



# 2022 BUDGET

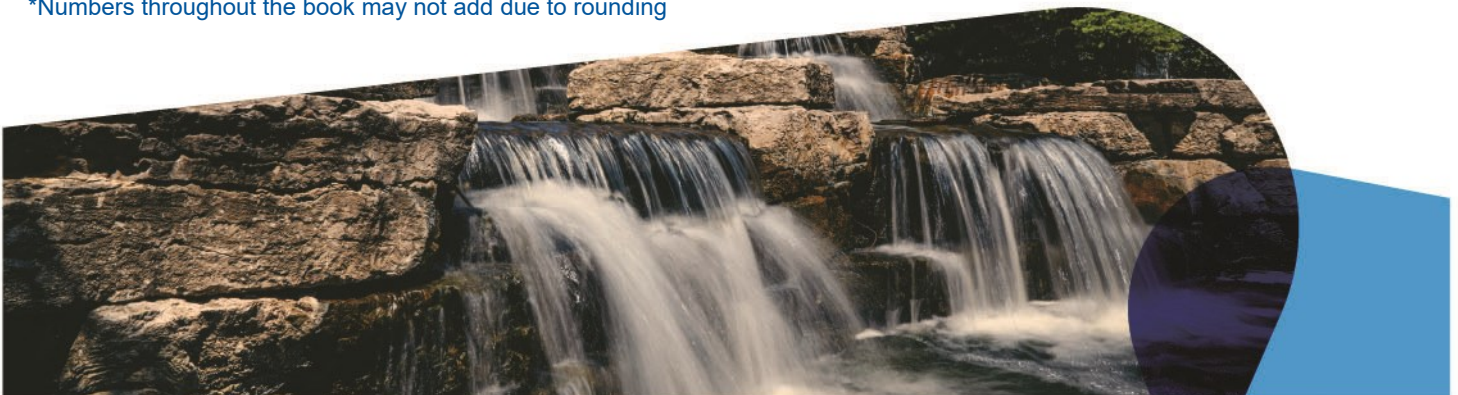
AS TABLED ON NOVEMBER 25, 2021

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\*Numbers throughout the book may not add due to rounding



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## EXECUTIVE SUMMARY

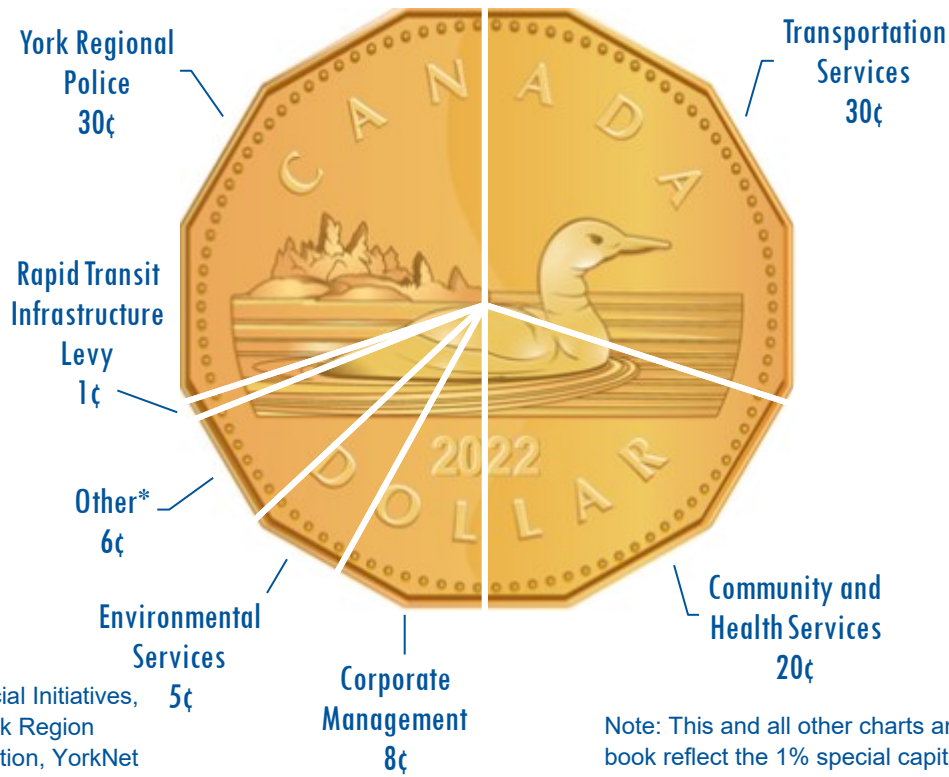
The 2022 budget includes \$2.7 billion in operating costs and a property tax levy increase of 1.96%. The Region is planning capital investments of \$980 million in 2022, part of a 10-year capital plan of \$9.5 billion that includes the Region's share of the new Yonge North Subway Extension, to be funded in part through a special 1% tax levy.



# YORK REGION'S 2022 BUDGET

**\$3.7 billion** { **\$2.7 billion** Operating costs + **\$980 million** Capital costs

## Operating Budget: How the tax dollar is spent



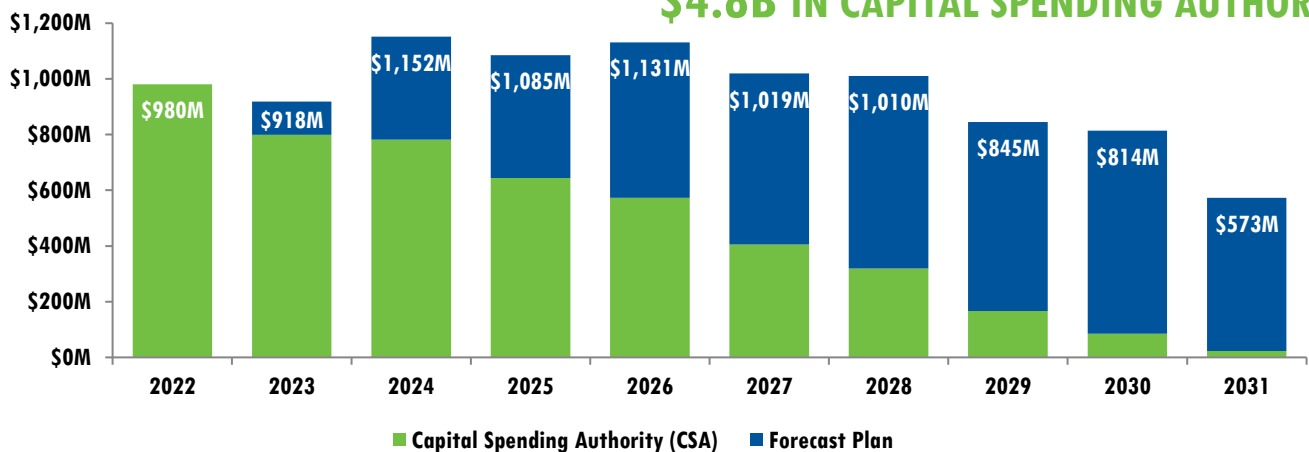
\*Other includes: Financial Initiatives, External Partners, York Region Rapid Transit Corporation, YorkNet and Court Services

Note: This and all other charts and tables in this budget book reflect the 1% special capital levy for the Yonge North Subway Extension unless otherwise noted.

## Capital Budget: 10-year capital plan

**\$9.5B OVER 10 YEARS**

**\$4.8B IN CAPITAL SPENDING AUTHORITY**



# 2022 BUDGET POSITIONS THE REGION FOR RECOVERY

The 2022 budget for York Region will continue to fund ongoing efforts to achieve a high rate of vaccination against the COVID-19 virus, while supporting the reopening and resumption of Regional activities curtailed by the pandemic declared in early 2020. It also reflects the first steps towards funding the Region's share of the Yonge North Subway Extension and other priorities that advance the Region's vision of strong, caring and safe communities.

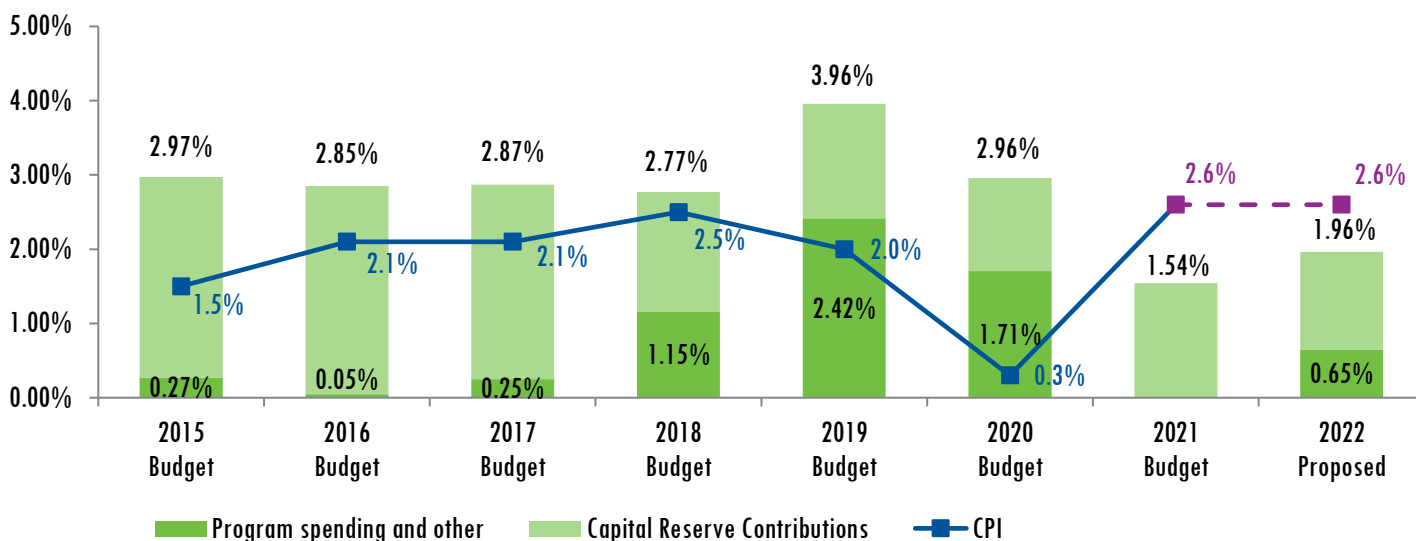
The budget lays out operating spending of \$2.7 billion in 2022, the final year of the current four-year budget cycle. This is slightly up compared to the amount budgeted for 2021 and compared to outlook.

Spending for Community and Health Services, particularly Public Health, will remain higher in 2022 than originally planned as a result of the pandemic. While transit ridership is showing a recovery from the lows of 2020, it is expected to remain well below historic levels, with continuing impacts on revenues.

In the face of ongoing pressures from the pandemic and other needs, the proposed budget would achieve balance through a draw of \$57.9 million from the Pandemic Management Reserve Fund created by Regional Council in late 2020. Combined with new savings and efficiencies of \$15.8 million compared to the outlook, this would enable the Region to reduce the tax levy increase for 2022 to 1.96% from the 2.96% originally proposed in the multi-year budget. The Operating Budget and Financial Initiatives chapters provide further details.

As the graph below shows, as of October 2021 the costs of goods and services in Toronto and area were expected to rise by an estimated 2.6% in 2021, with a similar increase expected in 2022. In both years inflation would be greater than the increase in the tax levy.

## Annual tax levy increases



Note: The solid Consumer Price Index (CPI) line reflects Toronto Census Metropolitan Area actuals and an estimate for 2021 as of October 2021. The dashed line is a forecast from the Conference Board of Canada, as of October 2021. The proposed increase for 2022 does not include the special 1% capital levy.

With a 10-year capital plan of \$9.5 billion for 2022-2031, up by \$1.7 billion from the 10-year plan of a year ago, this budget continues the Region's commitment to capital infrastructure to meet the growing and evolving needs of the Region. A major part of the increase reflects the Region's share, amounting to 20% or roughly \$1.12 billion of the estimated \$5.6 billion total capital construction cost of extending the Yonge subway north to Richmond Hill. This budget also proposes a special tax levy of 1%, the Rapid Transit Infrastructure Levy, for 2022 to build reserves for the project. The Budget Context chapter provides more details about the benefits of the initiative, which is a longstanding priority for the Region, while the Yonge North Subway Extension chapter provides financial details.

The operating and capital budgets support priorities that reflect *Vision*, the Region's long-term vision for its future, and the *2019 to 2023 Strategic Plan*. The following are examples of alignment between budget items and the four high-level community result areas in the Strategic Plan. The Region uses multi-year budgeting to better align spending with priorities in the four-year Strategic Plan, developing a new four-year budget at the start of each Council term. This approach also provides greater clarity about activities and funding in future years and improves fiscal discipline, while still allowing flexibility in case of unexpected developments.



ECONOMIC  
VITALITY

## PRIORITY:

### **INCREASE ECONOMIC PROSPERITY**

- Setting out a plan for the Region's \$1.12 billion capital contribution to the Yonge North Subway Extension
- Investing \$3.5 billion over the next 10 years into roads and transit infrastructure to support the efficient movement of people and goods
- Investing \$26.5 million to build an additional 270 connections and 150 kilometres of fibre network in 2022, including 247 Regional, 17 local municipal connections, and four York Regional Police connections, and increasing connectivity in rural and underserved areas to help facilitate economic opportunity for businesses and citizens
- Leveraging the YorkTrax development tracking tool to streamline processes and achieve faster turnaround times, for over 1,500 development applications annually, while ensuring that development is aligned with the growth plan mandate and infrastructure investments
- Fostering an environment that attracts businesses and grows employment by continuing to implement the Region's Economic Development Action Plan



HEALTHY  
COMMUNITIES

## PRIORITY:

### **SUPPORT COMMUNITY HEALTH, SAFETY AND WELL-BEING**

- Continuing to respond to the COVID-19 pandemic by supporting vaccination for all age groups, including children, as well as testing, infection prevention and control, and by managing outbreaks
- Delivering 120 billion litres of clean and safe drinking water annually to protect public health
- Adding 27 staff in 2022 to York Regional Police to ensure effective community response and maintain quality administrative services
- Building two new paramedic stations and redeveloping one more over the next two years, and adding 14 Paramedic staff in 2022 to ensure the Region continues to meet response time targets
- Constructing 700 new affordable housing units within the Region to grow the housing network from about 6,700 units today to over 7,400 units by 2025





## PRIORITY:

### **BUILD SUSTAINABLE COMMUNITIES AND PROTECT THE ENVIRONMENT**

- Investing \$3 billion in water and wastewater infrastructure over the next 10 years to support the continued growth of the communities and renew the existing water and wastewater network
- Maintaining the current waste diversion rate at 93%, and working with the province, local municipalities and producers to facilitate a smooth transition to full producer responsibility
- Investing in streetscaping and green infrastructure, including planting 70,000 trees and shrubs in 2022, to prevent and reduce the impacts of climate change, and to maintain and enhance green spaces
- Implementing the Council-approved Transit and Fleet Electrification Plan which will help to phase out fossil fuel-powered vehicles by 2051, the year by which the Region has committed to net-zero greenhouse gas (GHG) emissions



## PRIORITY:

### **DELIVER TRUSTED AND EFFICIENT SERVICES**

- Adapting to protect people and meet their needs to safely deliver services, including vaccination against COVID-19, as conditions change, using secure and reliable technology, and enhancing the Region's emergency response capacity
- Maintaining 4,300 lane kilometres of urban and rural roads
- Transitioning to remote hearings allowed defendants around the world to take part in matters that might never have been resolved in person, helping to drive future Court Services fine revenue and recovery
- Continuing to grow the Region's asset base and ensuring financial sustainability through prudent debt and reserve management, today and long into the future

## **PANDEMIC-RELATED PRESSURES ON THE OPERATING BUDGET WILL CONTINUE**

The Regional operating budget outlines gross spending of \$2.7 billion in 2022. This would be \$80.7 million higher than last year's outlook for 2022, largely reflecting continuing pressures related to the COVID-19 pandemic.

In 2022, the share of spending funded by the tax levy would increase slightly to 47.6% from 47.3% in 2021.

The gross operating budget includes an increase of \$63.5 million or 9.1% for Community and Health Services compared to outlook. The department faces high continuing needs related to impacts of the pandemic, especially on vulnerable populations, and must also maintain a high rate of vaccination against COVID-19 while resuming full delivery of its other services.

## **YORK REGION SERVICES**

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

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

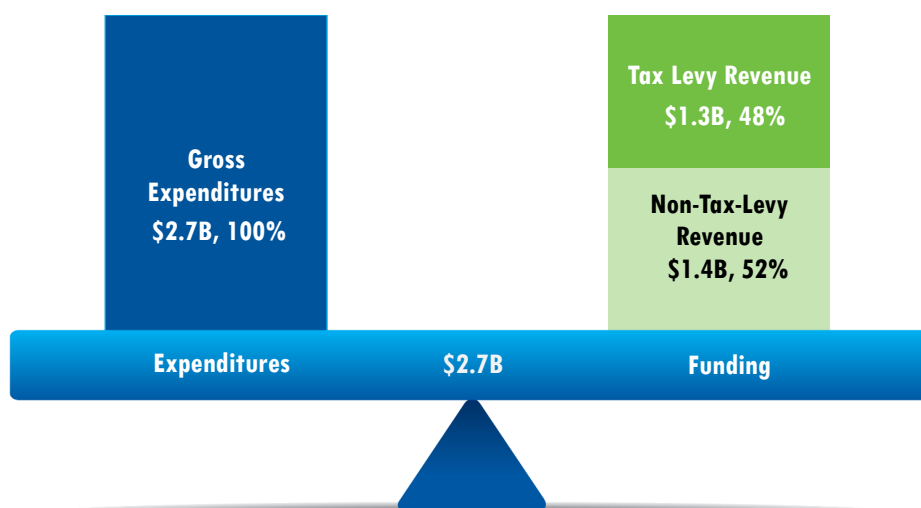
The department's reliance on the tax levy will fall slightly, however, owing to additional expected senior government funding in 2022.

Among other departments, Transportation Services anticipates a slight reduction in its net budget need from last year's outlook, largely due to savings found by continuing to adjust transit services to meet ridership demand. Most other departments were also below outlook, to accommodate the lower tax levy increase of 1.96% compared to the outlook of 2.96%.

Saving for future needs and unforeseen events is a key aspect of budgeting. The graph on page 7 shows the Region's commitment to building adequate reserves for these purposes, while continuing to contain operating cost pressures.

Revenues from sources other than the tax levy are expected to amount to \$1.40 billion in 2022, a slight increase from a budgeted \$1.36 billion in 2021. Grants and subsidies, which reflect senior government support, are expected to decline. This would be offset, however, by an increase of \$64.9 million in fees, charges and other reserves, largely reflecting the draw from the Pandemic Management Reserve Fund, and a rise of \$14.7 million in water and wastewater user rate revenues. Development charge reserve draws are expected to be essentially the same as in 2021.

### York Region's operating budget summary



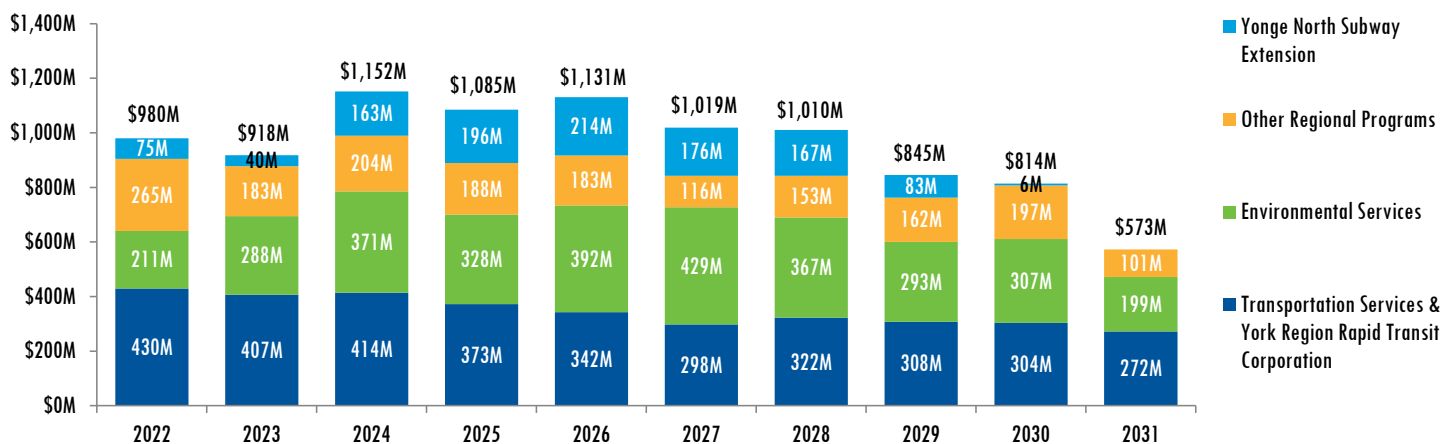
## CAPITAL PLAN BUILDS FOR GROWTH AND RENEWS THE ASSET BASE

York Region's capital plan from 2022 to 2031 is \$9.5 billion, up by \$1.7 billion from the \$7.8 billion 10-year plan laid out in the 2021 budget. The main driver of the increase is the addition of the Yonge North Subway Extension to the capital plan. Including the subway, growth-related investments are expected to make up almost two-thirds of the total plan, with asset rehabilitation and replacement, collectively called renewal, making up the balance.

The subway project will be led by Metrolinx, as discussed in the Yonge North Subway Extension chapter. The majority of remaining projects will be carried out by Transportation Services and Environmental Services.

Capital Spending Authority is the authority from Council to commit funding to capital projects that may span several years. This budget requests \$4.8 billion in Capital Spending Authority, and includes \$980 million in proposed spending for 2022.

## Capital investment remains strong



Note: Yonge North Subway Extension reflects an estimated contribution of \$1.12 billion over 10 years. The payment timing assumptions are preliminary, and pending finalization of the financial framework with the Province of Ontario.

## FINANCIAL PLANNING EMPHASIZES FAIRNESS AND PRUDENCE

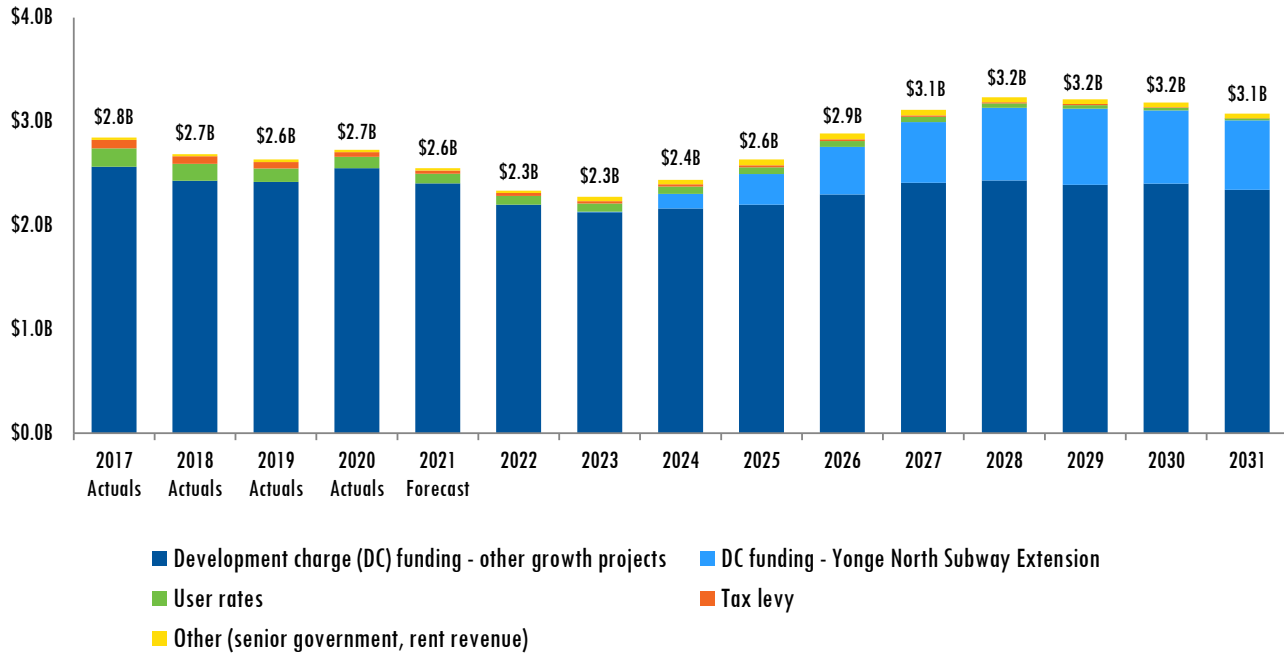
Long-term financial sustainability for the Region depends on meeting capital spending needs in a way that is fair to current and future residents and does not rely unduly on debt. The Regional Fiscal Strategy, first adopted by Council for the 2014 budget and updated annually since, has the goal of ensuring both financial sustainability and fairness over time (often referred to as “intergenerational equity”).

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

The graph on the next page shows total debt and its components, including the continuing decline in debt supported by user rates or the tax levy. Additional debt supported by development charges is expected to be issued over the next several years to help fund the Region’s share of the subway project. Total development charge debt is forecast to peak in 2028. Excluding the subway-related debt, the Region’s development charge debt would remain below the 2017 peak. To keep development charge debt at an appropriate level, especially given the new need created by the subway, the fiscal strategy monitors the capital plan to ensure projects are built at a pace that closely matches population growth.

Since 2019, the Region has held more in reserves than it owes in debt, making it a net investor. Despite a potential dip in the ratio of reserves to debt in the middle years of this decade owing to the subway project, the ratio is expected to remain above 100%. Reserves are projected at \$3.7 billion by 2022 year end, while the forecast for debt at that point is \$2.3 billion.

## Yonge North Subway Extension pushes future debt above 2017 peak



## REGION RECEIVES HIGHEST POSSIBLE CREDIT RATINGS

In 2021, S&P Global Ratings upgraded its rating of the Region's debt from AA+ to AAA, with a stable outlook, while Moody's Investors Service re-affirmed its Aaa credit rating for the Region. These ratings are the highest possible. Both agencies cited the Region's prudent and far-sighted financial management, including its commitment to fiscal sustainability, in their ratings. The Long-Term Financial Planning chapter provides details.



## PLANNING AND BUDGETING AT YORK REGION

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



# REGIONAL COUNCIL'S VISION: THE PATH TO A SUCCESSFUL FUTURE

*Vision* is a document that outlines Regional Council's commitment to York Region for *strong, caring, safe communities* and realizing the quality of life residents envision now for the future. *Vision* serves as the guiding star for the Region's corporate activities, ensuring all York Region staff work in the same direction regardless of their role or function within the organization. York Region's Corporate Performance Management Framework ensures consistent, corporate-wide application and alignment with *Vision*.

To maintain organizational focus on *Vision*, the Region sets priorities over each four-year term of Council through the Corporate Strategic Plan, in alignment with the four areas of focus of Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.



*Vision* also serves as the guiding document for the Region's provincially mandated and department-led plans such as the Regional Official Plan and the Community Safety and Well-Being Plan.

## WORKING TOWARDS THE VISION: THE STRATEGIC PLAN

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

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

The *2019 to 2023 Strategic Plan* is anchored into four Community Result Areas — areas of focus for the well-being of the Region's communities. With each term of Council, the Region identifies priorities and objectives for each Community Result Area, as shown on the next page.

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

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

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



### ECONOMIC VITALITY

**PRIORITY:**  
**Increase economic prosperity**

**OBJECTIVES:**

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



### HEALTHY COMMUNITIES

**PRIORITY:**  
**Support community health, safety and well-being**

**OBJECTIVES:**

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



### SUSTAINABLE ENVIRONMENT

**PRIORITY:**  
**Build sustainable communities and protect the environment**

**OBJECTIVES:**

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



### GOOD GOVERNMENT

**PRIORITY:**  
**Deliver trusted and efficient services**

**OBJECTIVES:**

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

Regularly monitoring and reporting on the progress of performance measures and key activities in the Strategic Plan ensures legislative obligations and objectives are met. Variances are reported to Council annually in staying true to the Region's value of accountability towards achieving Council's vision.

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

The COVID-19 pandemic is expected to impact progress on some performance measures. The most recent results are available at [York.ca/StratPlan](http://York.ca/StratPlan). The following two pages list performance measures in each of the Community Result Areas.

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

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

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

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

<b>LEGEND</b>	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Collecting data
	**Performance measures negatively impacted due to the COVID-19 pandemic.		

For more information  
visit [york.ca/stratplan](http://york.ca/stratplan)





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

## THE BUDGET IS ALIGNED WITH THE FOUR-YEAR STRATEGIC PLAN

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

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

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

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

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

The budget continues to invest in the priority of **increasing economic prosperity**. The 2022 budget is the first to reflect the Yonge North Subway Extension. This major initiative will extend Line 1 northward to the Region, and is expected to create thousands of construction jobs and trigger the same level of development as did an earlier subway extension to Vaughan. The Innovation Investment Reserve Fund is available for other major transformational initiatives that promote business competitiveness in the Region, and in 2020 and 2021 provided support for small businesses affected by COVID-19. Continued expansion of the YorkNet fibre optic network is allowing third-party providers to improve broadband capacity, especially in underserved areas, facilitating economic activity.

Several budget initiatives help to advance the priority of **supporting community health, safety and well-being**. The budget for Community and Health Services commits funding for public health and human services, and the department is also leading the development of a Community Safety and Well-Being Plan. Funding for Environmental Services, which is responsible for drinking water quality, and York Regional Police supports other goals under this priority.

Funding across the organization supports the priority of **building sustainable communities and protecting the environment**. Regional Council recently endorsed a plan for Transportation Services to move to complete electrification of the transit and corporate fleets by 2051, in line with a Regional goal of net-zero carbon by that year, with the capital budget funding new electric vehicle purchases. Environmental Services plans to leverage water reuse and other innovative ways of reducing pressure on the environment. Waste management is emphasizing circular economy principles that design waste out of the system from the start and encourage reuse and repair. Investments in LEDs are reducing lighting costs in Regional facilities, while a new Housing pilot is assessing passive design approaches to reducing energy needs.

Through the budget, the Region is also working towards the priority of **delivering trusted and efficient services**. The Regional Fiscal Strategy, a Finance department responsibility that aims to ensure long-term financial sustainability, continues to manage capital investments, reduce reliance on debt, and build reserves. The ratio of reserves to debt is maintained above 100% by setting reserve contributions through the budget. Among these are reserves for asset management, which help ensure assets are in a state of good repair. The budget for Corporate Services supports adding to the Region’s publicly available open data sets.

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

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

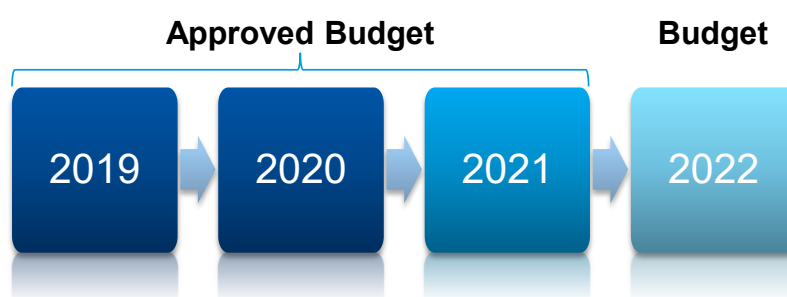
The connections between the Strategic Plan objectives and performance measures and the allocation of resources are further strengthened by multi-year budgeting, which allows a longer-term view of how to direct financial resources towards the priorities over each term of Council.

## MULTI-YEAR BUDGETING IMPROVES PLANNING, REDUCES UNCERTAINTY

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

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

- Planning more effective programs and projects by looking at underlying demand and external factors beyond one year
- Improving fiscal discipline by showing the longer-term spending impacts of choices
- Reducing uncertainty about future tax levies
- Providing a longer-term outlook to outside organizations that rely on the Region for a share of their funding, which enables them to plan and deliver their programs more efficiently



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

This budget, which covers the final year of the current Council term, also includes a high-level picture of potential future trends and considerations for the 2023-2026 multi-year budget. Further details can be found in the section starting on page 239.

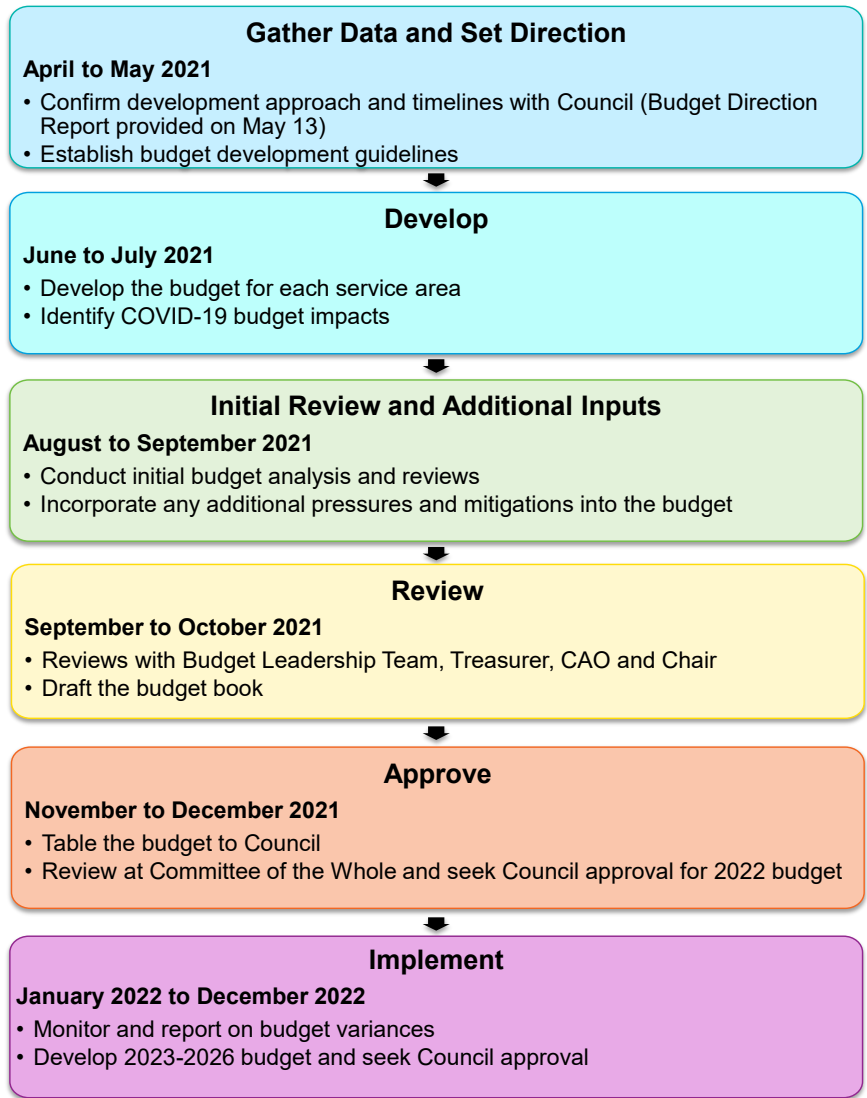
Many capital projects require a planning horizon that goes beyond the length of a Council term. For that reason, each annual budget also includes a 10-year capital plan. The Capital Budget chapter explains how priorities are set among possible capital initiatives.

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

Each year, Council reviews, finalizes and approves the annual budget for the upcoming year and reviews the remaining time period in the multi-year budget. Council may also amend the budget in-year. Amendments do not change the approved tax levy, but typically move budget amounts between capital projects, adjust authority to spend or respond to provincial funding announcements. The approved budget, including any amendments, is available at [York.ca](http://York.ca).

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

## 2022 budget process at York Region



## YORK REGION IS RESPONSIVE AND ACCOUNTABLE TO ITS RESIDENTS

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

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

- Annual community surveys are conducted that are statistically representative of York Region's population according to the latest census data. Feedback and input received is a tool for internal decision-making and helps to inform program and policy decisions. Surveying measures how well York Region is doing to achieve value for money, its strategy and vision, ensuring the Region understands residents' preferences, needs, opinions and satisfaction levels with Regional Services and no part of the community is left behind.
- Demographic and economic data from Statistics Canada feeds into forecasting and planning.

- Environmental Services engages with the public and gets feedback on water conservation, waste reduction and forestry programs. Community and Health Services is developing a departmental approach to community engagement to unify its outreach and consultation efforts. Transportation Services is taking new approaches to getting community and road user input on major capital projects.
- The Region collects residents' views and concerns through its own website, dedicated websites for York Region Transit and York Regional Police, several social media accounts and other channels.
- Program areas follow requirements and guidelines for provincially mandated programs, often involving specific engagement protocols.

The organizational chart underscores that York Region is ultimately responsible and accountable to its residents. The Region's commitment to accountability is backed by openness and transparency. Except where legislation requires otherwise, Council and Committee meetings, including budget discussions, are open to the public and are streamed on the Regional website at [York.ca](http://York.ca). The website provides a wide variety of additional public material in the form of plans and reports.

Through its Open Data platform, the Region is making more data available to partners and the public in a form that can feed into their applications and allow better assessment of Regional activities and outcomes.

## YORK REGION: A LONG-TIME PARTICIPANT IN NATIONAL BENCHMARKING

The release of the 2020 Municipal Benchmarking Network Canada (MBNC) Performance Report represents the 15th year of York Region's participation in this important benchmarking program.

The report reflects the joint efforts of 15 member municipalities in five provinces across Canada, including five regional governments in Ontario. It includes 174 public measures in 36 service areas. Measures fall under four categories: community impact, service level, efficiency and customer service.

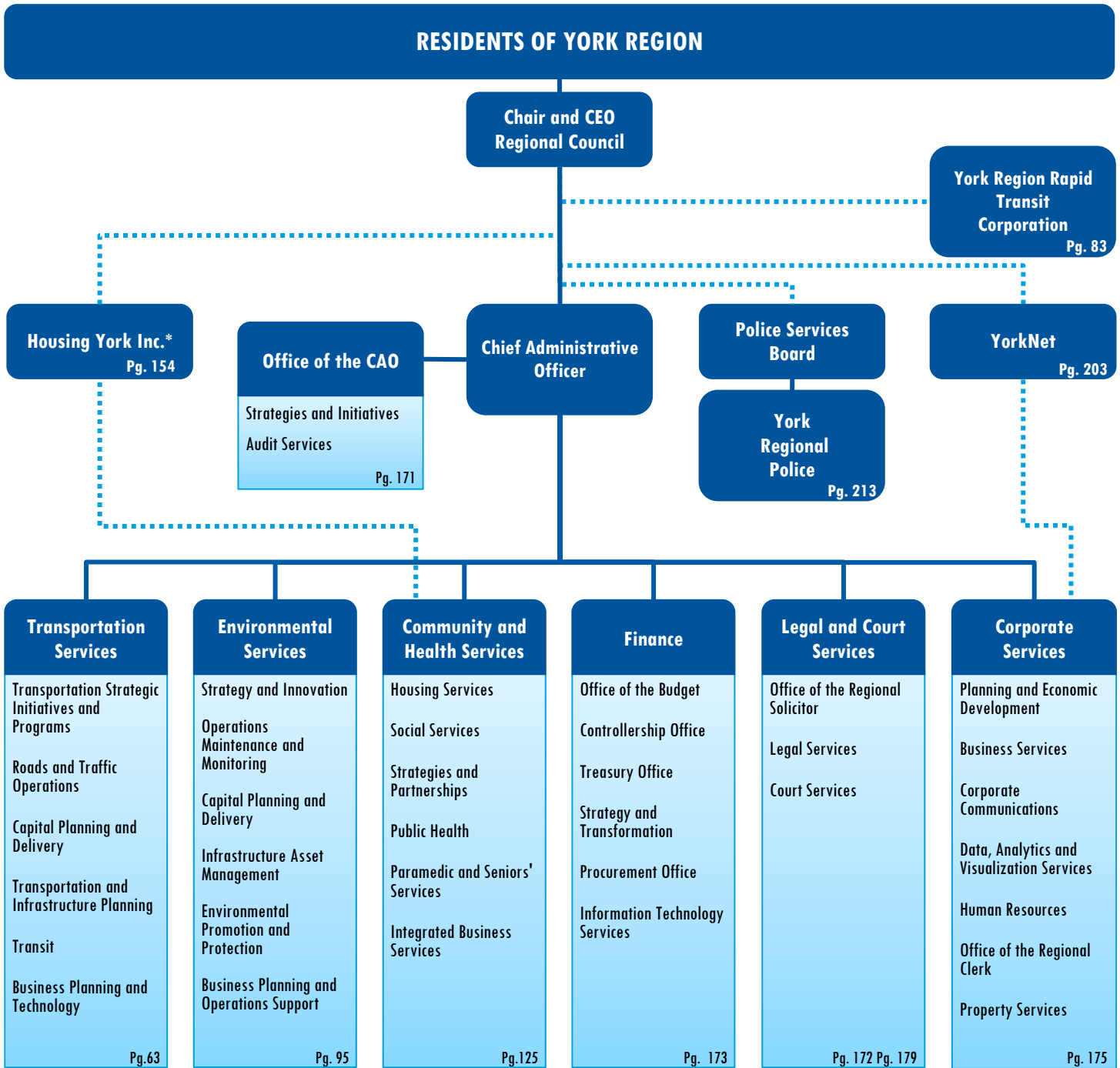
In 2020, York Region reported 121 measures in 26 service areas as dictated by its regional service responsibilities. The measures relate to performance across the Region's activities and include: roads and transit, wastewater and water, waste management, social housing, emergency shelters, child care, social assistance, emergency medical services (delivered in the Region by Paramedic Services), long-term care, court services, legal, planning and police, as well as a number relating to general government, revenue and other financial benchmarks, and delivering services efficiently.

The Region's Strategic Plan process considers these national benchmarking measures, and 11 of them are included in the *2019 to 2023 Strategic Plan*.

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

The 2020 MBNC Performance Report can be found at [mbncanada.ca](http://mbncanada.ca)

## York Region organizational structure



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



## BUDGET CONTEXT

refers to external factors that have an impact on budgeting.



