Total Seniors Services Funding Sources	2,939	2,300	500								5,739		5,739

Seniors Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
H55245 : Resident Beds	203	-	-	203	-	-	-	-	-	-	-
H55281 : Resident Units Renovations	370	-	370	-	-	-	-	-	-	-	-
H55282 : Balconies Conversion - Maple Health Centre	195	-	195	-	-	-	-	-	-	-	-
H55286 : Scheduling Software	788	-	788	-	-	-	-	-	-	-	-
H55291 : Resident Tub Rooms	570	-	570	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance (Newmarket Health Centre Maple Health Centre)	50	-	50	-	-	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	1,650	-	1,650	-	-	-	-	-	-	-	-
H59445 : Nurse Call System	400	-	-	400	-	-	-	-	-	-	-
H59455 : Technology Upgrade	63	-	63	-	-	-	-	-	-	-	-
H59465 : Generator Rehab	1,450	-	1,450	-	-	-	-	-	-	-	-
Seniors Services Total	5,739		5,136	603							

Paramedic Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
H54301 : Vehicles - New	2,174	229	478	239	478	126	478	-	478	-	478	-	2,755	-	5,158
H54420 : Holland Landing Paramedic Response Station #13	748	3,000	578	-	-	-	-	-	-	-	-	-	578	-	4,326
H54510 : Maple Paramedic Response Station #32	147	-	100	100	2,700	603	-	-	-	-	-	-	3,503	-	3,650
H54520 : Vehicles - Replacement	24,766	2,430	2,970	2,765	3,045	3,085	2,585	3,265	2,585	3,100	2,585	3,225	29,210	-	56,406
H54540 : Paramedics Defibrillators Replacement	1,759	-	-	3,100	-	-	-	-	-	-	-	3,100	6,200	-	7,959
H54580 : South Woodbridge Paramedic Response Station #31	1,579	459	117	-	-	-	-	-	-	-	-	-	117	-	2,155
H54600 : Medical Equipment Replacement	2,339	520	1,440	2,350	500	775	926	621	1,250	2,379	834	876	11,951	-	14,810
H54601 : Richmond Hill South East Paramedic Response Station #27	-	-	25	3,020	605	-	-	-	-	-	-	-	3,650	-	3,650
H54638 : Land Acquisition - Growth	1,176	-	4,975	3,000	4,000	-	-	-	-	-	-	-	11,975	-	13,151
H54639 : Land Acquisition - Rep	702	1,641	-	-	-	-	-	-	-	-	-	-	-	-	2,343
H54640 : Newmarket Northwest Paramedic Response Station #16	211	453	3,054	100	-	-	-	-	-	-	-	-	3,154	-	3,818
H54645 : Newmarket Southeast Paramedic Response Station #19	992	2,109	2,514	101	-	-	-	-	-	-	-	-	2,615	-	5,716
H54650 : South Markham Paramedic Response Station #25	151	418	3,108	100	-	-	-	-	-	-	-	-	3,208	-	3,777
H54665 : Oak Ridges Paramedic Response Station #29	-	40	370	1,900	190	-	-	-	-	-	-	-	2,460	-	2,500
H54670 : Ballantrae Paramedic Response Station #20	-	-	100	2,200	200	-	-	-	-	-	-	-	2,500	-	2,500
H54675 : Thornhill Paramedic Response Station #36	-	61	1,749	1,740	100	-	-	-	-	-	-	-	3,589	-	3,650
H54681 : Jane Teston Paramedic Response Station	-	-	100	2,703	801	-	-	-	-	-	-	-	3,604	-	3,604
H54696 : Rehabilitation Refresh of Paramedic Response Stations	217	200	100	100	100	100	100	100	100	100	100	100	1,000	-	1,417
Total Paramedic Services Gross Expenditures	36,962	11,560	21,778	23,518	12,719	4,689	4,089	3,986	4,413	5,579	3,997	7,301	92,069	-	140,591
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	12,578	-	-	-	-	-	-	-	-	-	-	-	-	-	12,578
Development Charge Reserves	3,998	206	11,003	9,406	6,330	520	430	-	430	-	430	-	28,549	-	32,753
Debt Reduction Reserve	1,684	6,048	6,217	5,773	2,696	196	-	-	-	-	-	-	14,882	-	22,614

Paramedic Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
	Date Dec 31/2016	Year End Forecast													
Asset Replacement Reserves	7,233	3,173	4,558	8,339	3,693	3,973	3,659	3,986	3,983	5,579	3,567	7,301	48,638	-	59,044
General Capital Reserves	6,050	-	-	-	-	-	-	-	-	-	-	-	-	-	6,050
Grants & Subsidies	3,877	-	-	-	-	-	-	-	-	-	-	-	-	-	3,877
Other Recoveries	243	-	-	-	-	-	-	-	-	-	-	-	-	-	243
Planned Debenture Proceeds:															
Debenture Proceeds	54	-	-	-	-	-	-	-	-	-	-	-	-	-	54
Debenture Proceeds DC	1,244	2,133	-	-	-	-	-	-	-	-	-	-	-	-	3,377
Total Paramedic Services Funding Sources	36,962	11,560	21,778	23,518	12,719	4,689	4,089	3,986	4,413	5,579	3,997	7,301	92,069	-	140,591

Paramedic Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	26,071	-	-	-	(26,071)
H54301 : Vehicles - New	2,755	-	-	277	-	-	2,478	-	-	-	-
H54420 : Holland Landing Paramedic Response Station #13	578	-	188	-	-	-	-	-	-	-	390
H54510 : Maple Paramedic Response Station #32	3,503	-	1,183	-	-	-	-	-	-	-	2,320
H54520 : Vehicles - Replacement	29,210	-	-	29,210	-	-	-	-	-	-	-
H54540 : Paramedics Defibrillators Replacement	6,200	-	-	6,200	-	-	-	-	-	-	-
H54580 : South Woodbridge Paramedic Response Station #31	117	-	12	-	-	-	-	-	-	-	105
H54600 : Medical Equipment Replacement	11,951	-	-	11,951	-	-	-	-	-	-	-
H54601 : Richmond Hill South East Paramedic Response Station #27	3,650	-	366	-	-	-	-	-	-	-	3,284
H54638 : Land Acquisition - Growth	11,975	-	2,383	-	-	-	-	-	-	-	9,592
H54640 : Newmarket Northwest Paramedic Response Station #16	3,154	-	2,208	-	-	-	-	-	-	-	946
H54645 : Newmarket Southeast Paramedic Response Station #19	2,615	-	1,831	-	-	-	-	-	-	-	784
H54650 : South Markham Paramedic Response Station #25	3,208	-	321	-	-	-	-	-	-	-	2,887
H54665 : Oak Ridges Paramedic Response Station #29	2,460	-	246	-	-	-	-	-	-	-	2,214
H54670 : Ballantrae Paramedic Response Station #20	2,500	-	1,375	-	-	-	-	-	-	-	1,125
H54675 : Thornhill Paramedic Response Station #36	3,589	-	1,165	-	-	-	-	-	-	-	2,424
H54681 : Jane Teston Paramedic Response Station	3,604	-	3,604	-	-	-	-	-	-	-	-
H54696 : Rehabilitation Refresh of Paramedic Response Stations	1,000	-	-	1,000	-	-	-	-	-	-	-
Paramedic Services Total	92,069		14,882	48,638			28,549				

Paramedic Services Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
H54301 : Vehicles - New	478	239	-	-	-	-	-	-	-	-	717	-	717
H54420 : Holland Landing Paramedic Response Station #13	578	-	-	-	-	-	-	-	-	-	578	-	578
H54510 : Maple Paramedic Response Station #32	100	100	2,700	603	-	-	-	-	-	-	3,503	-	3,503
H54520 : Vehicles - Replacement	2,970	2,765	-	-	-	-	-	-	-	-	5,735	-	5,735
H54580 : South Woodbridge Paramedic Response Station #31	117	-	-	-	-	-	-	-	-	-	117	-	117
H54600 : Medical Equipment Replacement	1,440	-	-	-	-	-	-	-	-	-	1,440	-	1,440
H54601 : Richmond Hill South East Paramedic Response Station #27	25	3,020	605	-	-	-	-	-	-	-	3,650	-	3,650
H54638 : Land Acquisition - Growth	4,975	3,000	4,000	-	-	-	-	-	-	-	11,975	-	11,975
H54640 : Newmarket Northwest Paramedic Response Station #16	3,054	100	-	-	-	-	-	-	-	-	3,154	-	3,154
H54645 : Newmarket Southeast Paramedic Response Station #19	2,514	101	-	-	-	-	-	-	-	-	2,615	-	2,615
H54650 : South Markham Paramedic Response Station #25	3,108	100	-	-	-	-	-	-	-	-	3,208	-	3,208
H54665 : Oak Ridges Paramedic Response Station #29	370	1,900	190	-	-	-	-	-	-	-	2,460	-	2,460
H54670 : Ballantrae Paramedic Response Station #20	100	2,200	200	-	-	-	-	-	-	-	2,500	-	2,500
H54675 : Thornhill Paramedic Response Station #36	1,749	1,740	100	-	-	-	-	-	-	-	3,589	-	3,589
H54681 : Jane Teston Paramedic Response Station	100	2,703	801	-	-	-	-	-	-	-	3,604	-	3,604
H54696 : Rehabilitation Refresh of Paramedic Response Stations	100	-	-	-	-	-	-	-	-	-	100	-	100
Total Paramedic Services Gross Expenditures	21,778	17,968	8,596	603							48,945		48,945
Funding Sources													
Reserves:													
Development Charge Reserves	11,003	9,406	5,900	407	-	-	-	-	-	-	26,716	-	26,716
Debt Reduction Reserve	6,217	5,773	2,696	196	-	-	-	-	-	-	14,882	-	14,882
Asset Replacement Reserves	4,558	2,789	-	-	-	-	-	-	-	-	7,347	-	7,347
Total Paramedic Services Funding Sources	21,778	17,968	8,596	603							48,945		48,945

Paramedic Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	26,071	-	-	-	(26,071)
H54301 : Vehicles - New	717	-	-	72	-	-	645	-	-	-	-
H54420 : Holland Landing Paramedic Response Station #13	578	-	188	-	-	-	-	-	-	-	390
H54510 : Maple Paramedic Response Station #32	3,503	-	1,183	-	-	-	-	-	-	-	2,320
H54520 : Vehicles - Replacement	5,735	-	-	5,735	-	-	-	-	-	-	-
H54580 : South Woodbridge Paramedic Response Station #31	117	-	12	-	-	-	-	-	-	-	105
H54600 : Medical Equipment Replacement	1,440	-	-	1,440	-	-	-	-	-	-	-
H54601 : Richmond Hill South East Paramedic Response Station #27	3,650	-	366	-	-	-	-	-	-	-	3,284
H54638 : Land Acquisition - Growth	11,975	-	2,383	-	-	-	-	-	-	-	9,592
H54640 : Newmarket Northwest Paramedic Response Station #16	3,154	-	2,208	-	-	-	-	-	-	-	946
H54645 : Newmarket Southeast Paramedic Response Station #19	2,615	-	1,831	-	-	-	-	-	-	-	784
H54650 : South Markham Paramedic Response Station #25	3,208	-	321	-	-	-	-	-	-	-	2,887
H54665 : Oak Ridges Paramedic Response Station #29	2,460	-	246	-	-	-	-	-	-	-	2,214
H54670 : Ballantrae Paramedic Response Station #20	2,500	-	1,375	-	-	-	-	-	-	-	1,125
H54675 : Thornhill Paramedic Response Station #36	3,589	-	1,165	-	-	-	-	-	-	-	2,424
H54681 : Jane Teston Paramedic Response Station	3,604	-	3,604	-	-	-	-	-	-	-	-
H54696 : Rehabilitation Refresh of Paramedic Response Stations	100	-	-	100	-	-	-	-	-	-	-
Paramedic Services Total	48,945		14,882	7,347			26,716				

Public Health 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
H52002 : Georgina Link Hub	-	-	125	1,275	-	-	-	-	-	-	-	-	1,400	-	1,400
H52003 : Health and Active Living Plaza	-	-	-	125	500	500	-	-	-	-	-	-	1,125	-	1,125
H52004 : 520 Cane Parkway PH	-	-	75	-	-	-	-	-	-	-	-	-	75	-	75
Total Public Health Gross Expenditures			200	1,400	500	500							2,600		2,600
Funding Sources															
Reserves:															
Development Charge Reserves	-	-	96	1,078	385	385	-	-	-	-	-	-	1,944	-	1,944
Asset Replacement Reserves	-	-	104	322	115	115	-	-	-	-	-	-	656	-	656
Total Public Health Funding Sources			200	1,400	500	500							2,600		2,600

Public Health 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
H52002 : Georgina Link Hub	1,400	-	-	322	-	-	1,078	-	-	-	-
H52003 : Health and Active Living Plaza	1,125	-	-	259	-	-	866	-	-	-	-
H52004 : 520 Cane Parkway PH	75	-	-	75	-	-	-	-	-	-	-
Public Health Total	2,600			656			1,944				

**Public Health
Capital Spending Authority Project Expenditures & Funding**

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
H52002 : Georgina Link Hub	125	1,275	-	-	-	-	-	-	-	-	1,400	-	1,400
H52004 : 520 Cane Parkway PH	75	-	-	-	-	-	-	-	-	-	75	-	75
Total Public Health Gross Expenditures	200	1,275									1,475		1,475
Funding Sources													
Reserves:													
Development Charge Reserves	96	982	-	-	-	-	-	-	-	-	1,078	-	1,078
Asset Replacement Reserves	104	293	-	-	-	-	-	-	-	-	397	-	397
Total Public Health Funding Sources	200	1,275									1,475		1,475

Public Health Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
H52002 : Georgina Link Hub	1,400	-	-	322	-	-	1,078	-	-	-	-
H52004 : 520 Cane Parkway PH	75	-	-	75	-	-	-	-	-	-	-
Public Health Total	1,475			397			1,078				

Intentional Blank

Property Services 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Program Group: Rehabilitation and Replacement															
Gross Expenditures															
14703 : Corporate Facilities Asset Renewal	9,701	4,327	2,163	4,994	3,793	1,689	3,820	7,462	6,148	1,619	2,195	2,879	36,762	42,972	93,762
14704 : Corporate Services – All Facilities Rehabilitation & Repair Emergency	1,237	100	-	-	-	-	-	-	-	-	-	-	-	-	1,337
14706 : Roads Facilities - Rehabilitation & Repair	1,883	471	-	-	-	-	-	-	-	-	-	-	-	-	2,354
14707 : Solid Waste Facilities - Rehabilitation & Repair	302	9	-	-	-	-	-	-	-	-	-	-	-	-	311
14708 : Water & Wastewater Facilities Asset Renewal	4,318	350	381	750	600	442	582	1,140	802	1,358	926	1,080	8,061	15,224	27,953
14713 : Long-Term Care Facilities - Rehabilitation & Repair	6,691	522	-	-	-	-	-	-	-	-	-	-	-	-	7,213
14716 : Paramedic Services Facilities - Rehabilitation & Repair	712	101	-	-	-	-	-	-	-	-	-	-	-	-	813
Total Rehabilitation and Replacement Gross Expenditures	24,844	5,880	2,544	5,744	4,393	2,131	4,402	8,602	6,950	2,977	3,121	3,959	44,823	58,196	133,743
Funding Sources															
Reserves:															
Asset Replacement Reserves	24,843	5,880	2,544	5,744	4,393	2,131	4,402	8,602	6,950	2,977	3,121	3,959	44,823	58,196	133,742
Other Recoveries	0	-	-	-	-	-	-	-	-	-	-	-	-	-	0
Total Rehabilitation and Replacement Funding Sources	24,844	5,880	2,544	5,744	4,393	2,131	4,402	8,602	6,950	2,977	3,121	3,959	44,823	58,196	133,743
Program Group: Business Initiatives															
Gross Expenditures															
14733 : Accommodation Master Plan Implementation	19,936	1,000	1,473	650	1,595	-	-	-	-	-	42,000	7,248	52,966	222,779	296,681
14740 : Legislative Compliance	1,067	50	500	950	125	125	50	50	50	50	50	50	2,000	500	3,617
14755 : Security & Life Safety	1,759	384	384	266	250	250	250	250	325	325	250	250	2,800	2,683	7,626
14775 : Property Services Branch General Capital	4,264	300	450	500	500	500	500	500	500	500	500	500	4,950	5,000	14,514
14780 : Administrative Center Annex	17,124	59,292	98,336	40,980	813	-	-	-	-	-	-	-	140,129	-	216,545
14810 : Technology initiatives	2,045	340	370	150	150	150	150	150	150	650	650	650	3,220	6,500	12,105
14811 : Technology Software Initiatives	188	470	-	-	-	-	-	-	-	-	-	-	-	-	658
14831 : Vehicles Purchases	36	40	-	-	50	-	-	-	-	-	-	-	50	-	126