# FROM PANDEMIC RESPONSE TO RECOVERY AND RENEWAL

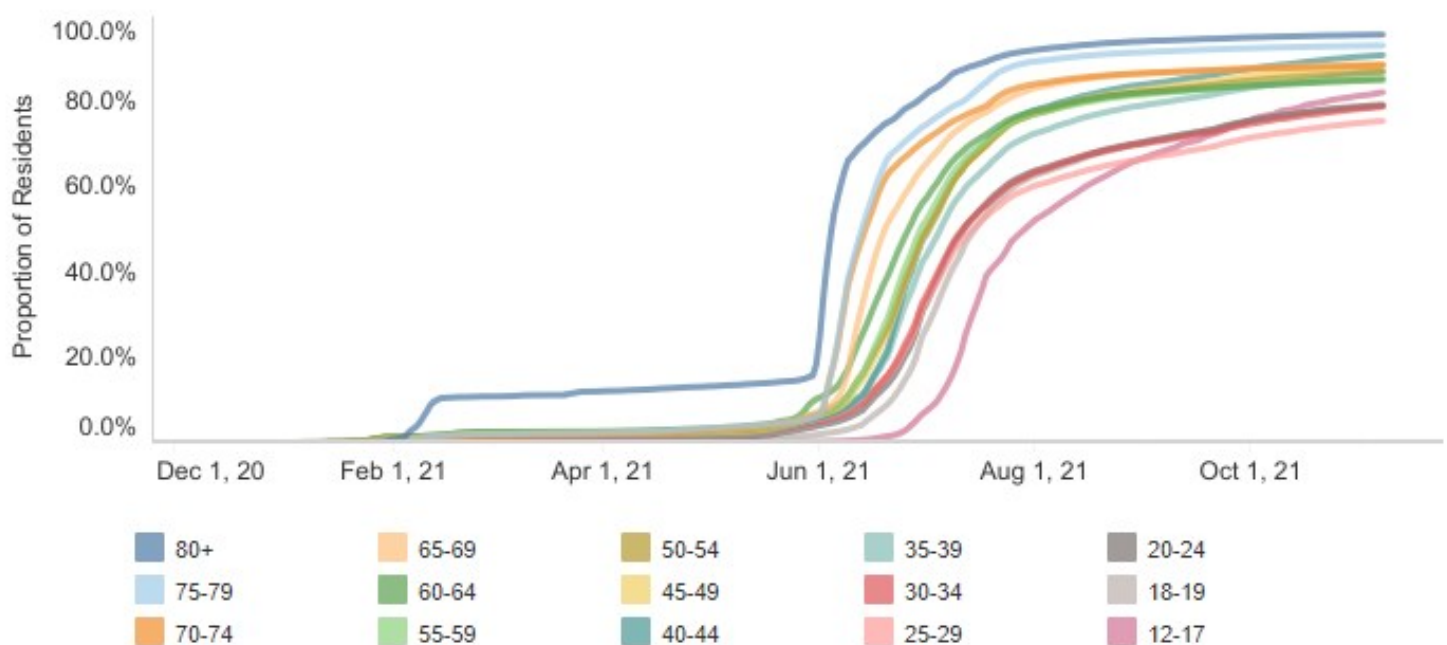
The Region's budget reflects ongoing economic, demographic and other changes. In addition, senior government policy decisions have major impacts on programs and funding. Together, these factors create the context in which the budget is developed and help to determine how budgetary balance is achieved.

This chapter provides an overview of the budgetary context by outlining significant developments and their implications for 2022 and beyond.

## As vaccination efforts curb the pandemic, focus shifts to the longer term

A highly successful immunization effort saw close to 1.6 million doses of COVID-19 vaccine administered within York Region by mid-October 2021. As the graph below shows, there was a high rate of vaccination among most adult age groups in the Region. As of November 9, 2021, 88.0% of eligible residents 12 years of age and older had received at least one dose and 85.4% had received two doses. The Community and Health Services chapter provides more information about immunization efforts. The department's 2022 budget is based on the assumptions of a COVID-19 vaccination program for children and booster shots for vulnerable individuals.

### Percentage of residents that are fully vaccinated by age group



With the pandemic largely receding, the Region is poised for economic recovery and full resumption of services in 2022. Beyond recovery, Regional government was evaluating the lessons of the pandemic, which accelerated new ways of delivering services, to renew its operations and provide higher-quality and more cost-effective service.



## **EXTENDING YONGE SUBWAY WILL FURTHER INTEGRATE RAPID TRANSIT**

The 2022 budget takes the first steps towards achieving York Region's longstanding top transit priority — extending the Yonge subway north to Richmond Hill.

The Yonge North Subway Extension will integrate with other major investments, including the completed extension of the western arm of the subway to Vaughan and the first phases of a bus rapid transit network on major routes, as well as provincial expansion of GO Transit services, to continue transforming rapid transit in the Greater Toronto and Hamilton Area.

### **Creating a new transit hub at Langstaff Gateway**

The project will extend Line 1 of the subway roughly 8 kilometres from its current terminus at Finch Avenue and Yonge Street in Toronto to north of Highway 7 in Richmond Hill. The latest plans include Steeles, Clark, Bridge and High Tech stations and a potential station at Royal Orchard where Yonge Street forms the border between Vaughan and Markham. All of these stations would connect to the Region's transit network. Bridge station at Langstaff Gateway will also create a multi-mode transit hub connecting to the Richmond Hill GO train and Highway 407 GO bus service.

This massive initiative will bring thousands of jobs and boost post-pandemic economic recovery. Planning and construction are being led by Metrolinx, the provincial transit agency, which has provided an expected completion date of 2029-2030.

Subway service is needed to support development along the extended route, particularly in areas like the Langstaff Gateway already targeted for intensification. The resulting boost in population and job growth would parallel the experience in Vaughan, where northward extension of the subway from Downsview station led to numerous new business and residential projects that have created a more compact, walkable and transit-oriented urban centre.

### **Alleviating congestion and contributing to cleaner air**

Roughly 94,000 daily riders are expected once the line is in operation. The subway is expected to take private vehicles and buses off the road, alleviating congestion on the high-volume corridor along and around Yonge Street. It will also reduce greenhouse gas emissions to contribute to cleaner air and help mitigate climate change impacts. It's estimated that with the subway, the total distance travelled by cars during morning rush hour will be reduced by 7,700 kilometres. Greenhouse gas emissions will drop by 4,800 tonnes every year.

The expected total capital construction cost to build the subway is \$5.6 billion. The planned route will foster seamless transfers to other modes of transportation, including local or rapid transit bus service.

While a formal contribution agreement has yet to be negotiated, the Region's capital contribution to the project is estimated at \$1.12 billion, or about 20% of the estimated total capital construction cost. The federal government has committed to up to \$2.24 billion, or about 40%, and the province has committed to a similar share. The Region's 2022 budget puts in place a plan to fund its share, as outlined in the Yonge North Subway Extension chapter.

The Region responded quickly to the challenges of the pandemic with internal savings in 2020 and 2021 to provide resources to key areas and make up for revenue shortfalls. This, along with senior government support, has helped to make funding available for pressures that are expected to continue into 2022. While some senior government support is expected, timing and amounts were uncertain as the budget was finalized. The Operating Budget chapter provides more details.

## Region's economy expected to surpass pre-pandemic level in 2022

With increasing levels of vaccination in 2021, the Canadian and Ontario economies continued to climb out of the deep recession triggered by lockdowns and restrictions in 2020. In August 2021, the provincial government increased its forecast for growth in Ontario's real gross domestic product (GDP) to 5.0% for the year, slightly below the average private sector projection of 5.4%. The consensus among forecasters was that the province would fully recover from the recession in 2022.

These predictions were in line with an outlook prepared for the Region in May 2021 by the Conference Board of Canada that forecast real GDP growth for the Regional economy of 5.9% in 2021 and 5.5% in 2022.

Development applications, residential construction and the resale housing market remained active through the pandemic. The number of proposed residential units more than doubled in 2020 from 2019 despite the pandemic. Growth was expected to remain strong through 2021.

York Region's January-to-September housing starts were 8,922 in 2021, compared to 5,974 in 2020.

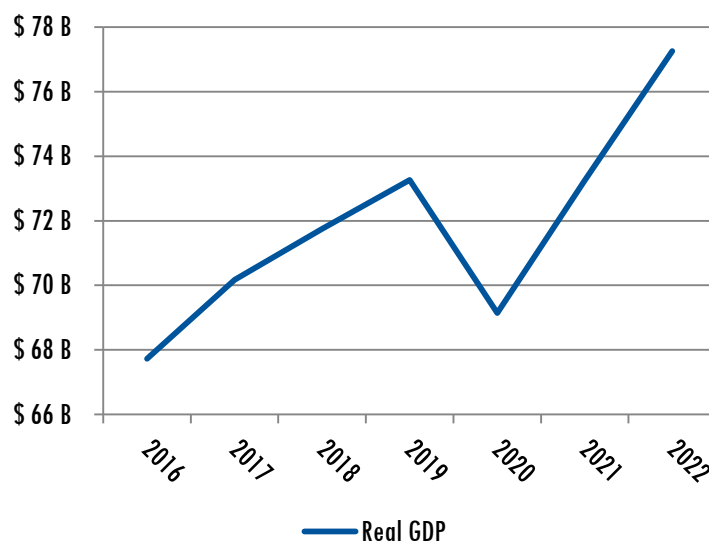
The Toronto Real Estate Board reported that house sales in York Region reached 17,908 in September 2021, up almost 54% from a year earlier. The average sale price was \$1.27 million, an increase of 20.1%. Both sales and prices rose by more in the Region than in the City of Toronto.

Housing sales were one factor sustaining the finance, insurance, legal and real estate sectors. Those sectors also benefited from the ability to work from home.

Hardest hit by the pandemic were small businesses providing personal services, accommodation, food, entertainment, recreation and similar services. The Region allocated a portion of its Innovation Investment Reserve Fund to support businesses, as discussed in the External Partners chapter.

Despite pandemic-related job losses and curtailed work hours, the Conference Board estimated that overall, disposable income in the Region rose by an average of 7.8% in 2020 and would remain healthy in 2021. In addition to benefiting from senior government support programs, households saw savings because of restrictions on retail shopping, dining out, travel and commuting. With economic rebound, the jobless rate was forecast to fall, averaging 5.7% over the course of 2021.

**REGIONAL REAL GDP (\$ BILLIONS)**



## Despite relative prosperity, affordable housing and human service needs are growing

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

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

Age distribution is also changing. According to Statistics Canada 2016 Census data, the Region's seniors' population is growing faster than any other age group. It is projected by 2026, that for the first time there will be more seniors than children in York Region, and by 2031, one in five of the Region's residents will be over the age of 65, representing 21.8% of the total population. Seniors, especially those over 75, are more likely to need multiple supports to continue living at home.

At the other end of the age spectrum, the number of pre-schoolers fell by about 3% over the same period. While the share of children in the Region's population is not growing, a higher number of families are looking for support for their children with special needs.

The 2016 census recorded the arrival of almost 53,000 new residents from outside Canada in the previous five years, more than half of them with a university degree. More than 230 distinct ethnic origins were reported for the Region's population, and just over half its residents were born outside Canada. The trend towards ethnic diversity is expected to continue. Despite a generally high level of education, newcomers to the Region often need language and other training and help finding jobs.

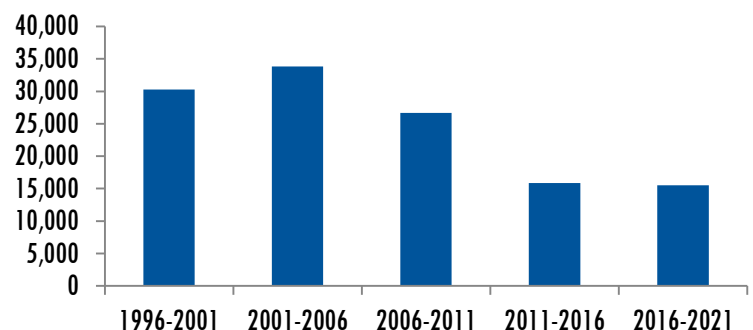
## Region's plans being updated to reflect new provincial growth forecasts

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

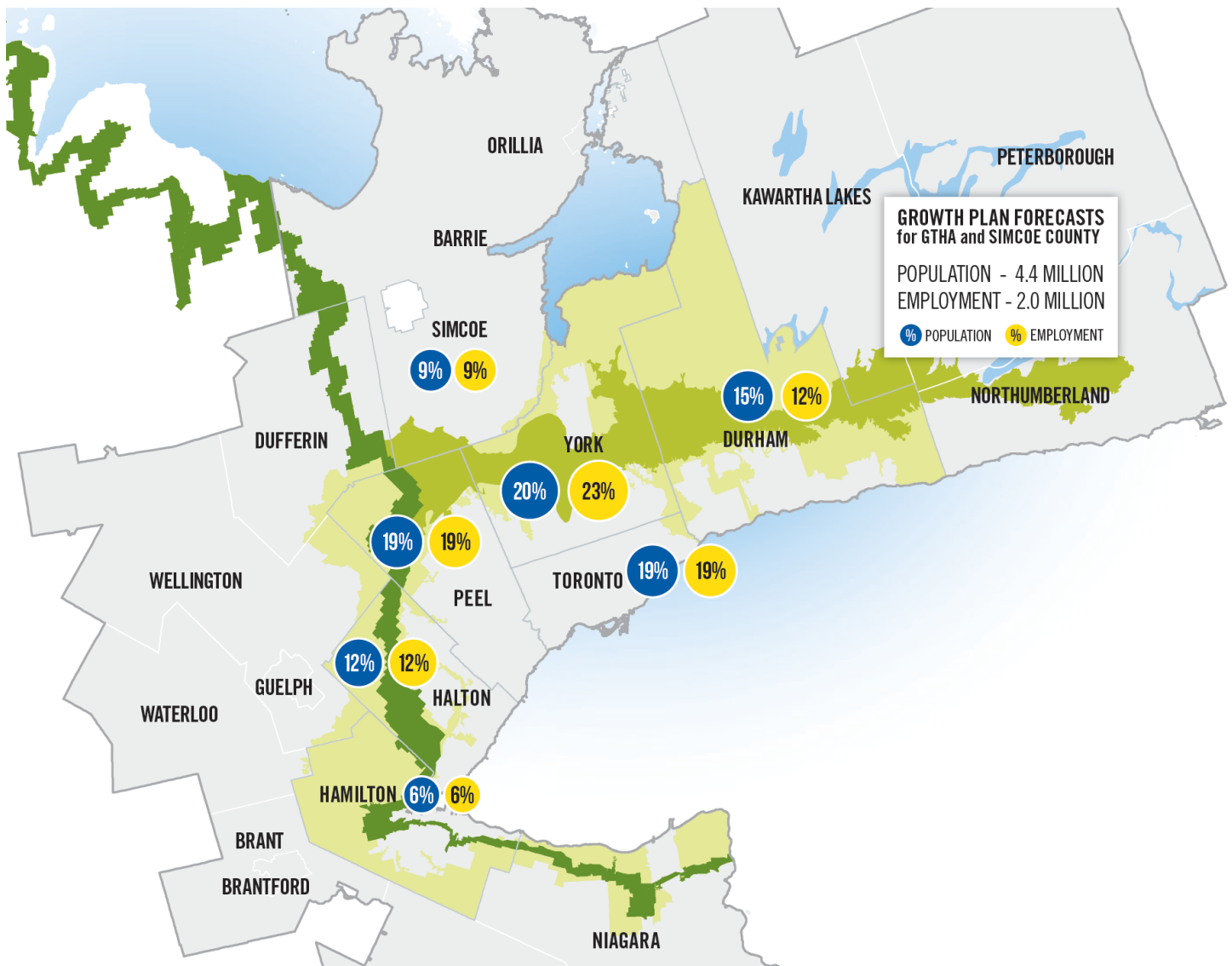
A *Place to Grow*, the provincial growth plan for the Greater Golden Horseshoe, sets out forecasts of population and employment for upper-tier municipalities, including York Region, and single-tier municipalities, including the City of Toronto, which must be taken into consideration in planning infrastructure.

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

**YORK REGION'S AVERAGE ANNUAL POPULATION GROWTH**



## York Region maintains the largest population & employment growth share forecasts



This means the Region will need to accommodate approximately 800,000 new residents and 345,000 new jobs between 2021 and 2051. As the map above shows, this would be the highest share of growth in both categories within the Greater Golden Horseshoe. This was the case with the previous growth plan as well.

A major concern for the Region in determining how to respond to the new forecast is that recent growth has been below projections. The Region added roughly 16,000 people a year from mid-2011 to 2020. This level of growth, while significant, was only about 60% of the level projected by the prevailing growth plan for the Greater Golden Horseshoe.

Infrastructure is often planned and built in advance of growth, using debt for financing that will be repaid by collecting charges on new development. If growth is below forecast, the fiscal impacts include higher-than-planned levels of debt and ongoing interest expense.

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

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

### **Transit and infrastructure needs are increasing**

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

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

A strong transit system is key to avoiding traffic congestion in more densely populated communities. The Region is working with Metrolinx, the provincial transit agency, on the Yonge North Subway Extension. The extension is discussed in more detail in the sidebar on page 25 of this chapter and the Yonge North Subway Extension chapter.

As evidence of greater intensification, multi-residential buildings make up an increasing share of the housing stock. While single detached homes still dominate, multi-residential developments such as apartment buildings were the fastest-growing housing type recorded in the 2016 census, increasing by almost one-third between 2011 and 2015. Between mid-2016 and mid-2021, the stock of multi-residential units grew by a further 17.4%. That was over three times the 5.1% growth rate observed in single detached homes.

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

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

## **NEW DIGITAL PLAN AIMS TO MEET HIGHER SERVICE EXPECTATIONS**

- Over the past year, defendants across Canada and the United States, as well as Germany, England, China, Costa Rica, and more than a dozen other countries have appeared in York Region courtrooms thanks to virtual-enabled hearings.
- A water technician with her tablet in hand easily completes a safe and efficient maintenance check, recording all information on site.
- Detection sensors embedded in the pavement transmit information that traffic has slowed at a busy intersection, automatically updating signal timing to keep traffic flowing smoothly and reduce the risk of rear-end collisions.

These are just three examples of the ways in which digital communications are enabling York Region to deliver services better, faster and more cost-effectively.

Now the Region is taking its efforts to the next level. As the organization moves into recovery from the COVID-19 pandemic and looks towards renewing its ways of working, digital transformation will be front and centre.

Digital became an imperative in the pandemic, with the Region moving to virtual meetings, hiring, training and more in a matter of days.

But digital was a critical strategic priority for the Region well before COVID-19. Earlier initiatives included a Digital Academy for staff training in new ways of working and a cross-departmental plan to use technology more effectively and strategically.

Building on those measures, fall 2021 saw the launch of a new, organization-wide digital plan that aims to apply the culture, practices, processes and technologies of the Internet era to respond to higher expectations on the part of Regional staff and the people they serve.

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

## **Managing risks in a more wired world**

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

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

## **Actions address the climate change challenges**

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

The Region's roles in the area of mitigating climate change include planting trees and other greenery to capture carbon, encouraging more sustainable modes of transportation, such as walking, cycling and transit, committing to electrifying its transit and corporate vehicle fleets, piloting passive energy-efficiency approaches to community housing, and working to reduce solid waste tonnage. In addition, sustaining many of the remote work practices learned in response to COVID-19 will continue to reduce travel time and the carbon emissions of Regional government. In adaptation, its roles include integrating climate change considerations into municipal planning and development tools, and assessing Regional infrastructure for vulnerability to climate change impacts. The Region is finalizing a Climate Change Action Plan that reflects and builds on these measures.

## **THE FUNDING SIDE OF THE BUDGET BALANCE**

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

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

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

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

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

## **Grants and subsidies**

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

The federal and provincial governments provided supports from the start of the pandemic for businesses, industries and individuals affected by COVID-19. These included the \$4 billion Safe Restart Agreement, funded equally by the Ontario and federal governments. The provincial government also created a program for public health units' needs, and a Social Services Relief Fund. The Community and Health Services chapter gives examples of how these funds were used.

For 2022, pandemic-related senior government funding that had been assumed in the Region's budget amounted to about \$49 million, but the amounts and timing were uncertain as the budget was finalized.

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

Ongoing operating funding, mainly from the province, also helps the Region provide Public Health and other human services.

The federal government's Canada Community-Building Fund, previously known as the Federal Gas Tax Fund, can be used for a wide range of municipal capital projects. The Region currently uses this funding mainly for growth-related transit projects, but in future may allocate it for renewal projects.

## **Charges on new development**

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

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

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

Lower-than-expected development charge collections resulting from below-forecast growth have had major impacts on the Region's planning, as discussed in the Long-Term Financial Planning chapter.

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

COVID-19 and efforts to contain its spread had impacts on both residential and non-residential development activities, some of which may continue into the longer term. Due in part to the impact of COVID-19, actual development charge collections in 2020 were below forecast for the year. As noted earlier, however, new housing starts for the 2021 January-to-September period showed growth over the previous year, reflecting a rebound once restrictions were eased. COVID-19 is expected to reduce the demand for new non-residential space, however, putting the related development charge collections below forecast.

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

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

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

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

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

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

Taking into account the foregoing factors and a development charge prepayment, the Region anticipates the collection of \$4.2 billion in development charges from 2022 to 2031. This is \$0.5 billion higher than what was forecast in the 2021 budget, largely due to the anticipated development charge collections relating to the Yonge North Subway Extension. The subway extension will be included in the Region's 2022 Development Charges Background Study and Bylaw. The new bylaw is expected to take effect as of June 17, 2022. More details are provided in the Yonge North Subway Extension chapter.

## **Revenues and fees**

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

In 2021, Regional Council approved a water and wastewater rate structure for April 1, 2022 to March 31, 2028 inclusive. The Environmental Services chapter provides details.

Transit fare revenue has been significantly affected by low ridership since early 2020. Transportation Services continues to adapt services to meet demand on routes with varying ridership to manage costs and meet travel needs. The Transportation Services chapter provides details.



## **Fine revenues**

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

The pandemic has had impacts on revenues, as explained in more detail in the Court Services chapter.

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

## **Borrowing**

Borrowing is a financing tool, not a funding source. The Region may borrow, within provincial limits and for capital projects only, to achieve a balanced budget. This can help manage timing differences between the need to build growth-related infrastructure and the time when the related development charges are collected.

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

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

## **The tax levy**

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

The assessment base changes fairly slowly over time, with any new development added to the base each year, and thus provides a relatively stable long term funding source for operations. Assessment growth revenue will be \$17.8 million in 2022, compared the original forecast of \$10.2 million.

In the 2021 taxation year, residential housing made up 86.6% of the total taxable assessment base, and the average residential property in York Region was assessed at roughly \$802,000. The Region's total property tax assessment base of \$358 billion (excluding payment-in-lieu and exempt properties) is one of the highest in the GTA.

## GETTING THE BALANCE RIGHT OVER TIME

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

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

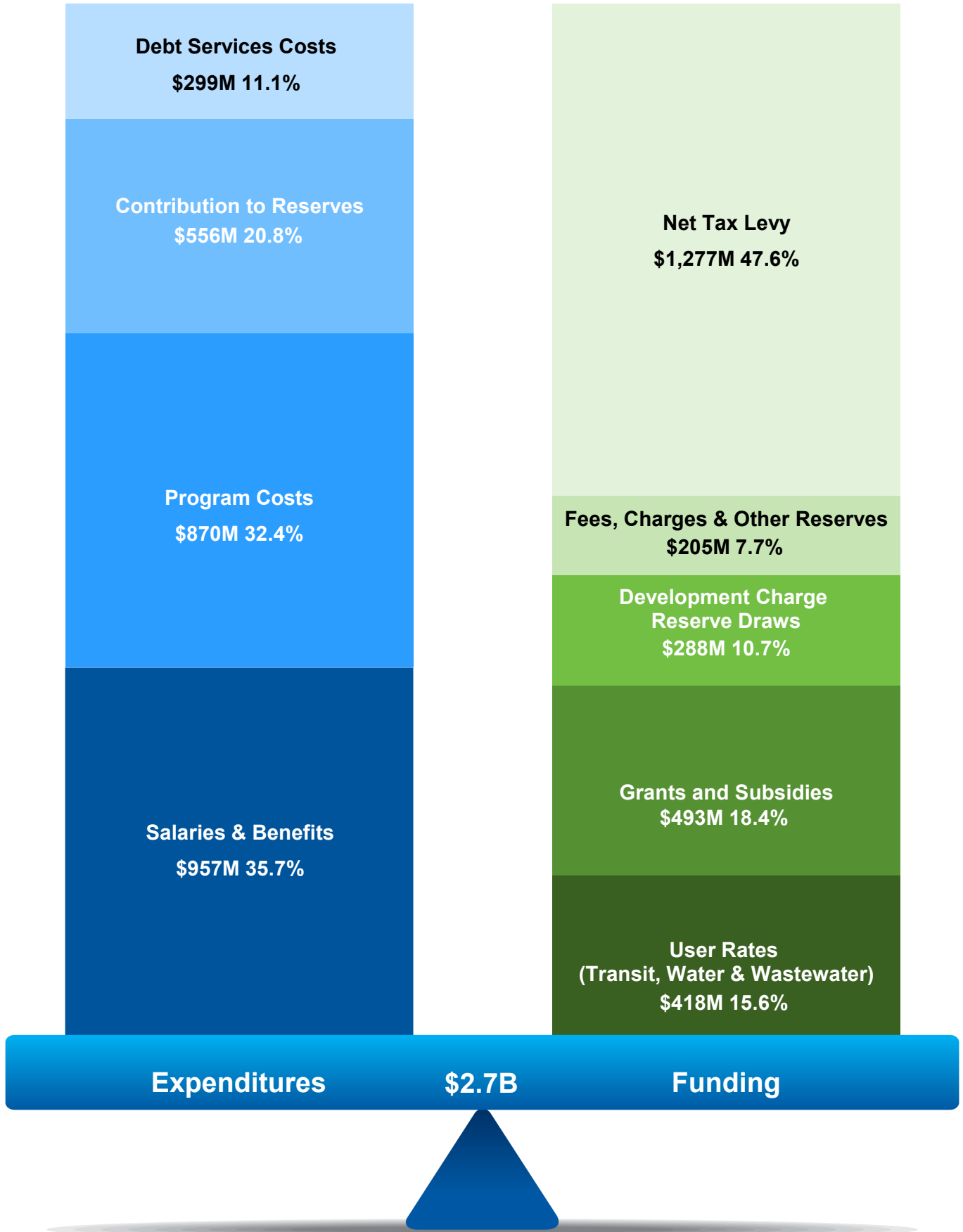


## THE OPERATING BUDGET

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

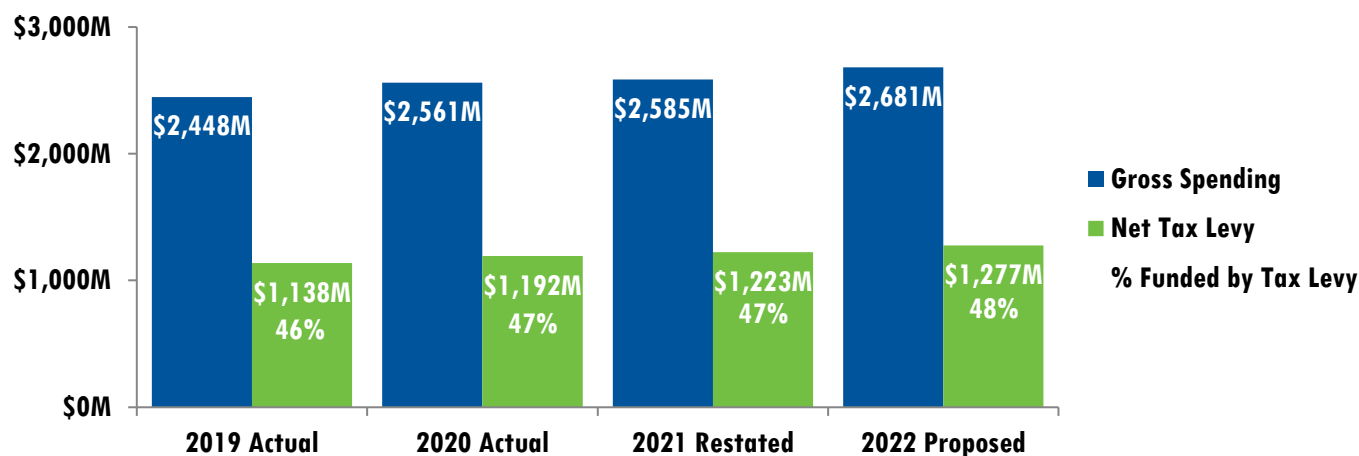


# YORK REGION'S 2022 OPERATING BUDGET



# BUDGET SUPPORTS RECOVERY, RENEWAL AND GROWTH

## Increasing revenues help offset continued pandemic costs and other pressures



The 2022 Regional operating budget includes total operating spending, also called gross spending, of \$2.7 billion in 2022. The tax levy will fund about half the total operating spending. The portion of the budget funded by the tax levy is called the net budget or the tax levy budget.

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

(in \$ Millions)	2022 Proposed	Tax Levy Impact (%)
Status Quo	50.3	4.11%
Revenues	(0.9)	(0.07%)
Efficiencies, Reductions, & Other Adjustments	(21.4)	(1.75%)
Impacts of COVID-19:		
Expenditure and Revenue Impacts	40.0	3.27%
Pandemic Management Reserve Fund Draw	(57.9)	(4.73%)
<b>Subtotal</b>	<b>(17.9)</b>	<b>(1.46%)</b>
Net Growth:		
Maintaining Service Levels for Growth	13.5	1.11%
Enhancements and Transformation	0.4	0.04%
Assessment Growth Revenue	(17.8)	(1.46%)
<b>Subtotal</b>	<b>(3.8)</b>	<b>(0.31%)</b>
<b>Total Program Impacts</b>	<b>6.3</b>	<b>0.51%</b>
Fiscal Strategy and Debt-related Impacts	17.8	1.45%
<b>Total Budget Change After Assessment Growth</b>	<b>24.0</b>	<b>1.96%</b>
<b>Rapid Transit Infrastructure Levy</b>	<b>12.2</b>	<b>1.00%</b>
<b>Total Budget Change After Rapid Transit Infrastructure Levy</b>	<b>36.3</b>	<b>2.96%</b>

Note: Excludes water and wastewater.

As shown in the “Status Quo” line of the table above, resuming normal activities as COVID-19 moves from a global pandemic to an endemic disease would have increased the tax levy budget by \$50.3 million in 2022, representing a rise of 4.11% in the tax levy.

As well, some departments will continue to see pandemic-related impacts in 2022. Pressures in Public Health and York Region Transit in particular contributed to the \$40.0 million expenditure and revenue impacts from COVID-19 shown in the table, equivalent to a further 3.27% rise in the tax levy.

Addressing these pressures required finding further savings beyond those achieved in 2021, as well as using a pandemic-related reserve. Together, these measures would provide \$79.3 million in offsets: \$21.4 million from internal savings and efficiencies and \$57.9 million from the reserve.

The year-over-year change of \$57.9 million in the Pandemic Management Reserve Fund is possible because the Region took quick action in 2020 to manage pandemic impacts in 2021. This meant the reserve fund, created late in 2020, was not used in 2021. The total change in the fund in 2022 would comprise the \$56.6 million draw for operating pressures discussed in the Financial Initiatives chapter, plus a continuation of \$1.0 million in enhanced funding for the Community Investment Fund in Community and Health Services and \$0.3 million in corporate supports.

In addition, meeting the needs of an increasing population would add \$13.5 million to spending needs, while enhancements and transformations would add an additional \$0.4 million. This would be more than offset by \$17.8 million of assessment growth revenue in 2022.

The 2022 budget reflects roughly \$49 million in senior government funding for pandemic response that is expected or confirmed. Any other support was uncertain as the Region's budget was finalized.

### **Saving for the future by building reserves**

Of the proposed increase of 1.96% in the tax levy, 0.51% would be applied to day-to-day programs and activities, and 1.45% captured in the "Fiscal Strategy and Debt Related Impacts" line of the table on the previous page includes contributions to building reserves. There is no incremental impact on the tax levy related to debt service, because the Region has worked to minimize the use of tax levy funded debt.

In total, reserve contributions represent an increase of \$16.1 million from last year's tax levy budget.

Although the overall figure for reserve contributions has increased, planned contributions to some capital reserves were decreased to help achieve a tax levy increase of 1.96%. The Long-Term Financial Planning chapter provides more details on the Regional Fiscal Strategy, reserves and debt.

### **Efficiencies and new savings help offset the pandemic's fiscal impacts**

In the budget for 2020, the Region identified more than \$100 million in savings out to 2022 to provide budgetary flexibility and address known and potential pressures. When the pandemic created significant new pressures in 2020 that continued into 2021, additional efficiencies and savings were found.

As part of the 2022 budget, the Region found further savings within departments and by adjusting some corporate expenses to reflect recent actual levels. These efficiencies and savings were in addition to those included in the outlook in last year's budget.

Examples of savings and efficiencies include:

- Based on current projection of transit service needs, Transportation Services deferred planned route changes and hirings

- Environmental Services negotiated a higher contract price of \$650 a tonne for electronics, capitalizing on a strengthening global market for materials to be recycled
- Corporate Services reduced a budget item for space needs that grew in proportion to new hirings, reflecting an assumption of more efficient use of space in future
- York Regional Police reduced planned new positions from 34 to 27, with some of the reduction a result of finding more efficient ways to deliver services

Reduced budgets throughout the organization for outside resources such as consultants and casual employees also contributed to savings.

Overall, the Region achieved \$29.7 million in new savings and budget adjustments for 2022, an increase of \$15.8 million from last year's outlook.

The 2022 savings and efficiency measures, combined with the draw on the Pandemic Management Reserve Fund, allowed the Region to bring the proposed tax levy increase for 2022 down to 1.96% from the 2.96% originally set out in the four-year budget from 2019 to 2022.

## Savings Initiatives

(in \$ Millions)	2020 Approved	2021 Approved	2022 Proposed	Total
<b>Efficiencies</b>				
2022 Budget Savings Initiatives	-	-	5.6	5.6
Previously Identified & Other Efficiencies	5.6	14.6	21.0	41.1
	<b>5.6</b>	<b>14.6</b>	<b>26.6</b>	<b>46.7</b>
<b>Program and Service Level Adjustments</b>				
2022 Budget Savings Initiatives	-	-	0.6	0.6
Previously Identified & Other Adjustments	14.7	44.1	54.2	113.0
	<b>14.7</b>	<b>44.1</b>	<b>54.8</b>	<b>113.5</b>
<b>Risk Tolerance and Other</b>				
2022 Budget Savings Initiatives	-	-	7.1	7.1
Previously Identified & Other Risk Tolerance Items	17.7	86.9	86.8	191.5
	<b>17.7</b>	<b>86.9</b>	<b>93.9</b>	<b>198.6</b>
<b>Subtotal</b>				
2022 Budget Savings Initiatives	-	-	13.3	13.3
Previously Identified & Other Adjustments	38.0	145.6	162.0	345.5
<b>Total 2022 Budget Savings &amp; Adjustments</b>	<b>38.0</b>	<b>145.6</b>	<b>175.3</b>	<b>358.8</b>
<b>Total 2021 Budget Savings &amp; Adjustments</b>	<b>38.0</b>	<b>145.6</b>	<b>159.4</b>	<b>343.0</b>
<b>Increase/ (Decrease) From Outlook</b>	<b>-</b>	<b>-</b>	<b>15.8</b>	<b>15.8</b>

## New 1% surcharge would help fund the Yonge North Subway Extension

In 2021, the federal government announced that it would fund 40% of the cost of extending the Yonge Street subway line north through parts of Vaughan, Markham and Richmond Hill to terminate at High Tech Road near the intersection of Yonge and Highway 7. The provincial government previously announced it would contribute the same percentage towards the project, which has long been the Region's top transit priority.

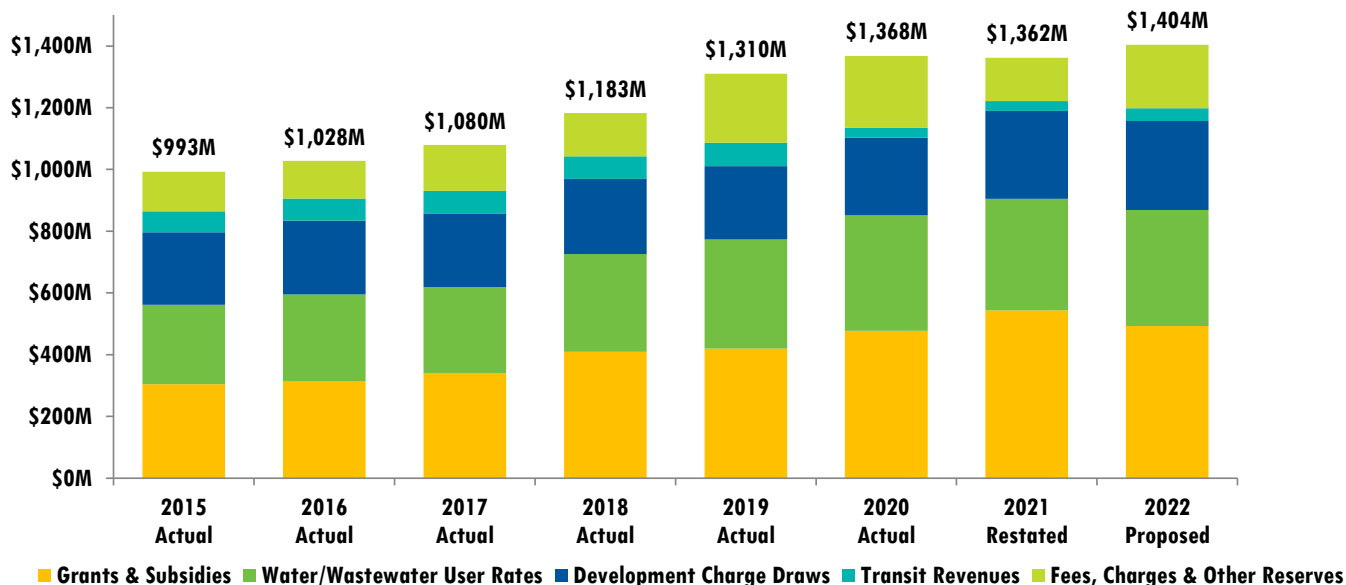
With federal funding confirmed, this budget proposes a 1% addition to the tax levy increase in 2022, with proceeds going towards its share of the initiative's cost. As noted in the Yonge North Subway Extension chapter, the preliminary budget for the project assumes further 1% levy increases for 2023 and 2024, subject to future Regional Council approval. The chapter also provides more financial details.

# GROSS BUDGET REFLECTS ADDITIONAL SOURCES OF REVENUE

## Trends in non-tax revenue

In 2022, some 53% of the Region’s total operating budget of \$2.7 billion is expected to be funded from sources other than the tax levy. The Region has substantial control over some of these non-tax sources, such as user rates for water and wastewater, transit fares and various fees and charges. Its degree of control over non-tax sources, including federal and provincial government grants and subsidies, is limited.

## Non-tax revenues increase, despite pandemic impacts



Major changes expected in 2022 reflect the ongoing impacts of the COVID-19 pandemic:

- Grants and subsidies from senior levels of government are expected to decrease to \$486.0 million in 2022 from \$539.8 million in 2021, based on amounts confirmed as the budget was being finalized. The drop reflects the time-limited nature of funding to help relieve pandemic-related pressures, only a portion of which is expected to continue into 2022.
- Supplementary tax revenue reflects increased assessment value from expanding and/or renovating existing properties and adding new properties to the roll. This revenue is applied to reserve contributions, so that any difference between budgeted and actual amounts has no impact on the tax levy. Supplementary tax revenue is expected to increase to \$7.0 million in 2022 from \$4.0 million in 2021.
- Revenues from user rates for water and wastewater are expected to increase from \$361.4 million in 2021 to \$376.0 million in 2022, reflecting the end of a pandemic-related rate freeze and start of a new rate structure in 2022. The Environmental Services chapter provides more detail.

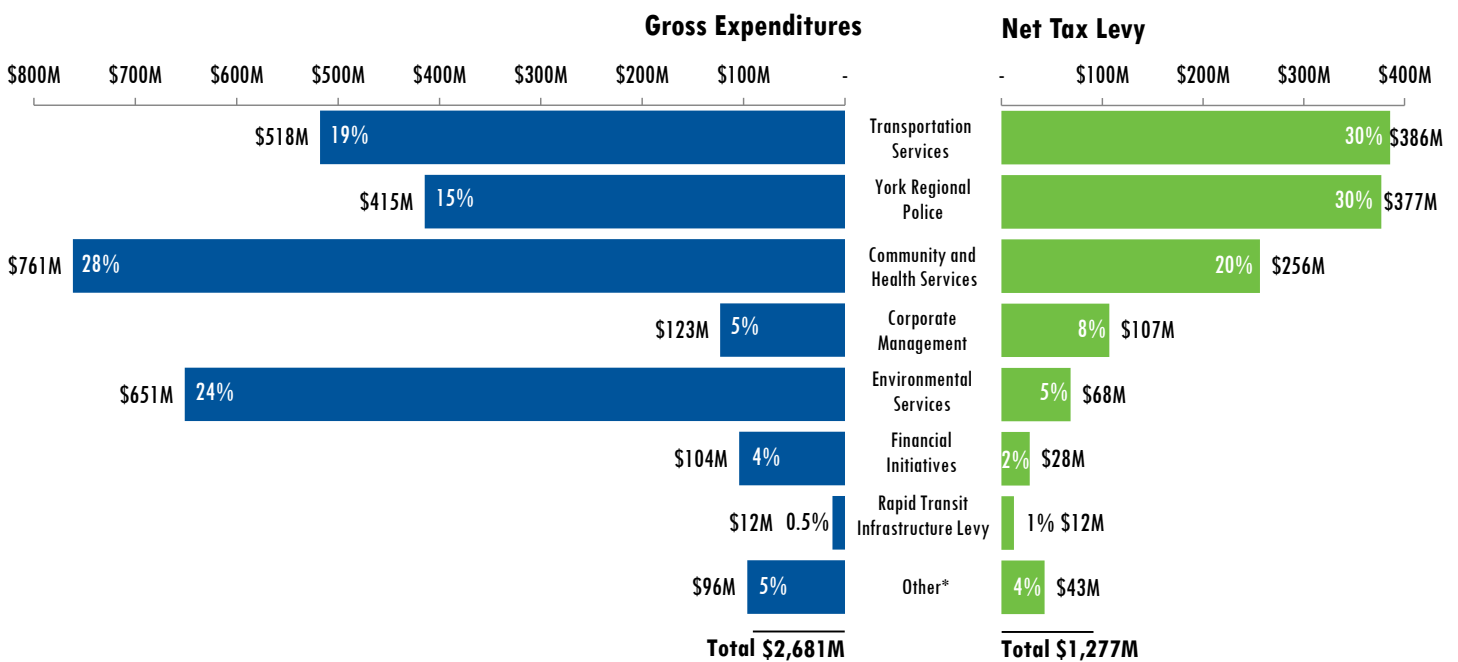


- While still below pre-pandemic levels, Transit revenues are forecast to rise to \$41.6 million in 2022 from \$32.4 million in 2021 as ridership slowly recovers from the lows of 2020 and 2021. The Transportation Services chapter provides more detail.
- Court Services fine revenues, which are included in “Fees, charges and other reserve draws” in the graph, are expected to total about \$16 million in 2022, close to the level of 2021, after falling by approximately 50% in 2020. The Court Services chapter provides more detail. Other components of this category are expected to increase by \$64.6 million, largely reflecting the planned draw from the Pandemic Management Reserve Fund.
- Operating draws from development charge reserves for debt repayment are expected to total \$288.1 million in 2022, up slightly from \$284.2 million in 2021.