Property Services 10-Year Capital Project Expenditures & Funding by Program Group

(In \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
14835 : Audio-Visual Equipment & Events	2,436	150	500	150	150	150	150	150	150	150	150	150	1,850	1,500	5,936
14855 : Corporate Space Intensification Initiatives	18,663	2,581	2,086	3,369	2,126	4,331	3,332	3,373	2,050	5,619	5,614	5,501	37,401	52,338	110,983
14856 : Furniture Management	215	110	122	163	177	177	177	177	177	177	177	177	1,701	1,770	3,796
14858 : CHS Capital Projects	1,789	109	-	-	-	-	-	-	-	-	-	-	-	-	1,898
14860 : Workplace Violence (Bill 168) Risk Assessment	271	150	-	-	-	-	-	-	-	-	-	-	-	-	421
14882 : Corporate Signage	40	10	-	-	-	-	-	-	-	-	-	-	-	-	50
14901 : Project Management	8,203	2,483	2,649	2,910	2,982	3,071	3,162	3,256	3,353	3,453	3,555	3,662	32,053	42,519	85,258
Total Business Initiatives Gross Expenditures	78,036	67,469	106,870	50,088	8,918	8,754	7,771	7,906	6,755	10,924	52,946	18,188	279,120	335,589	760,214
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	3,512	-	-	3,519	2,276	4,481	3,482	3,523	2,200	6,269	6,264	6,151	38,165	58,838	100,515
Debt Reduction Reserve	24,169	61,615	92,876	38,741	2,351	-	-	-	-	-	42,000	7,248	183,216	222,779	491,779
Asset Replacement Reserves	26,234	5,854	7,061	4,939	4,234	4,273	4,289	4,383	4,555	4,655	4,682	4,789	47,860	53,972	133,920
General Capital Reserves	21,975	-	-	-	-	-	-	-	-	-	-	-	-	-	21,975
Other Recoveries	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Planned Debenture Proceeds:															
York Regional Housing	136	-	-	-	-	-	-	-	-	-	-	-	-	-	136
Debenture Proceeds	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
Debenture Proceeds DC	-	-	6,933	2,889	57	-	-	-	-	-	-	-	9,879	-	9,879
Total Business Initiatives Funding Sources	78,036	67,469	106,870	50,088	8,918	8,754	7,771	7,906	6,755	10,924	52,946	18,188	279,120	335,589	760,214
Total Property Services Gross Expenditures	102,879	73,349	109,414	55,832	13,311	10,885	12,173	16,508	13,705	13,901	56,067	22,147	323,943	393,785	893,956
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	3,512	-	-	3,519	2,276	4,481	3,482	3,523	2,200	6,269	6,264	6,151	38,165	58,838	100,515
Development Charge Reserves	-	-	6,933	2,889	57	-	-	-	-	-	-	-	9,879	-	9,879
Debt Reduction Reserve	24,169	61,615	92,876	38,741	2,351	-	-	-	-	-	42,000	7,248	183,216	222,779	491,779
Asset Replacement Reserves	51,077	11,734	9,605	10,683	8,627	6,404	8,691	12,985	11,505	7,632	7,803	8,748	92,683	112,168	267,662
General Capital Reserves	21,975	-	-	-	-	-	-	-	-	-	-	-	-	-	21,975
Other Recoveries	10	-	-	-	-	-	-	-	-	-	-	-	-	-	10
Planned Debenture Proceeds:															

**Property Services
10-Year Capital Project Expenditures & Funding by Program Group**

(in \$000s)	Spent to	Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10	Balance	Total	
	Date	End	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Year	to	Estimated	
	Dec 31/2016	Forecast											Total	Complete	Cost	
York Regional Housing	136	-	-	-	-	-	-	-	-	-	-	-	-	-	-	136
Debeniture Proceeds	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,000
Total Property Services Funding Sources	102,879	73,349	109,414	55,832	13,311	10,865	12,173	16,508	13,705	13,901	56,067	22,147	323,943	393,785	893,956	

Property Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Program Group: Rehabilitation and Replacement											
14703 : Corporate Facilities Asset Renewal	36,762	-	-	36,762	-	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	8,061	-	-	8,061	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	44,823	-	-	44,823	-	-	-	-	-	-	-
Program Group: Business Initiatives											
14733 : Accommodation Master Plan Implementation	52,966	-	52,966	-	-	-	-	-	-	-	-
14740 : Legislative Compliance	2,000	-	-	2,000	-	-	-	-	-	-	-
14755 : Security & Life Safety	2,800	-	-	2,800	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	4,950	-	-	4,950	-	-	-	-	-	-	-
14780 : Administrative Center Annex	140,129	-	130,250	-	-	-	-	-	-	-	9,879
14810 : Technology initiatives	3,220	2,850	-	370	-	-	-	-	-	-	-
14831 : Vehicles Purchases	50	-	-	50	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,850	-	-	1,850	-	-	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	37,401	35,315	-	2,086	-	-	-	-	-	-	-
14856 : Furniture Management	1,701	-	-	1,701	-	-	-	-	-	-	-
14901 : Project Management	32,053	-	-	32,053	-	-	-	-	-	-	-
Business Initiatives Total	279,120	38,165	183,216	47,860	-	-	-	-	-	-	9,879
Property Services Total	323,943	38,165	183,216	92,683	-	-	9,879	-	-	-	-

Property Services Capital Spending Authority Project Expenditures & Funding by Program Group

(In \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Program Group: Rehabilitation and Replacement													
Gross Expenditures													
14703 : Corporate Facilities Asset Renewal	2,163	-	-	-	-	-	-	-	-	-	2,163	-	2,163
14708 : Water & Wastewater Facilities Asset Renewal	381	-	-	-	-	-	-	-	-	-	381	-	381
Total Rehabilitation and Replacement Gross Expenditures	2,544	-	-	-	-	-	-	-	-	-	2,544	-	2,544
Funding Sources													
Reserves:													
Asset Replacement Reserves	2,544	-	-	-	-	-	-	-	-	-	2,544	-	2,544
Total Rehabilitation and Replacement Funding Sources	2,544	-	-	-	-	-	-	-	-	-	2,544	-	2,544
Program Group: Business Initiatives													
Gross Expenditures													
14733 : Accommodation Master Plan Implementation	1,473	-	-	-	-	-	-	-	-	-	1,473	-	1,473
14740 : Legislative Compliance	500	-	-	-	-	-	-	-	-	-	500	-	500
14755 : Security & Life Safety	384	-	-	-	-	-	-	-	-	-	384	-	384
14775 : Property Services Branch General Capital	450	-	-	-	-	-	-	-	-	-	450	-	450
14780 : Administrative Center Annex	98,336	40,980	813	-	-	-	-	-	-	-	140,129	-	140,129
14810 : Technology initiatives	370	-	-	-	-	-	-	-	-	-	370	-	370
14835 : Audio-Visual Equipment & Events	500	-	-	-	-	-	-	-	-	-	500	-	500
14855 : Corporate Space Intensification Initiatives	2,086	-	-	-	-	-	-	-	-	-	2,086	-	2,086
14856 : Furniture Management	122	-	-	-	-	-	-	-	-	-	122	-	122
14901 : Project Management	2,649	-	-	-	-	-	-	-	-	-	2,649	-	2,649
Total Business Initiatives Gross Expenditures	106,870	40,980	813	-	-	-	-	-	-	-	148,663	-	148,663
Funding Sources													
Reserves:													
Debt Reduction Reserve	92,876	38,091	756	-	-	-	-	-	-	-	131,723	-	131,723
Asset Replacement Reserves	7,061	-	-	-	-	-	-	-	-	-	7,061	-	7,061
Planned Debuture Proceeds:													
Debuture Proceeds DC	6,933	2,889	57	-	-	-	-	-	-	-	9,879	-	9,879

**Property Services
Capital Spending Authority Project Expenditures & Funding by Program Group**

(In \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Total Business Initiatives Funding Sources	106,870	40,980	813	-	-	-	-	-	-	-	148,663	-	148,663
Total Property Services Gross Expenditures	109,414	40,980	813								151,207		151,207
Funding Sources													
Reserves:													
Development Charge Reserves	6,933	2,889	57	-	-	-	-	-	-	-	9,879	-	9,879
Debt Reduction Reserve	92,876	38,091	756	-	-	-	-	-	-	-	131,723	-	131,723
Asset Replacement Reserves	9,605	-	-	-	-	-	-	-	-	-	9,605	-	9,605
Total Property Services Funding Sources	109,414	40,980	813								151,207		151,207

Property Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital	Development Charge Reserve Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds
Program Group: Rehabilitation and Replacement											
14703 : Corporate Facilities Asset Renewal	2,163	-	-	2,163	-	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	381	-	-	381	-	-	-	-	-	-	-
Rehabilitation and Replacement Total	2,544	-	-	2,544	-	-	-	-	-	-	-
Program Group: Business Initiatives											
14733 : Accommodation Master Plan Implementation	1,473	-	1,473	-	-	-	-	-	-	-	-
14740 : Legislative Compliance	500	-	-	500	-	-	-	-	-	-	-
14755 : Security & Life Safety	384	-	-	384	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	450	-	-	450	-	-	-	-	-	-	-
14780 : Administrative Center Annex	140,129	-	130,250	-	-	-	-	-	-	-	9,879
14810 : Technology initiatives	370	-	-	370	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	500	-	-	500	-	-	-	-	-	-	-
14855 : Corporate Space Intensification Initiatives	2,086	-	-	2,086	-	-	-	-	-	-	-
14856 : Furniture Management	122	-	-	122	-	-	-	-	-	-	-
14901 : Project Management	2,649	-	-	2,649	-	-	-	-	-	-	-
Business Initiatives Total	148,663	-	131,723	7,061	-	-	-	-	-	-	9,879
Property Services Total	151,207		131,723	9,605			9,879				

Planning and Economic Development 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
C128 : Development Tracking System	-	607	851	-	-	-	-	-	-	-	-	-	851	-	1,458
TR80119 : Development Tracking System	11	-	-	-	-	-	-	-	-	-	-	-	-	-	11
Total Planning and Economic Development Gross Expenditures	11	607	851										851		1,469
Funding Sources															
Reserves:															
Pay-As-You-Go Tax Levy	-	61	85	-	-	-	-	-	-	-	-	-	85	-	146
Development Charge Reserves	11	546	766	-	-	-	-	-	-	-	-	-	766	-	1,323
Total Planning and Economic Development Funding Sources	11	607	851										851		1,469

Planning and Economic Development 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
C128 : Development Tracking System	851	85	-	-	-	-	766	-	-	-	-
Planning and Economic Development Total	851	85					766				

**Planning and Economic Development
Capital Spending Authority Project Expenditures & Funding**

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
C128 : Development Tracking System	851	-	-	-	-	-	-	-	-	-	851	-	851
Total Planning and Economic Development Gross Expenditures	851										851		851
Funding Sources													
Reserves:													
Pay-As-You-Go Tax Levy	85	-	-	-	-	-	-	-	-	-	85	-	85
Development Charge Reserves	766	-	-	-	-	-	-	-	-	-	766	-	766
Total Planning and Economic Development Funding Sources	851										851		851

Planning and Economic Development Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
C128 : Development Tracking System	851	85	-	-	-	-	766	-	-	-	-
Planning and Economic Development Total	851	85	-	-	-	-	766	-	-	-	-

Information Technology Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date		Year										1 - 10 Year Total	Balance to Complete	Total Estimated Cost	
	Dec 31/2016	Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027				
Gross Expenditures																
16755 : Corporate Departmental Systems	11,092	5,876	3,110	4,024	5,505	4,400	4,100	4,450	5,900	5,560	5,750	7,400	50,199	36,388	103,555	
16756 : Finance Management Applications	-	-	2,878	2,436	-	-	-	-	-	-	-	-	5,314	-	5,314	
16859 : IT Security	-	-	2,655	3,135	1,625	890	635	2,860	2,835	2,040	1,005	170	17,850	10,190	28,040	
16892 : Regional Fibre Network	11,303	1,295	-	-	-	-	-	-	-	-	-	-	-	-	12,598	
16895 : End User Devices	39,603	3,860	7,423	4,363	7,648	4,117	6,230	6,099	4,852	6,315	8,491	5,487	61,025	37,394	141,882	
16896 : Network & Data Centre	25,118	3,431	3,086	4,232	5,130	6,693	4,093	1,981	3,745	6,777	7,364	9,594	52,695	33,043	114,287	
Total Information Technology Services Gross Expenditures	87,116	14,462	19,152	18,190	19,908	16,100	15,058	15,390	17,332	20,692	22,610	22,651	187,083	117,015	405,676	
Funding Sources																
Reserves:																
Asset Replacement Reserves	53,785	8,586	10,917	9,640	12,153	9,450	8,708	8,490	8,982	12,682	14,210	12,601	107,833	66,377	236,581	
Program Specific Reserves	11,307	5,876	8,235	8,550	7,755	6,650	6,350	6,900	8,350	8,010	8,400	10,050	79,250	50,638	147,071	
General Capital Reserves	21,891	-	-	-	-	-	-	-	-	-	-	-	-	-	21,891	
Other Recoveries	133	-	-	-	-	-	-	-	-	-	-	-	-	-	133	
Total Information Technology Services Funding Sources	87,116	14,462	19,152	18,190	19,908	16,100	15,058	15,390	17,332	20,692	22,610	22,651	187,083	117,015	405,676	

Information Technology Services 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
16755 : Corporate Departmental Systems	50,199	-	-	-	50,199	-	-	-	-	-	-
16756 : Finance Management Applications	5,314	-	-	-	5,314	-	-	-	-	-	-
16859 : IT Security	17,850	-	-	17,668	182	-	-	-	-	-	-
16895 : End User Devices	61,025	-	-	37,470	23,555	-	-	-	-	-	-
16896 : Network & Data Centre	52,695	-	-	52,695	-	-	-	-	-	-	-
Information Technology Services Total	187,083			107,833	79,250						

Information Technology Services Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
16755 : Corporate Departmental Systems	3,110	4,024	5,505	4,400	4,100	4,450	-	-	-	-	25,589	-	25,589
16756 : Finance Management Applications	2,878	2,436	-	-	-	-	-	-	-	-	5,314	-	5,314
16859 : IT Security	2,655	3,135	1,625	890	635	2,860	-	-	-	-	11,800	-	11,800
16895 : End User Devices	7,423	4,363	7,648	4,117	6,230	6,099	-	-	-	-	35,880	-	35,880
16896 : Network & Data Centre	3,086	4,232	5,130	6,693	4,093	1,981	-	-	-	-	25,215	-	25,215
Total Information Technology Services Gross Expenditures	19,152	18,190	19,908	16,100	15,058	15,390					103,798		103,798
Funding Sources													
Reserves:													
Asset Replacement Reserves	10,917	9,640	12,153	9,450	8,708	8,490	-	-	-	-	59,358	-	59,358
Program Specific Reserves	8,235	8,550	7,755	6,650	6,350	6,900	-	-	-	-	44,440	-	44,440
Total Information Technology Services Funding Sources	19,152	18,190	19,908	16,100	15,058	15,390					103,798		103,798