## Funding from non-tax sources varies across service areas

The graphic below shows the share of the total budget and the tax levy budget represented by various program areas in 2022.

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



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

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

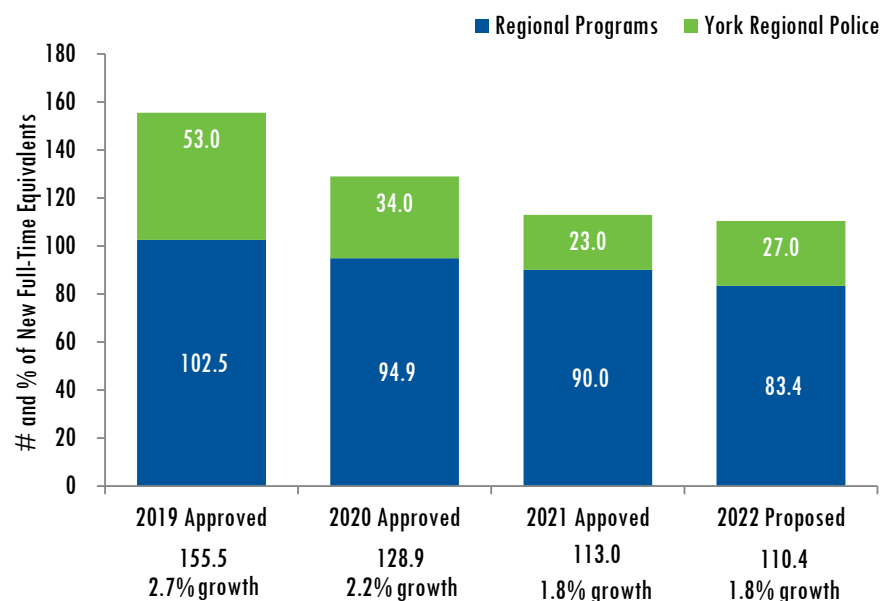
- Operating costs in the largest Environmental Services program, water and wastewater, are fully funded from user rates charged for those services.
- Transportation Services includes both roads and transit, with the latter about 21% funded by fares and other transit-related revenues in 2022, down from a historic average of 40%. The department’s expected reliance on the tax levy budget is slightly higher than its historical average, owing to expected continuing weakness in transit revenues.
- Community and Health Services expects to receive roughly 62% of its operating funding from senior governments, mainly the province. While funding from senior governments lessens the department’s reliance on the tax levy, it generally increases vulnerability to changes in their priorities. In 2022, its reliance on the tax levy will be close to historic levels, as continuing pandemic pressures are expected to be largely offset by senior government funding.
- York Regional Police, which is governed at arm’s length from the Region, relies heavily on the tax levy for its funding. It nonetheless aims to recover the cost of certain services, where appropriate, from users instead of taxpayers in general.
- The “other” category includes corporate departments and the fiscal strategy, which are largely funded by the tax levy. The exception is Court Services, which is funded by fine revenue.

## DELIVERING POLICING, PARAMEDIC AND OTHER CRUCIAL SERVICES

While the Region adopts new technology to deliver services more efficiently where possible, public services continue to be delivered mainly by people, including police officers, paramedics, nurses, public health inspectors and water system operators. In 2022 as in 2021, new positions are also needed to respond to continuing impacts of the COVID-19 pandemic. Providing more service to serve population growth and to keep up with greater needs and expectations thus results in increased staffing.

### Staffing growth

Maintaining existing service levels as the population grows is the largest driver of staff increases at the Region. More staff will be needed to operate new capital assets as they come into service and to support better service quality. The chapters on departments, Court Services, York Regional Police and Regional corporations provide details on staffing changes, including the need for positions in some areas to manage the continuing impacts of the pandemic.

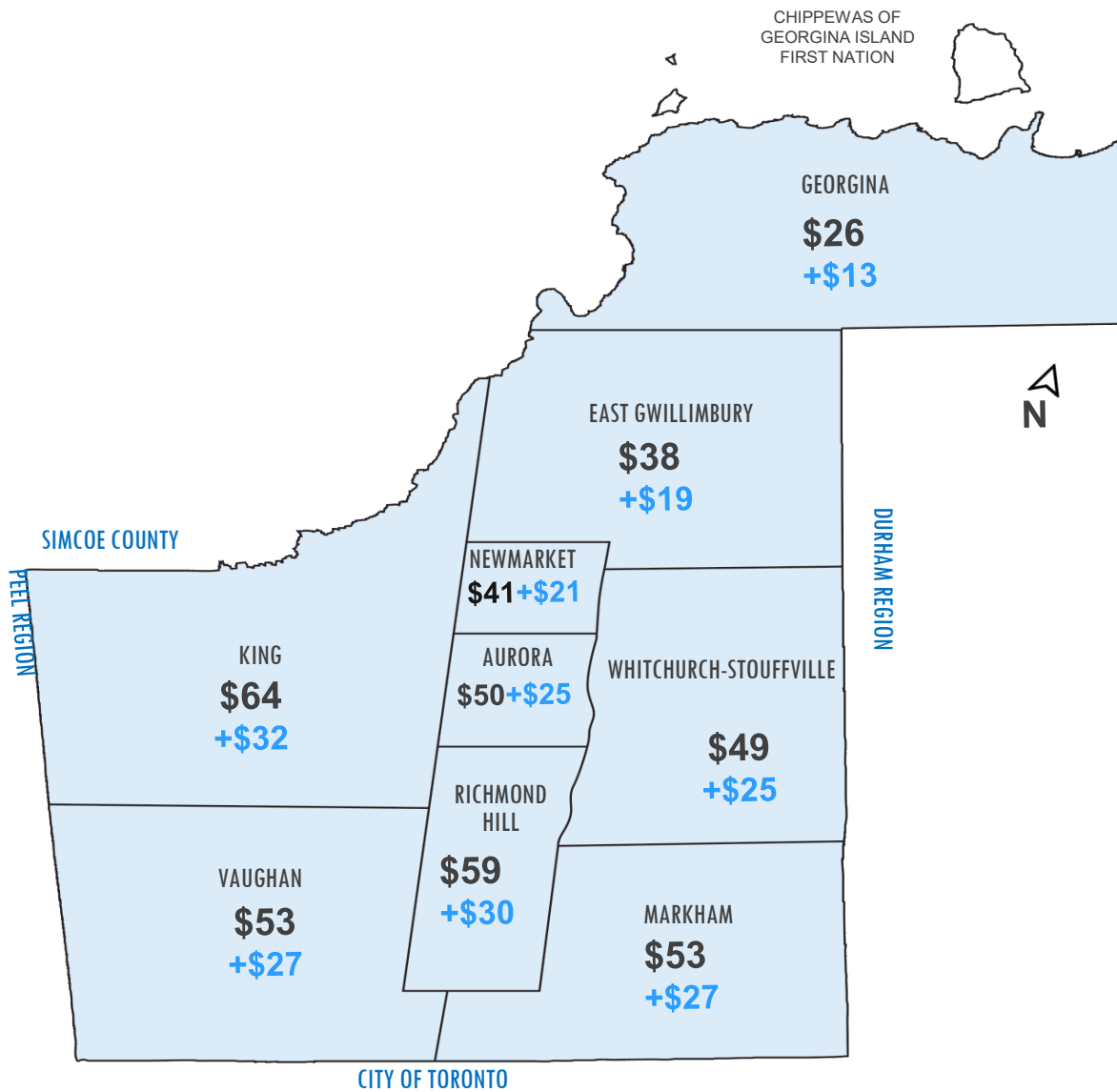


An estimated 70% of salaries and benefits are funded from the tax levy. Among non-tax levy sources, grants and subsidies cover 17%, and user rates and fees 9%, while 3% is recovered through capital.

In reporting its staff complement, the Region includes all permanent full-time and part-time staff on a full-time equivalent basis. Casual or temporary positions are not included in the figures. The complement of 6,236.6 at the end of 2021 is expected to grow to 6,347.0 by the end of 2022.

## PROGRAMS, FINANCIAL PRUDENCE WILL RAISE AVERAGE TAX BILL BY \$51

Based on the average assessed value of a home in York Region of roughly \$802,000, a tax levy increase of 1.96% for 2022 to cover the cost of programs and services and to build reserves would equate to about \$51 for the average household. The impact of the proposed new rapid transit levy would average \$26, ranging from \$13 in Georgina to roughly \$30 in southern communities.



## 2022 Operating Budget

(in \$000s)	2021 Budget		2022 Proposed		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %
<b>Transportation Services</b>						
Transit Services	237,240	165,366	250,787	193,648	28,281	17.10%
Roads	250,903	181,226	267,084	191,903	10,677	5.89%
	<b>488,143</b>	<b>346,592</b>	<b>517,871</b>	<b>385,550</b>	<b>38,959</b>	<b>11.24%</b>
<b>Environmental Services</b>						
Water and Wastewater	541,336	-	552,059	-	-	
Waste Management	80,340	54,563	84,381	55,296	733	1.34%
Forestry	11,994	10,671	13,229	11,830	1,158	10.86%
Energy Management	1,419	1,094	1,545	1,370	275	25.17%
	<b>635,090</b>	<b>66,329</b>	<b>651,214</b>	<b>68,495</b>	<b>2,167</b>	<b>3.27%</b>
<b>Community and Health Services</b>						
Public Health	118,443	20,672	130,360	26,281	5,609	27.13%
Paramedic Services	97,220	49,577	99,832	47,721	(1,855)	(3.74%)
Long-Term Care/Seniors' Services	46,799	24,159	47,749	24,311	152	0.63%
Social Assistance	125,099	11,950	124,322	11,173	(777)	(6.50%)
Homelessness Community Programs	34,867	11,543	30,280	13,339	1,796	15.56%
Children's Services	178,217	23,983	180,300	25,417	1,434	5.98%
Housing Services	109,928	68,686	108,636	70,633	1,947	2.83%
Strategies and Partnerships	15,892	15,569	16,482	15,154	(415)	(2.67%)
Integrated Business Services	22,541	22,406	23,499	22,408	2	0.01%
	<b>749,007</b>	<b>248,545</b>	<b>761,461</b>	<b>256,438</b>	<b>7,893</b>	<b>3.18%</b>
<b>Corporate Management and Governance</b>						
Chair & Council	2,528	2,528	2,576	2,576	49	1.93%
Office of the CAO	7,011	6,674	7,659	7,317	642	9.63%
Legal Services	7,358	6,830	8,304	7,758	928	13.59%
Financial Management	21,783	19,162	23,865	21,052	1,890	9.87%
Information Technology Services	31,354	31,354	33,265	33,265	1,911	6.10%
Communications, Information and Data	16,250	16,061	16,956	16,767	706	4.40%
Human Resources	10,134	10,115	10,757	10,456	342	3.38%
Property Services	6,842	5,422	5,826	4,357	(1,066)	(19.65%)
Planning and Economic Development	13,061	8,591	13,873	8,775	184	2.15%
Less: Recovery from Water and Wastewater (User Rate)		(4,884)		(5,300)	(416)	8.52%
	<b>116,321</b>	<b>101,853</b>	<b>123,082</b>	<b>107,024</b>	<b>5,172</b>	<b>5.08%</b>
<b>Regional Programs</b>	<b>1,988,560</b>	<b>763,319</b>	<b>2,053,628</b>	<b>817,508</b>	<b>54,190</b>	<b>7.10%</b>
<b>Court Services</b>	<b>15,743</b>	<b>(787)</b>	<b>16,770</b>	<b>(474)</b>	<b>313</b>	<b>(39.74%)</b>
<b>Financial Initiatives</b>	<b>105,334</b>	<b>57,233</b>	<b>104,368</b>	<b>27,911</b>	<b>(29,321)</b>	<b>(51.23%)</b>
<b>External Partners</b>						
Property Assessment (MPAC)	21,649	21,649	21,800	21,800	151	0.70%
Hospital Funding	6,939	6,939	7,041	7,041	101	1.46%
Innovation Investment Reserve Fund	1,871	1,871	1,621	1,621	(250)	(13.36%)
Conservation Authorities	6,526	6,526	6,598	6,598	72	1.10%
GO Transit	2,500	-	2,500	-	-	
	<b>39,485</b>	<b>36,985</b>	<b>39,559</b>	<b>37,059</b>	<b>74</b>	<b>0.20%</b>
<b>York Region Rapid Transit Corp.</b>	<b>36,419</b>	<b>3,290</b>	<b>36,823</b>	<b>3,668</b>	<b>377</b>	<b>11.47%</b>
<b>YorkNet</b>	<b>3,005</b>	<b>2,435</b>	<b>3,184</b>	<b>2,445</b>	<b>10</b>	<b>0.42%</b>
<b>Operating Programs</b>	<b>2,188,546</b>	<b>862,474</b>	<b>2,254,332</b>	<b>888,117</b>	<b>25,643</b>	<b>2.97%</b>
<b>York Regional Police</b>	<b>396,764</b>	<b>360,652</b>	<b>414,619</b>	<b>376,831</b>	<b>16,179</b>	<b>4.49%</b>
<b>Total Operating Budget</b>	<b>2,585,311</b>	<b>1,223,126</b>	<b>2,668,951</b>	<b>1,264,949</b>	<b>41,822</b>	<b>3.42%</b>
<b>Less: Assessment Growth Revenue</b>		<b>(16,250)</b>		<b>(17,800)</b>	<b>(17,800)</b>	<b>(1.46%)</b>
<b>After Assessment Growth Revenue</b>	<b>2,585,311</b>	<b>1,206,876</b>	<b>2,668,951</b>	<b>1,247,149</b>	<b>24,022</b>	<b>1.96%</b>
<b>Rapid Transit Infrastructure Levy</b>	-	-	<b>12,231</b>	<b>12,231</b>	<b>12,231</b>	<b>1.00%</b>
<b>After Rapid Transit Infrastructure Levy</b>	<b>2,585,311</b>	<b>1,206,876</b>	<b>2,681,183</b>	<b>1,259,380</b>	<b>36,253</b>	<b>2.96%</b>



## THE CAPITAL BUDGET

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

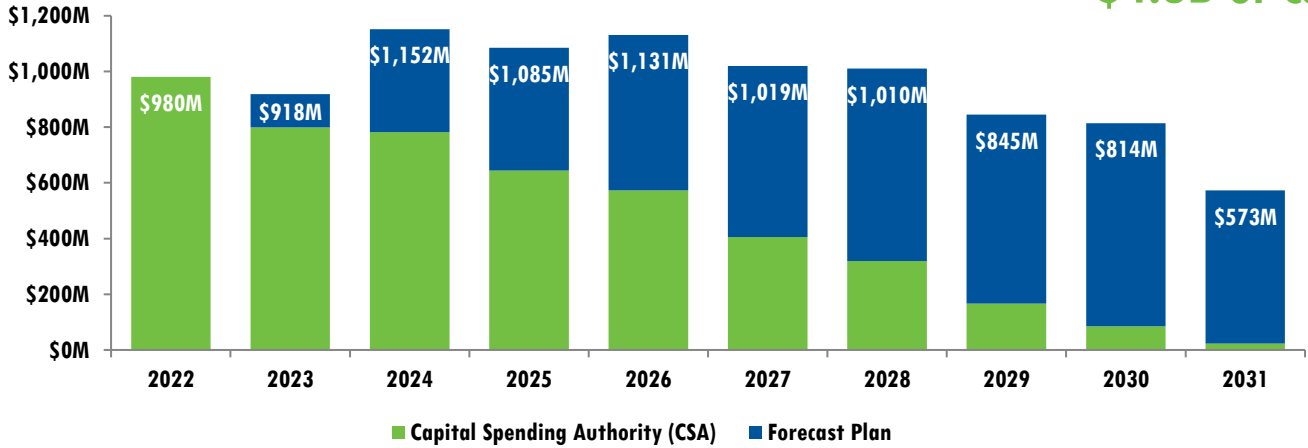


# YORK REGION'S CAPITAL BUDGET

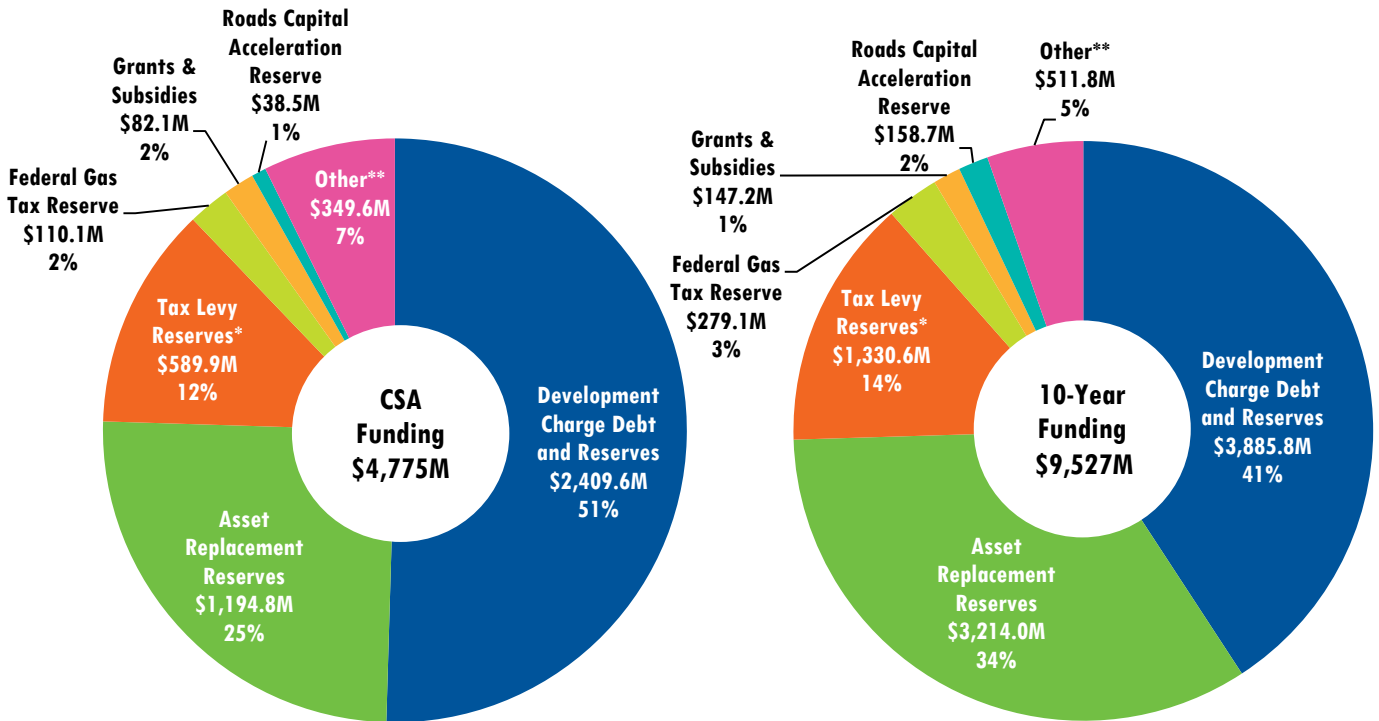
## 10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

**\$9.5B OVER 10 YEARS**

**\$4.8B OF CSA**



## CAPITAL FUNDING



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

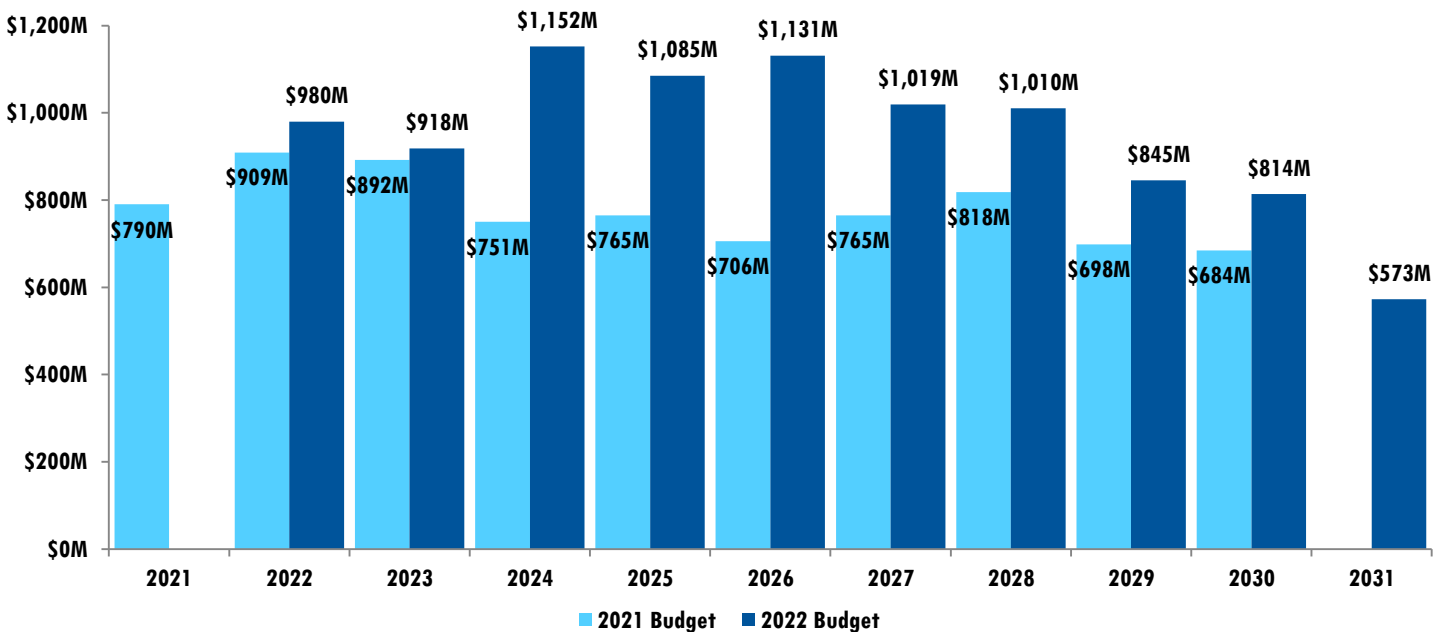
\*\*Other includes: Other Recoveries and Housing York Inc. debt

# BUILDING FOR GROWTH AND RENEWING THE BASE

York Region’s capital budget continues to grow and adapt to meet changing needs. The capital budget for the next 10 years, from 2022 to 2031 inclusive, totals \$9.5 billion, up by \$1.7 billion from the \$7.8 billion 10-year plan laid out in the 2021 budget.

The main driver of the increase is the addition of the Yonge North Subway Extension to the capital plan. Further details on this important initiative, which has been a top Regional priority for several years, appear in the box on page 25 of the Budget Context chapter and in the Yonge North Subway Extension chapter.

## 10-year capital plan, 2022 budget compared to 2021 budget



## Almost two-thirds of the plan supports expected growth

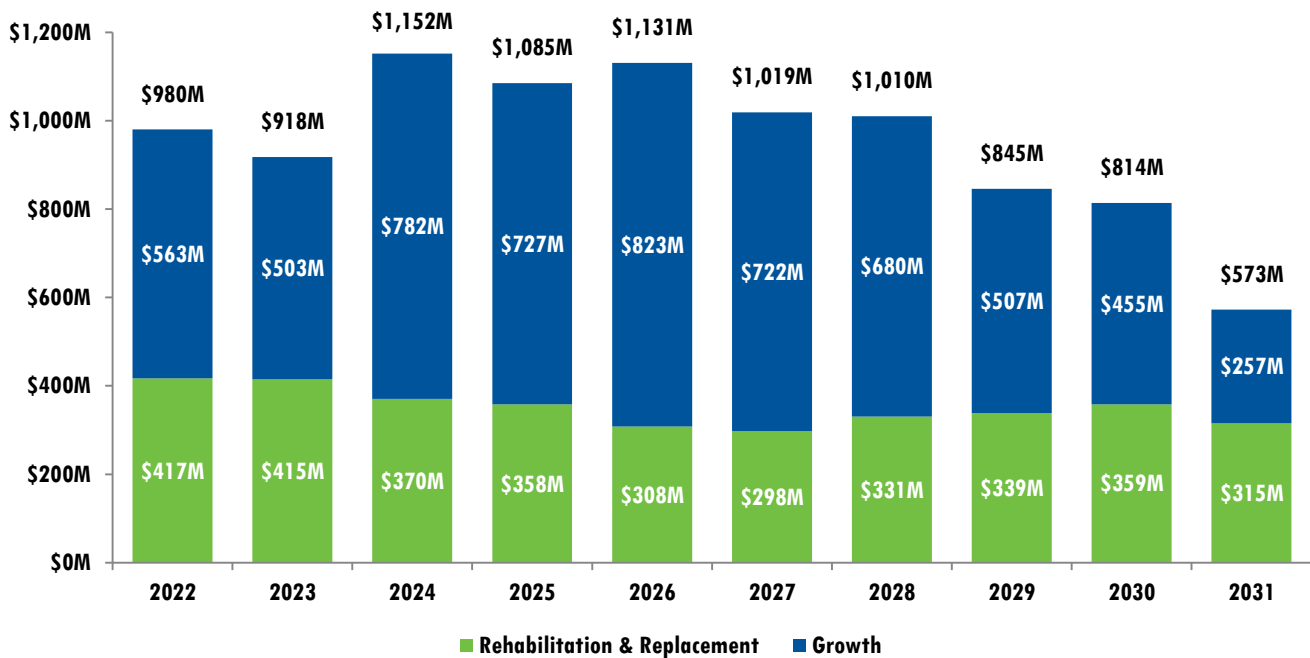
Growth initiatives are generally undertaken to serve population growth. Investments to rehabilitate or replace existing assets, also referred to as renewal, are made to ensure infrastructure is in place to serve ongoing needs. The section on page 50 titled “Funding the capital plan” explains how different types of projects are funded.

Growth projects account for 63.2% of the capital plan, as the graph on the next page shows:

- Transportation Services growth-related initiatives, including road widenings, are expected to total approximately \$1.9 billion over 10 years, or 31.5% of growth-related capital spending.
- The total growth-related capital plan for Environmental Services is about \$1.9 billion over 10 years, or 30.8%. Spending will be mainly for wastewater projects, because the past 20 years have seen major investments in expanding drinking water supply.

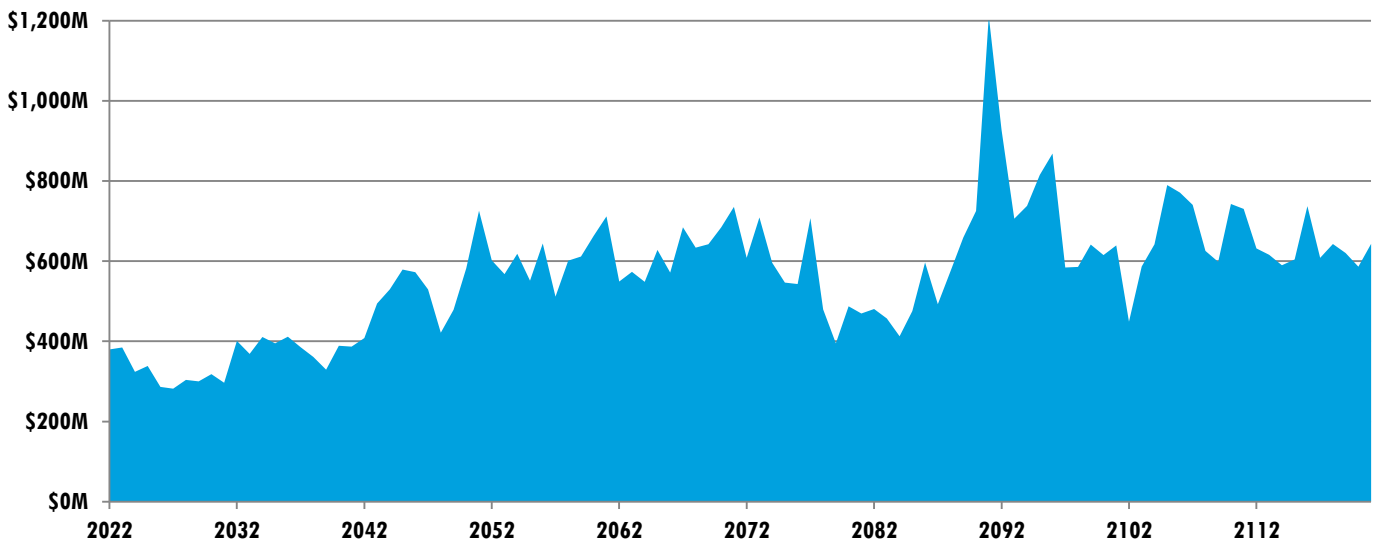
- Community and Health Services is planning to invest \$392.6 million in growth-related initiatives over the next 10 years, or 6.5% of the growth component of the capital plan. Most of this will go to expanding the Region's supply of affordable housing.
- The remaining projects in this category, accounting for about \$1.9 billion or 31.2% of the total, represent the Region's share of the subway extension, as well as new transit, police and other facilities and the completion of the YorkNet fibre optic network, including making high-speed internet possible for thousands of residents and businesses in rural and remote areas.

### 63.2% of planned 10-year capital spending would go to growth-related projects



The balance of the capital plan is for investments to rehabilitate or replace existing assets. These asset management needs are underpinned by the Region's Corporate Asset Management Plan. The plan was first approved in 2018, based on estimates of asset condition at that time. It is expected to be updated in 2022.

### Projected asset renewal needs (before inflation)





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

## Top initiatives in the 10-year capital plan

Initiative	Department	Category	10-Year Total
Yonge North Subway Extension	Transportation/ Rapid Transit	Growth	\$1,120M
Road Expansions	Transportation Services	Growth	\$1,093M
Pavement Renewal	Transportation Services	Renewal	\$716M
Upper York Water Reclamation Centre	Environmental Services	Growth	\$506M
Transit Fleet	Transportation Services	Renewal	\$394M
York Durham Sewage System Rehabilitation Program	Environmental Services	Renewal	\$386M
West Vaughan Sewage Servicing	Environmental Services	Growth	\$325M
Northeast Vaughan Water and Wastewater Servicing	Environmental Services	Growth	\$272M
Development of New Facilities	Corporate Services	Growth	\$260M
Transit Facilities	Transportation Services	Growth	\$234M

## Transportation and Environmental Services will undertake most of the Region’s top initiatives

The table above lists the top initiatives in the current 10-year plan by dollar amount. The subway work is being led by Metrolinx, the provincial transit agency, with both the province and federal government committed to sharing the costs. The amount in the table represents only the Region’s share of the initiative’s estimated total capital construction cost of \$5.6 billion. Among initiatives which the Region will lead, Environmental Services projects, mainly to serve growth, account for \$1.5 billion, while Transportation Services work is expected to total \$2.4 billion.

Major initiatives in the list include the following:

- Road expansions, mainly to widen existing two-lane and four-lane roads, are planned throughout the Region. The Transportation Services chapter provides details of locations.
- Pavement, intersection and guard rail renewal comprises a portfolio of Transportation Services projects. This work is being done to maintain existing assets in a state of good repair.
- The Upper York Water Reclamation Centre, to be located in East Gwillimbury, would meet the needs of population growth in northern communities. The project is awaiting clear direction from the province, making the planned completion date of 2029 subject to change. Other initiatives in the table above will meet the needs of growth in Vaughan.

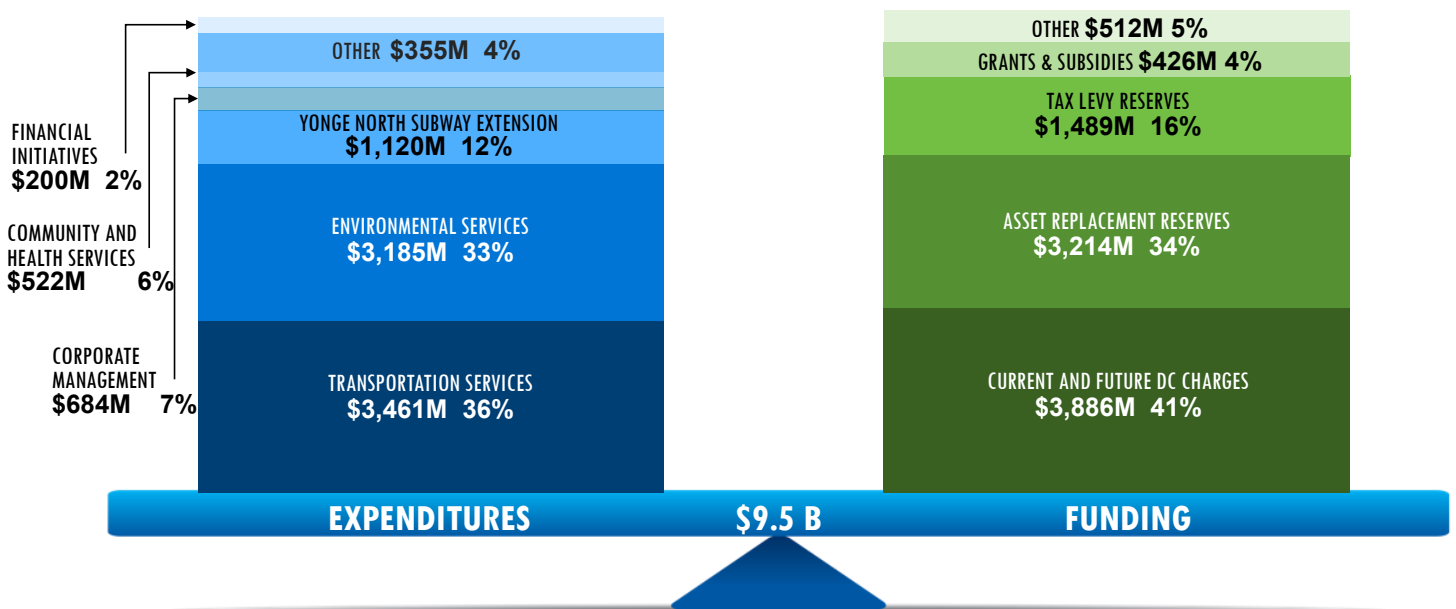
- Transit fleet renewal reflects replacement and refurbishment of diesel buses, as well as the Region’s recently approved plan to electrify the transit fleet over the coming decades. The box on page 73 in the Transportation Services chapter provides more detail.
- York Durham Sewage System Rehabilitation will ensure the Region’s wastewater continues to be managed safely and reliably in existing systems.
- Adding new transit facilities and a building to house services in the southern part of the Region, replacing leased space, will ensure that services are provided efficiently.

## Funding the capital plan

The major sources of funding for the capital plan include development charges and reserves funded from the tax levy, user rates and other sources, including senior government support. The Budget Context and Long-Term Financial Planning chapters provide more details.

Development charges are a major source of funding for projects to meet the needs of population growth, while funding for renewal projects comes mainly from asset management reserves. Some enhancement projects are included in the growth category, even though they may not be funded from development charges.

## 10-year capital expenditures and funding



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

Other (funding) includes: Other Recoveries and Housing York Inc. debt

Grants & Subsidies includes: Federal Gas Tax Reserve and Grants & Subsidies

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

## How the Region prioritizes the capital plan

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

- The Region's *Vision* and the four-year Strategic Plan that follows from it are important determinants of priorities for capital investment. The framework for achieving *Vision* is set out in the Planning and Budgeting chapter.
- The capital plan is a key component of the Regional Fiscal Strategy. The strategy is based on managing the capital plan and building reserves to reduce borrowing needs and fund asset management projects. The Long-Term Financial Planning chapter provides more details.
- The *Places to Grow Act, 2005*, gives the Ontario government the power to designate growth areas and develop related growth plans. York Region is subject to *A Place to Grow*, the current growth plan for the Greater Golden Horseshoe, which provides population and employment forecasts out to 2051. The Regional Official Plan incorporates these forecasts, which are also reflected in infrastructure master plans for Transportation Services and water and wastewater within Environmental Services. More background may be found in the Budget Context chapter.
- These master plans and other major infrastructure plans are separately reviewed and endorsed by Regional Council to ensure that they align with the Region's *Vision* and Strategic Plan before being reflected in the budget.

During the budget process, priorities are set by:

- Determining the funds available for each category of capital work. Renewal is largely funded by asset management reserves, to which departments contribute each year, while growth is largely funded by development charges levied on new construction. Other sources of funding, such as senior government subsidies, may also be available. Funding sources are discussed in the Budget Context chapter. The Region may also create room in its fiscal plans for projects such as the subway extension that were not in an earlier plan and require significant funding.
- Reviewing proposed project lists which departments submit based on their own long-term infrastructure plans. The Transportation Master Plan and Water and Wastewater Master Plan currently extend to 2041. Plans for growth-related infrastructure not subject to the provincial growth plan have similar time horizons. Asset management planning is based on a 100-year outlook, as mentioned above. The department also indicates whether the timing of projects in the previous plan has changed, for example for regulatory reasons or because of construction delays.
- Consolidating the lists and evaluating them against available funds, established priorities and legislated requirements to create a new 10-year plan. Capital plans may be adjusted from year to year to align with the Region's financial resources. Growth-related capital projects in previous 10-year plans have been deferred in some cases to better match expected funding. All deferred projects were added back in later plans as funds became available.

## CAPITAL BUDGET FLEXIBILITY ENHANCES PROJECT DELIVERY

In each budget, Council is asked to approve the first year of the 10-year plan. The budget also seeks Council approval of Capital Spending Authority for projects that require a financial commitment in the first budget year, allowing departments to enter into multi-year contracts. The Capital Spending Authority requested in this budget is \$4.8 billion.

The Region has consistently delivered about 70% of the capital plan each year since 2017. Departments may propose in their budget to use unspent funds from one year in the following year or years. This framework helps to maintain consistency in capital planning and delivery.

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

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

- In larger capital plans, such as Roads, Water or Waste Management, the services are broken down into program groups such as “Rehabilitation and Replacement” and “Growth”.
- For smaller capital plans, such as Forestry, Paramedic Services, Court Services, YorkNet, and Finance, the whole service is a program group.