Information Technology Services Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debeniture Proceeds
16755 : Corporate Departmental Systems	25,589	-	-	-	25,589	-	-	-	-	-	-
16756 : Finance Management Applications	5,314	-	-	-	5,314	-	-	-	-	-	-
16859 : IT Security	11,800	-	-	11,618	182	-	-	-	-	-	-
16895 : End User Devices	35,880	-	-	22,525	13,355	-	-	-	-	-	-
16896 : Network & Data Centre	25,215	-	-	25,215	-	-	-	-	-	-	-
Information Technology Services Total	103,798			59,358	44,440						

Intentional Blank

Court Services 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
A1601 : Courtroom Renovations	-	-	120	120	120	120	120	120	120	120	120	120	1,200	-	1,200
Total Court Services Gross Expenditures	120	120	120	120	120	120	120	120	120	120	120	120	1,200	1,200	1,200
Funding Sources															
Reserves:															
Asset Replacement Reserves	-	-	120	120	120	120	120	120	120	120	120	120	1,200	-	1,200
Total Court Services Funding Sources	120	120	120	120	120	120	120	120	120	120	120	120	1,200	1,200	1,200

Court Services
10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds
A1601 : Courtroom Renovations	1,200	-	-	1,200	-	-	-	-	-	-	-
Court Services Total	1,200			1,200							

Court Services
Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
A1601 : Courtroom Renovations	120	-	-	-	-	-	-	-	-	-	120	-	120
Total Court Services Gross Expenditures	120										120		120
Funding Sources													
Reserves:													
Asset Replacement Reserves	120	-	-	-	-	-	-	-	-	-	120	-	120
Total Court Services Funding Sources	120										120		120

**Court Services
Capital Spending Authority Project Financing Sources**

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
A1601 : Courtroom Renovations	120	-	-	120	-	-	-	-	-	-	-
Court Services Total	120			120							

York Telecom Network 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
C298 : Connect To Innovate	-	-	4,940	7,919	5,645	-	-	-	-	-	-	-	18,504	-	18,504
C299 : Fibre Network Delivery	-	-	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000	-	20,000
Total York Telecom Network Gross Expenditures			6,940	9,919	7,645	2,000	2,000	2,000	2,000	2,000	2,000	2,000	38,504		38,504
Funding Sources															
Reserves:															
General Capital Reserves	-	-	6,940	9,919	7,645	2,000	2,000	2,000	2,000	2,000	2,000	2,000	38,504	-	38,504
Total York Telecom Network Funding Sources			6,940	9,919	7,645	2,000	2,000	2,000	2,000	2,000	2,000	2,000	38,504		38,504

York Telecom Network 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
C298 : Connect To Innovate	18,504	-	-	-	-	18,504	-	-	-	-	-
C299 : Fibre Network Delivery	20,000	-	-	-	-	20,000	-	-	-	-	-
York Telecom Network Total	38,504					38,504					

York Telecom Network Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
C298 : Connect To Innovate	4,940	7,919	5,645	-	-	-	-	-	-	-	18,504	-	18,504
C299 : Fibre Network Delivery	2,000	-	-	-	-	-	-	-	-	-	2,000	-	2,000
Total York Telecom Network Gross Expenditures	6,940	7,919	5,645								20,504		20,504
Funding Sources													
Reserves:													
General Capital Reserves	6,940	7,919	5,645	-	-	-	-	-	-	-	20,504	-	20,504
Total York Telecom Network Funding Sources	6,940	7,919	5,645								20,504		20,504

York Telecom Network Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds
C298 : Connect To Innovate	18,504	-	-	-	-	18,504	-	-	-	-	-
C299 : Fibre Network Delivery	2,000	-	-	-	-	2,000	-	-	-	-	-
York Telecom Network Total	20,504					20,504					

York Regional Police 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
Gross Expenditures															
P29010 : Vehicles - Replacement & Additional	3,574	4,050	4,125	4,210	4,290	4,380	4,470	4,550	4,650	4,740	4,830	4,930	45,175	-	52,799
P29011 : Business Intelligence	1,327	450	160	-	-	-	-	-	-	-	-	905	1,065	905	3,747
P29014 : Specialized Equipment - Support Services	-	-	182	159	-	-	400	-	-	-	-	250	991	-	991
P29015 : Specialized Equipment - Telephone	-	-	-	-	-	700	-	-	-	-	-	-	700	-	700
P29017 : Specialized Equipment - Growth Staff	495	665	953	1,053	1,053	1,053	1,053	1,053	1,053	1,053	1,053	1,053	10,430	9,630	21,220
P29020 : #1 District Multi-Functional Facility	-	-	1,500	12,500	11,750	-	-	-	-	-	-	-	25,750	-	25,750
P29022 : Information Technology Hardware & Software	1,105	1,464	920	1,090	1,110	1,530	1,150	1,170	1,190	1,460	1,380	1,250	12,250	-	14,819
P29023 : Specialized Equipment - Technical Investigations	-	-	1,100	-	-	-	-	1,100	-	-	-	-	2,200	-	2,200
P29026 : Specialized Equipment - In-Car Video	104	131	-	-	-	-	-	-	-	-	-	-	-	-	235
P29028 : Portable and Mobile Radio Replacements	-	-	-	-	-	2,352	2,352	-	-	-	-	-	4,704	-	4,704
P29030 : IT Infrastructure and Applications	-	1,023	878	969	969	969	969	969	969	969	969	969	9,599	-	10,622
P29031 : #3 District - Marine Headquarters	298	2,350	5,450	-	-	-	-	-	-	-	-	-	5,450	-	8,098
P29032 : Data Governance Retention Management	1,057	-	-	-	-	-	-	-	-	-	1,000	-	1,000	1,000	3,057
P29033 : Renovations to Existing Facilities	-	252	250	250	250	250	250	250	250	250	250	250	2,500	-	2,752
P29034 : Connected Officer In Car Modernization	-	-	1,143	933	937	942	378	765	388	962	967	972	8,387	-	8,387
P29035 : Specialized Equipment - Closed Circuit System	-	-	590	-	-	-	-	-	-	-	-	-	590	-	590
P29036 : Computer Aided Dispatch - Records Management System	-	-	-	-	-	-	-	-	-	-	3,700	-	3,700	-	3,700
P29037 : Marine Patrol Boat	-	-	-	250	-	-	-	-	-	-	-	-	250	-	250
P29039 : Employee Scheduling	-	110	-	-	-	-	110	-	-	-	-	-	110	-	220
P29040 : Training Facility	23,600	5,715	-	-	-	-	-	-	-	-	-	-	-	-	29,315
P29042 : Radio System	-	-	310	190	380	380	190	190	-	-	-	-	1,640	-	1,640
P29043 : Renovations #4 District	350	575	1,850	-	-	-	-	-	-	-	-	-	1,850	-	2,775
P29044 : Talent Management	-	-	-	-	-	-	-	-	150	-	-	-	150	150	300

York Regional Police 10 Year Capital Project Expenditures & Funding

(in \$000s)	Spent to Date Dec 31/2016	Year End Forecast	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	Total Estimated Cost
P29045 : Land Bank Acquisition	-	-	-	3,000	-	-	-	-	-	-	-	-	3,000	9,000	12,000
P29046 : King SubStation	-	-	1,300	-	-	-	-	-	-	-	-	-	1,300	-	1,300
P29047 : Specialized Equipment - Forensic Equipment	-	-	142	1,900	-	1,763	-	-	-	-	-	-	3,805	-	3,805
P29048 : YRP Net Rewrite	-	115	-	124	-	-	-	-	150	-	-	-	274	-	389
P29049 : Disaster Recovery Plan	-	-	-	319	-	-	-	-	308	-	-	-	627	-	627
P29050 : Air Operations	641	-	289	3,771	-	163	5,320	-	406	823	758	-	11,530	-	12,171
P29051 : Community Safety Village Expansion & Renovations	-	280	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,780
P29052 : New District Substation Outlook	-	-	-	-	5,000	-	-	-	-	-	-	-	5,000	22,900	27,900
Total York Regional Police Gross Expenditures	32,551	17,180	22,642	30,718	25,739	14,482	16,642	10,047	9,514	10,257	14,907	10,579	165,527	43,585	258,843
Funding Sources															
Reserves:															
Development Charge Reserves	599	900	12,343	10,910	14,392	2,970	2,363	1,986	1,895	2,068	2,298	2,186	53,411	24,696	79,606
Debt Reduction Reserve	4,550	3,036	4,448	10,308	5,212	5,277	6,527	1,706	1,243	1,713	5,204	1,717	43,355	4,884	55,825
Asset Replacement Reserves	4,912	5,985	5,776	5,876	5,976	6,076	6,176	6,276	6,376	6,476	6,576	6,676	62,260	2,880	76,037
General Capital Reserves	980	-	-	-	-	-	-	-	-	-	-	-	-	-	980
Other Recoveries	20	-	75	79	159	159	384	79	-	-	-	-	935	-	955
Planned Debiture Proceeds:															
Debiture Proceeds	250	-	-	-	-	-	-	-	-	-	-	-	-	-	250
Debiture Proceeds DC	21,240	7,259	-	3,545	-	-	1,192	-	-	-	829	-	5,566	11,125	45,190
Total York Regional Police Funding Sources	32,551	17,180	22,642	30,718	25,739	14,482	16,642	10,047	9,514	10,257	14,907	10,579	165,527	43,585	258,843

York Regional Police 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	32,088	-	-	-	(32,088)
P29010 : Vehicles - Replacement & Additional	45,175	-	-	35,052	-	-	10,123	-	-	-	-
P29011 : Business Intelligence	1,065	-	826	-	-	-	239	-	-	-	-
P29014 : Specialized Equipment - Support Services	991	-	768	-	-	-	223	-	-	-	-
P29015 : Specialized Equipment - Telephone	700	-	543	-	-	-	-	-	-	-	157
P29017 : Specialized Equipment - Growth Staff	10,430	-	900	2,880	-	-	6,650	-	-	-	-
P29020 : #1 District Multi-Functional Facility	25,750	-	8,088	-	-	-	-	-	-	-	17,662
P29022 : Information Technology Hardware & Software	12,250	-	-	12,250	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	2,200	-	1,706	-	-	-	494	-	-	-	-
P29028 : Portable and Mobile Radio Replacements	4,704	-	3,650	-	-	-	1,054	-	-	-	-
P29030 : IT Infrastructure and Applications	9,599	-	4,021	5,578	-	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	5,450	-	545	-	-	-	-	-	-	-	4,905
P29032 : Data Governance Retention Management	1,000	-	776	-	-	-	224	-	-	-	-
P29033 : Renovations to Existing Facilities	2,500	-	2,500	-	-	-	-	-	-	-	-
P29034 : Connected Officer in Car Modernization	8,387	-	1,014	6,315	-	-	1,058	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	590	-	458	-	-	-	-	-	-	-	132
P29036 : Computer Aided Dispatch - Records Management System	3,700	-	2,871	-	-	-	-	-	-	-	829
P29037 : Marine Patrol Boat	250	-	194	-	-	-	56	-	-	-	-
P29039 : Employee Scheduling	110	-	85	-	-	-	25	-	-	-	-
P29042 : Radio System	1,640	-	782	-	-	-	228	-	-	630	-
P29043 : Renovations #4 District	1,850	-	-	185	-	-	-	-	-	-	1,665
P29044 : Talent Management	150	-	116	-	-	-	34	-	-	-	-
P29045 : Land Bank Acquisition	3,000	-	300	-	-	-	-	-	-	-	2,700
P29046 : King SubStation	1,300	-	130	-	-	-	-	-	-	-	1,170
P29047 : Specialized Equipment - Forensic	3,805	-	2,952	-	-	-	853	-	-	-	-

York Regional Police 10 Year Capital Project Financing Sources

(in \$000s)	10 Year Plan Total Capital	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds
Equipment											
P29048 : YRP Net Rewrite	274	-	212	-	-	-	62	-	-	-	-
P29049 : Disaster Recovery Plan	627	-	627	-	-	-	-	-	-	-	-
P29050 : Air Operations	11,530	-	8,641	-	-	-	-	-	-	305	2,584
P29051 : Community Safety Village Expansion & Renovations	1,500	-	150	-	-	-	-	-	-	-	1,350
P29052 : New District Substation Outlook	5,000	-	500	-	-	-	-	-	-	-	4,500
York Regional Police Total	165,527		43,355	62,260			53,411			935	5,566

York Regional Police Capital Spending Authority Project Expenditures & Funding

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Gross Expenditures													
P29010 : Vehicles - Replacement & Additional	4,125	-	-	-	-	-	-	-	-	-	4,125	-	4,125
P29011 : Business Intelligence	160	-	-	-	-	-	-	-	-	-	160	-	160
P29014 : Specialized Equipment - Support Services	182	-	-	-	-	-	-	-	-	-	182	-	182
P29017 : Specialized Equipment - Growth Staff	953	-	-	-	-	-	-	-	-	-	953	-	953
P29020 : #1 District Multi-Functional Facility	1,500	12,500	11,750	-	-	-	-	-	-	-	25,750	-	25,750
P29022 : Information Technology Hardware & Software	920	-	-	-	-	-	-	-	-	-	920	-	920
P29023 : Specialized Equipment - Technical Investigations	1,100	-	-	-	-	-	-	-	-	-	1,100	-	1,100
P29030 : IT Infrastructure and Applications	878	-	-	-	-	-	-	-	-	-	878	-	878
P29031 : #3 District - Marine Headquarters	5,450	-	-	-	-	-	-	-	-	-	5,450	-	5,450
P29033 : Renovations to Existing Facilities	250	-	-	-	-	-	-	-	-	-	250	-	250
P29034 : Connected Officer In Car Modernization	1,143	-	-	-	-	-	-	-	-	-	1,143	-	1,143
P29035 : Specialized Equipment - Closed Circuit System	590	-	-	-	-	-	-	-	-	-	590	-	590
P29042 : Radio System	310	-	-	-	-	-	-	-	-	-	310	-	310
P29043 : Renovations #4 District	1,850	-	-	-	-	-	-	-	-	-	1,850	-	1,850
P29046 : King SubStation	1,300	-	-	-	-	-	-	-	-	-	1,300	-	1,300
P29047 : Specialized Equipment - Forensic Equipment	142	-	-	-	-	-	-	-	-	-	142	-	142
P29050 : Air Operations	289	-	-	-	-	-	-	-	-	-	289	-	289
P29051 : Community Safety Village Expansion & Renovations	1,500	-	-	-	-	-	-	-	-	-	1,500	-	1,500
Total York Regional Police Gross Expenditures	22,642	12,500	11,750								46,892		46,892
Funding Sources													
Reserves:													
Development Charge Reserves	12,343	8,574	8,059	-	-	-	-	-	-	-	28,976	-	28,976
Debt Reduction Reserve	4,448	3,926	3,691	-	-	-	-	-	-	-	12,065	-	12,065
Asset Replacement Reserves	5,776	-	-	-	-	-	-	-	-	-	5,776	-	5,776

**York Regional Police
Capital Spending Authority Project Expenditures & Funding**

(in \$000s)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	1 - 10 Year Total	Balance to Complete	2018 CSA
Other Recoveries	75	-	-	-	-	-	-	-	-	-	75	-	75
Total York Regional Police Funding Sources	22,642	12,500	11,750	-	-	-	-	-	-	-	46,892	-	46,892