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

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

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

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

## 10-year capital expenditures by program group

(\$ in 000s)	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10-Year Total	Capital Spending Authority
<b>Transportation Services</b>												
Transit Services:												
Rehabilitation and Replacement	97,875	79,889	23,529	72,343	33,352	46,706	52,980	44,793	42,756	37,295	531,518	186,583
Growth	45,983	37,063	46,513	20,503	14,583	13,516	21,156	65,128	52,358	59,528	376,331	141,043
	143,858	116,952	70,042	92,846	47,935	60,222	74,136	109,921	95,114	96,823	907,849	327,626
Roads:												
Rehabilitation and Replacement	93,275	101,692	116,846	89,754	89,912	95,066	106,892	107,244	116,029	117,697	1,034,407	196,814
Growth	183,292	188,202	227,277	190,053	204,547	143,023	141,310	90,591	92,794	57,664	1,518,753	670,813
	276,567	289,894	344,123	279,807	294,459	238,089	248,202	197,835	208,823	175,361	2,553,160	867,627
<b>Subtotal</b>	<b>420,425</b>	<b>406,846</b>	<b>414,165</b>	<b>372,653</b>	<b>342,394</b>	<b>298,311</b>	<b>322,338</b>	<b>307,756</b>	<b>303,937</b>	<b>272,184</b>	<b>3,461,009</b>	<b>1,195,253</b>
<b>Environmental Services</b>												
Water:												
Rehabilitation and Replacement	44,752	56,131	59,002	48,731	44,639	43,153	36,984	37,262	31,765	33,694	436,113	219,325
Growth	9,267	24,406	57,480	37,848	21,132	9,091	10,831	32,682	49,051	23,335	275,123	148,320
	54,019	80,537	116,482	86,579	65,771	52,244	47,815	69,944	80,816	57,029	711,236	367,645
Wastewater:												
Rehabilitation and Replacement	86,707	109,704	113,850	87,611	80,269	57,752	75,797	85,628	91,678	58,905	847,901	519,999
Growth	61,528	88,155	131,622	139,740	233,609	267,664	194,964	131,857	126,612	74,959	1,450,710	998,400
	148,235	197,859	245,472	227,351	313,878	325,416	270,761	217,485	218,290	133,864	2,298,611	1,518,399
Waste Management:												
Rehabilitation and Replacement	3,156	2,877	1,548	2,584	686	428	492	717	756	2,757	16,001	7,148
Growth	102	102	102	5,222	5,222	45,578	43,177	102	102	102	99,811	204
	3,258	2,979	1,650	7,806	5,908	46,006	43,669	819	858	2,859	115,812	7,352
Forestry	3,900	4,603	5,102	4,006	3,804	2,460	2,383	2,572	2,243	2,640	33,713	17,402
Climate Change & Energy	1,237	2,007	2,276	2,189	2,343	2,813	2,847	2,042	4,669	2,882	25,305	3,244
<b>Subtotal</b>	<b>210,649</b>	<b>287,985</b>	<b>370,982</b>	<b>327,931</b>	<b>391,704</b>	<b>428,939</b>	<b>367,475</b>	<b>292,862</b>	<b>306,876</b>	<b>199,274</b>	<b>3,184,677</b>	<b>1,914,042</b>
<b>Community and Health Services</b>												
Public Health	2,000	-	-	-	-	-	-	-	-	-	2,000	2,000
Paramedic Services	23,866	12,566	15,727	5,377	4,522	4,630	5,186	8,516	11,140	9,117	100,645	36,432
Long-Term Care/Seniors' Services	6,892	2,401	902	542	554	2,199	1,714	729	779	2,638	19,350	8,341
Housing Services	104,021	64,683	72,169	54,336	29,980	12,350	3,200	11,825	23,700	23,900	400,164	124,352
<b>Subtotal</b>	<b>136,779</b>	<b>79,650</b>	<b>88,798</b>	<b>60,255</b>	<b>35,056</b>	<b>19,179</b>	<b>10,100</b>	<b>21,070</b>	<b>35,619</b>	<b>35,655</b>	<b>522,159</b>	<b>171,125</b>
<b>Corporate Management and Governance</b>												
Finance	31,794	24,254	20,576	19,582	24,234	24,077	23,686	19,213	22,564	25,198	235,178	144,517
Property Services:												
Rehabilitation and Replacement	8,626	7,755	3,107	9,302	4,637	4,126	10,223	7,229	8,453	11,076	74,534	11,576
Business Initiatives	14,591	15,255	14,812	11,689	54,390	18,483	64,196	69,427	98,720	12,748	374,311	32,095
	23,217	23,010	17,919	20,991	59,027	22,609	74,419	76,656	107,173	23,824	448,845	43,671
<b>Subtotal</b>	<b>55,011</b>	<b>47,264</b>	<b>38,495</b>	<b>40,573</b>	<b>83,261</b>	<b>46,686</b>	<b>98,105</b>	<b>95,869</b>	<b>129,737</b>	<b>49,022</b>	<b>684,023</b>	<b>188,188</b>
<b>Financial Initiatives</b>	<b>13,426</b>	<b>7,119</b>	<b>29,087</b>	<b>35,014</b>	<b>38,172</b>	<b>31,489</b>	<b>29,880</b>	<b>14,744</b>	<b>1,070</b>	<b>-</b>	<b>200,000</b>	<b>13,426</b>
<b>Court Services</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>1,230</b>	<b>123</b>
<b>York Region Rapid Transit Corporation</b>	<b>9,180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,180</b>	<b>9,180</b>
<b>YorkNet</b>	<b>26,466</b>	<b>31,423</b>	<b>31,298</b>	<b>31,351</b>	<b>6,758</b>	<b>3,198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>130,494</b>	<b>130,494</b>
<b>York Regional Police</b>	<b>32,774</b>	<b>17,702</b>	<b>16,179</b>	<b>21,098</b>	<b>19,662</b>	<b>14,846</b>	<b>14,973</b>	<b>30,497</b>	<b>30,233</b>	<b>16,426</b>	<b>214,390</b>	<b>32,774</b>
<b>Yonge North Subway Extension</b>	<b>75,183</b>	<b>39,867</b>	<b>162,885</b>	<b>196,078</b>	<b>213,765</b>	<b>176,336</b>	<b>167,327</b>	<b>82,568</b>	<b>5,992</b>	<b>-</b>	<b>1,120,000</b>	<b>1,120,000</b>
<b>York Region</b>	<b>980,015</b>	<b>917,979</b>	<b>1,152,011</b>	<b>1,085,075</b>	<b>1,130,896</b>	<b>1,019,106</b>	<b>1,010,321</b>	<b>845,489</b>	<b>813,587</b>	<b>572,684</b>	<b>9,527,162</b>	<b>4,774,605</b>

## 10-year capital funding by program group

(\$ in 000s)	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	10-Year Total
<b>Transportation Services</b>											
Transit Services:											
Rehabilitation and Replacement	-	-	530,518	-	-	1,000	-	-	-	-	531,518
Growth	9	17,098	1,650	-	150,615	-	-	-	-	206,959	376,331
	9	17,098	532,168	-	150,615	1,000	-	-	-	206,959	907,849
Roads:											
Rehabilitation and Replacement	9,546	2,000	894,465	-	1,290	-	6,054	95,794	-	25,258	1,034,407
Growth	137,554	-	-	-	247,397	-	128,180	831,543	158,650	15,429	1,518,753
	147,100	2,000	894,465	-	248,687	-	134,234	927,337	158,650	40,687	2,553,160
<b>Subtotal</b>	<b>147,109</b>	<b>19,098</b>	<b>1,426,633</b>	<b>-</b>	<b>399,302</b>	<b>1,000</b>	<b>134,234</b>	<b>927,337</b>	<b>158,650</b>	<b>247,646</b>	<b>3,461,009</b>
<b>Environmental Services</b>											
Water:											
Rehabilitation and Replacement	-	-	429,283	-	-	6,830	-	-	-	-	436,113
Growth	-	-	5,150	-	52,973	-	48,330	168,670	-	-	275,123
	-	-	434,433	-	52,973	6,830	48,330	168,670	-	-	711,236
Wastewater:											
Rehabilitation and Replacement	-	-	780,608	-	-	-	67,293	-	-	-	847,901
Growth	-	-	4,624	-	106,698	3,100	145,592	1,190,696	-	-	1,450,710
	-	-	785,232	-	106,698	3,100	212,885	1,190,696	-	-	2,298,611
Waste Management:											
Rehabilitation and Replacement	16,001	-	-	-	-	-	-	-	-	-	16,001
Growth	99,811	-	-	-	-	-	-	-	-	-	99,811
	115,812	-	-	-	-	-	-	-	-	-	115,812
Forestry	16,859	-	-	-	11,270	5,584	-	-	-	-	33,713
Climate Change & Energy	-	-	25,305	-	-	-	-	-	-	-	25,305
<b>Subtotal</b>	<b>132,671</b>	<b>-</b>	<b>1,244,970</b>	<b>-</b>	<b>170,942</b>	<b>15,514</b>	<b>261,215</b>	<b>1,359,365</b>	<b>-</b>	<b>-</b>	<b>3,184,677</b>
<b>Community and Health Services</b>											
Public Health	1,950	-	11	-	39	-	-	-	-	-	2,000
Paramedic Services	-	16,805	54,319	-	15,350	590	-	13,580	-	-	100,645
Long-Term Care/Seniors' Services	-	11,292	5,932	-	-	2,126	-	-	-	-	19,350
Housing Services	156,967	-	50,688	-	9,445	125,663	-	57,401	-	-	400,164
<b>Subtotal</b>	<b>158,917</b>	<b>28,097</b>	<b>110,950</b>	<b>-</b>	<b>24,834</b>	<b>128,379</b>	<b>-</b>	<b>70,981</b>	<b>-</b>	<b>-</b>	<b>522,159</b>
<b>Corporate Management and Governance</b>											
Finance	75,587	-	159,591	-	-	-	-	-	-	-	235,178
Property Services:											
Rehabilitation and Replacement	-	-	74,184	-	-	350	-	-	-	-	74,534
Business Initiatives	-	256,659	117,017	-	70	265	300	-	-	-	374,311
	-	256,659	191,201	-	70	615	300	-	-	-	448,845
<b>Subtotal</b>	<b>75,587</b>	<b>256,659</b>	<b>350,792</b>	<b>-</b>	<b>70</b>	<b>615</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>684,023</b>
<b>Financial Initiatives</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,398</b>	<b>-</b>	<b>-</b>	<b>130,602</b>	<b>-</b>	<b>-</b>	<b>200,000</b>
<b>Court Services</b>	<b>-</b>	<b>-</b>	<b>1,230</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,230</b>
<b>York Region Rapid Transit Corporation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,386</b>	<b>1,733</b>	<b>335</b>	<b>-</b>	<b>-</b>	<b>1,726</b>	<b>9,180</b>
<b>YorkNet</b>	<b>-</b>	<b>31,071</b>	<b>-</b>	<b>6,204</b>	<b>-</b>	<b>-</b>	<b>63,468</b>	<b>-</b>	<b>-</b>	<b>29,751</b>	<b>130,494</b>
<b>York Regional Police</b>	<b>16,500</b>	<b>62,660</b>	<b>79,377</b>	<b>-</b>	<b>30,633</b>	<b>-</b>	<b>463</b>	<b>24,757</b>	<b>-</b>	<b>-</b>	<b>214,390</b>
<b>Yonge North Subway Extension</b>	<b>336,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,535</b>	<b>-</b>	<b>-</b>	<b>703,465</b>	<b>-</b>	<b>-</b>	<b>1,120,000</b>
<b>York Region</b>	<b>926,784</b>	<b>397,586</b>	<b>3,213,952</b>	<b>6,204</b>	<b>721,099</b>	<b>147,241</b>	<b>460,015</b>	<b>3,216,508</b>	<b>158,650</b>	<b>279,123</b>	<b>9,527,162</b>



## ACCRUAL BUDGET PRESENTATION

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



# RECONCILING BUDGETING AND REPORTING

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

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

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

## ACCOUNTING TERMINOLOGY

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

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

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

“Full accrual” accounting treatment limits revenues and expenses to the definitions outlined above. It also “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 or depreciation, is recorded as an expense each year the asset is expected to be in service. In the view of the Public Sector Accounting Board, amortization expense reflects the cost of using the asset for the year.

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

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



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

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

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

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

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

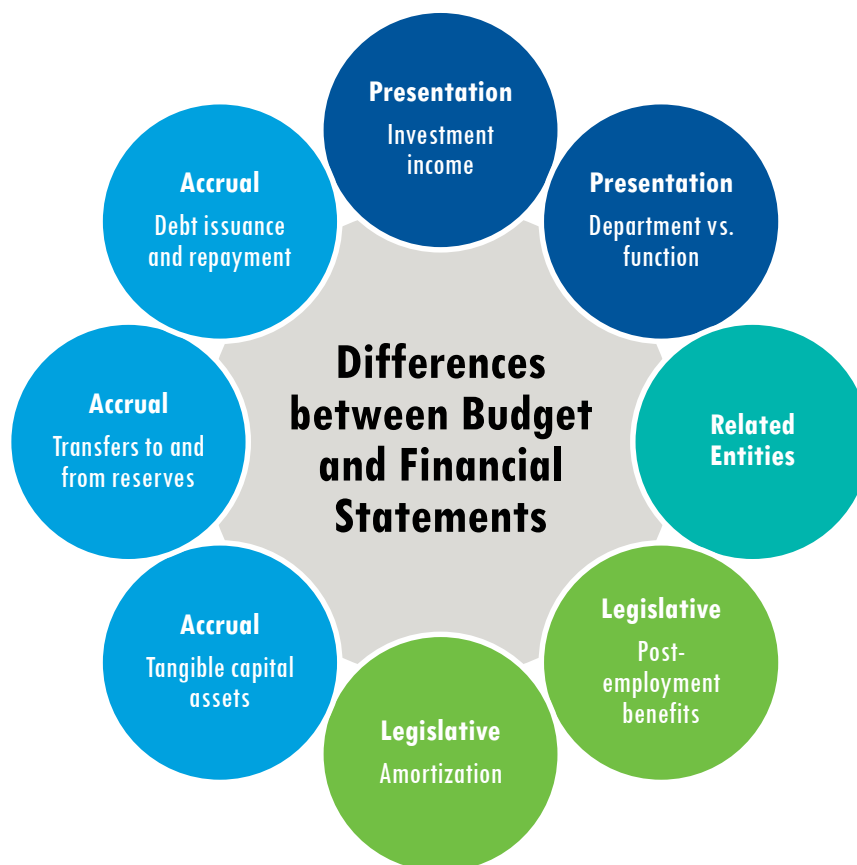
### Full accrual 2022 budget statement of operations

(in \$000s)	2022 Proposed
<b>Revenues</b>	
Net taxation	1,277,180
User charges	370,734
Transfer payments	682,976
Development contributions	593,634
Fees and services	143,286
Interest and investment	86,172
Other revenues	28,177
<b>Total Revenues</b>	<b>3,182,159</b>
<b>Expenses</b>	
General Government	153,325
Protection to persons and property	455,012
Transportation Services	537,862
Environmental Services	532,269
Health and emergency services	275,250
Community Services	355,472
Social Housing	118,637
Planning and development services	16,579
<b>Total Expenses</b>	<b>2,444,405</b>
<b>Annual Surplus</b>	<b>737,754</b>

## SOURCES OF DIFFERENCE BETWEEN MODIFIED AND FULL ACCRUAL BUDGETS

In the full accrual presentation in the table on the previous page, the Region has taken the opportunity to make other changes that bring its budget as presented in this section into closer alignment with its financial reporting.

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



### Presentation

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

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

## Related entities

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

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

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

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

## Legislative

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

Two important items that fall into this category are amortization and post-employment benefits expense, both of which must be included in reporting under full accrual treatment.

Amortization is explained in the box on page 56. Post-employment benefits are employee benefits that have been earned but will be paid in future as employees retire.

Both items are included in the full accrual budget. Amortization is not shown in the modified accrual budget, but the Region is planning to rehabilitate and replace assets as they age through its Corporate Asset Management Plan.

Post-employment benefits are a component of employee benefit obligations, which also include obligations related to the Workplace Safety and Insurance Board, long-term disability and extended sick leave. The annual budget includes an operating expense for these items, but the full accrual budget estimates differ due to timing. The next section discusses the way this expense is estimated.

## Accrual


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

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

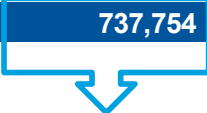
Transfers from reserves and the proceeds of borrowing are not revenues, so they are removed from that category in moving from modified to full accrual. This has the effect of reducing budgeted revenues in full accrual and thus reducing the annual surplus, all other things being equal.

## Reconciling the 2022 budget with PSAB standards

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
<b>Revenues</b>				
Proposed budget	2,681,183	980,015		3,661,198
Reclassification of investment income			86,172	86,172
Transfer from reserves			(614,344)	(614,344)
Proceeds of debt issued for Regional purposes			0	0
Funding from Metrolinx			34,660	34,660
Housing York Inc.			45,006	45,006
Related entities adjustment			(30,532)	(30,532)
<b>Total Revenues</b>	<b>2,681,183</b>	<b>980,015</b>	<b>(479,038)</b>	<b>3,182,159</b>
<b>Expenses</b>				
Proposed budget	2,681,183	980,015		3,661,198
Reclassification of investment income			86,172	86,172
Transfer to reserves			(647,655)	(647,655)
Acquisition of tangible capital assets			(839,605)	(839,605)
Debt principal repayments			(197,325)	(197,325)
Amortization			341,006	341,006
Post employment and other benefit obligation			32,262	32,262
Spending funded by Metrolinx			1,429	1,429
Housing York Inc.			37,457	37,457
Related entities adjustment			(30,532)	(30,532)
<b>Total Expenses</b>	<b>2,681,183</b>	<b>980,015</b>	<b>(1,216,792)</b>	<b>2,444,405</b>
<b>Surplus</b>	<b>-</b>	<b>-</b>	<b>737,754</b>	<b>737,754</b>



**Balanced  
Budget**



**Annual  
Surplus**

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

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

## **CASH-BASED PLANNING HELPS TO TRACK ALL SPENDING**

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

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

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

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

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

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

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

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

## 2022 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
<b>Revenues</b>						
Net taxation	149,581	382,955	401,449	68,495	118,605	60,901
User charges				370,734		
Transfer payments	8,428	14,042	73,981	12,652	154,950	284,897
Development contributions	10,763	17,681	306,625	241,256	10,509	
Fees and services	13,130	29,737	50,164	15,004	785	5,766
Interest and investment	86,172					
Other Revenues	348	2,408	627	13,351	148	1,162
<b>Total Revenues</b>	<b>268,423</b>	<b>446,823</b>	<b>832,846</b>	<b>721,492</b>	<b>284,997</b>	<b>352,727</b>
<b>Expenses</b>						
Salaries and benefits	112,127	386,699	82,632	74,865	220,882	75,662
Interest payments	465	1,979	26,685	70,559	315	
Operating expenses	17,154	44,126	243,417	279,311	47,784	180,035
Government transfers		6,598	1,455	2,430	1,202	98,164
Amortization	23,579	15,611	182,244	105,104	5,066	1,611
<b>Total Expenses</b>	<b>153,325</b>	<b>455,012</b>	<b>536,433</b>	<b>532,269</b>	<b>275,250</b>	<b>355,472</b>
<b>Annual Surplus</b>	<b>115,098</b>	<b>(8,189)</b>	<b>296,413</b>	<b>189,223</b>	<b>9,748</b>	<b>(2,745)</b>

(in \$000s)	Social Housing	Planning and Development Services	Metrolinx Funded Projects	Housing York Inc.	YorkNet	Related Entities Adjustment	Total
<b>Revenues</b>							
Net taxation	83,972	8,775			2,445		1,277,180
User charges							370,734
Transfer payments	88,804	125	26,220		18,877		682,976
Development contributions	5,415	1,385					593,634
Fees and services	11,597	3,452		23,526	603	(10,478)	143,286
Interest and investment							86,172
Other Revenues		136	8,440	21,480	130	(20,054)	28,177
<b>Total revenues</b>	<b>189,787</b>	<b>13,873</b>	<b>34,660</b>	<b>45,006</b>	<b>22,056</b>	<b>(30,532)</b>	<b>3,182,159</b>
<b>Expenses</b>							
Salaries and benefits	21,948	12,009		9,129	2,462	(9,129)	989,286
Interest payments	1,292						101,295
Operating expenses	73,746	2,055	1,429	28,328	54	(21,403)	896,035
Government transfers	6,935						116,783
Amortization				7,791			341,006
<b>Total expenses</b>	<b>103,922</b>	<b>14,063</b>	<b>1,429</b>	<b>45,247</b>	<b>2,515</b>	<b>(30,532)</b>	<b>2,444,405</b>
<b>Annual surplus</b>	<b>85,866</b>	<b>(190)</b>	<b>33,231</b>	<b>(241)</b>	<b>19,540</b>	<b>-</b>	<b>737,754</b>

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

Note: Numbers may not add due to rounding.



## TRANSPORTATION SERVICES

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

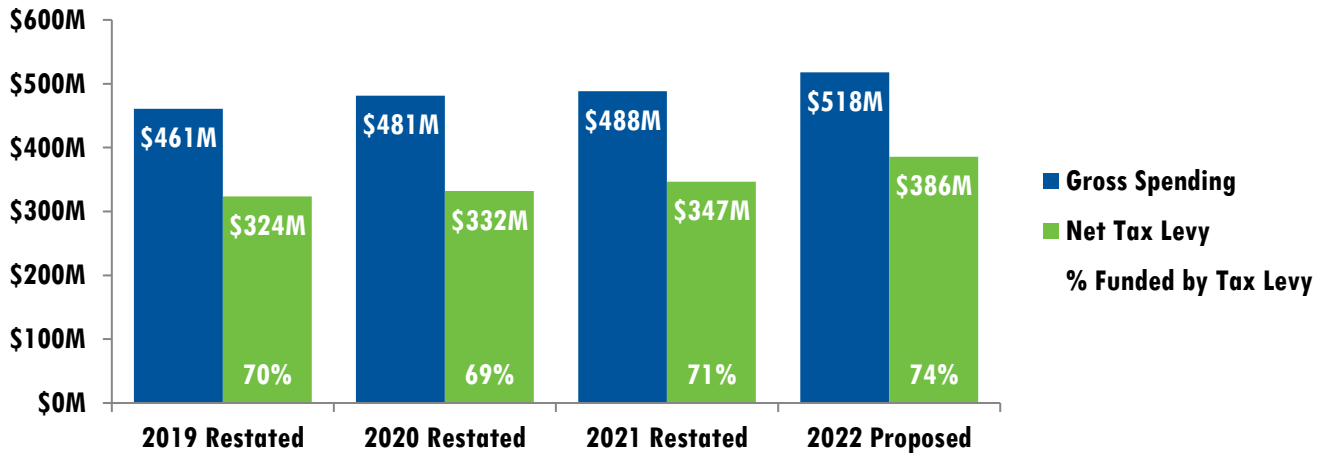


## THE TRANSPORTATION SERVICES OPERATING BUDGET IS...

**19% OF TOTAL  
REGIONAL EXPENDITURES**

**30¢ ON THE  
TAX DOLLAR**

### 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

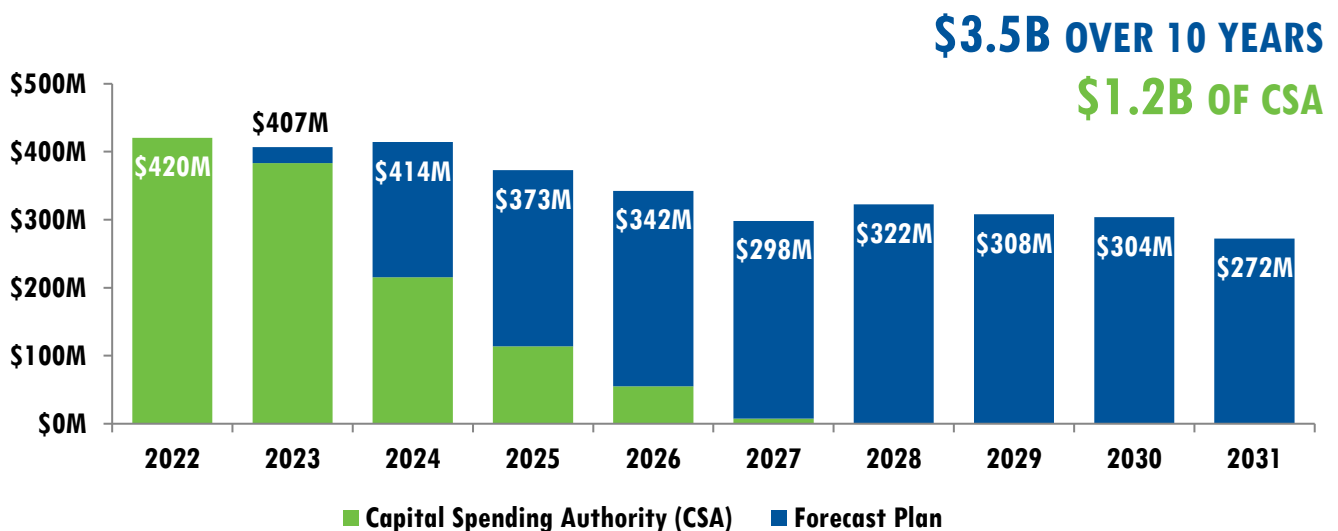


## THE TRANSPORTATION SERVICES CAPITAL BUDGET IS...

**36% OF THE  
REGION'S 10-YEAR PLAN**

**25% OF  
TOTAL CSA**

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





# OFFERING TRAVELLERS A RANGE OF SERVICES AND OPTIONS

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

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

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

- Private vehicle travel fell sharply at the start of the lockdown, but largely rebounded by year-end. There was a noticeable shift in traffic patterns, with volumes becoming more uniform throughout the day.
- Conventional transit ridership declined steeply and has been slower to recover, which is the pattern seen in transit systems across Ontario and Canada. York Region Transit (YRT) accelerated its ongoing shift towards Mobility On-Request service, which has proven its value where demand is not high enough to support full, regularly scheduled bus service. During 2020, YRT converted 15 conventional routes to the Mobility on-Request model to better align service with ridership demand while managing costs.
- Surveys showed that more people were exploring neighbourhoods, parks and paths through walking, cycling and other forms of active transportation. As this trend continues, support for related infrastructure may be available through a newly announced \$400 million federal Active Transportation Fund, coinciding with the development of Canada's National Active Transportation Strategy.

Given the fluidity of patterns through 2020 and 2021, the department is continuing to monitor traffic volumes and travel patterns as pandemic-related restrictions are further eased.

In the long term, rapid transit will remain a cornerstone of sustainable growth in the Region. Extending the subway line north from Downsview station to Vaughan Metropolitan Centre has triggered development geared to rapid transit and a more walkable urban centre. With provincial and federal funding commitments now in place, the extension of the Yonge Street subway line from Finch station is moving ahead, with the expectation it will have a similar impact along its route through Vaughan, Richmond Hill and Markham. The box on page 25 in the Budget Context chapter and the Yonge North Subway Extension chapter provides more details.

The department continues to offer transit, walking and cycling options that respond to evolving transportation demand across the Region's varied communities. Its aim for the transit system is to focus on providing fixed-schedule bus service in areas of high ridership. Based on the success of Mobility On-Request, it will continue to provide different options in other areas, typically in suburban or rural locations, to connect residents to the greater Regional transportation network.

As the department updates the Transportation Master Plan, it is looking at long-term factors that are likely to shape future travel, with the goal of ensuring the transportation network and services remain useful and affordable. The Looking Ahead section starting on page 73 provides more detail.

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

## 2021 UPDATE AND ACCOMPLISHMENTS

Throughout 2020 and 2021, the department responded to pandemic-related restrictions by adopting new ways of working, including moving the YRT call centre to remote operation and introducing the use of e-signatures to expedite approval of contracts and invoices.

Like transit services across the province, YRT was required to operate as an essential service during the pandemic and faced significant declines in revenue along with higher costs to ensure the health and safety of travellers and employees. During the pandemic, YRT brought in enhanced cleaning of transit facilities, buses and garages, and monitored staff and contractor COVID-19 screening, as well as ensuring contractors met additional requirements for safety. These pandemic-related measures will continue as long as needed.

YRT also helped the Region respond to the pandemic by reconfiguring and maintaining four buses used in drive-through vaccination clinics, as described in more detail in the box on page 137 of the Community and Health Services chapter. In addition, the transit service continued to offer the new Mobility On-Request 65+ service for seniors, including making more than 1,500 trips to COVID-19 immunization clinics.

Transit ridership in the Region and elsewhere is beginning to recover from pandemic-related shifts in travel. By July 2021, YRT ridership was at roughly half its pre-pandemic level, similar to the ridership the Toronto Transit Commission (TTC) reported for its buses, and up 20% from a year earlier. Ridership declines on GO Transit have been both steeper and slower to recover.

Despite the effects of the pandemic, in 2021 YRT:

- Applied successfully for funding under the federal Investing in Canada Infrastructure Program, which will provide \$2.7 million for three asset rehabilitation projects
- Took delivery of six electric buses, doubling the size of its electric fleet
- Launched new Mobility On-Request services in the Town of Newmarket, Kleinberg in the City of Vaughan and Holland Landing in the Town of East Gwillimbury, with plans to expand service to the East Gwillimbury GO train station before year-end
- Awarded and transitioned seamlessly into a new amalgamated operating and maintenance contract for the Region's southwest and north areas

For Roads, traffic patterns that developed in the second half of 2020 continued into 2021, with volumes approaching 90% of pre-pandemic levels but distributed more evenly over the day. As in 2020, this shift allowed some rehabilitation projects to go ahead more quickly than originally planned.

Roads accomplishments in 2021 included:

- Introducing a new online system to apply for permits for activities like parades that affect road use
- Deploying the latest Bluetooth sensors, which use less energy, in the Regional system that helps manage congestion
- Upgrading the Region's 770 signalized intersections to allow better remote adjustment in response to changing traffic conditions
- Completing a number of large multi-year road projects, as outlined in the Roads section starting on page 79.

## WHAT SHAPES THE DEPARTMENT'S BUDGET

A central aim of the budget is to ensure resources are being used to support the Region's Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region's Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.










This section shows how Transportation Services supports these Community Result Areas by setting its own goals and objectives. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how Transportation Services measures its progress. Note that some goals and objectives support Community Result Areas directly, while others do so indirectly.

Graphs throughout this chapter give more detail on performance trends and outlook.

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

Delivering trusted and efficient services is a priority under Good Government. The department works to achieve this by providing safe, reliable roads and transit services, operating efficiently, and keeping assets in good condition. As co-lead on the Region's corporate asset management steering committee, it promotes best practices in asset care and renewal across the organization.

Transportation Services supports Sustainable Environment through such initiatives as converting the transit and corporate fleets to electric vehicles over the coming years, operating lower GHG-emission plowing trucks, using carbon-neutral biodiesel in the summer, automating transit garage operating systems to reduce electricity and natural gas consumption, and applying new techniques to reduce GHG emissions associated with road resurfacings.

Community Result Areas	Departmental Goals	Departmental Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
 ECONOMIC VITALITY  HEALTHY COMMUNITIES  SUSTAINABLE ENVIRONMENT	Continue to work with local municipalities and external agencies to encourage transportation options other than single-occupancy vehicles, including transportation networks that are multi-modal and that connect transportation modes	Work with local municipalities, Provincial Ministries, Metrolinx, TTC and York Region Rapid Transit Corporation to advance Regional interests for the Yonge North Subway Extension	Performance measure not identified yet	▲
		Working with Metrolinx projects and development applications to ensure key connections for travellers is provided (GO Transit)	Performance measure not identified yet	▲
		Advocate for fare integration (work with the province to implement fare and service integration across the Greater Toronto and Hamilton Area)	Monthly revenue from ridership	●
 HEALTHY COMMUNITIES  GOOD GOVERNMENT	Achieve critical milestones for Transportation Services delivery of growth and renewal capital projects	10-year capital plan – Tender contracts for major/minor construction projects as identified in 10-year capital plan	A bigger and more urban road network	●
			Road traffic volume	●
		Annual tracking, monitoring and reporting of asset condition for Transportation Services (co-lead with Environmental Services)	Performance measure not identified yet	▲
 ECONOMIC VITALITY  GOOD GOVERNMENT	Continue to evolve the customer experience and engagement model for Transportation Services that includes proactively providing traveller information and gathering feedback on the services provided	Ensure the continued delivery of end to end customer service functions within Transportation Services and respond to an increase in volume and complexity of political and resident requests	Performance measure not identified yet	▲
		Continue to engage stakeholders on relevant transportation issues and programs.	Performance measure not identified yet	▲
	Develop and implement selected technology solutions, service delivery, and business processes	Provide travellers with real-time data to choose travel options	Potential future measure: # of traffic Bluetooth sensors	▲
 ECONOMIC VITALITY  HEALTHY COMMUNITIES	Deliver roads and traffic operations services and maintenance operations	Proactively monitor and respond to winter events	Potential future measure: # of winter events	▲

<sup>1</sup> Objectives have an expected completion date of 1-4 years

<sup>2</sup> Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data

## Operating budget

In 2022, the final year of the multi-year budget, the department's total operating budget is expected to increase by 6.1% to reach \$517.9 million. The department accounts for 19.4% of the Region's 2022 gross operating expense.

The department's proposed net operating budget for 2022 is \$385.6 million, or 30.5% of the total for the Region. Senior government funding of \$23.2 million helped to offset pandemic-related losses in transit revenue in 2021. Initially held corporately, the funds were moved into the Transportation Services budget after details were confirmed.

In 2022, ridership and revenues are forecast to remain below pre-pandemic levels, while support from senior levels of government was uncertain as the budget was finalized. As a result, the net budget could rise by as much as 11.2% from 2021. However, this increase does not reflect a draw on the Pandemic Management Reserve Fund, discussed in the Operating chapter, that will be used to address this and other pandemic-related pressures in 2022. Taking the reserve draw into account, the year-over-year increase would be more in line with historic levels.

### Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>488,143</b>	<b>346,592</b>
Status Quo	8,918	8,918
Revenues:		
Revenues (excl. senior government funding)	-	(2,136)
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>(2,136)</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(1,496)	(1,434)
Program and Service Level Adjustments	(25)	(25)
<b>Subtotal</b>	<b>(1,521)</b>	<b>(1,459)</b>
Debt Servicing Net of Development Charges	5,544	(0)
Fiscal Strategy	10,042	10,042
Maintaining Service Levels for Growth	6,066	4,415
Enhancements and Transformation	-	-
Impacts of COVID-19	680	19,178
<b>Proposed Budget</b>	<b>517,871</b>	<b>385,550</b>
<b>Total Budget Change</b>	\$ <b>29,728</b>	\$ <b>38,959</b>
	% <b>6.09%</b>	% <b>11.24%</b>
<b>Outlook Restated</b>	<b>523,179</b>	<b>388,501</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>(5,308)</b>	<b>(2,951)</b>

## Staffing changes

(Full-Time Equivalents)	2022	
	FTE	% Change
<b>Opening</b>	535.2	
New	8.4	1.57%
Conversions	-	-
Program Reductions	-	-
<b>Proposed Budget</b>	543.6	
<b>Budget Change</b>	8.4	1.57%
<b>Outlook Restated</b>	<b>548.7</b>	
<b>Increase/ (Decrease) from Outlook</b>	<b>(5.1)</b>	

The department has taken several measures to manage the ongoing impacts of the pandemic. Its budget includes savings of \$3.0 million from deferring previously planned changes in transit service, as well as reduced transit operating costs, decreases in some items to reflect historical spending, and other initiatives, including organization-wide savings measures.

The department employs roughly 535 people on a full-time equivalent basis, including front-line operators, engineers, project managers, financial analysts, technicians and technology staff. It plans to add the equivalent of 8.4 full-time positions in 2022. The new positions will meet legislative requirements for road maintenance and asset management, monitor and oversee transit stations and terminals, and bring greater consistency to customer service. The planned total is down from the 13.5 full-time positions originally planned, reflecting the decision to defer expansion of the transit system and to find savings in other areas.

## Capital budget

Transportation Services' 10-year capital plan is \$3.5 billion, representing 36.3% of the 10-year plan for the Region as a whole. This is an increase of \$205.6 million from the 10-year plan in last year's budget. The major reasons for the increase are:

- Transit fleet electrification, which involves higher up-front costs to buy vehicles and additional costs to upgrade facilities so vehicles can be charged. The department will acquire two conventional electric buses each year from 2022 to 2025 as replacements and add two electric Mobility On-Request buses in 2023. Plans for later purchases might be accelerated, depending on availability of external funding. The box on page 73 provides details of electrification of the transit and corporate fleets.
- The transfer of the Southeast Roads operations yard project and related costs from Corporate Services, with a net increase of \$10 million in projected costs since 2019 to reflect detailed design and other factors.
- Scope changes and inflation in the costs of several growth-related road projects, including widenings and new infrastructure, structures, and intersections.

The largest component of the growth budget is road widenings, particularly to provide six lanes of roadway. These projects make up just under 50% of the 10-year plan. Growth-related road projects are funded by development charges and various reserves, including a dedicated reserve Regional Council created in 2019 to help advance priority road projects.

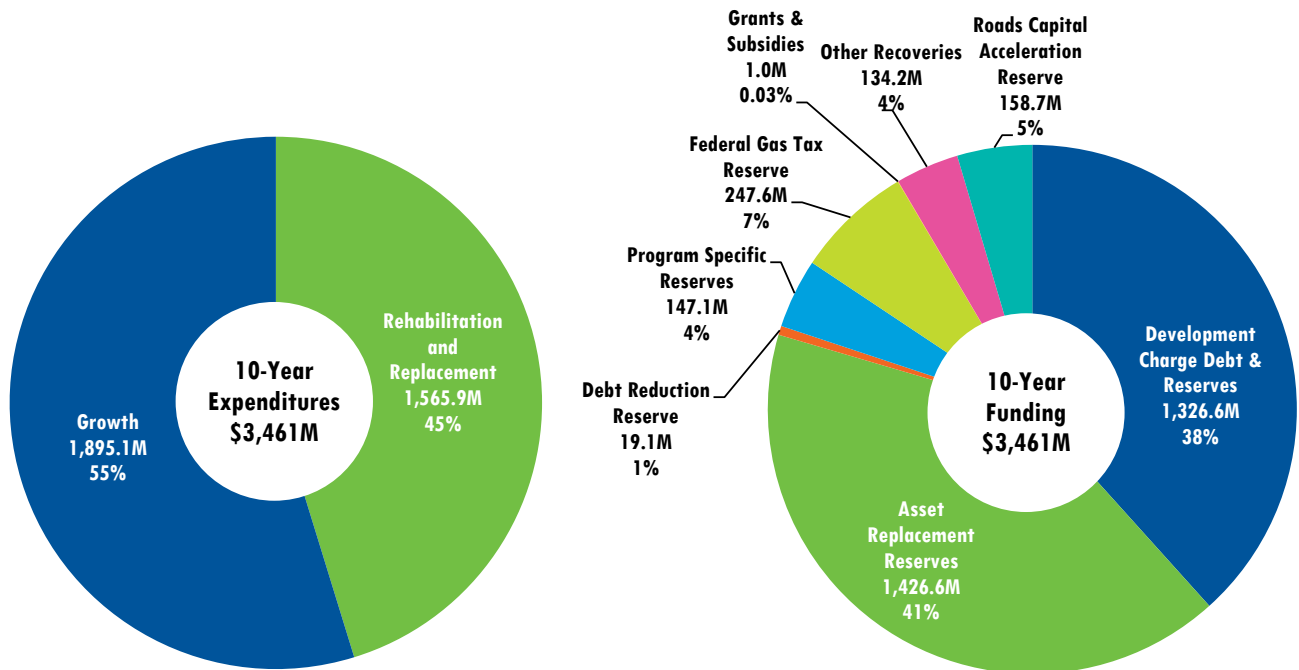
Planned capital investment in 2022 is \$420.4 million, or 42.9% of the Region’s total for the year. Transit projects and purchases make up 34.2% of the total, with Roads accounting for the remaining 65.8%.

Over the next 10 years, roughly 45.2% of the capital budget, or \$1.6 billion, will go to rehabilitating and replacing existing assets. Renewal of roads makes up the single largest component of the asset management budget, at \$693 million, or 44.3% of the total for the department.

Ongoing repair and rehabilitation work underscores the importance of caring for valuable assets that residents rely on every day and that represent billions of dollars of previous investment. Carefully planned asset management spending ensures safe and reliable road and transit systems for travellers, extends the life of assets, and reduces total costs over their life cycle. Projects and costs reflect the department’s continuous work to refine estimates of asset condition, age and needs.

### 10-year capital budget by program group

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>Transit Services:</b>								
Rehabilitation and Replacement	97,875	79,889	23,529	72,343	33,352	224,530	531,518	186,583
Growth	45,983	37,063	46,513	20,503	14,583	211,686	376,331	141,043
	<b>143,858</b>	<b>116,952</b>	<b>70,042</b>	<b>92,846</b>	<b>47,935</b>	<b>436,216</b>	<b>907,849</b>	<b>327,626</b>
<b>Roads:</b>								
Rehabilitation and Replacement	93,275	101,692	116,846	89,754	89,912	542,928	1,034,407	196,814
Growth	183,292	188,202	227,277	190,053	204,547	525,382	1,518,753	670,813
	<b>276,567</b>	<b>289,894</b>	<b>344,123</b>	<b>279,807</b>	<b>294,459</b>	<b>1,068,310</b>	<b>2,553,160</b>	<b>867,627</b>
<b>Total Transportation Services</b>	<b>420,425</b>	<b>406,846</b>	<b>414,165</b>	<b>372,653</b>	<b>342,394</b>	<b>1,504,526</b>	<b>3,461,009</b>	<b>1,195,253</b>



# Draft 2022 10-Year Roads and Transit Capital Construction Program

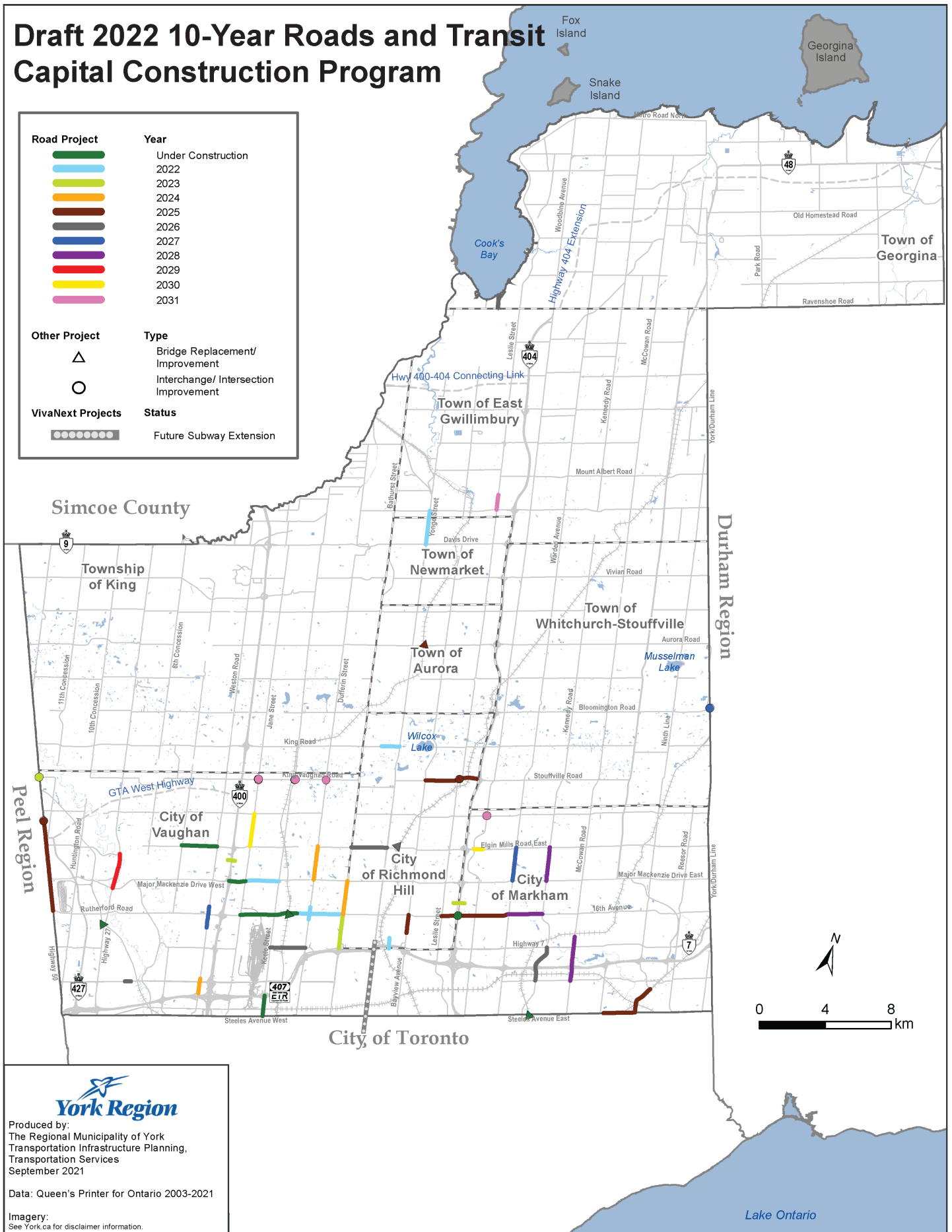
Road Project	Year
	Under Construction
	2022
	2023
	2024
	2025
	2026
	2027
	2028
	2029
	2030
	2031

Other Project	Type
	Bridge Replacement/Improvement
	Interchange/Intersection Improvement

VivaNext Projects	Status
	Future Subway Extension



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## Operating impacts of capital

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

For Transportation Services, the increasingly urban nature of the network means operating costs per kilometre are increasing. More complex roads are needed as the number of travellers using all modes of travel increases and their expectations rise.

Supporting this urbanized multi-modal system means increased maintenance, including more frequent pavement rehabilitation and the need for specialized equipment and technology to manage and maintain multiple lane types, signals, medians and boulevards, including plants and other landscaping. The growth in transit rapidways in particular adds to cost pressures because of their significant maintenance and snow-clearing needs.

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

## Looking ahead

With shifts in travel likely over the coming years, Transportation Services has expanded its planning initiatives to better understand the drivers of its future network, service delivery and budget needs.

When the pandemic was declared in early 2020, the department had already begun an update to the Transportation Master Plan, which is the long-term vision for York Region's transportation network. The plan looks ahead 30 years and considers the Region's transportation infrastructure needs to support growth

## REGION PLANS ELECTRIFICATION OF TRANSIT AND CORPORATE FLEETS

In December 2020, Regional Council endorsed plans to phase out fossil fuel-powered vehicles by 2051, the year by which the Region has committed to net-zero greenhouse gas (GHG) emissions.

Reaching the zero-emissions goal depends heavily on fleet electrification, since buses, corporate cars and SUVs, trucks and other work vehicles typically account for about three-quarters of the Region's annual GHG emissions.