York Regional Police Capital Spending Authority Project Financing Sources

(in \$000s)	Capital Spending Authority	Pay-as-you-go Tax Levy	Debt Reduction Reserve	Asset Replacement Reserves	Program Specific Reserves	General Capital Reserve	Development Charge Draws	Federal Gas Tax Reserve	Grants & Subsidies	Other Recoveries	Planned Debenure Proceeds
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	-	26,949	-	-	-	(26,949)
P29010 : Vehicles - Replacement & Additional	4,125	-	-	3,201	-	-	924	-	-	-	-
P29011 : Business Intelligence	160	-	124	-	-	-	36	-	-	-	-
P29014 : Specialized Equipment - Support Services	182	-	141	-	-	-	41	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	953	-	-	288	-	-	665	-	-	-	-
P29020 : #1 District Multi-Functional Facility	25,750	-	8,088	-	-	-	-	-	-	-	17,662
P29022 : Information Technology Hardware & Software	920	-	-	920	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	1,100	-	853	-	-	-	247	-	-	-	-
P29030 : IT Infrastructure and Applications	878	-	178	700	-	-	-	-	-	-	-
P29031 : #3 District - Marine Headquarters	5,450	-	545	-	-	-	-	-	-	-	4,905
P29033 : Renovations to Existing Facilities	250	-	250	-	-	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	1,143	-	632	482	-	-	29	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	590	-	458	-	-	-	-	-	-	-	132
P29042 : Radio System	310	-	182	-	-	-	53	-	-	75	-
P29043 : Renovations #4 District	1,850	-	-	185	-	-	-	-	-	-	1,665
P29046 : King SubStation	1,300	-	130	-	-	-	-	-	-	-	1,170
P29047 : Specialized Equipment - Forensic Equipment	142	-	110	-	-	-	32	-	-	-	-
P29050 : Air Operations	289	-	224	-	-	-	-	-	-	-	65
P29051 : Community Safety Village Expansion & Renovations	1,500	-	150	-	-	-	-	-	-	-	1,350
York Regional Police Total	46,892		12,065	5,776			28,976			75	

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Debt Management Plan

Determination of Annual Repayment Limit

Step 1: Calculate 25% of Own Source Resource

Own source revenue includes:

- Property tax revenue
- Water and wastewater revenues
- Transit fares
- Fees provided for police services, public housing rents, and fees from services provided to other municipalities.

Own source revenue does not include development charges, grants and subsidies from other levels of government, other deferred revenues (e.g., gas tax revenues), and contributions from reserves.

The table below provides the 2018-2027 forecast based on information and assumptions contained in the 2018 Operating Budget.

Annual Repayment Limit Calculation — 25% of Own Source Revenues

Annual Repayment Limit Determination ¹	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Net Revenues										
Property taxes/Payments in lieu ²	997	1026	1,072	1,118	1,167	1,218	1,270	1,323	1,379	1,436
User rates - sewage/water/solid waste ³	297	308	332	361	392	411	427	443	460	476
Transportation user fees	89	76	76	78	80	82	84	87	89	92
Other user fees ⁴	49	40	42	42	43	44	45	45	46	47
Provincial fines	15	14	15	15	15	15	15	15	15	15
Other revenue ⁵	135	79	50	50	56	64	73	79	87	96
Total - Net revenues	1,582	1,543	1,587	1,664	1,753	1,834	1,914	1,992	2,076	2,162
25% of Net revenues	395	386	397	416	438	459	478	498	519	541

Notes:

¹The calculation uses own source revenues from two years prior to the current year, corresponding to the Financial Information Return year. The annual repayment limit for 2018 is based on actual results of the 2016 Financial Information Return. The limit for 2019 is based on year-end forecast for 2017. The limit for 2020 is based on the 2018 Operating Budget for 2018.

²Property taxes for 2020 are based on expected results for 2018 and assume 1.76 per cent assessment growth plus 1.01 per cent net tax levy growth for a total of 2.77 per cent. Thereafter, property taxes are assumed to increase at an annual average of 2.87 per cent.

³Water and wastewater rates are planned to increase 9.0 per cent annually for 2019-2022 and 2.9 per cent for 2023. Thereafter, rate increases are assumed to continue at 2.9 per cent annually.

⁴Other user fees include revenues generated by: Police Services, Public Health, EMS, Community and Health Services, Social Housing, and Planning. The 2018 Operating Budget assumes other user fees grow at an average annual rate of 4.0 per cent. Thereafter, fees are assumed to increase by an annual average of 1.65 per cent.

⁵Other revenue includes: Investment Income, Sale of Publications and recoveries. Investment income is based on reserve balance forecasts assuming a rate of return of 1.61 per cent for 2018. Thereafter, rates of return range from 1.81 per cent to 2.86 per cent.

Step 2: Calculate Growth Cost Supplement

The growth cost supplement is based on development charge collections. The Regulation allows the Region to include an amount equal to 80 per cent of the average development charge collections for the previous three fiscal years. A forecast of development charge collections is also required as part of this plan.

The development charge collections forecast was developed for 2018 to 2027. A development charge collection estimate was generated for 2017, based on the actual year-to-date collections realized by October 3, 2017, and historic and recent economic trends.

Development charge collections are very sensitive to economic conditions and can vary from year to year. Key factors influencing annual development charges collections include the following:

- The amount of development activity in the Region, including registration of new residential subdivisions and the issuance of building permits for residential and non-residential buildings;
- Development charge rate changes and transitional provisions such as prepaid development charge agreements that could lead to early registration and higher development charges in the bylaw year, and result in lower collections in subsequent years; and
- Development charge collection policies that change the quantum and timing of development charge payment: for example, development charge deferrals, pre-paid development charge credits and Ontario Municipal Board Minutes of Settlements.

The 2018 to 2027 collections forecast is generated using econometric models that differentiate between the short, medium and long terms.

For the residential development charges collections forecast:

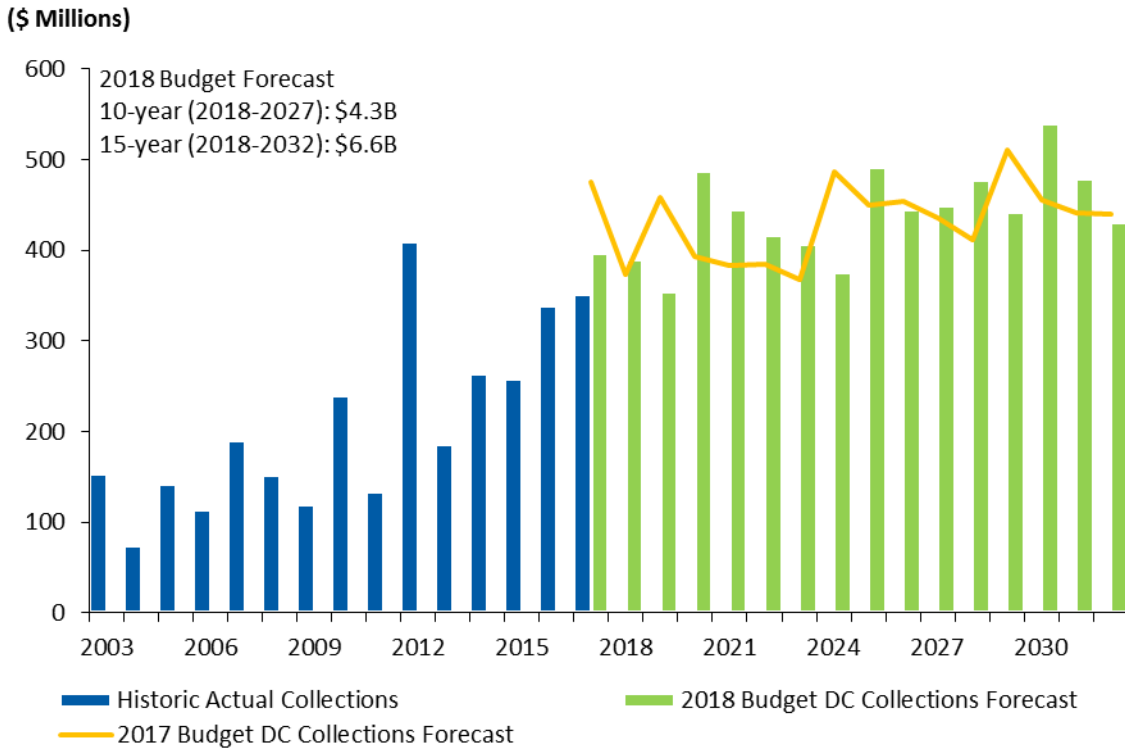
- The short-term forecast is based on historic quarterly new unit sales, starts and inventory. While all three are important indicators of building permit issuance, historic starts has the largest positive indication on building permit issuance.
- The medium-term forecast is based on anticipated population growth and links the short-term forecast and the long-term forecast.
- The long-term forecast is informed by demographic and policy factors including population and employment growth and planned density. The forecast is based on an evenly weighted average of Ministry of Finance (Spring 2017) population forecast and long-term population projections prepared by regional planning staff.

For the non-residential development charge collections forecast:

- Retail ground floor area is forecast using a regression method. Housing completions and bylaw years were both statistically significant variables in estimating future retail ground floor area.
- Industrial, office and institutional ground floor area is forecast using working age population forecasts provided by the Ministry of Finance, Growth Plan Amendment Two and a four-year average age-cohort specific employment rate. Historic non-residential floor space per worker rates were then used to forecast the additional annual ground floor area needed after accounting for vacancy rates in industrial, office and institutional developments.

Historic and forecast development charge collections are provided in the chart on the next page.

Annual development charge collections actual and forecast



Source: York Region Finance Department

Step 3: Calculate Total Annual Repayment Limit

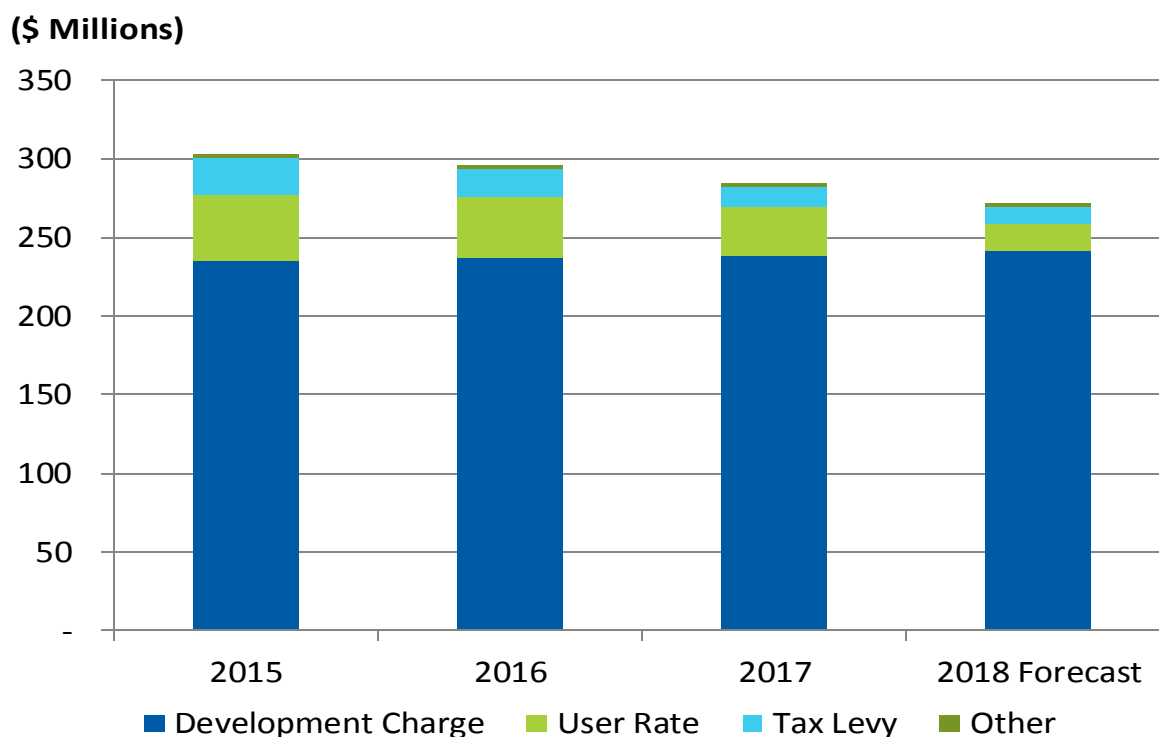
The final step is to calculate the total annual repayment limit by adding the revenues and collections calculated in Steps 1 and 2 above, as summarized in the Table on page 394.

Total Annual Repayment Limit

Component Description (in \$ Millions)	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Total own source revenues	1,582	1,543	1,587	1,664	1,753	1,834	1,914	1,992	2,076	2,162
25% of own source revenues (A)	396	386	397	416	438	459	479	498	519	541
Development charge collections (3-year rolling average)	331	375	380	410	429	450	423	400	425	437
Development charge Supplement (%)	70%	70%	70%	70%	70%	70%	70%	70%	70%	70%
Development Charge Cost Supplement (B)	232	263	266	287	300	315	296	280	298	306
Growth related debt and financial obligation limit (Annual Repayment Limit) (A+B)	628	649	663	703	738	774	775	778	817	847

Note: While the Regulation allows the Region to include an amount equivalent to 80 per cent of the average development charge collections for the previous three fiscal years as a growth cost supplement, the 2018 to 2027 annual repayment limit is calculated based on a more conservative assumption of 70 per cent.

Debt Servicing Costs



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.
Area Municipality	A municipality located within York Region. Also referred to as a "local municipality."
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, an operating budget that shows estimated revenues are equal to estimated spending.
Base Budget	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.
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	An annual document through which Council makes financial commitments to support the implementation of its policy priorities, and includes information on sources of funding and other financial matters .
Capital Asset	A non-financial asset, either fixed or moveable and expected to last longer than one year, that the Region builds or acquires to deliver services. Examples include roads, transit vehicles, watermains, paramedic stations and community housing.
Capital Budget	The budget for the Region's capital assets.

Capital Expenditure	Planned or actual spending on acquiring, building or upgrading 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 inflation and compensation agreements.
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 reserve 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.
Council	The 21-member governing body of elected officials that sets policies, direction and budgets for York Region.
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.
Development Charges	Rates levied on new development, whether residential or non-residential, and set 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 capital projects.
Efficiencies	Organizational savings in time and money as a result of operating more cost-effectively.
Employee	A person who receives a T-4 slip from York Region. See also full-time equivalent.
Enhancing Service Levels	Improving service levels and/or providing new services.
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 part-time 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	Capital assets or, often, combinations of capital assets that deliver such public services as transportation, transit, drinking water, wastewater and community housing.
Maintaining Existing Service Levels	Committing to keep the existing service level as the population grows, which generally involves higher costs. See also Base Budget.
Municipal Act	Provincial legislature that defines municipalities and types of municipality in Ontario and sets out their roles, powers, processes and responsibilities.
Net Budget	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.
OMBI	The Ontario Municipal CAO's Benchmarking Initiative, which was created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and best practices.
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 and contract costs, and contribution to reserves.
Policy	A general principle, plan or rule that directs staff in making consistent decisions.
Principal	The funds provided by a borrowing.
Program	A specific service and service level mandated by legislation or Regional Council.
Property Assessment	See Assessment.
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.
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. Also referred to as "assessment growth revenue." See also assessment value.
Surplus	Any positive variance between budgeted and actual results. The fiscal strategy determines how any surplus is to be allocated to reserves.
Tax Levy	York Region's portion of funds that are collected through property taxes on taxable assessment of the residential, farm, industrial, commercial and other categories of property.