Electrification of transit vehicles started with the purchase of six electric buses in 2020 as part of a cross-Canada trial led by the Canadian Urban Transit Research and Innovation Consortium. This gave staff hands-on experience in how to operate and maintain electric buses and infrastructure. Based on the initial positive outcomes, YRT purchased a further six electric buses in 2021.

Since 2013, the corporate fleet of almost 400 vehicles used by all Regional departments has added hybrid and fully electric sedans and SUVs, along with charging stations. The expectation is that electric versions of other vehicle types, like snow plows, will become available in the future.

The Region has found to date that operating an electric bus costs considerably less, since the engine has far fewer moving parts. As well, electricity is currently a less costly fuel, in part because of the federal carbon tax.

Conversely, however, purchase prices are higher. Analysis carried out for the electrification plans showed that an electric bus would need to be in service at least 18 years for operating savings to offset its higher initial cost. For corporate fleet vehicles, electric options are more costly given current service life. The Region will continue to seek external funding, such as the recently announced federal Zero Emission Transit Fund, and explore joint procurement with other transit services to help offset the capital costs of electrification.

and the changing needs of travellers. It supports healthy communities and economic growth by planning for safe, reliable travel and efficient movement of goods.

York Region reviews the plan every five years to ensure the Regional transportation network meets the needs of motorists, pedestrians, cyclists and transit riders. The current update, to be presented to Regional Council in 2022, is being carried out in coordination with updates to the Regional Official Plan and the Water and Wastewater Master Plan and will reflect recent provincial growth forecasts of just over two million residents and almost one million jobs in the Region by 2051.

Outreach and engagement for the 2022 Transportation Master Plan was designed to build understanding of community values and transportation choices. Surveys and other engagement through 2021 looked into the needs, concerns, and travel choices of residents.

Given the significant impacts resulting from the COVID-19 pandemic, a crucial question is the extent to which near-term travel disruptions might become long-term travel norms. Broadly, the department has identified three key drivers of the transportation network over the long term: traveller behaviour and perception; population and employment growth; and fiscal sustainability.

The department is gathering feedback from residents and businesses through the Transportation Master Plan update, and will also have access to in-depth data on travel patterns on Regional roads and the transit system in 2022. These sources will help to clarify patterns as the Region continues to recover from the pandemic. Such regular surveys and data analysis will be key to identifying and responding effectively to longer-term changes.

Future direction for the transit system will also be shaped by the increasing integration of systems in the entire Greater Toronto and Hamilton Area, including plans to extend the Yonge subway to Vaughan, Markham and Richmond Hill. Fare integration will play a key part in enabling a more seamless travel experience, as the Transit section discusses in more detail.

Evolving technology in the transportation sector will also have a major impact in the coming years. Numerous jurisdictions have approved the testing or regular operation of autonomous vehicles on their roads in 2022, with conditions designed to ensure safety. The Region, in partnership with the City of Markham and Canadian Urban Transit Research and Innovation Consortium, is looking at whether piloting an electric low-speed automated shuttle in Markham City Centre would be feasible. Studies identified the area as a prime location for a pilot because of its mix of high-density housing, jobs, shopping and recreational destinations, the future York University Campus, and connections to YRT service and the Unionville GO Station.

The Region is open to exploring similar pilot projects with other interested local municipalities. The goal of the Markham and potential other pilots would be to help identify the customer service and environmental benefits, as well as tracking how well vehicles perform over the seasons.

Electric vehicle technology is expected to help the Region operate more sustainably. Bus and other transit vehicle emissions are major contributors to the Region's greenhouse gas (GHG) production. The net impact of public transit is positive because it reduces the use of individual private vehicles, and moving to electric vehicles will cut the Region's carbon footprint even further. The sidebar on page 73 explains how the Region plans to electrify the entire transit fleet by 2051 as part of a move to reduce GHG emissions by all Regional vehicles.

Meeting transportation needs will continue to be critical as the Region grows. The department is working to determine the best use of resources to deliver its services, both through the immediate recovery from the pandemic and in the longer term. It is also actively pursuing support from senior levels of government, especially when investment is needed to achieve broad-based benefits to society.

## PROGRAM AREAS

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

- Transit
- Roads

### Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Restated		2020 Restated		2021 Restated		2022 Proposed		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Transit Services	246.4	153.7	253.3	158.5	237.2	165.4	250.8	193.6	
Roads	214.3	169.8	227.9	173.5	250.9	181.2	267.1	191.9	
<b>Total Operating Budget</b>	<b>460.7</b>	<b>323.5</b>	<b>481.2</b>	<b>332.1</b>	<b>488.1</b>	<b>346.6</b>	<b>517.9</b>	<b>385.6</b>	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2022	CSA	10-Year	2022	CSA	10-Year	2022	CSA	10-Year
Transit Services	97.9	186.6	531.5	46.0	141.0	376.3	143.9	327.6	907.8
Roads	93.3	196.8	1,034.4	183.3	670.8	1,518.8	276.6	867.6	2,553.2
<b>Total Capital Budget</b>	<b>191.2</b>	<b>383.4</b>	<b>1,565.9</b>	<b>229.3</b>	<b>811.9</b>	<b>1,895.1</b>	<b>420.4</b>	<b>1,195.3</b>	<b>3,461.0</b>

## TRANSIT

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

The following services are integrated under the YRT brand:

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

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

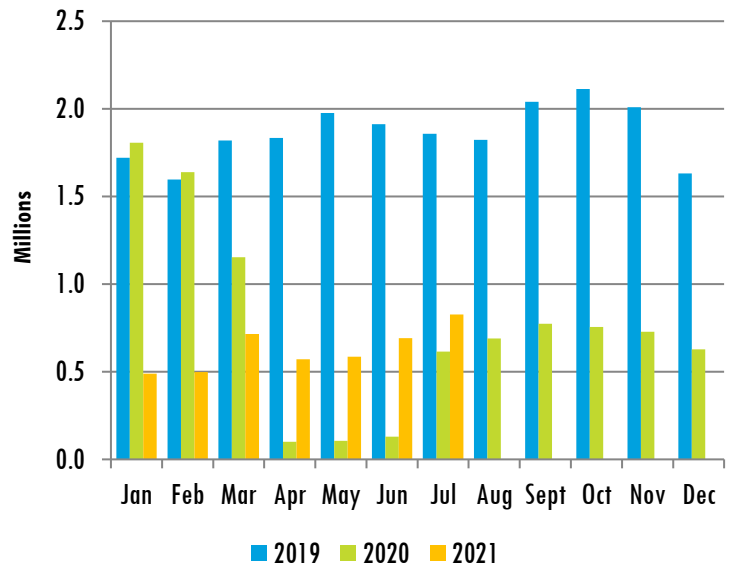
Transportation Services works with Metrolinx, the provincial agency responsible for transit in south-central Ontario, the Ontario Ministry of Transportation and neighbouring transit providers to ensure a seamless travel experience in and beyond the Greater Toronto and Hamilton Area.

At the start of the pandemic-related lockdown in March 2020, the province designated transit as an essential service. YRT continued operating despite an initial drop in ridership of 80%, while having to put in place enhanced health and safety measures to protect staff, contractors, and travellers. To help offset the impacts of lower revenues and new pandemic-related costs, YRT reduced conventional service, accelerated a planned move to greater use of on-request services, and found internal savings.

By the end of 2020, YRT had experienced a decrease in ridership of 59% from 2019, with a parallel drop in fare revenues from \$74 million in 2019 to \$31 million in 2020. Despite the declines, an average of roughly 15,000 riders continued to use YRT services for their daily commute during the year. To encourage continued ridership, YRT deferred fare increases in both 2020 and 2021. Paratransit service ridership also declined significantly due to the cancellation of day programs and other support services.

While bus and paratransit travel fell sharply, conventional Mobility On-Request ridership decreased by only 4.1% in 2020 from the previous year as new service was added in many areas that could not support scheduled bus service. In addition, a new service called Mobility On-Request 65+ was introduced for seniors living on a reduced or cancelled YRT route who were not eligible for paratransit service.

**MONTHLY REVENUE FROM RIDERSHIP (2019-2021)**



**Community Result Areas:** Economic Vitality, Healthy Communities, Sustainable Environment

**Related Departmental Goal and Objective:**

Continue to work with local municipalities and external agencies to encourage transportation options other than single-occupancy vehicles, including transportation networks that are multi-modal and that connect transportation modes

Advocate for fare integration (work with the province to implement fare and service integration across the Greater Toronto and Hamilton Area)

**About the graph:**

The pandemic saw transit revenue significantly decrease in April 2020 compared to 2019, and it hasn't recovered yet in 2021. The Region changed operations to curb the spread of the virus, including contactless payments. Despite these changes and the pressures of decreased revenue, Transit adapted and continued to provide efficient transportation options to travellers.

Enhanced health and safety measures continued into 2021, and the Region provided service levels based on ridership demand and the Council-approved 2021 budget.

YRT continues to gather daily system transit use data that is analyzed and reviewed weekly to address immediate traveller needs. This data is also used to inform longer-term decisions about possible future service changes.

Monitoring showed an increase of close to 20% in overall ridership in June and July 2021 compared to the same period in 2020.

As Ontario began to move into pandemic recovery mode in 2021, the provincial government identified transit fare and service integration as a vital tool in restarting the economy of the Greater Toronto and Hamilton Area. In 2021, after introducing consistent age categories for fares, YRT began working with the TTC on a one-fare cross-boundary pilot. The goals of the pilot would be to work out potential administrative, legislative, and technical challenges and determine the impacts on revenues, costs and traveller experience.

On the pilot route, along Dufferin Street, travellers may board and exit YRT buses between Major Mackenzie Drive and Sheppard West subway station in Toronto without paying a double fare unless transferring to the subway or a connecting TTC bus route. In addition, YRT can pick up and drop off passengers at bus stops south of Steeles Avenue in Toronto, and boarding passengers may pay a TTC fare and disembark at any stop along the route.

In 2022, YRT plans to present a revised fare policy to Regional Council based on the outcome of a joint review with the TTC of fare policies and collection technology. Also in 2022, it will present the results of an analysis of Mobility On-Request conventional service to assess value for money compared with other options for areas where scheduled bus service is not feasible.

## SAFER ROADS IN YORK REGION

For Transportation Services, safety starts with well-designed roads and intersections that show drivers clearly what's expected of them, with the goal of avoiding the conflicts that can lead to collisions.

That's why the department keeps detailed statistics on incidents — including time of year, time of day, road condition and weather — that are published annually in the Traveller Safety Report. A related plan outlines changes in design, operations and maintenance to improve safety.

An example is rehabilitating pavement using an adhesive mixture containing small stones. This improves traction, while also extending road life. Regional data shows this can reduce rear-end collisions by as much as 79% in dry driving conditions and up to 89% in bad weather.

Another example is allowing left-hand turns only when a green arrow gives the go-ahead. The department has found this significantly reduces the risks of angled collisions, which are among the most serious and can happen when drivers turn left on a green light into oncoming traffic.

The Region is taking steps to ensure greater pedestrian safety, especially at intersections. A recent test of approaches to reducing conflicts showed that managing both right and left turns, giving pedestrians a head start when crossing and posting signs reminding motorists of the need to yield were all effective at reducing risk.

These examples serve as a reminder that driver behavior, including speeding, is a major factor in most collisions. To identify hot spots and focus enforcement efforts, York Regional Police rely on Transportation Services data on vehicle speed and direction by time of day on Regional roads.

The department also works closely with the police and other partners like local municipalities, Public Health and Legal Services, in a team effort on several fronts to make roads safer across the Region.

## Budget overview

The budget for 2022 is based on the following assumptions:

- The need for enhanced cleaning on buses and transit facilities will continue
- Ridership will average 50% of the pre-pandemic level, up from 40% in 2020 and 2021
- Fares are likely to increase by 3% mid-year

Service plans to support ridership in post-pandemic recovery in 2022 and beyond are under development. Key goals are to ramp up service on major corridors and ensure seamless connections across different types of transit to make it easier to reach important destinations.

The proposed budget includes savings from rationalization to better reflect expected spending and transit service deferral.

The Region expects to complete construction on the Major Mackenzie West Terminal, near the Cortellucci Vaughan Hospital, in 2022.

Other major capital investments in 2022 and beyond would include:

- Expanding the existing YRT bus operations and maintenance facility at 55 Orlando Avenue in Richmond Hill and adding infrastructure for electric buses
- Renewing assets at facilities and along routes, including signage, shelters, pads and lighting
- Refurbishing and overhauling buses to lengthen their service lives
- Replacing older buses with conventional and electric buses and adding to the Mobility On-Request and Viva fleets to meet new demand

As noted, Transportation Services was successful in applying under the Investing in Canada Infrastructure Program. External funding is particularly important in light of budget pressures caused by the pandemic. The funds will be applied to rehabilitating transit assets, including a pedestrian bridge, garages, and electrical and mechanical systems at a terminal.

### *Change from outlook*

The proposed 2022 Transit net operating budget would be \$1.0 million less than in last year's outlook, owing largely to deferral of a planned service expansion.

## Transit Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$246.4M	\$253.3M	\$237.2M	\$250.8M
Net	\$153.7M	\$158.5M	\$165.4M	\$193.6M
Budget Change				\$28.3M
FTE - Total	205.9	204.1	207.2	213.0
- New				5.8
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				(\$1.0M)
FTE				2.0
CAPITAL BUDGET				
2022 Budget				\$143.9M
Capital Spending Authority				\$327.6M
10-Year Capital				\$907.8M

## ROADS

This program area is responsible for managing and maintaining almost 4,200 lane-kilometres of road owned by the Region, another 137 lane-kilometres owned by other jurisdictions, and the associated transportation infrastructure.

In an average year, the program area:

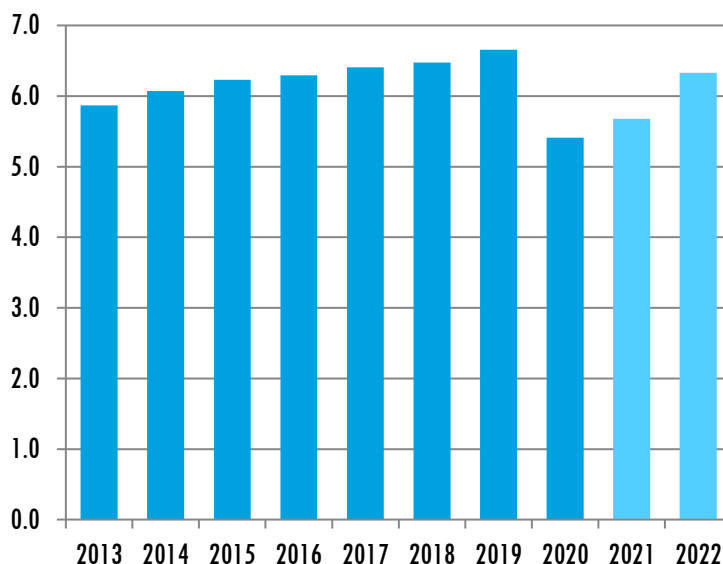
- Carries out hundreds of traffic studies and issues more than 3,000 road permits
- Monitors and maintains roughly 880 signalized intersections, with approximately 770 owned by the Region and the balance belonging to local municipalities and the Ontario Ministry of Transportation
- Operates a comprehensive network to track travel on arterial roads, with roughly 422 Bluetooth sensors providing real-time data

During the pandemic, construction projects to support or expand municipal infrastructure have been deemed essential work. While the Region continued to deliver capital projects, the health and safety of staff, contractors and residents was a priority. Contractors were required to follow the provincial government’s guidance on the health and safety of construction workers and increased sanitation and physical distancing were practised on all Regional construction sites.

Transportation Services works with the police, local municipalities and other partners on campaigns to educate travellers on the transportation network. The program area also employs a range of technologies to keep the road system operating as intended in all conditions, including severe weather, to share information with travellers and to improve safety for drivers, pedestrians and cyclists. The sidebar on page 77 discusses recent initiatives to improve road safety in the Region.

Investing in the growth and renewal of transportation assets is fundamental to strengthening the links across communities. In 2021, as noted, traffic volumes trended up towards pre-pandemic levels, serving as a reminder of the continued need for Transportation Services to build and maintain infrastructure to ensure its transportation network is safe, reliable and responsive to needs. At the same time, the department continues to monitor travel patterns to ensure cost-effectiveness of its capital program over the long term.

ROAD TRAFFIC VOLUME (BILLIONS OF KM)



**Community Result Areas:** Healthy Communities, Good Government

**Related Departmental Goal and Objective:**

Achieve critical milestones for Transportation Services delivery of growth and renewal capital projects

10-year capital plan – Tender, contracts for major/minor construction projects as identified in 10-year capital plan

**About the graph:** Traffic volume dropped in 2020, but is projected to return to pre-pandemic levels by 2022. To meet the priority of Economic Vitality in the Strategic Plan, projects that reduce congestion and provide efficient transportation options for travellers will continue. With lower traffic patterns during the pandemic, continuing road work disrupts fewer travellers.

In 2021, major construction projects that were completed included:

- Transforming Major Mackenzie Drive from Highway 50 to Highway 400 in the City of Vaughan, including building four new bridges (over the Canadian Pacific Railway tracks, the Humber River, the East Humber River and Purpleville Creek)
- Widening Leslie Street from Elgin Mills Road to 19th Avenue in the City of Richmond Hill, turning a two-lane rural road into a four-lane urban road to increase capacity and add facilities for cyclists and pedestrians

The department also continued to work on several road widening projects and on improving intersections by adding lanes or eliminating jogs.

Under the asset management program, which renews existing assets, \$82.5 million was expected to be invested in roads and related infrastructure in 2021. Work included:

- Keeping the Region’s assets in good condition by rehabilitating and preserving 273 lane-kilometres of existing Regional roads across all local municipalities, including 14th Avenue in the City of Markham and Bayview Avenue/Prospect Street in the Town of Newmarket
- Renewing structures, including replacing the Queensway culvert in the Town of Georgina and the McCowan Road culvert in the Town of Whitchurch-Stouffville
- Improving intersections, for example by adding new traffic signals at The Queensway South and Richmond Park Drive in the Town of Georgina

## Budget overview

Total proposed operating spending for Roads in 2022 is \$267.1 million, or 10% of the Region’s total for the year. The net budget would be \$191.9 million, an increase of 5.9% from 2021.

Higher costs are being driven by a more complex road network and increasing urbanization, with the share of the road network classified as urban growing from 54% in 2009 to 61% in 2020. As the road network evolves, the cost per kilometre to keep it operating safely and reliably goes up. To help manage costs, the department continues to find efficiencies and is exploring service delivery options, including enhanced partnerships and coordination with local partners.

Over the next 10 years, the Roads capital plan is \$2.6 billion or 26.8% of the total plan for the Region. Of this, 59.5% will fund growth projects, while the balance will go to extending the life of existing assets. The map on page 72 shows proposed dates for capital growth projects over the next 10 years.

### Roads

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$214.3M	\$227.9M	\$250.9M	\$267.1M
Net	\$169.8M	\$173.5M	\$181.2M	\$191.9M
Budget Change				\$10.7M
FTE - Total	303.8	326.1	328.0	330.6
- New				2.6
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				(\$2.0M)
FTE				(7.1)
CAPITAL BUDGET				
2022 Budget				\$276.6M
Capital Spending Authority				\$867.6M
10-Year Capital				\$2,553.2M



The capital program for 2022 is budgeted at \$276.6 million, which is 28.2% of the Region’s total for the year. The following major capital projects are currently underway or scheduled to begin in 2022:

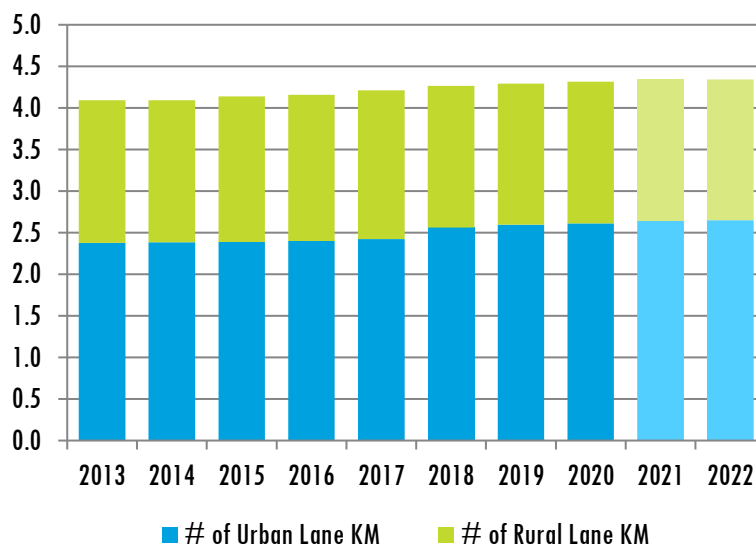
- Widening Keele Street from Steeles Avenue to Highway 407, including providing new pavement, curbs, new trees, storm sewers, culverts, traffic islands and signals at intersections, and replacing and widening the Canadian National Railway bridge
- Completing the widening of Leslie Street from Elgin Mills to 19th Avenue and from Wellington Street to St. John’s Sideroad, and working on widening numerous other stretches of Regional roads, including Rutherford Road from Jane Street to Westburne Drive

The department will also work with residents and stakeholders through the environmental assessment process for the following proposed projects:

- Extending Teston Road and providing four lanes between Bathurst Street and Highway 400
- Replacing the existing level crossing at Elgin Mills east of Yonge Street with a separated crossing
- Improving Warden Avenue from Major Mackenzie Drive to Elgin Mills Road
- Improving Kennedy Road from Major Mackenzie Drive to Elgin Mills Road

Provincial priorities are a major consideration in the capital plan. Metrolinx, the provincial transit agency, is bringing two-way, 15-minute or better GO Transit train service to the Aurora station and ultimately further north on the Barrie line and to the Unionville station on the Stouffville line. This involves work on tracks, including twinings, station improvements and electrification, and grade separations where required, with Metrolinx determining which projects are to proceed and when. Where a level crossing is to be replaced, York Region shares in the cost if a Regional road is involved.

### A BIGGER AND MORE URBAN ROAD NETWORK



**Community Result Areas:** Healthy Communities, Good Government

**Related Departmental Goal and Objective:**

Achieve critical milestones for Transportation Services delivery of growth and renewal capital projects

10-year capital plan – Tender, contracts for major and minor construction projects as identified in 10-year capital plan

**About the graph:** Road construction projects often take place over several years. This data includes construction that is largely complete on roads that the Region now operates and maintains. It also includes roads that local municipalities used to operate.

Some grade separation projects are already in the capital plan, often in conjunction with a road widening project. For example, the Region is contributing to the cost of a bridge to carry the GO Transit train line to Barrie over Rutherford Road. The Region continues to work with Metrolinx to determine the timing and cost-sharing arrangements for other projects and to minimize the impacts on the Region's capital plan.

*Change from outlook*

The proposed 2022 net operating budget for Roads is \$2.0 million less than last year's outlook, reflecting efforts to find new savings.



## YORK REGION RAPID TRANSIT CORPORATION

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

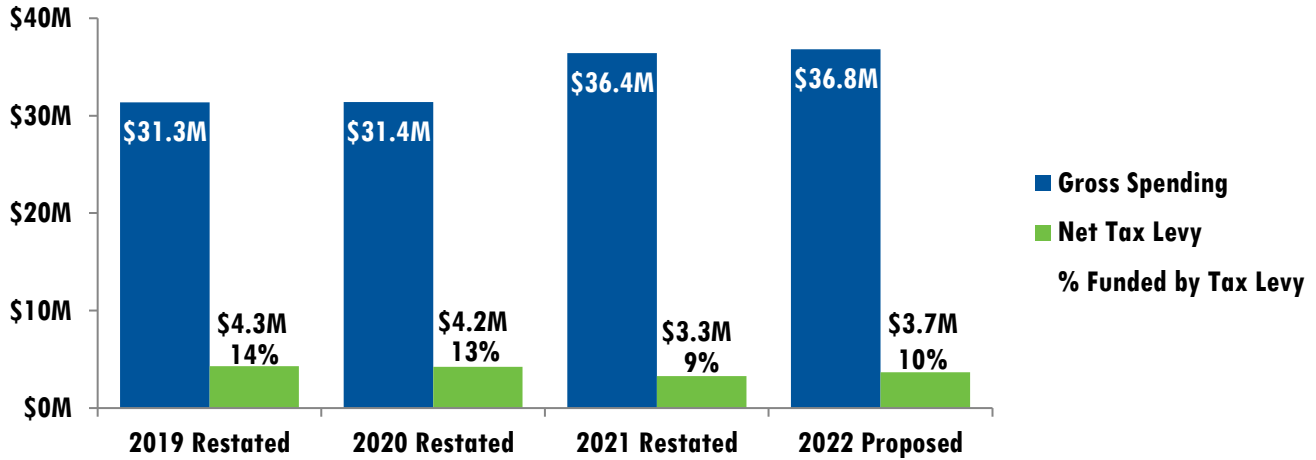


## THE YORK REGION RAPID TRANSIT CORPORATION OPERATING BUDGET IS...

**1.4% OF TOTAL  
REGIONAL EXPENDITURES**

**0.3¢ ON THE  
TAX DOLLAR**

### 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



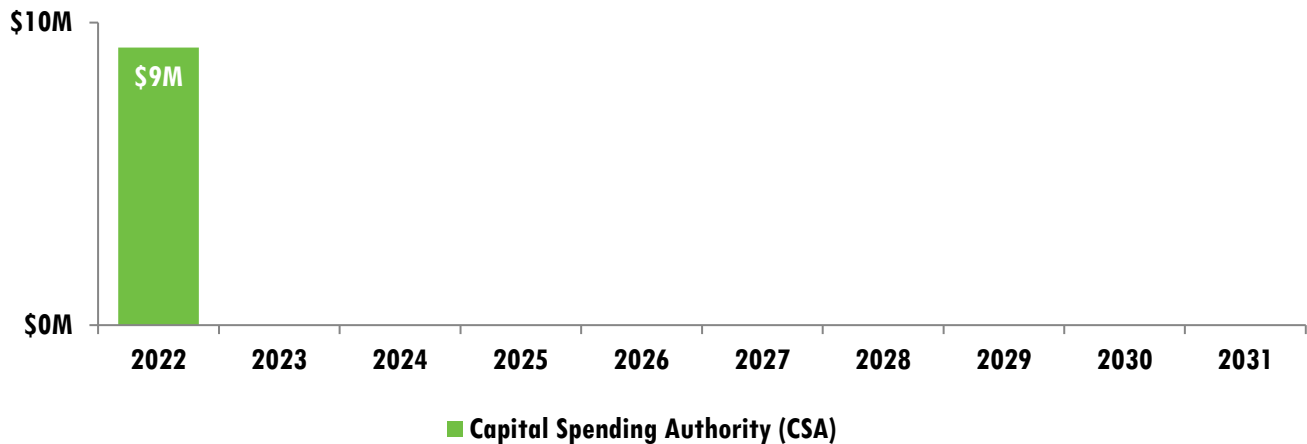
## THE YORK REGION RAPID TRANSIT CORPORATION CAPITAL BUDGET IS...

**0.1% OF THE  
REGION'S 10-YEAR PLAN**

**0.2% OF  
TOTAL CSA**

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

**\$9.2M OF CSA AND SPENDING OVER 10 YEARS**



Note: The budget figures in this chapter exclude the projects delivered on behalf of Metrolinx, the province's transit agency.

# BRINGING RAPID TRANSIT SOLUTIONS TOGETHER

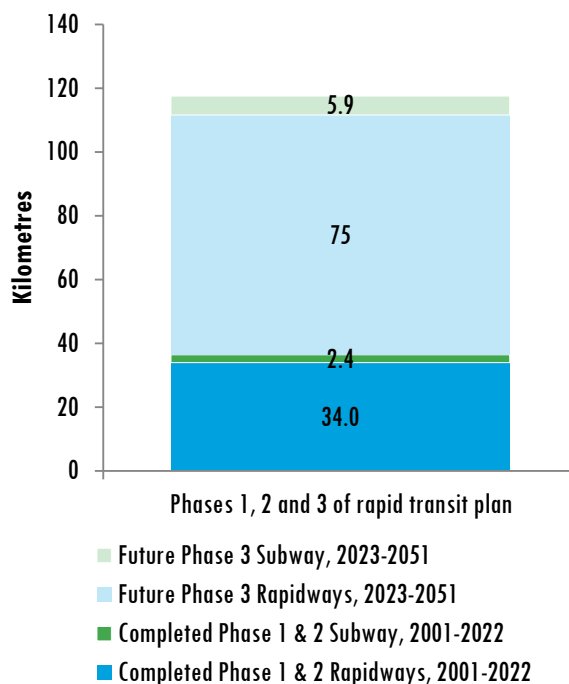
York Region Rapid Transit Corporation plans, designs and oversees the building of the rapid transit network and related infrastructure in the Region, and connects it with other transit options. As an integrator, the corporation brings together ideas, stakeholders and different levels of government to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

York Region Rapid Transit Corporation is working to advance York Region's top priority transit project, the Yonge North Subway Extension, which will run north from Finch Avenue to the Richmond Hill/Langstaff Urban Growth Centre at Highway 7. This project remains critical to meeting provincial growth targets, and essential to achieving the Region's vision of complete communities with interconnected systems of mobility.

In May 2021, the federal government committed to contributing 40% of the funds needed for the Yonge North Subway Extension. Combined with a provincial government funding commitment announced in 2019, this project now has the funding it needs to move forward with an intended completion date of 2029-2030. Metrolinx, the province's transit agency, is project manager of the extension. York Region Rapid Transit Corporation is working with Metrolinx and Regional and municipal stakeholders on project planning and design. The box on page 25 of the Budget Context chapter provides more details.

The Yonge North Subway Extension represents the second extension of the subway beyond the City of Toronto border. The first, also in York Region, extended the western arm of the subway's Line 1 to Vaughan Metropolitan Centre in 2017, bringing significant development and connecting to the Region's bus rapid transit network.

# OF RAPIDWAY AND SUBWAY KILOMETRES COMPLETED FOR THE FULL RAPID TRANSIT NETWORK



**Community Result Areas:** Economic Vitality, Sustainable Environment

**Related Departmental Goal and Objective:**

Increase rapid transit infrastructure in York Region

Complete the existing phase of rapid transit projects to improve connections for travellers and provide sustainable alternative modes of travel

**About the graph:**

This metric shows the kilometres (km) of rapid transit completed as part of phases 1 and 2 of York Region's Rapid Transit Plan, and the kilometres planned as part of phase 3. 34 km (33.7 km) of rapidways were completed in 2020, and 2.4 km of subway were completed in 2017 as the York Region portion of the 8.6 km Toronto-York Spadina Subway Extension. Some work continues in 2022 on these projects, to complete financial and legal obligations, and work warranted by contractors. As part of Phase 3 of the Rapid Transit Plan, over 75 km of rapidways are planned, including a 210-metre segment in Markham Centre near Simcoe Promenade, set to begin work in 2022. The 8 km Yonge North Subway Extension will bring approximately 5.9 km of subway to York Region.

With bus rapid transit, high-capacity vehicles travel on dedicated bus lanes called rapidways, moving customers faster than pre-rapidway curbside service. Bus rapid transit is a critical component of connecting the Region's centres through the main corridors as part of the Region's Centres and Corridors Strategy. Corridors with the highest ridership were built as part of the first 34 kilometres of the bus rapid transit program, with the \$2.0 billion cost funded by the province through Metrolinx. The most recent rapidway segment, on Yonge Street in Richmond Hill, opened at the end of 2020.

Building the first 34 kilometres of rapidways was a significant milestone, but it is only one-third the network required to service York Region's growth to 2051. More than 75 kilometres still need to be built in heavily populated areas with increasing congestion, dated infrastructure and a lack of sidewalks on both sides of the road. This next generation of bus rapid transit, shown in the map on the next page, will provide riders with truly seamless travel to important destinations across the Greater Toronto and Hamilton Area.

## 2021 UPDATE AND ACCOMPLISHMENTS

In 2021, York Region Rapid Transit Corporation worked to advance the Yonge North Subway Extension in collaboration with Metrolinx, the provincial government and local municipalities.

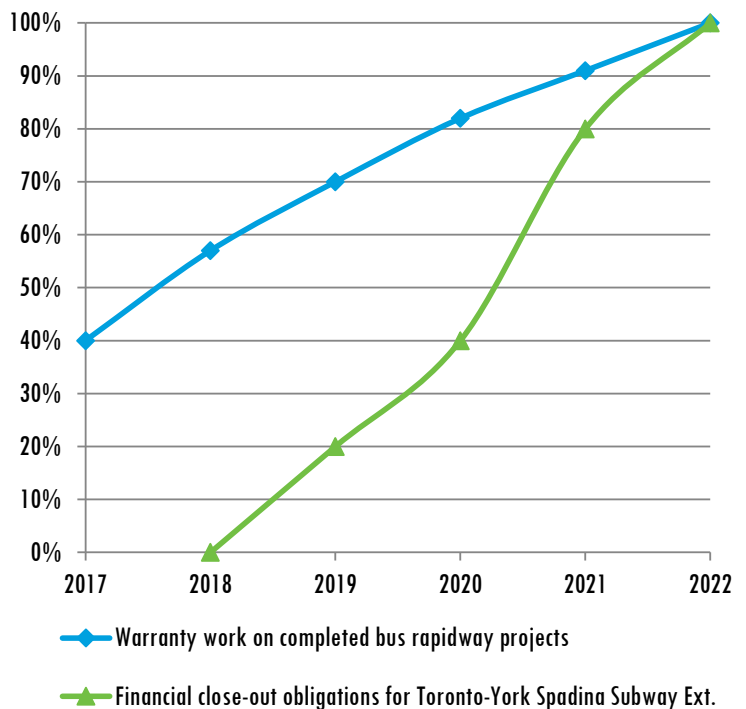
Construction continued in 2021 on the Cornell Bus Terminal in Markham, with costs shared by the federal and provincial governments and the Region.

Final warranty work continued on the first 34 kilometres of the provincially funded bus rapidway network.

In 2021, the Yonge Street rapidway project was awarded 2020 Project of the Year by Professional Engineers of Ontario, York Chapter. SmartVMC Bus Terminal in Vaughan won the 2020 Ontario Wood Design Award from the Canadian Wood Council.

The Region continues to see how transit-oriented development helps bring growth. In 2020, building permits were issued for 3,800 apartment units Region-wide, with 76% along rapidways in the Region's Centres and Corridors. By 2031, Vaughan Metropolitan Centre and Markham Centre, both major transit hubs, are projected to exceed population targets by 60% and 24% respectively.

### % IN COMPLETING PHASE 2 OF THE RAPID TRANSIT PROGRAM



**Community Result Area:** Economic Vitality, Sustainable Environment

#### Related Departmental Goal and Objective:

Increase rapid transit infrastructure in York Region

Advance the next phase of rapid transit projects to increase the kilometres of rapid transit in York Region

#### About the graph:

This metric shows the progress of the remaining work needed to complete Phase 2 of York Region's rapid transit program. Work warranted by contractors of the bus rapidway projects is projected to continue until the end of 2022, when the last warranty periods will be complete. Work related to closing out financial obligations of the Toronto-York Spadina Subway Extension will continue in 2022.

# Rapid Transit Projects

## Phase Three

\$11 billion

\$5.6B



Yonge North Subway Extension to York Region

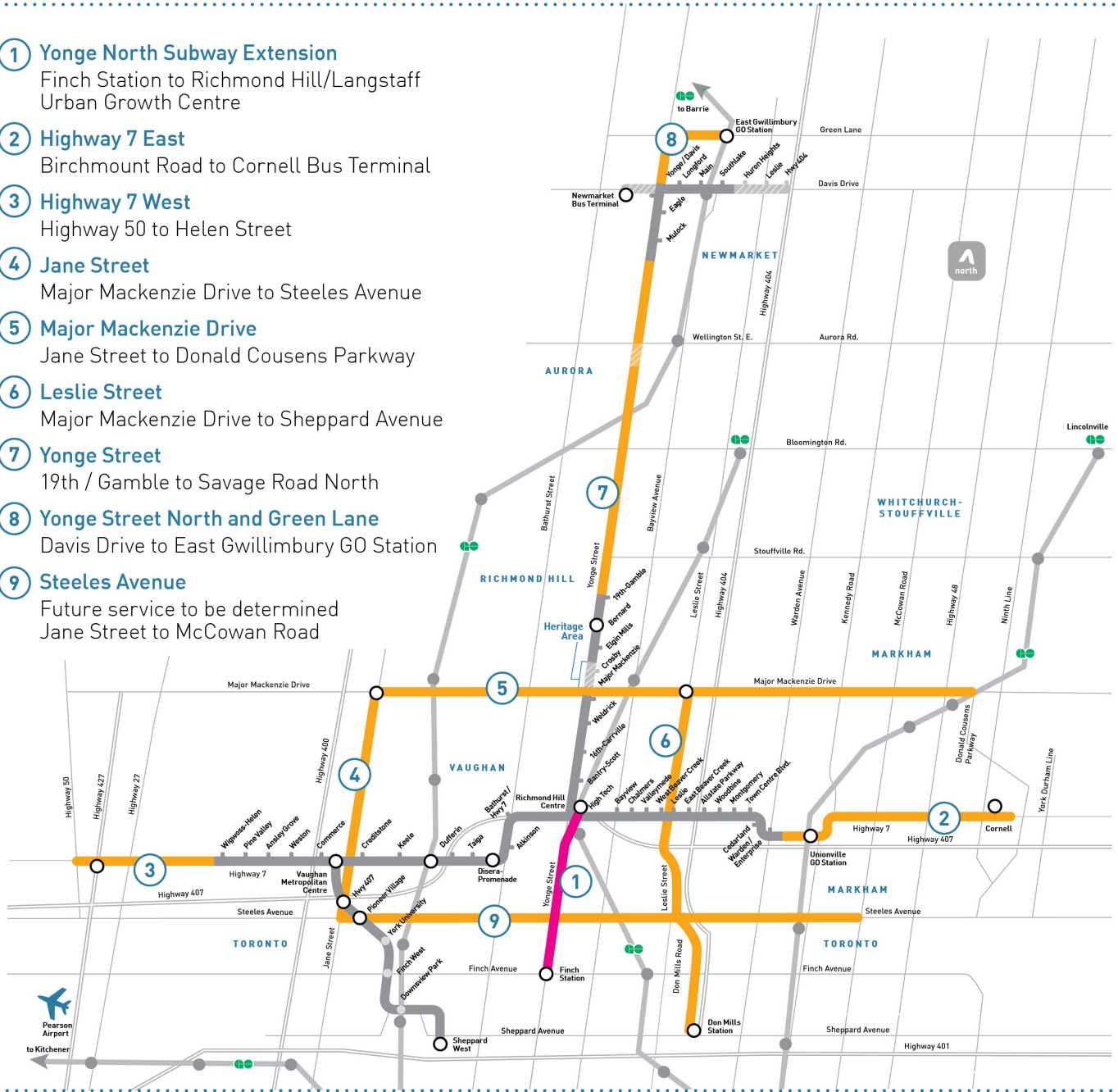
\$5.4B



over 75 km of Bus Rapid Transit

Dollar amounts and kilometre lengths are based on preliminary estimates and will be updated as more detail becomes available.

- 1 **Yonge North Subway Extension**  
Finch Station to Richmond Hill/Langstaff Urban Growth Centre
- 2 **Highway 7 East**  
Birchmount Road to Cornell Bus Terminal
- 3 **Highway 7 West**  
Highway 50 to Helen Street
- 4 **Jane Street**  
Major Mackenzie Drive to Steeles Avenue
- 5 **Major Mackenzie Drive**  
Jane Street to Donald Cousens Parkway
- 6 **Leslie Street**  
Major Mackenzie Drive to Sheppard Avenue
- 7 **Yonge Street**  
19th / Gamble to Savage Road North
- 8 **Yonge Street North and Green Lane**  
Davis Drive to East Gwillimbury GO Station
- 9 **Steeles Avenue**  
Future service to be determined  
Jane Street to McCowan Road



Projects will be updated to align with York Region's 2022 Update to the Transportation Master Plan. The map is not to scale, and was last revised in November 2021.








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## WHAT SHAPES THE CORPORATION'S BUDGET

A central aim of the budget is to ensure resources are being used to support the Region's Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region's Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.

This section shows how York Region Rapid Transit Corporation supports these Community Result Areas by setting its own goals and objectives. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how progress is measured. Note that some goals and objectives support Community Result Areas directly, while others do so indirectly.

Graphs throughout this chapter give more detail on performance trends and outlook.

Community Result Areas	YRRTC Goals	YRRTC Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
 ECONOMIC VITALITY   SUSTAINABLE ENVIRONMENT	Increase rapid transit infrastructure in York Region	Complete the existing phase of rapid transit projects to improve connections for travellers and provide sustainable alternative modes of travel	# of rapidway kms completed for the full bus rapid transit network	
		Support transportation planning related to expanding York Region's rapid transit network	% in completing Phase 2 of the rapid transit program	
		Advance the next phase of rapid transit projects to increase the kilometres of rapid transit in York Region	% of planning studies completed in support of planning the next phase of the rapid transit projects	

<sup>1</sup> Objectives have an expected completion date of 1-4 years

<sup>2</sup> Legend  = Trending in the desired direction  = Not trending in the desired direction  = Collecting data



Investing in transit infrastructure projects is important for the Region to help recover and grow jobs and the economy:

- More direct and indirect jobs are created per dollar invested in mass transit infrastructure than any other type of infrastructure spending, according to *Conversations for Responsible Economic Development: How Transit Impacts our Economy*.
- A 2021 Ontario provincial government report calculated that every \$100 million of investment in infrastructure capital creates about 1,670 jobs for one year and boosts the Gross Domestic Product by \$114 million.
- Employment growth in the Region's transit-oriented urban centres and corridors was 5.3% in 2019, outpacing the 2.2% for York Region as a whole and underscoring how transit investments help keep the Region economically competitive.

These benefits have made investing in rapid transit projects a top priority of the Region, as well as of other levels of government. Transit investment also supports the goal of encouraging sustainable growth in built-up areas by helping to attract new residents and businesses and reduce traffic congestion and greenhouse gas emissions.

York Region Rapid Transit Corporation has delivered more than \$2.7 billion in assets to date, including rapidway stations and lanes and related work, facilities and terminals, and subway infrastructure. The province funded the rapidway projects through Metrolinx, and costs of the facilities, terminals and subway infrastructure were shared by the federal and provincial governments and York Region.

## **Operating budget**

Gross 2022 operating spending, at \$36.8 million, represents 1.4% of the Region's total. With the second phase of rapidway projects essentially at an end, funding for that program is declining. The increase of \$1.3 million from outlook in the gross budget is related to higher debt service costs, which are largely offset by higher development charge revenue. The 2022 operating budget also reflects funding from the province through Metrolinx for some costs related to planning and design of the Yonge North Subway Extension in 2022.

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

The net tax levy budget is expected to increase from \$3.3 million in 2021 to \$3.7 million in 2022. This is due mainly to the lower capital recovery amount from the province as the second phase of the rapidway program winds down.

The Corporation does not contribute to reserves for capital rehabilitation and replacement because it has no long-term responsibility for assets once they are completed.

### *Change from outlook*

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

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>36,419</b>	<b>3,290</b>
Status Quo	581	581
Revenues:		
Revenues (excl. senior government funding)	-	-
Senior Government Funding	11,484	11,484
<b>Subtotal</b>	<b>11,484</b>	<b>11,484</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(2,779)	(3,126)
Program and Service Level Adjustments	(8,759)	(8,759)
<b>Subtotal</b>	<b>(11,538)</b>	<b>(11,885)</b>
Debt Servicing Net of Development Charges	(324)	(3)
Fiscal Strategy	-	-
Maintaining Service Levels for Growth	200	200
Enhancements and Transformation	-	-
Impacts of COVID-19	-	-
<b>Proposed Budget</b>	<b>36,823</b>	<b>3,668</b>
<b>Total Budget Change</b>	\$ <b>404</b>	<b>377</b>
	% <b>1.11%</b>	<b>11.47%</b>
<b>Outlook Restated</b>	<b>35,554</b>	<b>3,481</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>1,270</b>	<b>186</b>

## Staffing changes

(Full-Time Equivalents)	2022	
	FTE	% Change
<b>Opening</b>	48.0	
New	-	-
Conversions	-	-
Program Reductions	(18.0)	(37.50%)
<b>Proposed Budget</b>	30.0	
<b>Budget Change</b>	(18.0)	(37.50%)
<b>Outlook Restated</b>	30.0	
<b>Increase/ (Decrease) from Outlook</b>	-	

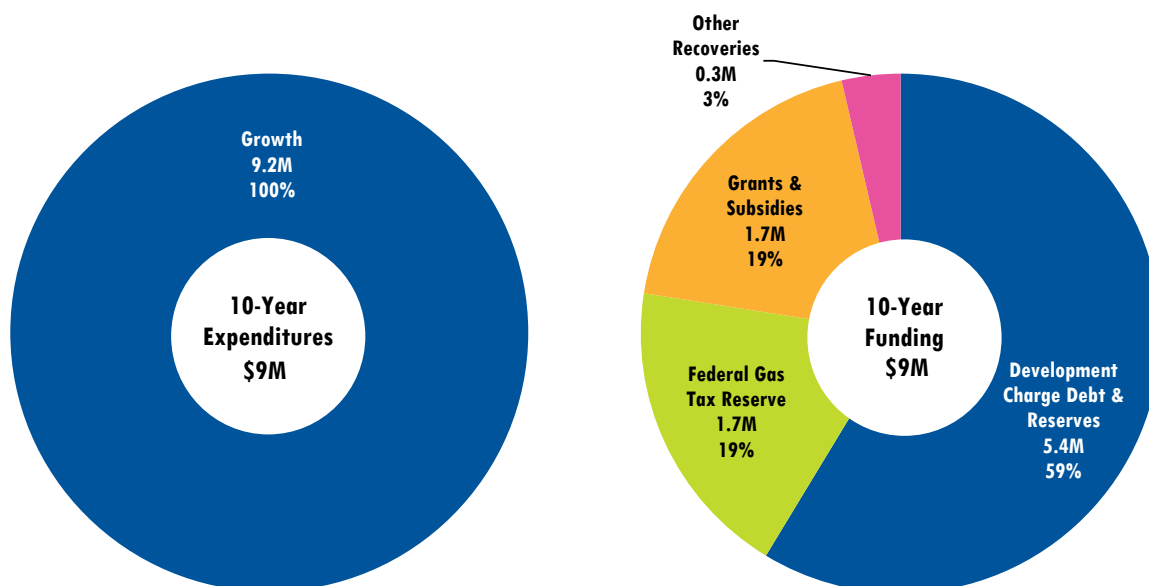
## Capital budget

The capital plan included in this budget is \$9.2 million, mainly for financial close-out of the subway extension to Vaughan and for Simcoe Promenade, a 210-metre section of dedicated rapidway in Markham Centre. Simcoe Promenade represents the start of the third phase of rapidways. The Region's share will be covered by residual provincial funding from QuickWins, an early rapid transit program.

Funding from the province through Metrolinx for the second phase, which provided 34 kilometres of rapidways, is not included in the Region's past or current budgets because the province funded the work and owns the dedicated bus lanes and stations.

### 10-year capital budget

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>York Region Rapid Transit Corporation</b>								
<b>Total Project Expenditures</b>	<b>9,180</b>	-	-	-	-	-	<b>9,180</b>	<b>9,180</b>



## Operating impact of capital

Through Metrolinx, the province owns dedicated bus lanes and stations built as rapidway investments and is responsible for their long-term rehabilitation and replacement. The Accrual Budget chapter provides details on how this affects the Region's budgeting and financial reporting.

New traffic signals, tree-lined sidewalks, bike lanes, bridges and other infrastructure resulting from bus rapid transit projects are Regional or local municipal assets, along with upgraded utilities such as water mains and fibre optic cable.

The Region's Transportation Services department operates bus services, clears snow, and maintains stations on the provincially owned rapidways. It also directly owns the related facilities, terminals and vehicles, and operates and maintains them. Its operating budget includes contributions to asset management reserves for Region-owned assets. The Environmental Services department cares for trees and other plantings on rapidways. The Transportation Services and Environmental Services chapters provide more details.

## Looking ahead

As recovery from the pandemic continues, much remains to be done to serve a growing Regional and Greater Toronto Area population.

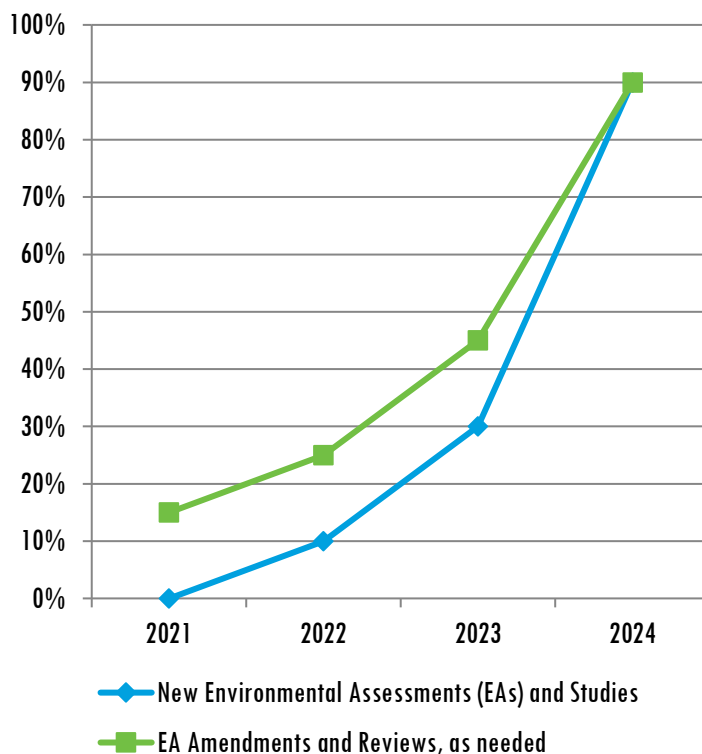
A 2020 survey showed that 70% of residents in the Greater Toronto Area support expanding and investing in new transit lines or service. Road congestion means long commutes and challenges in delivering goods on time.

One bus can replace up to 70 cars on the road, resulting in reduced traffic congestion and greenhouse gas emissions. Investing in transit creates a more prosperous future while helping to meet Canada's commitment to net-zero carbon emissions by 2050.

York Region's ability to absorb the population projected under the provincial growth plan depends on funding for the full rapid transit network outlined in this chapter. These investments are essential to ensure the Region's Centres and Corridors have the infrastructure they need to welcome more people and jobs while managing traffic congestion and building complete communities. That is why the Region continues to advocate for additional senior government investment in Phase 3 of the rapid transit program.

As part of Phase 3, a total of \$5.4 billion in funding is needed for the over 75 kilometres of bus rapid transit remaining to complete the network.

### % OF PLANNING STUDIES COMPLETED IN SUPPORT OF PLANNING THE NEXT PHASE OF RAPID TRANSIT PROJECTS



**Community Result Areas:** Economic Vitality, Sustainable Environment

#### **Related Departmental Goal and Objective:**

Increase rapid transit infrastructure in York Region

Advance the next phase of rapid transit projects to increase the kilometres of rapid transit in York Region

#### **About the graph:**

Between 2005 and 2009, YRRTC completed five Environmental Assessments (EAs) and one Environmental Project Report (EPR) for rapid transit corridors. In 2021, YRRTC began participating with York Region in a rapid transit prioritization study. To support Phase 3 of the rapid transit program, EAs and reviews of completed EAs should be undertaken and could proceed as early as 2022.

In York Region's Centres and Corridors, bus rapid transit is the best fit. With relatively low construction costs per kilometre compared to light rail and subway, it provides good value for the Region's large geographical area.

An additional advantage is flexibility, as the network can be divided into segments and built in stages depending on funding. Environmental assessments were initially completed for many of the future bus rapid transit segments in the next phase of the program.

By creating a fully connected network, the subway extension and next generation of bus rapid transit projects will support York Region's Official Plan, Transportation Master Plan and Centres and Corridors strategy, as well as Metrolinx's Regional Transportation Plan, and deliver on provincial priorities and federal mandates.

York Region Rapid Transit Corporation will continue to pursue new funding opportunities for the future bus rapid transit program from the federal and provincial governments and possibly other sources.

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## ENVIRONMENTAL SERVICES

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

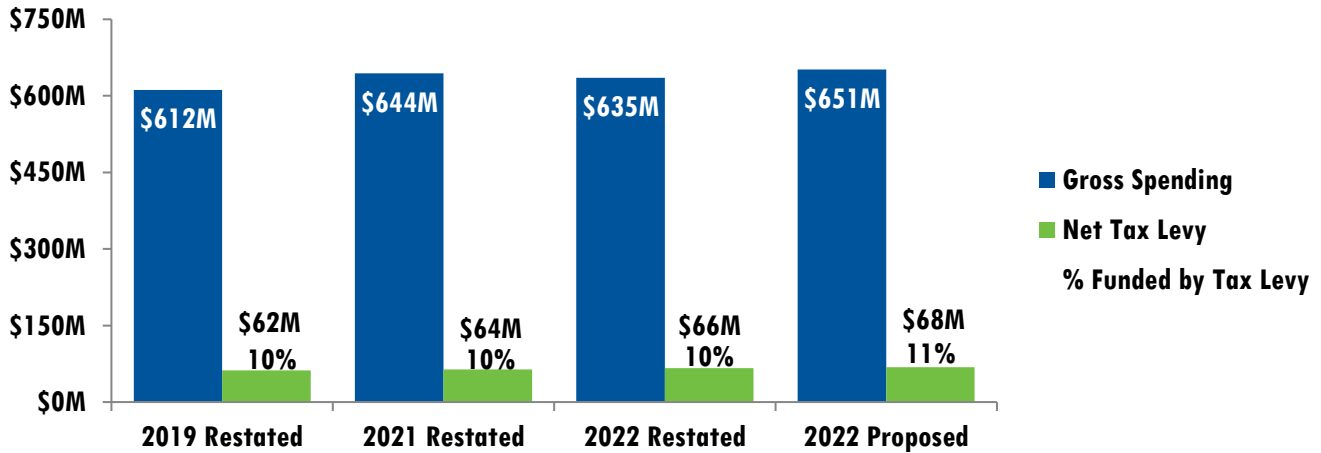


# THE ENVIRONMENTAL SERVICES OPERATING BUDGET IS...

**24% OF TOTAL  
REGIONAL EXPENDITURES**

**5¢ ON THE  
TAX DOLLAR**

## 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



# THE ENVIRONMENTAL SERVICES CAPITAL BUDGET IS...

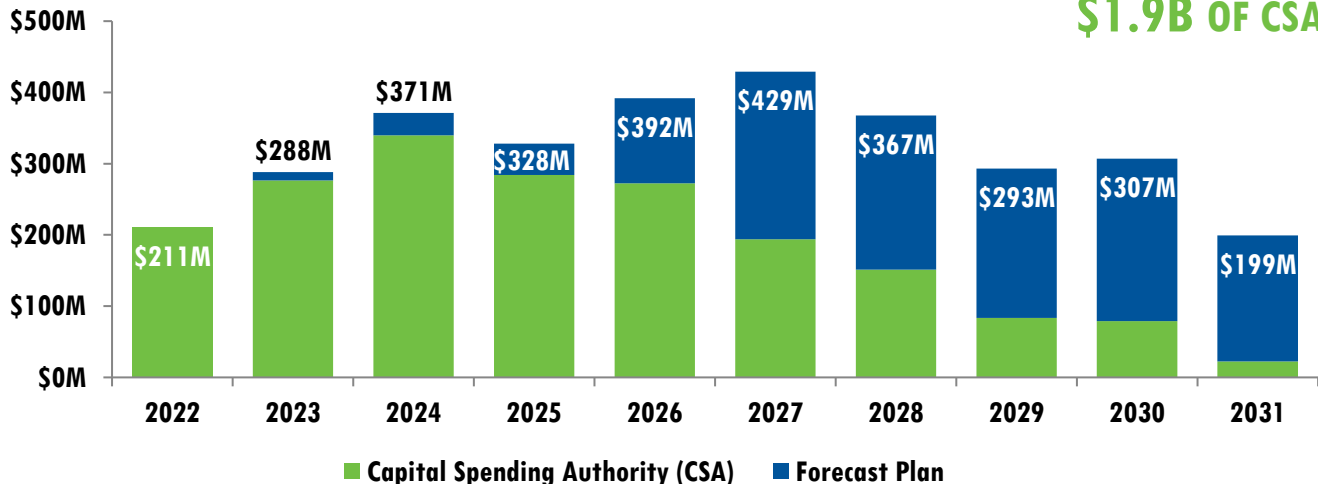
**33% OF THE  
REGION'S 10-YEAR PLAN**

**40% OF  
TOTAL CSA**

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

**\$3.2B OVER 10 YEARS**

**\$1.9B OF CSA**





# SAFE RELIABLE SERVICES, FOCUS ON EXCELLENCE

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

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

- Delivering drinking water to local municipalities to distribute to retail customers, and collecting wastewater from local municipal systems for treatment
- Overseeing facilities to which local municipalities deliver waste, materials for recycling and organics for composting and, with Durham Region, co-owning the Durham York Energy Centre
- Working closely on forestry initiatives with local municipalities to help increase the tree canopy, giving residents access to more green spaces for recreational and health benefits

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

In addition, the Region must follow the guidance of *A Place to Grow*, the growth plan for south-central Ontario, which aims to ensure that infrastructure is in place to serve expected growth. New provincial growth forecasts out to 2051 have informed the Region's updated Official Plan, and the department's water and wastewater master plan is being revised to align with the Official Plan.

## 2021 UPDATE AND ACCOMPLISHMENTS

The global pandemic and gradual recovery in 2021 affected all Environmental Services program areas:

- In September, Regional Council approved annual increases of 3.3% a year in water and wastewater rates from April 1, 2022 to March 31, 2028. The new rates will achieve full cost recovery, a notable accomplishment and longstanding Regional goal. Planned rate increases for 2020 and 2021 had been deferred because of concerns about the pandemic's financial impact on residents.
- The department continued to monitor the presence of the COVID-19 virus, including variants, through wastewater sampling. The box on page 105 provides more details.
- Waste management processed greater-than-normal tonnage because of workplace closures, with higher-than-expected revenues from blue box materials providing an offset to the resulting cost pressure.
- Energy use and greenhouse gas emissions across Regional government remained below historic levels, largely as a result of reduced travel by the Region's bus fleet and other vehicles.
- More residents discovered and explored the York Regional Forest, with higher usage expected to continue after the pandemic ends.

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





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

Despite impacts of COVID-19 pandemic, Environment Services recorded several accomplishments in 2021, including:

- Updating the Water and Wastewater Financial Sustainability Plan to help guide Regional Council's decisions on water and wastewater user rates (the box on page 109) provides details)
- Working to update the water and wastewater master plan for presentation to Regional Council in 2022, despite continuing uncertainty on the regulatory front
- Achieving the top overall score (water quality and inspections) among GTA municipalities in the 2020 report of the province's chief drinking water officer, with a 100% inspection rating
- Having residents recognize water as one of the three top services provided by the Region, along with policing and paramedics, in a recent survey
- Receiving four Ontario Public Works Association Awards, including two projects of the year, an individual leadership award, and a management innovation award for visualization of water quality data
- Completing the twinning of a forcemain (pumped sewage pipe) 5.8 kilometres long running from Newmarket to Aurora to make wastewater conveyance from northern communities to the Duffin Creek treatment plant more reliable
- Being named as a Tree City of the World for working to ensure urban forests and trees are celebrated, properly cared for and sustainably managed
- Presenting a progress report to Regional Council showing that the canopy cover provided by trees and shrubs in the Region is growing, with benefits for residents and the environment (the box on page 117 provides more details)
- Using data gathered during the pandemic to determine how virtual meetings and other forms of remote work can reduce energy use and save money

## WHAT SHAPES THE DEPARTMENT'S BUDGET

A central aim of the budget is to ensure resources are being used to support the Region's Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region's Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.

Community Result Areas	Departmental Goals	Departmental Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
 SUSTAINABLE ENVIRONMENT  GOOD GOVERNMENT	Ensuring core Environmental services are delivered in a reliable, responsive, effective, efficient and fiscally responsible manner	Improve solid waste service delivery efficiencies by managing diverse portfolio of contracts to ensure continued service delivery and value for money through long term contracts	Waste diversion and disposal costs per tonne	●
			Volatility in blue box revenue	●
		Improve natural heritage and forestry service delivery efficiencies by advancing technology solutions, identifying opportunities to streamline administrative processes, and supporting the development of the 2023-2026 Environmental Services multi-year budget	Maintenance costs for enhanced streetscapes	●
 HEALTHY COMMUNITIES  SUSTAINABLE ENVIRONMENT	Delivering and promoting environmentally sustainable services to advance shared long-term priorities for the environment	Implement inflow and infiltration reduction programs to work towards achieving reduction targets	Inflow and infiltration reduction	●
		Complete update to Long Term Water Conservation Strategy and act on prioritized initiatives	Water use per resident	●
		Advance water and wastewater servicing agreements with Regional partners and local municipalities		
		Update Energy Conservation and Demand Management Plan and revise Regional greenhouse gas targets	Greenhouse gas emissions across Regional operations	●
Implement fleet and building initiatives to move towards corporate greenhouse gas emission targets				

<sup>1</sup> Objectives have an expected completion date of 1-4 years

<sup>2</sup> Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data

This section shows how Environmental Services supports these Community Result Areas by setting its own goals and objectives. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how Environmental Services measures its progress. Note that some goals and objectives support Community Result Areas directly, while others do so indirectly.

Graphs throughout this chapter give more detail on performance trends and outlook.

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

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

- Well-run water and wastewater services reduce the environmental impacts of treating and distributing drinking water and collecting and treating wastewater. They also safeguard human health.
- Waste management promotes a circular economy, in which waste is designed out from the start, products are reused and repaired, and processes protect and regenerate nature and keep resources out of landfill to reduce pollution and greenhouse gas emissions.
- Growing, preserving and protecting the Region's trees and forests combats climate change, gives residents access to much-needed green space, and creates diverse and healthy ecosystems for native wildlife and plants.
- Working to better manage energy use across the organization reduces costs and emissions, improving air quality and helping to mitigate climate change.

In addition, co-managing the organization's asset management planning efforts helps to make sure that the Region's critical infrastructure is properly cared for and replaced when needed.

The department is responsible for building, operating and overseeing a major infrastructure portfolio with a replacement value of roughly \$8.2 billion, and manages contracts with third parties for various services. Its expected staff complement by the end of 2022 on a full-time equivalent basis is 474, including engineers, water and wastewater plant operators, foresters and technicians.

## Operating budget

At \$651.2 million, the department's proposed 2022 gross operating budget accounts for 24.4% of the Region's total. Because its largest program, water and wastewater, is funded from user rates, its share of the tax levy budget is much smaller, at 5%.

In 2020, concerns about the financial impacts of the COVID-19 pandemic resulted in a Regional Council decision to forego the previously scheduled rate increase of 9% scheduled for April 1, 2020, and 2.9% for April 1, 2021. This reduced budgeted revenues from user rates by \$43.8 million in 2021 and additional \$0.8 million in 2022.

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>635,090</b>	<b>66,329</b>
Status Quo	9,624	9,393
Revenues:		
Revenues (excl. senior government funding)	-	(17,080)
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>(17,080)</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(1,595)	(2,375)
Program and Service Level Adjustments	(62)	(62)
<b>Subtotal</b>	<b>(1,657)</b>	<b>(2,437)</b>
Debt Servicing Net of Development Charges	(5,248)	(1,130)
Fiscal Strategy	10,014	10,014
Maintaining Service Levels for Growth	3,407	3,407
Enhancements and Transformation	-	-
Impacts of COVID-19	(15)	-
<b>Proposed Budget</b>	<b>651,214</b>	<b>68,495</b>
<b>Total Budget Change</b>	\$ <b>16,124</b>	<b>2,167</b>
	% <b>2.54%</b>	<b>3.27%</b>
<b>Outlook Restated</b>	<b>645,306</b>	<b>68,943</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>5,907</b>	<b>(448)</b>

## Staffing changes

(Full-Time Equivalent)	2022	
	FTE	% Change
<b>Opening</b>	459.0	
New	8.0	1.74%
Conversions	7.0	1.53%
Program Reductions	-	-
<b>Proposed Budget</b>	474.0	
<b>Budget Change</b>	15.0	3.27%
<b>Outlook Restated</b>	474.0	
<b>Increase/ (Decrease) from Outlook</b>	-	

In September 2021, Council received a proposed rate structure for April 1, 2022 to March 30, 2028 based on an updated financial sustainability plan, as discussed in the box on page 109.

In 2022, Environmental Services plans to offset the \$0.8 million shortfall resulting from the rate deferral by reducing planned contributions to water and wastewater rate stabilization reserves. The department also found \$1.7 million in savings, largely from efficiencies. As a result, the expected increase in total spending from 2021 is 2.5%.

The net tax levy budget will increase by \$2.2 million or 3.3% in 2022 from the budgeted amount in 2021, reaching \$68.5 million. The program most affected by the pandemic is waste management, largely because tonnage normally managed in workplaces by private contractors has shifted to households. The expected impact in 2022 will be \$0.6 million, to be offset by increased revenue from higher tonnes of garbage dropped off at depots.

The tax levy budget increase is \$0.4 million less than the outlook last year, achieved mainly through finding new savings.

The department plans to add a total of 15 permanent new positions in 2022, seven of which would be converted from temporary. Fourteen new positions would support water and wastewater services, with no impact on the tax levy budget. Additional water and wastewater staff is needed to maintain, operate and monitor an increasingly complex portfolio of assets to the high standard required by the provincial Ministry of the Environment, Conservation and Parks and Ministry of Labour, and expected by customers. The remaining position, in Forestry, would respond to the growing needs of the Region's green infrastructure.

In line with the Region's Asset Management Plan, Environmental Services makes contributions to reserves to ensure that its assets can be rehabilitated and replaced when needed. Contributions for asset management are recorded in the "Fiscal Strategy" line of the table on the previous page, with most of the funds going towards water and wastewater assets. Additional contributions of \$9.9 million are planned in 2022.

The discussions of each program area's budget provide more details on proposed spending.

## **Capital budget**

The capital portfolio of Environmental Services includes built facilities and equipment such as treatment plants and pumping stations, linear assets such as watermains and sewers, and living infrastructure such as street trees, plantings and forests.

The department's capital projects are expected to total \$3.2 billion over the next 10 years, accounting for 33.4% of the Region's total plan. Most of this spending reflects investments in water and wastewater assets. The increase from the \$2.9 billion plan presented last year reflects higher investment in rehabilitating and renewing assets, as well as growth projects to increase capacity.

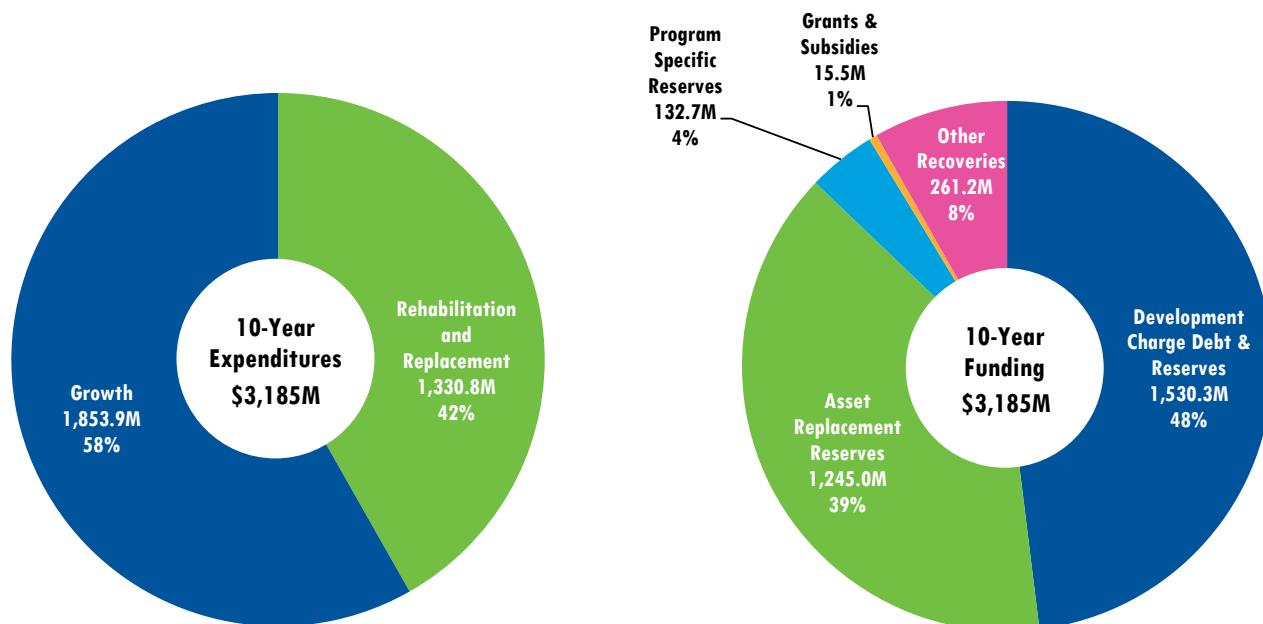
The department expects to invest \$210.6 million in capital projects in 2022, which would be 21.5% of the total for the Region.

Spending on new capital projects is guided by master plans for water and wastewater and for waste management and, for the remaining program areas, by individual capital plans. Regional Council endorsed an updated waste management master plan in 2020. An update to the water and wastewater master plan is currently underway and expected to go to Regional Council in 2022. Details are discussed in the Water and Wastewater section.

A Regional asset management plan outlines needed timing of rehabilitation projects and asset replacements for all program areas. Over the next 10 years, 58.2% of capital spending on Environmental Services infrastructure will be to support growth, while the balance will go to asset rehabilitation and replacement.

### 10-year capital budget by program group

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>Water:</b>								
Rehabilitation and Replacement	44,752	56,131	59,002	48,731	44,639	182,858	436,113	219,325
Growth	9,267	24,406	57,480	37,848	21,132	124,990	275,123	148,320
	<b>54,019</b>	<b>80,537</b>	<b>116,482</b>	<b>86,579</b>	<b>65,771</b>	<b>307,848</b>	<b>711,236</b>	<b>367,645</b>
<b>Wastewater:</b>								
Rehabilitation and Replacement	86,707	109,704	113,850	87,611	80,269	369,760	847,901	519,999
Growth	61,528	88,155	131,622	139,740	233,609	796,056	1,450,710	998,400
	<b>148,235</b>	<b>197,859</b>	<b>245,472</b>	<b>227,351</b>	<b>313,878</b>	<b>1,165,816</b>	<b>2,298,611</b>	<b>1,518,399</b>
<b>Waste Management:</b>								
Rehabilitation and Replacement	3,156	2,877	1,548	2,584	686	5,150	16,001	7,148
Growth	102	102	102	5,222	5,222	89,061	99,811	204
	<b>3,258</b>	<b>2,979</b>	<b>1,650</b>	<b>7,806</b>	<b>5,908</b>	<b>94,211</b>	<b>115,812</b>	<b>7,352</b>
<b>Forestry</b>	<b>3,900</b>	<b>4,603</b>	<b>5,102</b>	<b>4,006</b>	<b>3,804</b>	<b>12,298</b>	<b>33,713</b>	<b>17,402</b>
<b>Climate Change &amp; Energy Conservation</b>	<b>1,237</b>	<b>2,007</b>	<b>2,276</b>	<b>2,189</b>	<b>2,343</b>	<b>15,253</b>	<b>25,305</b>	<b>3,244</b>
<b>Total Environmental Services</b>	<b>210,649</b>	<b>287,985</b>	<b>370,982</b>	<b>327,931</b>	<b>391,704</b>	<b>1,595,426</b>	<b>3,184,677</b>	<b>1,914,042</b>



## Operating impacts of capital

Operating a larger water and wastewater system, especially to the increasingly rigorous standards required by legislation, is the major driver of higher operating costs for Environmental Services. The department continually looks for ways to operate more efficiently while meeting water and wastewater quality standards.

Technology and digital transformation of key processes are major drivers of efficiency for Environmental Services, requiring relatively little capital investment for gains in efficiency and operational performance. For example, making operators' log books and other records digital is providing a rich stream of data that highlights potential concerns more clearly to help prevent problems instead of requiring more costly response.

The department's Climate Change & Energy Conservation group has a corporate mandate to promote capital investment in energy-saving technology. Examples of energy-efficiency projects include retrofitting lighting with LEDs, and upgrading heating and ventilation equipment and windows.

The benefits include lower operating costs for fuel and electricity, and often, as in the case of electric vehicles, lower repair and maintenance expense. Some investments yield additional savings by reducing wear because equipment does not run as often. As the up-front costs of these investments continue to fall, savings over the entire life cycle increase.

In some areas, capital spending decisions by other parts of the organization can have an impact on operating costs. For example, planters along rapidways require more complex and frequent maintenance, which has significantly increased the Forestry operating budget. Building automated irrigation into planters in the future will help reduce maintenance costs.

## Looking ahead

In a rapidly changing world, Environmental Services relies on innovative thinking to achieve its goals. This involves bringing together a wide range of expertise, ideas and data to find ways of reducing costs, enhancing services to customers and better protecting the environment.

Examples of how the department is applying this approach include:

- Collecting more data in digital form and analyzing it to enable better preventive maintenance, enhance safety and improve operations and service quality
- Integrating new growth-related capital projects with renewal work where possible to minimize costs and construction impacts on communities
- Looking to ways of managing water resources that recognize the value of water in all forms, reflecting the emerging One Water approach

These examples show how new ways of thinking can bring social and community benefits, whether through better services quality, less disruptive infrastructure solutions, or greener and more welcoming surroundings, in addition to cost savings.



This will be important as the department considers how to meet the needs of growth. The provincial government requires that growth-related investments align with population and employment forecasts in its growth plan. This can have serious financial consequences if, as in recent years, actual growth is less than forecast.

A key goal for the Region is to more tightly align the pacing of new capital projects with actual growth to safeguard its financial position. Water and wastewater master planning reflects this goal, while also recognizing that some infrastructure investments must happen well in advance of the growth they are expected to serve. This calls for solutions that are strategic and forward-thinking, and that also aims to keep the Region welcoming and livable as it becomes more urbanized.

This makes One Water central to the Region's thinking about water and wastewater management. One Water encourages matching sources of water to their best end uses. By recognizing that not all water needs to be treated to drinking water quality, One Water can increase the capacity of existing infrastructure and reduce the need for new investment. The department will also continue its efforts to advance One Water approaches by working with local municipalities, conservation authorities, the development community and other stakeholders.

Recent factors have also spurred the need for greater innovation: the COVID-19 pandemic accelerated a move to more digital processes, while giving the Region a role in a novel project to track the spread of infection that may have application in future. The box on the right provides more details.

In 2021, extreme weather events and new scientific reports led to increasing concerns about climate change, which has the potential to affect all of the Region's activities.

A recent Environmental Services study looked at potential climate change impacts on water and wastewater systems, which pointed to actions needed to ensure greater resiliency. A key output was developing a climate change roadmap to align with the Region's draft Climate Change Action Plan.

## **JOINT PROJECTS AIM TO IMPROVE SERVICE, REDUCE COSTS**

Reflecting its leadership in the sector, Environmental Services is involved in a range of collaborative projects aimed at improving services and finding more cost-effective ways to operate.

In partnership with the University of Waterloo and the Region's Public Health branch, the department is helping to monitor the COVID-19 virus, including the arrival of variants. Wastewater samples are used to confirm presence of the virus in a broad geographic area. The information, which helps to shape Public Health's strategy, confirms the value of wastewater sampling in epidemiology, and suggests the same approach could help assess future public health concerns.

York Region is taking part in a university student's pilot project to better detect products labelled as "flushable" in sewer lines. The student's innovative camera technology uses artificial intelligence to spot these products, which can cause problems in wastewater systems. Field testing in a Regional trunk sewer and a local municipal sewer line will enable refinements to support wider use of the technology.

York Region is one of 15 Canadian municipalities involved in the newly formed Canadian Circular Cities and Regions Initiative. Achieving a circular economy, a key goal of the Region's waste management plan, involves moving from an extract-use-discard model of consumption to one in which the goal is continually recovering and reusing resources. The Region will leverage its involvement in the network as it develops its circular economy road map.

To maximize the value of these and many more projects that the department undertakes, a multi-year research and innovation plan is being implemented that will set priorities for involvement and investment in research and innovation based on current business need, future opportunities, and long-term goals.

The department has taken first steps to process green bin waste in a way that will reduce fossil fuel use, nonetheless recognizing that reduction in food waste is the most sustainable way of managing this growing stream.

The Forestry program is planting trees across the Region to capture and hold carbon and encouraging landowners to do the same by educating them on the benefits.

On a corporate level, the Climate Change and Energy Conservation team is working with other departments and Regional organizations, such as York Regional Police, on reducing emissions through cost-effective solutions. Their work, guided by targets such as the 2019 Energy Conservation Demand Management Plan, will build on changes in service delivery that responded to the pandemic. Flexible work arrangements, online collaborations, electronic documents and digital solutions all afford opportunities to bend the emissions curve more than previously projected. This evolution will inform the 2024 update to the Energy Conservation and Demand Management Plan, which must also consider challenges as the provincial electricity supply relies more heavily on fossil fuels.

Through all these activities, Environmental Services will continue to lead in advancing solutions that are both financially and environmentally sustainable.

## PROGRAM AREAS

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

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

### Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Restated		2020 Restated		2021 Restated		2022 Proposed		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Water and Wastewater	525.7	0.0	556.1	0.0	541.3	0.0	552.1	(0.0)	
Waste Management	73.6	51.0	74.9	52.3	80.3	54.6	84.4	55.3	
Forestry	10.9	9.8	11.5	10.3	12.0	10.7	13.2	11.8	
Climate Change & Energy Conservation	1.5	1.1	1.5	1.1	1.4	1.1	1.5	1.4	
<b>Total Operating Budget</b>	<b>611.7</b>	<b>61.9</b>	<b>643.9</b>	<b>63.7</b>	<b>635.1</b>	<b>66.3</b>	<b>651.2</b>	<b>68.5</b>	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2022	CSA	10-Year	2022	CSA	10-Year	2022	CSA	10-Year
Water and Wastewater	131.5	739.3	1,284.0	70.8	1,146.7	1,725.8	202.3	1,886.0	3,009.8
Waste Management	3.2	7.1	16.0	0.1	0.2	99.8	3.3	7.4	115.8
Forestry	2.4	10.3	21.0	1.5	7.1	12.7	3.9	17.4	33.7
Climate Change & Energy Conservation	0.5	1.3	9.8	0.7	2.0	15.5	1.2	3.2	25.3
<b>Total Capital Budget</b>	<b>137.5</b>	<b>758.1</b>	<b>1,330.8</b>	<b>73.2</b>	<b>1,155.9</b>	<b>1,853.9</b>	<b>210.6</b>	<b>1,914.0</b>	<b>3,184.7</b>

## WATER AND WASTEWATER

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

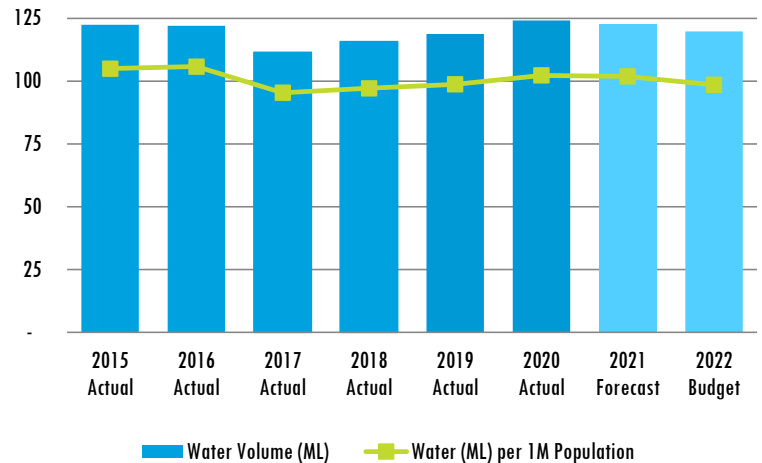
Funding for operations comes from water and wastewater user rates. This source also provides contributions towards the cost of renewing and/or replacing existing assets. New capital projects or expansions to support growth are funded largely by development charges.

In 2020, Regional Council voted to defer planned rate increases of 9.0% annual on April 1, 2020 and 2.9% on April 1, 2021 because of concerns about the economic impacts of the pandemic. The original rate increases were in line with a plan approved by Regional Council in 2015 to ensure that by March 31, 2022, revenues from water and wastewater user rates would fully fund the costs of providing these services.

In 2020, consumption was higher than expected, largely as a result of unusually hot and dry weather, which partially offset the revenue lost through the rate freeze. The balance was covered through internal savings. By late summer 2021, figures suggested water demand was again higher than expected, reflecting similar weather conditions. As in 2020, this may help offset the revenue impacts of the rate deferral.

The financial model underlying rates is based on such drivers as projected population growth and the capital plan, as well as expectations about water conservation, average summer weather, and the price of energy, labour, chemicals, purchased water and wastewater services and other inputs. Experience to date shows that the rate model has predicted underlying trends reasonably accurately. Typically, year-to-year changes reflect short-term weather patterns, as the 2020 experience shows.

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



**Community Results Area:** Healthy Communities, Sustainable Environment

**Related Departmental Goal and Objective:**

Delivering and promoting sustainable services to advance shared long-term priorities for the environment

Complete update to Long Term Water Conservation Strategy and act on prioritized initiatives. Advance water and wastewater servicing agreements with Regional partners and local municipalities

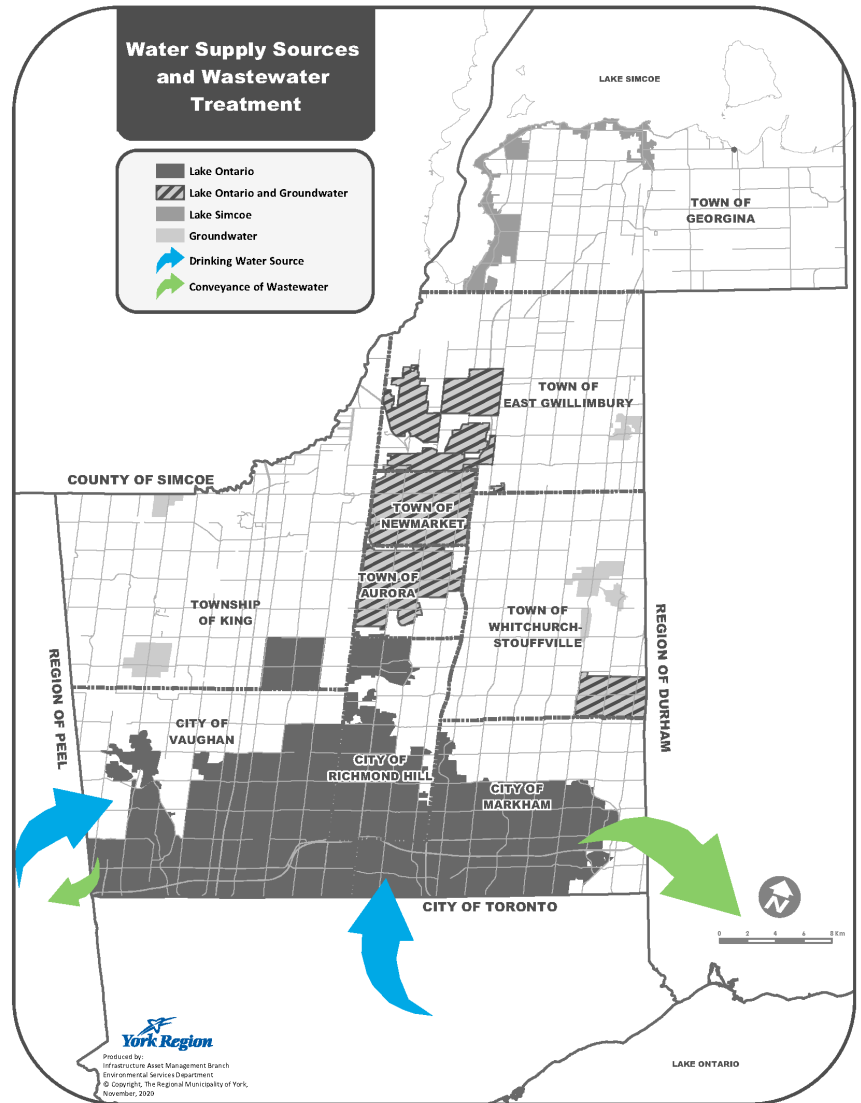
**About the graph:**

In 2020, a hot dry summer and being home during the day because of the pandemic meant residents used more water. Water use per resident and total volume are expected to decrease slightly in 2021 and again in 2022 if the Region experiences average weather both years. In 2021, the pandemic will likely continue to have an impact on water consumption.

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

Nonetheless, the Region must take into account the infrastructure needed to service provincially mandated growth. With no direct access to Lake Ontario, the Region has entered into long-term agreements with neighbouring municipalities in the Greater Toronto Area for drinking water supply and wastewater treatment.

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



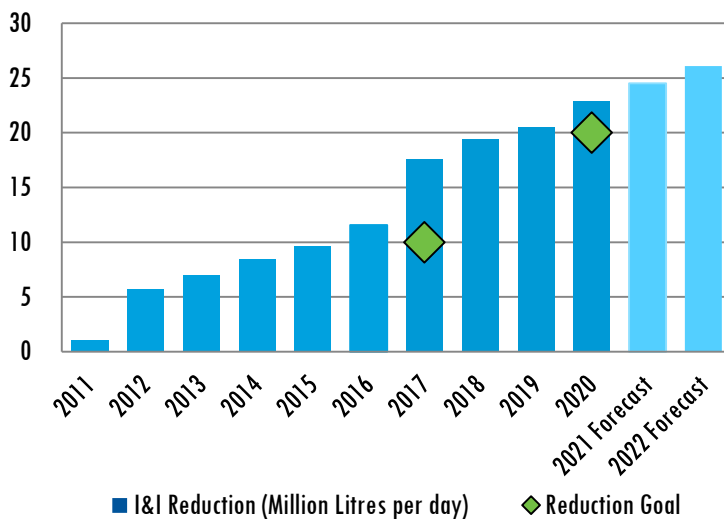
The bulk of the wastewater collected by the Region is conveyed south for treatment at the Duffin Creek Plant in Pickering, which the Region co-owns with Durham Region. An additional amount goes to Peel Region. The balance is treated within the Region, including at facilities in the Lake Simcoe watershed.

Its updated water and wastewater master plan continues to identify Upper York Sewage Solutions as the preferred alternative to meet growth needs in three of its northern communities.

Upper York Sewage Solutions currently consists of two elements: a new water reclamation centre to treat water in the Lake Simcoe watershed, and a phosphorus offsetting program to meet water quality standards for Lake Simcoe.

Upper York also included the twinning of 5.8 kilometres of forcemain (pumped wastewater pipe). In response to a request from the Region, the province separated this project from the Upper York environmental assessment process, approving it through a minister’s declaration order. The Region completed the forcemain twinning in 2021.

## INFLOW AND INFILTRATION REDUCTION



**Community Results Area:** Healthy Communities, Sustainable Environment

### Related Departmental Goal and Objective:

Delivering and promoting sustainable services to advance shared long-term priorities for the environment

Implement inflow and infiltration reduction programs to work towards achieving reduction targets

### About the graph:

Inflow and infiltration (I&I) happens when water, groundwater, stormwater or snowmelt enters the sewage system through sump pumps, downspouts, foundation drains or holes and cracks in the pipes. Excessive I&I will stress the wastewater system during heavy rainfall events and can result in system surcharges and overflows. Since 2011, the Region has been working with local municipalities and development industry and reduced more than 22 million litres per day of I&I. The graph shows that by 2019, York Region achieved the 2021 interim reduction target of 20 million litres per day of I&I, two years ahead of schedule. I&I reduction saves costs and relieves pressure on the wastewater system, which supports the Sustainable Environment priority in the Strategic Plan.

## UPDATED USER RATE STUDY SETS PATH TO SUSTAINABILITY

Updated York Region water and wastewater rates will help ensure that services are fully funded from user rates, even in the face of unexpected events like the COVID-19 pandemic.

The pandemic interrupted a path to full cost recovery that was set in 2015, when Regional Council approved steady increases in rates to 2021. In 2020, concerned about financial impacts of workplace closures on households, Council decided to defer planned rate increases of 9.0% in 2020 and 2.9% in 2021.

As it turned out, senior government income support and generally lower household expenses meant that overall, disposable income in the Region rose by close to 8% on average in 2020.

In 2020 and 2021, staff in the Environmental Services and Finance departments worked to update the financial sustainability plan for water and wastewater with a new rate structure to start April 1, 2022.

As approved by Regional Council in September 2021, the new rate structure will see annual rate increases of 3.3% over the period from April 1, 2022 to March 31, 2028.

To compensate for the rate deferrals, the plan recommended moving funds from rate stabilization reserves to asset management reserves, which were funded below the planned level in 2021 because of the deferrals. Council accepted the recommendation.

To help provide a cushion against potential future risks like the pandemic, the plan also refined the design of the existing rate stabilization reserve to better accommodate both short-term changes from plan and larger and potentially more long-lasting disruptions.

Approval of the environmental assessment for the other two elements of Upper York is still pending. In the meantime, Environmental Services has worked to build understanding of water reclamation, a key aspect of Upper York. This includes carrying out a pilot project showing that treated wastewater can be used safely to irrigate non-food crops like sod, giving it potential value as a resource instead of a waste product.

In mid-2020, the Minister of the Environment, Conservation and Parks sent a letter to the York Regional Chairman advising that the province was considering all options, including a potential southern trunk sewer, as alternatives to Upper York. A year later, the province tabled the *York Region Wastewater Act, 2021*, that if enacted, would put a hold on any decision on the Upper York Sewage Solutions Individual Environmental Assessment. The province also plans to establish an “Expert Advisory Panel” to provide advice to the government concerning all options for additional wastewater capacity to accommodate anticipated future growth in York Region and Durham Region.

The Region responded through a public commenting process that closed July 4, 2021. While this previously proposed legislation did not receive Royal Assent, the Ontario government reintroduced the legislation with modifications as Bill 5.

This uncertainty adds complexity as the Region works to update its water and wastewater master plan in line with new provincial growth targets. Given the extensive study backing the environmental assessment, and the time and money already invested, and with no clear direction from the province, the update continues to identify Upper York as the preferred alternative.

Regulatory delays have already forced the Region to adopt interim solutions, adding to its costs. For example, in working to deliver a budgeted \$208.5 million in capital projects for 2021, the Region invested in two interim projects in Aurora to provide more capacity pending the provincial decision. Other growth-related projects included completing the approved Upper York forcemain twinning and related pumping station work, and undertaking projects to expand water and wastewater capacity in Vaughan. The balance of capital investment went to managing existing assets.

The Region remains on track to provide enough capacity for its growing population elsewhere in the Region in the medium term: as of year-end 2020, at least five years of water and wastewater capacity in northern communities and at least six years in southern communities was available for assignment in coming years by local municipalities, enough for 178,132 additional people in total. These figures include specific wastewater capacity to accommodate more than 20,000 new people in the Region’s Centres and Corridors, where urban growth is being focused, and a dedicated reserve for non-profit and rental housing of 4,000 people.

## Budget overview

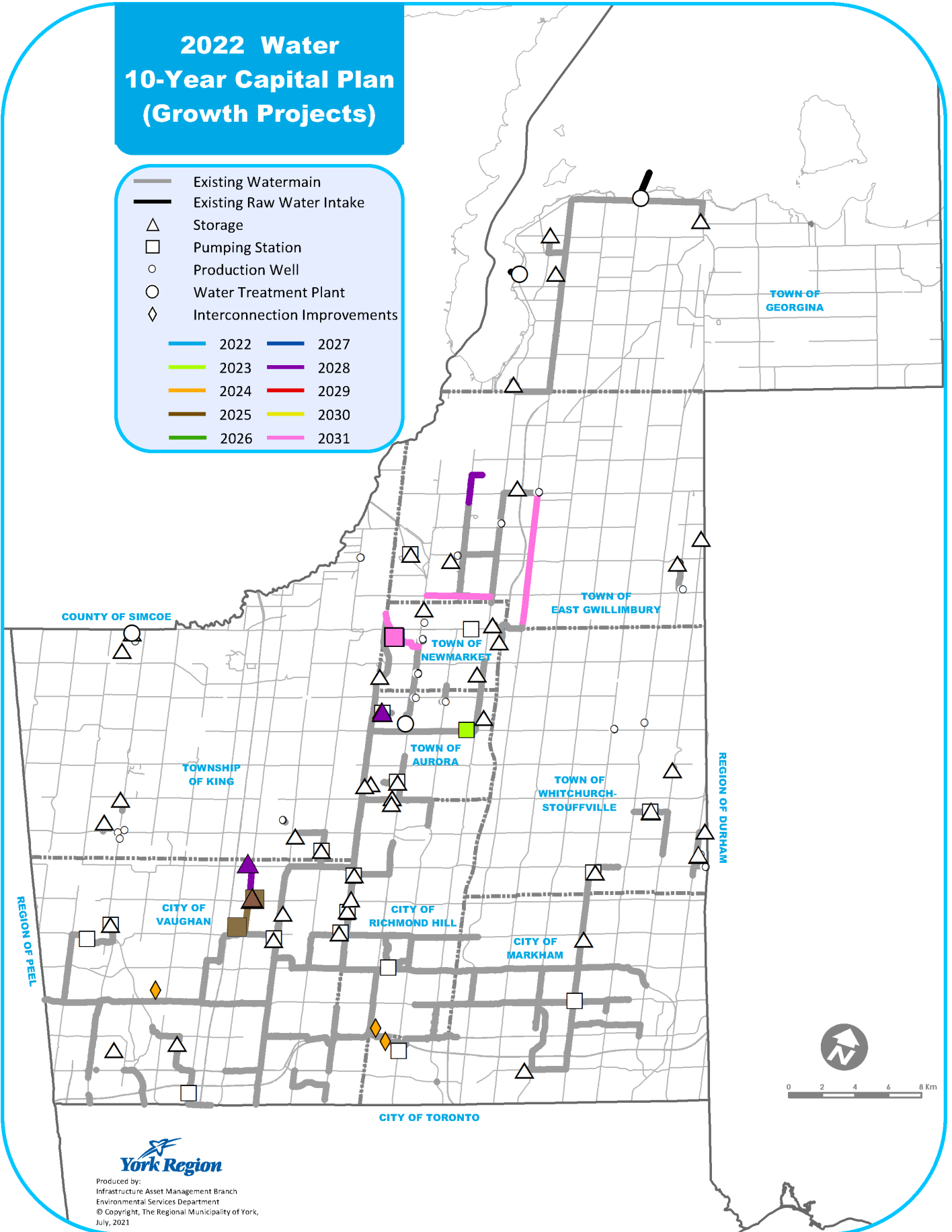
At \$552.1 million, operating spending for water and wastewater represents 84.8% of the department’s total for 2022. Because operations are funded by user rates, water and wastewater has no impact on the net tax levy budget.

## Water and Wastewater

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$525.7M	\$556.1M	\$541.3M	\$552.1M
Net	-	-	-	-
Budget Change				-
FTE - Total	371.0	383.0	398.0	411.0
- New				13.0
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				-
FTE				(1.0)
CAPITAL BUDGET				
2022 Budget				\$202.3M
Capital Spending Authority				\$1,886.0M
10-Year Capital				\$3,009.8M

# 2022 Water 10-Year Capital Plan (Growth Projects)

- Existing Watermain
  - Existing Raw Water Intake
  - △ Storage
  - Pumping Station
  - Production Well
  - Water Treatment Plant
  - ◇ Interconnection Improvements
- |        |        |
|--------|--------|
| — 2022 | — 2027 |
| — 2023 | — 2028 |
| — 2024 | — 2029 |
| — 2025 | — 2030 |
| — 2026 | — 2031 |

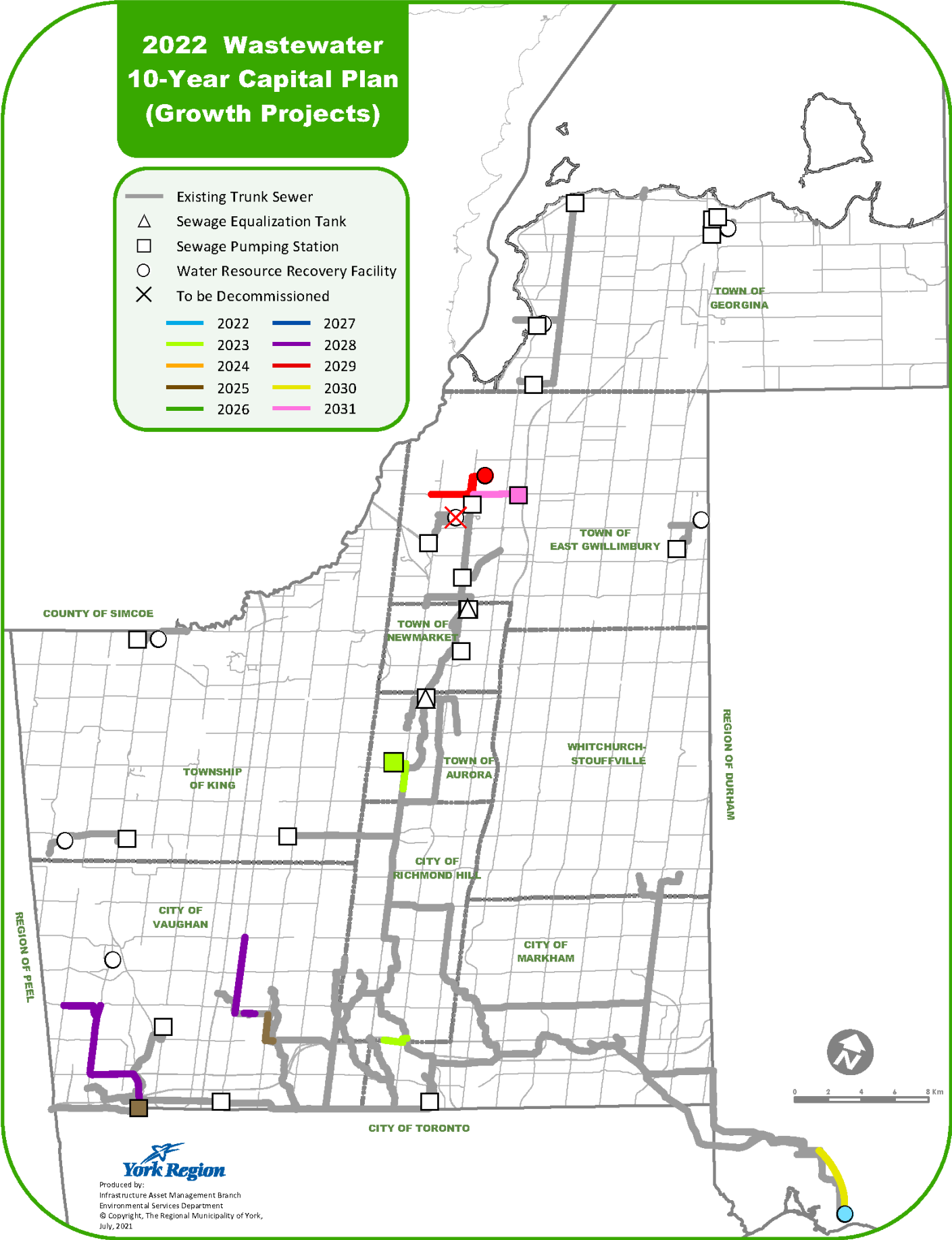


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Environmental Services Department  
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July, 2021

# 2022 Wastewater 10-Year Capital Plan (Growth Projects)

- Existing Trunk Sewer
- △ Sewage Equalization Tank
- Sewage Pumping Station
- Water Resource Recovery Facility
- ✕ To be Decommissioned

— 2022	— 2027
— 2023	— 2028
— 2024	— 2029
— 2025	— 2030
— 2026	— 2031



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 July, 2021



In September 2021, as outlined in the box on page 109, Regional Council approved new user rates for the period April 1, 2022 to March 31, 2028. In 2022, the gross budget is expected to increase by \$10.7 million with the end of the rate freeze on March 31, 2022 and an approved annual increase of 3.3% on April 1.

Two years of rate deferral resulted in reduced contributions to asset management reserves for water and wastewater infrastructure. Council also approved covering the shortfall with a transfer from rate stabilization reserves, as the user rate study recommended. In the long term, these reserves can only be maintained at an adequate level with full cost recovery user rates, which the new rate structure will provide.

The 2022 budget reflects higher costs due largely to ongoing increases in the price of treatment chemicals, energy and other inputs, and the lingering impacts of pandemic-related supply chain disruptions. The department found \$3.0million in efficiencies and \$0.2 million by reducing program costs to help offset these costs.

The Region will continue to manage costs through data analytics that help to identify issues early and prevent serious impacts, and look for more opportunities to improve, including doing away with redundant processes, through audits and by working with local municipal partners.

About 58% of the proposed capital budget of \$3 billion for the next 10 years would go to serving growth, with the balance for rehabilitation and replacement. Expected growth in northern communities is driving much of the need for growth-related wastewater investment. The total expected cost for Upper York, the Region's preferred solution, is estimated at \$647.8 million. The delay in getting provincial approval has led the Region to schedule work later than originally planned, with plant completion now slated for 2029.

In addition to having to absorb expenses caused by lack of provincial direction on Upper York, the Region is concerned that capital costs for a southern alternative would be considerably higher. This could have impacts on the Region's development charge framework, which is currently being updated based on expected costs to implement Upper York.

### *Change from outlook*

The proposed net operating budget for 2022 is unchanged from the outlook last year.

## **Looking ahead**

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

In the long term, the Region is addressing increasing capital and operating costs through continuous efforts to operate more efficiently. In addition to improving day-to-day processes, these efforts include encouraging conservation and changing attitudes to water management, for example through the One Water concept. Over the long term, changes in behavior and more holistic water management can reduce the size of infrastructure systems needed to deliver drinking water and collect wastewater. This is key to water and wastewater systems that are both financially and environmentally sustainable.

## WASTE MANAGEMENT

In delivering waste management, the Region works in partnership with local municipalities. They collect blue box and green bin materials, yard waste and residual waste at the curbside from residences and deliver them to York Region facilities. There, blue bin materials are sorted before going to end markets, yard waste is processed, green bin organics are sent to external contractors to be processed, and residual waste is consolidated and transported to energy recovery facilities, so that as little waste as possible goes to landfill.

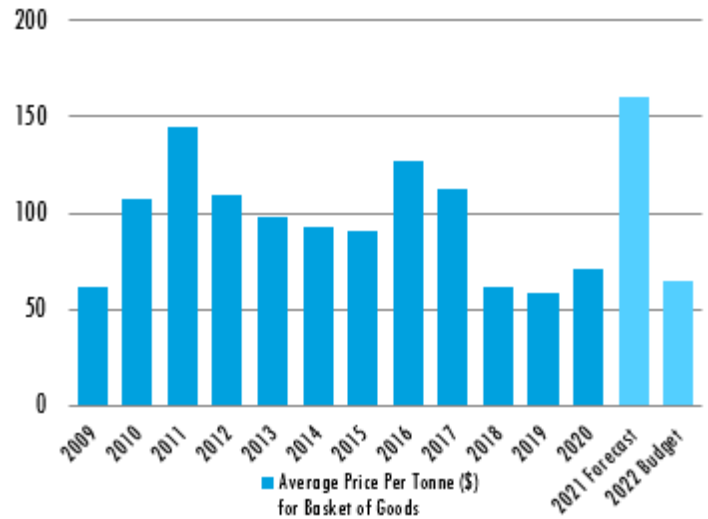
With residents asked to stay in their homes starting in March 2020 to reduce the spread of COVID-19, municipal collection captured waste normally managed in workplaces, schools, and other places outside the home, plus additional material from online shopping, takeout food and single-use personal protective equipment. As a result, tonnage of green bin organic waste rose 11.4% from 2019 to reach 112,400 tonnes in 2020, and residual waste totalled almost 145,500 tonnes, a 12.6% increase.

While the increase in blue box tonnage was more modest, at 1.1%, it represented reversal of a steady downward trend in previous years. With personal protective equipment finding its way into the blue box, however, the pandemic worsened an already existing problem with contamination. Blue box recyclables are expected to generate revenues, but offshore markets have become much stricter in recent years about accepting contaminated materials.

With the pandemic, health and safety concerns related to contamination became acute, as used personal protective equipment started showing up in blue boxes. Other inappropriate waste in the blue box, like food and discarded household items continues to be a problem.

In 2020, the Region and local municipalities worked together to target problem areas for masks and gloves. Boxes containing these items were not picked up, and had a sticker applied explaining the concern. Initially intended as a short-term measure followed by a broader effort to get rid of other materials as well, the campaign had to be extended as further waves of the pandemic arrived. The Region and local municipalities will build on these results and continue to address broader contamination.

### VOLATILITY IN BLUE BOX REVENUE WITH DECLINING OVERALL TREND



**Community Results Areas:** Sustainable Environment, Good Government

#### **Related Departmental Goal and Objective:**

Ensuring core Environmental services are delivered in a reliable, responsive, effective, efficient and fiscally responsible manner

Improve solid waste service delivery efficiencies by implementing and monitoring Environmental Services' capital and operating budgets and spending targets, advancing technology solutions, identifying opportunities to streamline administrative processes, and supporting the development of the 2023-2026 Environmental Services budget

#### **About the graph:**

From 2010 to 2020, the value of blue box materials has been dropping. This has made it more expensive for the Region to keep this material out of landfills. During 2021, however, the price of blue box materials increased significantly because raw material was in short supply and recycled material became more valuable. The pandemic will likely continue to make the economy uncertain for the next few years. Environmental Services may potentially face lower revenues until producers become responsible for the blue box in late 2025.

Tonnage of saleable blue box material resumed its pre-pandemic downward trend in 2021, with a decline of 0.6% between January and July compared to the same period in 2020. Prices for many blue box materials, however, regained strength in 2021 after falling at the start of the pandemic. This helped to offset cost pressures from contamination and higher-than-budgeted tonnage from green bin and residual waste. Those streams grew by 2.2% and 0.9% respectively in the January-to-July period.

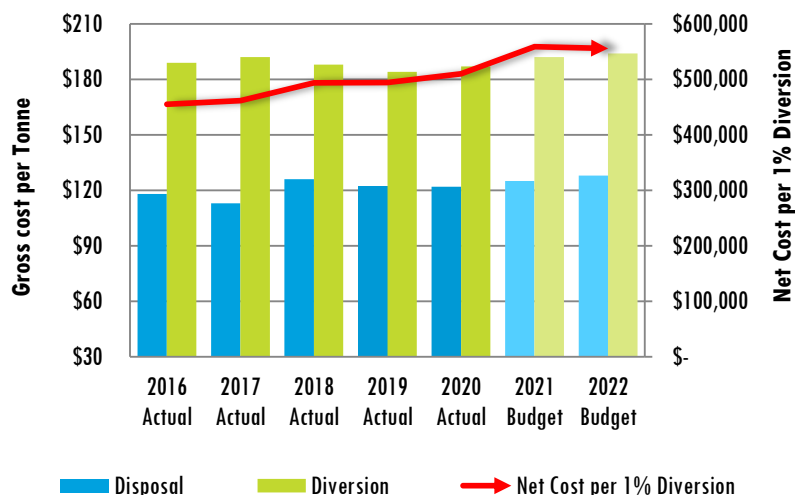
In mid-2021, the provincial Ministry of Environment, Conservation and Parks released the regulation needed to make producers fully responsible for the blue box program by the end of 2025, a move advocated by municipalities for several years.

The regulation reflected many provisions advocated by the Region and other municipalities. Highlights include:

- Expanding collection to more facilities such as apartment buildings, municipally run or non-profit long-term care homes, retirement homes, and schools, as well as more public spaces such as parks, playgrounds, and transit stations once transition is complete
- Standardizing what can be recycled across Ontario and expanding this list to include such common single-use products as paper and plastic cups, foils, trays, stir sticks, straws, cutlery and plates

The final regulation, however, failed to address municipal concerns around materials marketed as being compostable. These materials, which would go into the green bin instead of the blue bin and therefore remain a municipal responsibility, are often impossible to process as organics and risk being sent to landfill or incinerated. As well, the regulation scaled back or delayed performance targets for a number of blue bin materials.

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



**Community Results Areas:** Sustainable Environment, Good Government

### Related Departmental Goal and Objective:

Ensuring core Environmental services are delivered in a reliable, responsive, effective, efficient and fiscally responsible manner

Improve solid waste service delivery efficiencies by implementing and monitoring Environmental Services' capital and operating budgets and spending targets, advancing technology solutions, identifying opportunities to streamline administrative processes, and supporting the development of the 2023-2026 Environmental Services multi-year budget

### About the graph:

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

The Region is expected to move to the new framework by December 31, 2025. In the meantime, it is working with local municipalities to improve the quality of materials entering the waste stream to ensure effective transition to producer responsibility.

York Region achieved 93% diversion from landfill in 2020, the most recent full year for which information is available, surpassing the target of 90% set out in its Official Plan. This figure includes waste used to generate energy at the Durham-York Energy Centre.

## Budget overview

Waste management has budgeted for total operating costs of \$84.4 million in 2022, accounting for 13% of the department's total.

The net taxy levy budget is projected to be \$55.3 million, up slightly from 2021. Although workplaces are gradually reopening, higher tonnage related to working from home is expected to continue in 2022 as workers and employers adopt more flexible policies after the pandemic. These costs are expected to be offset by increased revenue from higher tonnes of garbage dropped off at depots.

Expected revenues from the blue box are based on a forecast price of \$65 a tonne and slightly higher salable tonnage in 2022. There is still considerable uncertainty, however, in global commodity markets as a result of the pandemic and other factors.

### *Change from outlook*

The change from last year's outlook for the 2022 net operating budget is a decrease of \$0.7 million, reflecting new savings and higher expected revenues.

## Looking ahead

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

The new producer responsibility framework could affect these streams. The 2021 regulation failed to set performance targets or management requirements for certified compostable materials. This is a major concern for municipalities, because greater use of these materials will increase municipal costs and environmental impacts.

Although early indications are that full producer responsibility might reduce net Regional costs by \$5 to \$7 million a year, this will depend on the extent to which producer actions increase municipal costs. The Region and other Ontario municipalities will need to monitor green bin and residual streams to assess whether blue box materials are being diverted into them.

## Waste Management

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$73.6M	\$74.9M	\$80.3M	\$84.4M
Net	\$51.0M	\$52.3M	\$54.6M	\$55.3M
Budget Change				\$0.7M
FTE - Total	30.0	31.0	30.0	30.0
- New				-
Increase/ (Decrease) from Outlook:				
Net (\$)				(\$0.7M)
FTE				-
CAPITAL BUDGET				
2022 Budget				\$3.3M
Capital Spending Authority				\$7.4M
10-Year Capital				\$115.8M

Even without that concern, reducing green bin and residual waste is critical because the cost of managing these streams falls almost entirely on the tax levy. Together, they account for approximately 60% of the current budget and three-quarters of waste by tonnage.

The green bin is the most expensive stream to process, at \$164 a tonne. In 2020 more than 112,000 tonnes of organics were processed, and in 2021 this stream grew faster than residual waste.

Provincial policy could make cost and capacity pressures worse. There is already the risk that more packaging will end up in the green bin through the new producer responsibility framework. Ontario has also committed to banning food waste from landfill by 2022 and is expecting municipalities to compost it instead.

In June 2021, the Region issued a Request for Proposals from third-party vendors to process 100% of its organic waste using anaerobic digestion, which has advantages over aerobic digestion currently in use: it can generate biofuel that replaces fossil fuel, and facilities can be located closer to urban areas. Procurement favoured proposals that would maximize biofuel production and minimize the distance materials would have to be trucked for processing. A recommendation is expected to be brought to Regional Council in early 2022.

Even with anaerobic digestion, however, green bin processing will continue to generate greenhouse gases and remain the most costly waste stream. The most sustainable option is to reduce the volume of waste, especially green bin waste, that needs to be processed. York Region's Waste Management Master Plan, entitled "SM4RT Living," continues to focus on this approach.

## FORESTRY

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

## HIGH-TECH SURVEY TOOLS SHOW REGION GAINING CANOPY COVER

York Region is steadily increasing the benefits residents and communities enjoy from its trees and woodlands, despite challenges from pests, extreme weather, and urbanization.

In 1994, the Regional official plan set a target of 25% woodland cover which was reaffirmed in the 2010 Regional official plan. In 2016, the Region added a goal of 40% canopy cover by 2051, and committed to updates on progress.

In the State of the Forest report, presented to Regional Council in 2021, canopy cover was estimated at 33.4%, a gain of 260 hectares (or about 640 acres) from 2017, while woodland cover stood at 23.6%, up slightly from earlier levels.

The 2021 canopy cover figures were calculated using a combination of high-resolution multi-spectral satellite imagery and LiDAR, which stands for Light Detection and Ranging. Multi-spectral satellite imagery captures different wavelengths of light to differentiate vegetation from surfaces like bare ground, buildings and water. LiDAR uses a pulsed laser beam from an aircraft to measure the constantly changing distance to the earth, producing a three-dimensional image. Combined with the satellite imagery, this identifies canopy cover provided by trees and shrubs.

These tools are more accurate than previous methods, so some areas were checked on the ground as well. This showed that some of the reported gain reflected better measurement, but confirmed that both canopy and woodland canopy showed actual gains in coverage between 2017 and 2021.

The work suggested, however, that the Region is unlikely to meet the target of 25% woodland cover by the original target date of 2031, as gains from tree planting and natural growth have been partially offset by losses to development, agriculture and other uses. Nonetheless, reasonable gains are being made and the goal is now to reach 25% woodland coverage by 2051. The revised timeframe will be reflected through the updated Regional official plan.

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

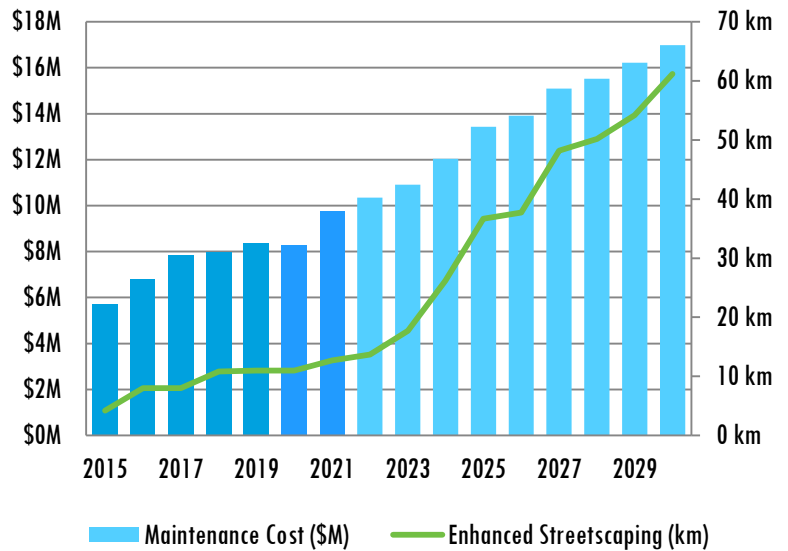
York Region is making progress on ambitious targets for canopy and woodland cover provided by trees and shrubs on public and private lands. Canopy cover measures coverage provided by trees and shrubs in all locations, while woodland cover applies to larger and more densely treed wooded areas. As the box on page 117 explains, recent survey work indicates that canopy and woodland cover is greater than when the targets were set in 2016, with canopy cover at 33.4% and woodland cover at 23.6%.

The York Regional Forest, which covers roughly 2,400 hectares or almost 6,000 acres, is a major living asset that contributes to both canopy and woodland cover. The Region’s 20-year management plan for the forest aims to balance public use with ecological integrity.

Several factors, including a greater number of retirees in the Region, are driving greater use of the forest. Most recently, the COVID-19 pandemic saw a significant increase in visitors during successive lockdowns, leading at times to parking, traffic and litter concerns. Although usage began to drop as restrictions on other activities were loosened, it is expected that many visitors who discovered the forest during the pandemic will continue to use it, requiring ongoing education to protect the forest as an environmental and community asset.

The pandemic experience served as an important reminder of the documented mental and physical benefits of spending time in nature. As the Region grows and becomes more urban, maintaining and adding to greenspaces will be critical in meeting the Region’s commitment to healthy communities. In 2021, Forestry continued to manage the planting of trees and shrubs directly and through partnerships.

### ENHANCED STREETSCAPES INCREASE MAINTENANCE COSTS



**Community Results Areas:** Sustainable Environment, Good Government

**Related Departmental Goal and Objective:**  
 Ensuring core Environmental services are delivered in a reliable, responsive, effective, efficient and fiscally responsible manner

Improve natural heritage and forestry service delivery efficiencies by advancing technology solutions, identifying opportunities to streamline administrative processes, and supporting the development of the 2023-2026 Environmental Services’ multi-year budget

**About the graph:**  
 Trees make streets more beautiful and air cleaner. Enhancing Streetscapes directly relates to the Sustainable Environment priority in the Strategic Plan, and the Region has invested heavily to bring these benefits to residents. The costs include planting trees, landscaping centre medians, and watering. Between 2021 and 2023 the Region will add 17.5 km of bus rapidways, which will mean more trees, more environmental benefits and more maintenance costs.

It also worked on opportunities to secure more land for the Regional Forest. In 2021, the Region announced the purchase of 142 hectares (about 350 acres) of land in East Gwillimbury, in the Greenbelt but outside the area designated for prime agricultural use. The plan is to reforest 82 hectares, and to allow for public use by building trails and removing derelict buildings over the next several years.

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

Maintaining streetscapes is an increasingly important role of the Forestry program. Good care and leading-edge practices are allowing the Region’s street trees to flourish despite significant challenges.

These challenges, which all trees in the Region face, include the impacts of climate change, including damage from extreme weather, as well as invasive species such as the emerald ash borer, which has killed thousands of ash trees in the past decade.

The ash borer remains a high-priority threat in the Region, along with wild parsnip, dog-strangling vine, and phragmites (also known as European common reed). Threats on the horizon include hemlock woolly adelgid, oak wilt and spotted lanternfly.

In 2020 and 2021, southern Ontario, including York Region, saw a periodic outbreak of the invasive species *Lymantria dispar dispar* (also known as the European gypsy moth). The caterpillars of this species are capable of defoliating entire trees, especially oaks, leaving droppings and bits of foliage on nearby decks and walkways. Healthy trees normally recover after the caterpillars move into the pupal phase, but growth may be set back. Outbreaks typically last one to three years, with the population reduced to manageable size through predation and pathogens. The Region is monitoring egg-laying to determine if the outbreak is likely to continue in 2022.

## Budget overview

At \$13.2 million, the total Forestry operating budget represents 2% of the department's total for 2022. Almost 90% of this comes from the tax levy, with the balance funded by permits, timber harvest revenues and reserves.

The increase of 10.3% from 2021 is largely due to the increasingly urban location of forestry assets. By the end of 2021, the Region had commissioned a total of 33.7 kilometres of bus rapidways and 7.0 kilometres of Great Regional Streets. Ongoing annual costs to maintain these enhanced streetscapes range from \$1,600 a kilometre for standard care of trees growing in a boulevard to \$136,000 a kilometre for rapidway corridors with trees, landscaped centre medians and boulevard planters that require a water truck and manual watering.

## Forestry

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$10.9M	\$11.5M	\$12.0M	\$13.2M
Net	\$9.8M	\$10.3M	\$10.7M	\$11.8M
Budget Change				\$1.2M
FTE - Total	22.0	24.0	25.0	27.0
- New				2.0
Increase/ (Decrease) from Outlook:				
Net (\$)				-
FTE				1.0
CAPITAL BUDGET				
2022 Budget				\$3.9M
Capital Spending Authority				\$17.4M
10-Year Capital				\$33.7M

As living assets, trees and other plantings need care to get established and remain healthy. Cutting back on maintenance too severely would result in quick deterioration, especially of street trees and planters. The budget includes one new position, approved in last year's outlook, to help keep green infrastructure healthy, both on Regional roads and in the Regional forest.

Additional costs include contracted services for street tree planting, mulching, pruning, large tree maintenance and storm clean-up, as well as staffing to manage the increasing number and complexity of contracts. One new full-time position is needed to keep up with the program area's growing needs. The Region continues to carry out programs to combat invasive species, monitor emerging threats, remove dangerous trees, and maintain safe public access to the Regional Forest.

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

Forestry's capital budget is roughly \$3.4 million a year over the next 10 years. A large part of the budget is for trees and other green infrastructure. Remaining capital includes vehicles and other equipment, as well as amenities and other assets in the Regional Forest and elsewhere.

#### *Change from outlook*

The 2022 net operating budget is unchanged from last year's outlook.

## **Looking Ahead**

The health of its street trees and forests is paramount as York Region prepares for new residents, more intense land use and expanded transit services. In crowded urban centres, trees and other landscaping provide refuge, shade and a visual contrast to the built environment, making public spaces more welcoming and attractive.

The special requirements of caring for street trees, shrubs and perennials in highly urbanized settings will continue to have a significant impact on the forestry budget. The knowledge that the Region has gained in successfully establishing street trees in challenging sites such as centre-of-road planters and sidewalk grates will serve it well as the pace of urbanization accelerates.

With the expectation that public exploration of the Regional Forest will continue at higher-than-historic levels after the pandemic, it will be increasingly important to balance social benefits with actions to enhance its environmental value as an evolving natural landscape.

The role of the forest during the pandemic, when it provided much-needed opportunities for recharging and relaxing, underscores the importance of green areas to mental and physical health. The slower-than-expected growth in woodland canopy cover is a reminder of the need to balance competing potential land uses if the Region is to remain livable and environmentally sustainable. Providing more green space that is accessible to all residents will be key to quality of life in the Region as growth pressures continue.

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



## CLIMATE CHANGE & ENERGY CONSERVATION

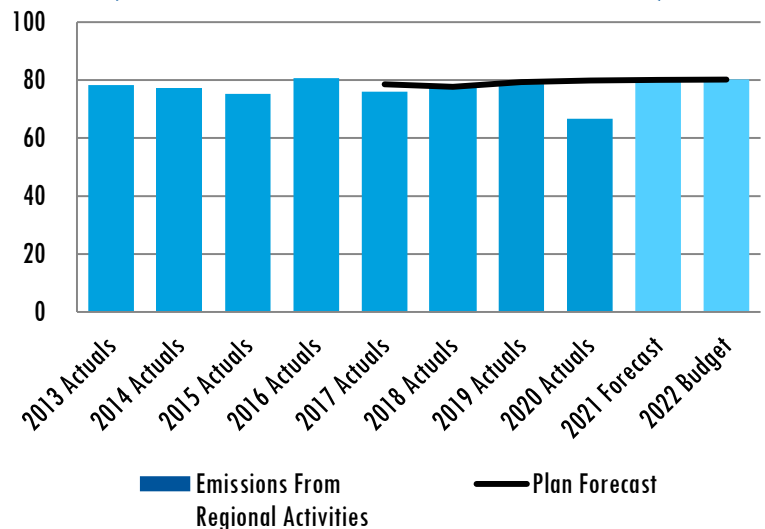
This program tracks the environmental impacts of Regional energy use, especially greenhouse gas emissions, works to mitigate them, reduces net operating costs and demands on infrastructure through conservation and increased efficiency, and promotes sustainable practices such as use of renewable energy. It is guided by the 2019 Energy Conservation and Demand Management Plan, draft Regional Climate Change Action Plan and relevant federal and provincial mandates.

As was the case in other jurisdictions, Regional government’s energy use dropped sharply starting in March 2020. Corporate greenhouse gas emissions for the year fell by 17% to 66,695 tonnes compared to 2019, mainly driven by reduced transit and fleet vehicle fuel consumption and operational changes due to the pandemic. Corporate energy costs fell by 15% or \$7.5 million from lower gasoline and diesel fuel expenditures. This pattern continued into 2021, as further waves of the pandemic required continued restrictions and closures and transit use remained about 60% below historic levels. Other areas of energy use were largely unchanged, as many facilities had to remain open and core services like water and wastewater continued to be delivered.

Climate Change and Energy Conservation has analyzed data on the reduction in travel time and expense due to reduced vehicle emissions that resulted from holding virtual meetings for large groups of stakeholders. Results point to the potential for ongoing savings from continued use of virtual platforms in future. This is similar to the findings of many organizations around the world, which are looking to leverage financial and environmental benefits from new ways of working that have been widely adopted during the pandemic.

Additional progress would build on the Region’s strong record in climate change adaptation and mitigation. Despite average population growth of 1.3% a year, emissions from 2014 to 2019 remained relatively constant, and in 2019, before the start of the pandemic, corporate greenhouse gas emissions were 1% below the target for the year set out in the 2019 Energy Conservation and Demand Management Plan. The Region’s innovative approaches and practices played a major role in constraining growth in energy use and emissions.

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



**Community Results Area:** Healthy Communities, Sustainable Environment

**Related Departmental Goal and Objective:**  
 Delivering and promoting sustainable services to advance shared long-term priorities for the environment

Update Energy Conservation and Demand Management Plan and revise Regional greenhouse gas targets. Implement fleet and building initiatives to move towards corporate greenhouse gas emission targets

**About the graph:**  
 The Region’s yearly greenhouse gas emissions have stayed about the same over the past eight years even though the population grew. Conservation and the use of new technologies have helped to achieve this. The Regional Energy Conservation Demand Management Plan recommends alternative sources of power, such as electric fleet and transit vehicles, aiming to cut carbon emissions to net-zero by 2050.

Fleet electrification is key to continued success, because transit and vehicle fleets account for about three-quarters of corporate emissions in a typical year. In the case of transit, increased ridership partially offsets higher emissions associated with private vehicle use, and reducing emissions from transit further increases the benefits. The Transportation Services chapter discusses Council's recent adoption of electrification plans for both transit and York Region corporate fleet vehicles, and the box on page 177 of the Corporate Management and Governance chapter outlines how the Region is providing chargers in public locations.

A key performance indicator in the Region's *2019 to 2023 Strategic Plan* is emissions per capita, which is a measure of how the Region is delivering environmentally sustainable services to its residents. In 2020, this measure fell by 17%, largely reflecting reduced emissions from transit services.

All departments worked to find ways to conserve energy despite the disruption of the pandemic. Initiatives such as adding more fully electric buses, incorporating hybrids into the police fleet, and building energy efficiency upgrades showed immediate benefits in reducing utility costs and emissions. Other measures, such as reducing the winter temperature in bus garages, carrying out energy audits and upgrading building systems, are being monitored to measure savings. The Region is also aligning climate change energy conservation efforts with local municipalities, federal and provincial governments and agencies and external partners.

While the Region's corporate emissions represent approximately 4% of total community emissions, staff recognize the importance of their role as leaders in reducing emissions to inspire the community and to accelerate changes needed to address climate change.

Further reductions, however, may be dampened by changes in provincial direction for electricity generation. Ontario's Independent Electricity System Operator, which plans the province's electricity supply mix under the guidance of the provincial government, noted in its 2020 outlook that over the next several years, non-emitting generating sources will decrease as nuclear stations are refurbished and, in the case of Pickering, retired. Reduced nuclear capacity is being replaced by natural gas instead of low emission alternatives, significantly increasing overall electricity-related emissions in Ontario. The situation will grow worse with rising demand for electricity.

In a letter to the Minister of Energy in July 2021, the Regional Chairman noted that the province requires municipalities to reduce greenhouse gas emissions. Many are doing so by switching to electricity as a low-emission energy source, especially for transit and other vehicles. The letter went on to note that provincial decisions that increase emissions from grid-supplied electricity undermine these investments, and preference should be given to zero-emission sources.

## **Budget overview**

Climate Change and Energy Conservation's total operating expense of \$1.5 million for 2022 represents 0.2% of the department's total. It would be up slightly from \$1.4 million the previous year. The program area earns some revenue from sales of solar-generated electricity to the grid. The proposed net budget of \$1.4 million is up from \$1.1 million from 2021.

The program's 10-year capital budget will total \$25.3 million. The program area invests in energy efficiency retrofit projects and renewable energy projects, leveraging additional support from external grants and incentives where available.

## Change from outlook

The net operating budget is up \$0.2 million from the outlook last year, reflecting a lower recovery of costs from capital budgets than was included in the outlook.

## Looking Ahead

A July 2021 United Nations report calling for immediate, rapid and large-scale reductions in greenhouse gas emissions added to growing concerns about climate change around the world.

While emissions are expected to rise in the short run as restrictions on workplaces and travel are lifted, they may not necessarily return to their pre-pandemic levels. Through 2020 and 2021, the Region and other organizations adopted new strategies and technologies to support remote work that reduced emissions, while meeting or exceeding service delivery standards. Staff are evaluating which directions will provide the most benefit in a post-pandemic work environment.

Newly adopted plans for transit and corporate fleets will see the switch to electric vehicles complete by 2051, supported by complementary efforts to reduce emissions through driver training, right-sizing, and reduced idling.

Buildings and other facilities represent another important area of energy use. Utility bills for York Region's newest building, at 17150 Yonge Street in Newmarket, became a direct Regional cost when it was commissioned in 2020. This increased Regional electricity use by 3% and natural gas consumption by 2%. As more staff are relocated to the building, these increases may be offset by closing existing satellite offices that are less energy-efficient and no longer required. Operating a single building will make it easier to manage energy consumption and related emissions.

Increased interest in climate change solutions has prompted dramatic advances in low-emission technologies, in many cases with parallel declines in cost. As a result, investing up-front in energy efficiency can yield savings over the life cycle of an asset as well as providing environmental benefits. As examples, widespread interest in electric vehicles and LED lighting are lowering costs and improving performance, strengthening the business cases for these investments.

In June 2021, the federal government's Bill C-12 was approved by both houses of Parliament. It would require national targets for reducing greenhouse gas emissions in five-year increments starting in 2030, with the goal of Canada-wide net-zero emissions by 2050. This historic measure would influence decisions and directions over the coming years around federal, provincial and municipal climate change mandates, standards and codes. Environmental Services will monitor proposed changes and potential impacts, especially on the Region.

York Region showed early leadership by setting an aspirational goal of net-zero greenhouse gas emissions by 2051 in its *Vision*. With the new federal impetus, the Region will continue to adopt new technologies and practices across the organization in pursuit of the net-zero goal. Achieving it, however, will depend heavily on the province's commitment to low-emission sources of electricity.

## Climate Change & Energy Conservation

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$1.5M	\$1.5M	\$1.4M	\$1.5M
Net	\$1.1M	\$1.1M	\$1.1M	\$1.4M
Budget Change				\$0.3M
FTE - Total	5.0	6.0	6.0	6.0
- New				-
Increase/ (Decrease) from Outlook:				
Net (\$)				\$0.2M
FTE				-
CAPITAL BUDGET				
2022 Budget				\$1.2M
Capital Spending Authority				\$3.2M
10-Year Capital				\$25.3M

INTENTIONAL BLANK



## COMMUNITY AND HEALTH SERVICES

helps residents to be healthy, safe, engaged in community life, and contributing to the economy. As the extraordinary events of 2020 and 2021 underscored, its work touches the lives of residents every day and at every stage of life.

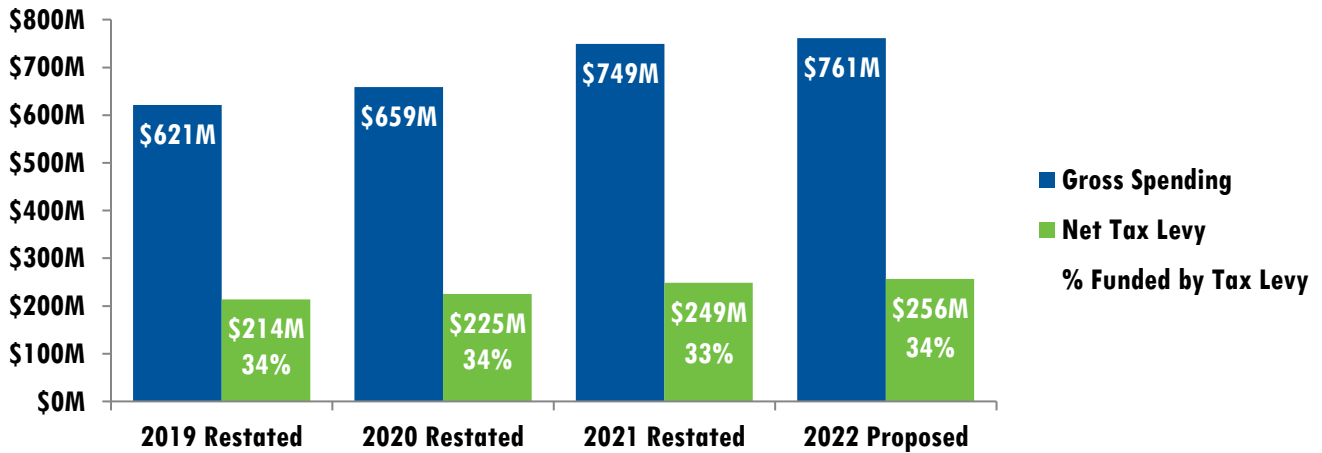


# THE COMMUNITY AND HEALTH SERVICES OPERATING BUDGET IS...

**28% OF TOTAL  
REGIONAL EXPENDITURES**

**20¢ ON THE  
TAX DOLLAR**

## 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



# THE COMMUNITY AND HEALTH SERVICES CAPITAL BUDGET IS...

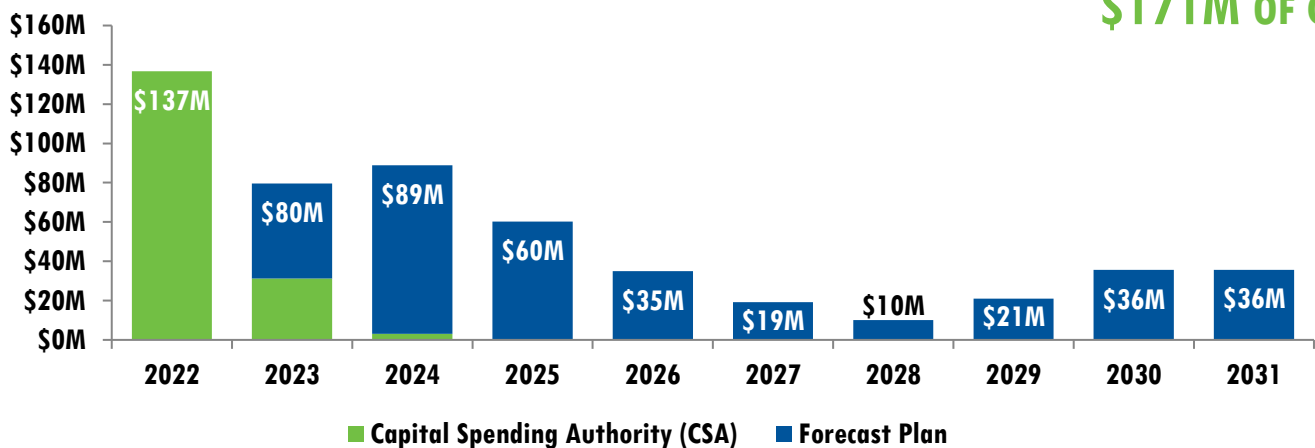
**5.5% OF THE  
REGION'S 10-YEAR PLAN**

**3.6% OF  
TOTAL CSA**

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

**\$522M OVER 10 YEARS**

**\$171M OF CSA**



# PROMOTING HEALTH, SAFETY AND COMMUNITY ENGAGEMENT

Community and Health Services plans, delivers and oversees health, housing and social services, with the goal of ensuring services and programs are accessible and responsive to resident needs.

Some department programs benefit all residents, others target specific needs, and all contribute to the quality of life in York Region by:

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

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

## 2021 UPDATE AND ACCOMPLISHMENTS

As the COVID-19 global pandemic entered its second year, Community and Health Services continued to lead the social service and public health response, monitored emerging trends and took quick and decisive action, adapted and enhanced its core services to meet community needs, and put in place new structures and supports for the Region's most vulnerable residents.

On January 12, 2021, in response to a doubling in COVID-19 cases in Ontario over the previous two weeks, the province declared a second state of emergency and issued additional stay-at-home orders. After a third wave of the virus began in March, a second province-wide shutdown came into effect on April 3. In mid-August, the province announced further reopening would be delayed because of a fourth wave.

In its leadership role in responding to the pandemic, Community and Health Services coordinated and collaborated with existing partners and, where unexpected needs and unforeseen challenges emerged, forged innovative solutions, sometimes through new partnerships. Examples include:

- Implementing a mass immunization program in partnership with hospitals, physicians, pharmacies and local municipalities that succeeded in administering close to 1.6 million doses of vaccine by mid-October
- Continuing Community Paramedic and Public Health Mobile Team vaccination of residents who were homebound, receiving chronic home care, or residents of long-term care homes, retirement homes or community living settings
- Implementing a Rapid Antigen Testing Program at both long-term care homes

- Establishing a provincially funded 280-bed voluntary isolation centre from January to the end of June for York Region residents who were unable to easily or safely self-isolate
- Opening 13 emergency child care centres for healthcare and other essential workers so they could stay on the job during the province-wide lockdowns
- Launching new virtual programming services to help families and children unable to access in-person services during the pandemic
- Collaborating with the United Way Greater Toronto and others to establish partnership tables to quickly identify and address emerging issues in the community.

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

The department will continue to work with senior governments and other partners to limit the ongoing impacts of COVID-19, particularly given concerns about the fourth wave of infections driven by the highly contagious Delta variant.

In addition to continuing to successfully adapt many programs and services to deliver pandemic responses, the department was recognized for a number of accomplishments:

- Public Health’s Child and Family Health division earned a Best Practice Spotlight Organization designation for its commitment to evidence-informed practice.
- A York Region paramedic who performed a dangerous rescue of an injured worker at the bottom of a 150-foot shaft was one of 13 in the province presented with the Ontario Award for Paramedic Bravery by Ontario’s Deputy Premier at a virtual ceremony in May.
- 20 other York Region paramedics were honoured in May with exemplary service medals from the Governor General and long-service medals from the Region.


## WHAT SHAPES THE DEPARTMENT’S BUDGET

A central aim of the budget is to ensure resources are being used to support the Region’s Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region’s Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.

This section shows how Community and Health Services supports these Community Result Areas by setting its own goals and objectives. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how Community and Health Services measures its progress. Note that some goals and objectives support Community Result Areas directly, while others do so indirectly.

Graphs throughout this chapter give more detail on performance trends and outlook.



Community Result Areas	Departmental Goals	Departmental Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
	Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life	Protect the health and well-being of residents while reducing health inequities through a strong COVID-19 immunization	% of eligible population that has had two doses	●
		Optimize use of paramedic resources so residents have access to appropriate and timely health care	# of referrals assessed by Community Paramedics that led to referrals to other community providers	●
		Optimize Long-Term Care and support seniors to age in place	No performance measures identified at this time	▲
		Transform Ontario Works model to be more client-centred by providing services that recognize individual needs	Average monthly Ontario Works caseloads	●
		Prevent and reduce homelessness in York Region	# of households served by Homelessness Community Programs	●
		Modernize Children's Services to provide all children and families access to inclusive early years services	# of families and children served by Child Care Fee Subsidy	●
		Sustain and increase affordable housing choices	# of affordable rental units administered by the Region	●
		Respond effectively and efficiently to resident inquiries through Access York Contact Centre, including increasing self-serve options	# of resident inquiries made through Access York	●

<sup>1</sup> Objectives have an expected completion date of 1-4 years

<sup>2</sup> Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data

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

- Maintain a long-term COVID-19 response as the virus moves from pandemic to endemic
- Continue efforts to achieve high vaccination coverage against COVID-19 to protect the health and safety of residents
- Continue to safely deliver critical core programs and services
- Focus on Community and Health Services recovery and renewal, including programs and services, and staff safety, health and well-being
- Maximize new and existing provincial and federal funding to deliver services sustainably and reduce tax levy impacts
- Ensure effective and efficient response to provincial modernization initiatives

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

## **Operating budget**

The department's proposed 2022 gross operating budget is \$761.5 million, or 28.4% of the Region's total. This represents a 1.7% increase over the 2021 budget. The major reason is ongoing pandemic-related needs, which are expected to total \$64.1 million in 2022. Pressures include:

- Temporary staff in Public Health (\$31.1 million)
- 29 new permanent staff in Public Health and one in Strategies and Partnerships branch (\$4.3 million)
- Public Health supports from Integrated Business Services and across the corporation (\$5.6 million)
- Upstaffing and labour costs in Long-Term Care (\$6.7 million)
- Cleaning, personal protective equipment, technology, and other pandemic-related supports (\$6.3 million)
- School reopening (\$4.4 million)
- Immunization programs (\$5.7 million)

It is anticipated that most of this pressure will be offset by COVID-19 provincial funding and other revenues of \$50.4 million. The Operating Budget chapter sets out how remaining pressures on the tax levy will be addressed.

In addition to the priority of responding to the pandemic, the department must meet ongoing needs in its regular program areas as the Region's population grows. This would require an increase in total spending of \$1.7 million in 2022 to maintain service levels to a larger population.

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>749,007</b>	<b>248,545</b>
Status Quo	14,967	16,521
Revenues:		
Revenues (excl. senior government funding)	123	(256)
Senior Government Funding	(2,425)	(7,236)
<b>Subtotal</b>	<b>(2,302)</b>	<b>(7,492)</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(5,113)	(667)
Program and Service Level Adjustments	(1,023)	(1,023)
<b>Subtotal</b>	<b>(6,136)</b>	<b>(1,690)</b>
Debt Servicing Net of Development Charges	494	(29)
Fiscal Strategy	2,393	2,393
Maintaining Service Levels for Growth	1,697	1,344
Enhancements and Transformation	1,541	560
Impacts of COVID-19	(199)	(3,713)
<b>Proposed Budget</b>	<b>761,461</b>	<b>256,438</b>
<b>Total Budget Change</b>	\$ <b>12,455</b>	<b>7,893</b>
	% <b>1.66%</b>	<b>3.18%</b>
<b>Outlook Restated</b>	<b>697,931</b>	<b>258,119</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>63,530</b>	<b>(1,681)</b>

## Staffing changes

(Full-Time Equivalentents)	2022	
	FTE	% Change
<b>Opening</b>	1,995.4	
New	51.0	2.56%
Conversions	3.0	0.15%
Program Reductions	-	-
<b>Proposed Budget</b>	<b>2,049.4</b>	
<b>Budget Change</b>	<b>54.0</b>	<b>2.71%</b>
<b>Outlook Restated</b>	<b>2,022.4</b>	
<b>Increase/ (Decrease) from Outlook</b>	<b>27.0</b>	

Senior government funding will cover about 62% of the department's 2022 operating spending. As a result, Community and Health Services' proposed net operating budget is \$256.4 million, representing about 20.1% of the Region's tax levy budget. A portion of tax levy spending is mandated by the province through cost-sharing arrangements and legislation.

Support from the tax levy is expected to increase by \$7.9 million, or 3.2%, from a restated \$248.5 million in 2021. (In 2021, senior government funding of \$37.5 million was expected to offset pandemic impacts in Public Health. The funds were initially held corporately, and then moved into the Community and Health Services budget after details were confirmed. This decreased the need for tax levy support in 2021 and resulted in the restatement.)

The proposed tax levy budget would be \$1.7 million less than in the outlook last year. This largely reflects additional savings and conservative assumptions made last year about provincial pandemic-related funding in 2022. The sections outlining the budget overview for each program area discuss plans, needs and changes in more detail.

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

Before the onset of COVID-19, the department employed about 2,500 people. By the end of 2020, that number had reached 2,785, largely through temporary external hiring and redeployment from other areas of the organization. These additional resources were needed to maintain the COVID-19 response and deliver immunization programs in 2021.

## **Capital budget**

The 10-year capital plan for Community and Health Services amounts to \$522.2 million, or 5.5% of the Region's total.

This is an increase of roughly 9% from the 2021 10-year capital plan. Housing projects undertaken for Housing York Inc., a separate corporation, account for over three-quarters of the plan. Details can be found starting on page 154. The increase is largely to support a new Housing York Inc. strategic plan approved by its board in 2020. (The Accrual Budget Presentation chapter explains on page 59 how the budget for Housing York Inc. is reflected in the Community and Health Services departmental budget.)

New housing projects are developed with funding from senior levels of government, Regional reserves, debt that is repaid from Housing York Inc. revenues (mainly rent), and development charges.

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

- Paramedic Services, including stations, vehicles and equipment, accounts for 19.3% of the total capital plan
- Capital spending for the Region's long-term care homes and seniors community programs, mostly on upgrading facilities and replacing equipment and technology, makes up about 4%

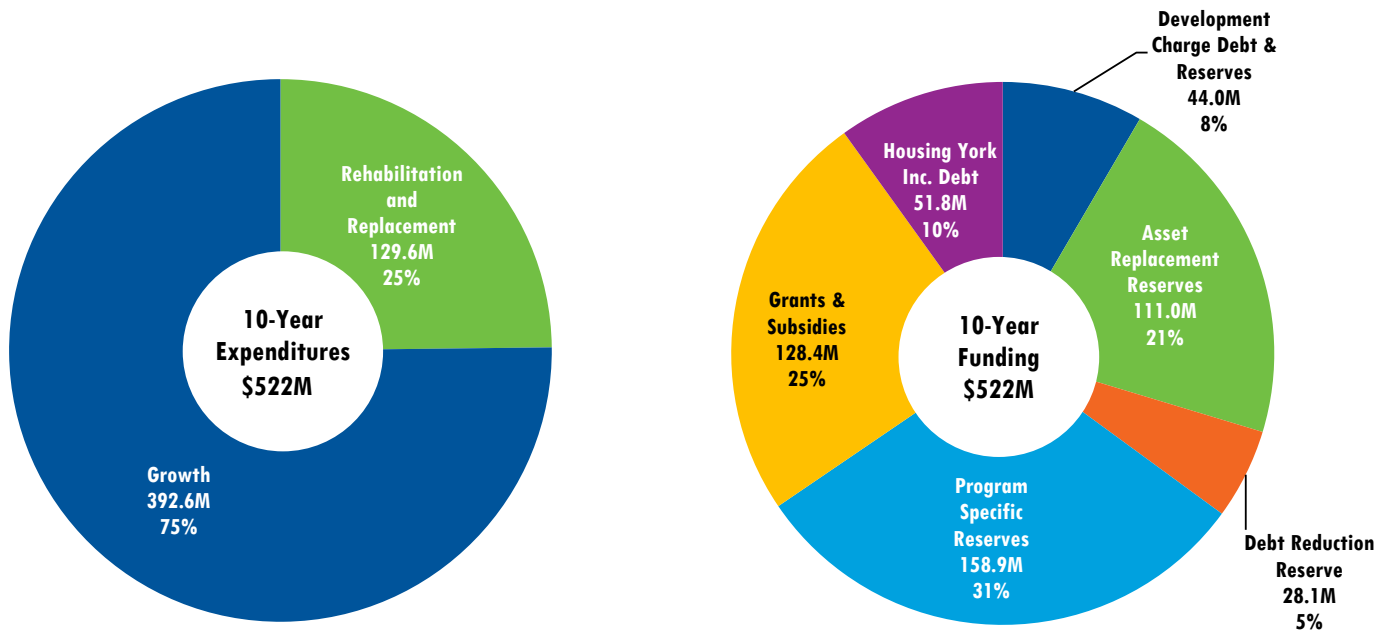
Public Health spending on capital assets accounts for the small remaining balance. The main capital project is an expanded vaccine depot for COVID-19 vaccine requirements.

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

Like its operating budget, the department's capital budget is heavily influenced by population growth and changing demographics, including an aging population, which drive the need for new paramedic stations and equipment in particular.

### 10-year capital budget by program group

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
Public Health	2,000	-	-	-	-	-	2,000	2,000
Paramedic Services	23,866	12,566	15,727	5,377	4,522	38,587	100,645	36,432
Long-Term Care/Seniors' Services	6,892	2,401	902	542	554	8,059	19,350	8,341
Housing Services	104,021	64,683	72,169	54,336	29,980	74,975	400,164	124,352
<b>Total Community and Health Services</b>	<b>136,779</b>	<b>79,650</b>	<b>88,798</b>	<b>60,255</b>	<b>35,056</b>	<b>121,621</b>	<b>522,159</b>	<b>171,125</b>



### The operating impacts of capital

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

While providing assets to meet the needs of residents, Community and Health Services works to ensure operating costs are managed appropriately. For example, it is increasingly investing in energy-efficient housing units and retrofits that reduce operating costs.

## Looking ahead

The years ahead will be marked by change and transition as Community and Health Services seeks to balance response to COVID-19 with recovery and renewal. The department will continue to work to limit the spread of the virus as it moves from pandemic to endemic, protect public health and safety, and restore its full range of services. While the immediate focus will be on containing the virus, the growing mental health toll of pandemic-related bereavement, stress, isolation and job loss is likely to require response beyond the pandemic.

The department sees recovery as adapting to a new working environment, maintaining the health and safety of staff, continuing effective delivery of services, and, where feasible, restarting activities that were suspended during the pandemic.

In the longer term, and as vaccination rates rise, the focus will shift to renewal. This involves recognizing that some of the changes forced by the pandemic have worked well, possibly better than before. It will provide the chance to improve processes, structures and service delivery.

To move through response and recovery, ultimately to renewal, Community and Health Services will:

- Work with partners to amplify vaccine confidence messages for the minority of York Region residents yet to be immunized against COVID-19
- Leverage existing resources, partnerships and community assets, and coordinate with stakeholders to maximize their impact
- Use what was learned through the pandemic to develop innovative ways to meet the needs of the people it serves, especially through greater use of technology, improve processes where needed, and end activities that are not needed
- Build on the experiences of staff who accepted redeployments, learned new skills and otherwise adapted to the pandemic in ways that allowed the department to continue to function effectively, including virtual adaptability

A renewed Community and Health Services department will be better able to meet the challenges that lie beyond the pandemic and its impacts. Demand for its services will continue to grow because of a larger population, changing demographics and increasingly complex needs, with more residents facing multiple barriers to full engagement in their community.

Provincial requirements for service delivery are also a key driver of the department's work. Several major provincial initiatives were delayed by the pandemic, but are expected to resume in 2022:

- The ongoing modernization of social assistance will continue to enhance service options, strengthen focus on clients by reducing paperwork, and enable greater financial independence by providing life stabilization supports and improved employment services
- A new provincial triage and dispatch system for Paramedic Services based on medical need and evidence is intended to make more efficient use of resources
- The potential remains for the province to act on plans announced before the pandemic to reorganize public health units and modernize emergency health services, which would bring major change to these program areas, with significant cost implications for the Region

In addition to these initiatives, a provincial commission was created in 2020 to inquire into the pandemic's impacts on long-term care homes. It reported back to the provincial government on April 30, 2021 with 85 recommendations, which will likely have additional cost and funding implications for the Region's two long-term care homes.

Significant changes related to modernization of community housing policies are also expected, with as-yet unknown budgetary impacts.

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

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

The department advocates strongly for meaningful partnerships between senior and municipal governments that add real value to residents' lives and contribute to vibrant and thriving communities.

## **PROGRAM AREAS**

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

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

## Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Restated		2020 Restated		2021 Restated		2022 Proposed		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Public Health	68.4	18.4	75.0	17.7	118.4	20.7	130.4	26.3	
Paramedic Services	83.7	39.6	88.5	43.7	97.2	49.6	99.8	47.7	
Long-Term Care/Seniors' Services	36.8	14.5	37.6	15.0	46.8	24.2	47.7	24.3	
Social Assistance	84.4	9.0	100.1	10.4	125.1	12.0	124.3	11.2	
Homelessness Community Programs	26.5	10.2	27.4	11.1	34.9	11.5	30.3	13.3	
Children's Services	176.1	17.0	181.5	22.4	178.2	24.0	180.3	25.4	
Housing Services	107.2	68.1	110.1	67.3	109.9	68.7	108.6	70.6	
Strategies and Partnerships	15.4	15.2	15.7	15.3	15.9	15.6	16.5	15.2	
Integrated Business Services	22.9	21.7	22.6	22.2	22.5	22.4	23.5	22.4	
<b>Total Operating Budget</b>	<b>621.3</b>	<b>213.9</b>	<b>658.6</b>	<b>225.0</b>	<b>749.0</b>	<b>248.5</b>	<b>761.5</b>	<b>256.4</b>	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2022	CSA	10-Year	2022	CSA	10-Year	2022	CSA	10-Year
Public Health	-	-	-	2.0	2.0	2.0	2.0	2.0	2.0
Paramedic Services	12.3	19.3	62.1	11.6	17.1	38.6	23.9	36.4	100.6
Long-Term Care/Seniors' Services	5.8	5.8	16.8	1.1	2.5	2.5	6.9	8.3	19.4
Housing Services	1.5	1.5	50.7	102.5	122.9	349.5	104.0	124.4	400.2
<b>Total Capital Budget</b>	<b>19.6</b>	<b>26.7</b>	<b>129.6</b>	<b>117.2</b>	<b>144.4</b>	<b>392.6</b>	<b>136.8</b>	<b>171.1</b>	<b>522.2</b>

## PUBLIC HEALTH

The Public Health branch continued to lead York Region's response to the COVID-19 pandemic in 2021, including a successful multi-pronged approach to mass immunizations, while providing ongoing services that support other important aspects of residents' health and well-being.

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

The initial planning assumption for immunization was that 75% of eligible residents would receive their first vaccination by December 2021. This was based on the expected challenges of setting up clinics, an ever-changing vaccine supply, and evolving provincial directives and tools. York Region achieved that milestone by the end of June 2021. By mid-October, close to 1.6 million doses — including first, second and in some cases third doses — had been administered at drive-through, mobile, pop-up and mass immunization clinics. The department achieved this success through innovative partnerships with local municipalities, other parts of Regional government, hospitals, physicians and pharmacies.

Working with the York Region COVID-19 Vaccine Task Force, communications teams supported the immunization rollout by designing messages, based on community polling, to increase understanding of COVID-19 vaccines and dispel myths and misinformation. These were translated into several languages, tailored to various vulnerable populations, and posted across a broad digital platform. The teams will continue to get the word out in strategic and inclusive ways as the virus evolves from the current pandemic into an expected endemic (in which it continues to circulate in pockets around the world, much like chickenpox).



Until mass immunization of York Region residents is complete, and in some cases even beyond, the branch will continue to reduce the spread of the virus through these key public health measures:

- Case and contact management. The source of infection for confirmed COVID-19 cases is identified and individuals who might have been exposed are asked to self-isolate. This containment strategy is a proven way of controlling outbreaks.
- Outbreak management. People displaying symptoms are tested and if positive are required to self-isolate. Where necessary, for example in a facility with shared living space, additional control measures are put in place.
- Infection prevention and control measures. These include inspecting higher-risk living settings where facilities are shared, following up on recommendations, and providing both on-site and virtual education and messaging.
- Testing. Three COVID-19 assessment centres operated by York Region hospitals were set up in 2020 and were still in operation as the 2022 budget was being finalized. Public Health also had a lead role working with Paramedic Services and the hospitals to support testing at congregate living homes, including emergency housing and group homes.
- Preventative measures. In line with other jurisdictions, the province requires face masks and physical distancing to help control the virus's spread. York Region Public Health has educated residents and businesses on the measures and works to ensure compliance.

Between March 2020 and July 2021, the COVID-19 Enforcement Task Force, composed of Public Health inspectors, bylaw officers and officials from other enforcement agencies, inspected more than 68,000 businesses across York Region to ensure compliance with public health restrictions and measures.

## **DRIVE-THROUGH CLINIC MADE INNOVATIVE USE OF YORK REGION TRANSIT BUSES**

In 2021, four retired York Region Transit buses were creatively repurposed as innovative immunization stations at Canada's Wonderland and Public Health's other mobile and drive-through vaccination clinics.

All departments contributed to the conceptual design of a prototype, which was tested for functionality and refined accordingly. Seats were removed to make room for workstations and vaccine storage, and the roof modified to accommodate air conditioning. The electrical system was retrofitted to provide power for fridges, freezers, heating and cooling systems and battery backups, with the ability to plug in to external power instead of running the engine.

On March 18, at a dry run in Wonderland's parking lot, the mobile team administered 460 vaccine doses. The full-scale clinic was launched 11 days later in collaboration with the Central Local Health Integration Network with a daily target of 1,600 vaccinations. Once individuals were immunized, they drove to an adjacent lot designated for the 15-minute observation period and honked if they needed help.

Canada's Wonderland clinic was just one of 13 opened across the Region in 2021: eight at Public Health sites, two at community centres, and three at hospitals. In addition, working closely with municipal partners, the frontline team brought vaccines directly to housebound residents and employees at their workplaces. By mid-October, Public Health and its partner-led clinics administered close to 1.6 million doses since the largest immunization campaign in York Region's history began in January.

The success of the mass immunization program was in no small part due to behind-the-scenes efforts of Access York staff. Between January and August, they answered almost 400,000 inquiries about COVID-19 vaccines and the Region's vaccination clinics, booked 31,338 immunization appointments, and contacted up to 250 residents a day often to reschedule appointments due to changes in the vaccine supply.

In 2020, York Region’s initial emergency response relied heavily on redeployments from within Public Health and across the organization. Under provincial law, public health units were authorized to redeploy staff, hire extra staff or contractors, and take other reasonable measures.

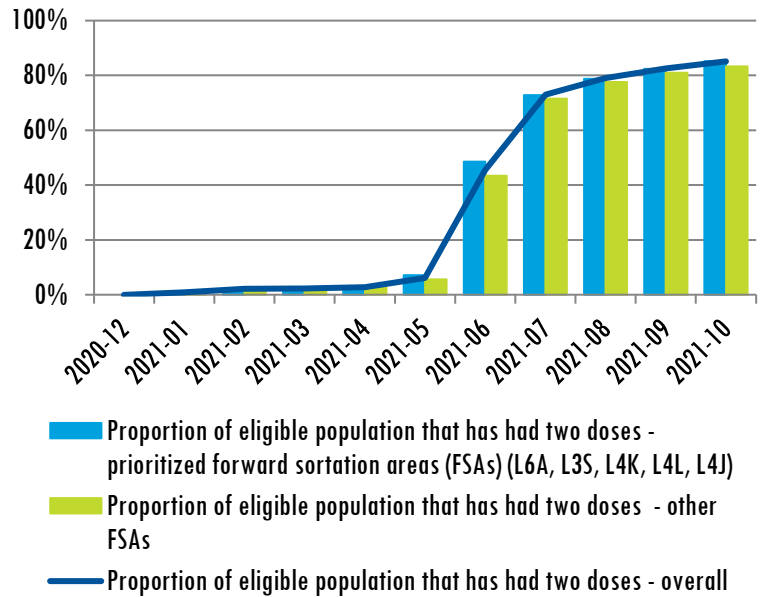
To support a response beyond the initial phases and allow some redeployed staff to return to their home positions, in mid-2020 Regional Council approved hiring up to 172 temporary staff, in addition to the 17 who had already been hired. Positions included public health inspectors and registered nurses,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

Redeployments and temporary hiring continued into 2021 to maintain the emergency response through successive waves of COVID-19. From January to the end of September 2021, an average of 880 staffing resources a month supported the Public Health COVID-19 response, with the largest number of staff supporting Public Health between April and August 2021 during the vaccine rollout.

The additional staff resources, extra costs for personal protective equipment, and other pandemic-related measures have had a major financial impact on Public Health. The province committed to funding extraordinary public health costs to respond to the pandemic for 2020, 2021 and 2022. While 2022 funding has been confirmed by the provincial Ministry of Health, the amount included in the budget remains subject to change.

In order to follow the health and safety protocols that were part of its emergency COVID-19 response, Public Health had to pause some of its regular programs or switch from in-person to virtual services in 2021. These included running immunization clinics for other communicable diseases, providing dental services for children and youth, offering programs and guidance on breastfeeding, overseeing food safety and inspections of premises, working to reduce harmful behaviours and prevent accidents, supporting home visits to new parents who require assistance, and building understanding of healthy living and healthy environments.

**% OF ELIGIBLE POPULATION THAT HAS HAD TWO DOSES**



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

- Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life
- Protect the health and well-being of residents while reducing health inequities through a strong COVID-19 immunization campaign

**About the graph:**

York Region data confirms that vaccination protects against severe outcomes of COVID-19, including hospitalizations and deaths, while also helping slow transmission rates in the community compared to unvaccinated individuals. York Region Public Health encourages residents to get vaccinated if they haven’t already. By late August, the Region moved from using mass immunization clinics to more convenient mobile and pop-up clinics to target individuals not yet vaccinated. This graph shows the percentage of the eligible population (born in 2009 or earlier) that had received two doses of COVID-19 vaccine by the last day of each month.

Essential core services to meet the needs of residents and regulatory requirements included:

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

## Budget overview

The 2022 Public Health budget reflects the following assumptions:

- Given new COVID-19 variants of concern, a higher-than-historic level of Public Health activity will be required when the pandemic evolves into an expected endemic.
- The need for case, contact and outbreak management of COVID-19 is expected to continue in a manner similar to outbreaks of other diseases of public health significance.
- A COVID-19 vaccination program for children aged 2 to 11 will be rolled out.
- Ontario's *Immunization of School Pupils Act*, which requires children and adolescents attending primary or secondary school to be appropriately immunized against designated diseases, might be amended to include COVID-19.
- There will be a need to catch up on other immunizations required by the act.
- Booster shots of COVID-19 vaccine for vulnerable individuals may need to be incorporated into the seasonal flu-immunization programs at retirement and long-term care homes.
- Regular Public Health services that were paused or reduced will be restored, with the branch needing to respond to continued growth and change in the Region’s population.
- As the branch leads the expected demobilization of the emergency model and goes back to regular business, many redeployed employees will be returning to their original positions.

## Public Health

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$68.4M	\$75.0M	\$118.4M	\$130.4M
Net	\$18.4M	\$17.7M	\$20.7M	\$26.3M
Budget Change				\$5.6M
FTE - Total	476.3	491.2	502.2	530.2
- New				28.0
Increase/ (Decrease) from Outlook:				
Net (\$)				(\$2.3M)
FTE				28.0
CAPITAL BUDGET				
2022 Budget				\$2.0M
Capital Spending Authority				\$2.0M
10-Year Capital				\$2.0M

Reflecting these assumptions, known provincial requirements, and sustained efforts to achieve high vaccination coverage and integrate infectious diseases technology systems, Public Health will continue to need significant resources to support its ongoing response to COVID-19 in 2022. The proposed gross budget for the branch in 2022 is \$130.4 million.

This would include funding for 29 permanent full-time employees, netting to 28 with the transfer of an existing position to another branch. Planned new positions include certified public health inspectors, public health promoters, a pharmacist, pharmacy technicians, public health nurses, one of whom is trained in the principles of continuous quality improvement, an infectious diseases supervisor, a knowledge translation specialist, a learning and development specialist, an emergency and contingency planning specialist, and a health protection supervisor.

In addition, temporary positions and resources for 2022 would include school-focused nurses and support positions for York Region schools until the end of the 2021-2022 school year, and staff for Public Health's transition from a pandemic response to an endemic one and reintroduction of programs and services paused during the pandemic.

The proposed tax levy budget is \$26.3 million, an increase of \$5.6 million from 2021. The 2021 figure has been restated to include provincial government funding that was not included in last year's budget but was received in 2021.

#### *Change from outlook*

The Public Health net operating budget in 2022 is \$2.3 million less than outlook (which was restated from last year's approved budget to include expected Public Health funding from the provincial government). The change from outlook reflects a provincial decision to defer a previously announced reduction in its support for Public Health programs.

## **PARAMEDIC SERVICES**

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

The work of Paramedic Services during the COVID-19 pandemic served as a reminder of the range of support they provide through Community and Health Services beyond their most visible role as first responders. Paramedics are expected to respond to more than 91,000 calls in 2021, up more than 10% from 2019. At the same time the branch is working with partners to manage the impacts of the virus and stop its spread by:

- Providing training and implementing infection prevention and control measures in congregate settings
- Working with Public Health to support vaccinations and testing in long-term care homes, transitional housing, community clinics, and in residences of immobile/housebound individuals

Through ongoing partnerships with local organizations, Paramedic Services is working to meet the complex needs of a growing and aging population in a variety of innovative ways. For example:

- York Region’s paramedic service was selected in 2020 to develop and implement a pilot program to meet the medical needs of seniors waiting to enter long-term care. In 2021, it collaborated with Mackenzie Health and the Eastern York Region North Durham Ontario Health Team on two such projects. Together they will provide approximately 800 patients with access to health services 24-7 through in-home and remote support. Funded by the provincial government, the program will run until 2024.
- Paramedic Services is training frontline paramedics to support palliative care needs in the community by assessing these patients on the scene of a 911 call and, rather than transporting them to hospital emergency departments, determining whether they can be treated where they are or referred to other resources in the community. Phase 1 was delivered in January and February 2020. Allowing palliative care patients, who are generally older, to remain at home longer reduces demands on emergency departments, long-term care homes and similar supports, and is often preferred by patients and their families.

These initiatives will help manage the ongoing rise in 911 call volumes. Calls are expected to total just under 100,000 in 2022, a rise of 26% over 2020, driven largely by seniors. The number of York Region residents aged 65 and over is increasing far faster than the general population, a trend that will continue. By 2031, the department forecasts, paramedics will respond to 163,606 calls — a 68% increase over 2022.

Ongoing programs offered by York Region Paramedic Services to reduce calls include:

- CP@Clinic, an evidence-based collaborative program conducted in partnership with McMaster University’s Department of Family Medicine in which community paramedics provide services in seniors housing and clients’ homes. It was paused for several months in 2020 due to the pandemic, but restarted in October of that year. In the first half of 2021, 68 individual clients were served through 369 in-person visits.

## **ROLE OF PARAMEDICS EVOLVED TO HELP IN VACCINE ROLLOUT**

As the availability of vaccines has changed the nature of the COVID-19 pandemic, so has the response of York Region Paramedic Services.

While still carrying out their first responder role and assisting with testing for the virus, their role evolved into protecting the Region’s residents from the virus by helping to administer vaccines.

As well as helping at immunization clinics for health care workers, paramedics joined “strike teams” focused on testing and immunizing vulnerable populations. These included residents in long-term care homes, retirement homes, emergency housing shelters and other congregate living facilities.

Among their accomplishments in those settings:

- Between January and April of 2021, paramedics vaccinated 10,000 patients and staff in 61 congregate living situations; from April to August, the totals were 1,000 people and 50 separate congregate living situations.
- In the January to August period, a combined total of 800 residents and staff in several emergency shelters and drop-in centres received vaccines.
- Paramedics also inoculated more than 100 vulnerable residents in seniors’ buildings owned by Housing York Inc. across the Region in the April to August period.

Paramedics also worked to protect vulnerable residents in the larger population. Between April and July, they vaccinated 1,704 individuals living at home who, for health or mobility reasons, were not able to visit an immunization clinic.

And, building on a relationship created during the initial period of the pandemic with the Georgina nurse practitioner, they helped to make sure the residents of Georgina Island were immunized.

- The Medical Supports Program, which started at the transitional shelter in February 2021, provides health education and coaching, help navigating the health care system, influenza vaccinations, and, where appropriate, human service referrals. As of the beginning of August 2021, 75 clients had received primary care, mental health and/or addiction support.

Paramedic Services is required to meet emergency call response times legislated by the province and approved by Regional Council. It has met or exceeded these targets every year since 2013, despite the recent challenges posed by the pandemic (for example, more frequent cleaning and changes of gear and new on-scene precautions when treating patients).

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

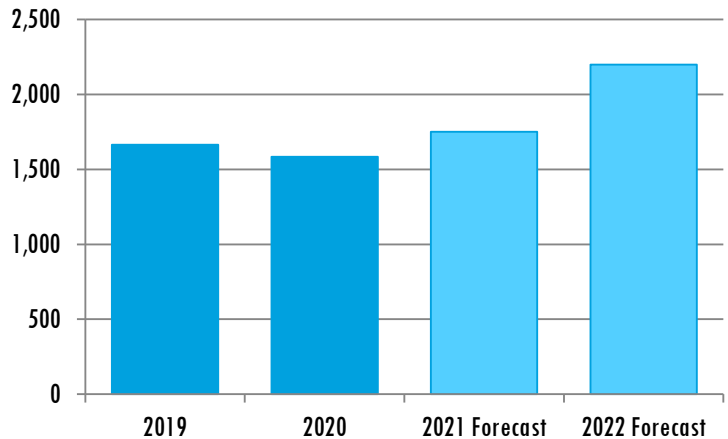
In 2021, Community and Health Services continued updating the 10-year Paramedic Services Resources and Facilities Master Plan. The purpose of the plan is to ensure the Region has the paramedics, support staff, vehicles and stations required by 2031 to respond to population growth and demographic changes. It will be presented to Council for approval in 2022.

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

In 2021 the Region opened two new paramedic stations and ordered two more ambulances and three Rapid Response Units. It plans to add another two ambulances to its fleet in 2022 and open two more stations in 2023. As in other program areas, some Paramedic Services plans have been delayed by pandemic-related supply chain disruptions.

The pandemic caused the provincial government to postpone introducing a modernized dispatch system that would effectively triage calls, ensuring the most effective and efficient use of paramedic resources. The new model, based on medical need and evidence and overseen by a provincially appointed medical director, is now expected to launch in early 2022.

**# OF REFERRALS ASSESSED BY COMMUNITY PARAMEDICS THAT LED TO REFERRALS TO OTHER COMMUNITY PROVIDERS**



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life

Optimize use of paramedic resources so residents have access to appropriate and timely health care

**About the graph:**

By the end of 2021, front-line paramedics are estimated to refer a total of 1,750 patients or clients to the appropriate community agencies, services and supports. This ensures that vulnerable people get the care and support they need. Community paramedics work closely with other Regional programs and services, such as homelessness community programs and social services. Due to the pandemic, there was a slight decrease in referrals in 2020 because of decreased support service availability in the community, 911 call hesitancy, and limited interactions with clients and caregivers due to infection control measures during a 911 call.

## Budget overview

Paramedic Services' gross operating budget of \$99.8 million proposed for 2022 represents 13.1% of the department's total. Just over half is funded by the tax levy.

The 2.7% increase in the gross spending budget from 2021 reflects ongoing efforts to control the spread of COVID-19 and manage its impacts as well as continuing growth in demand for the branch's services.

To support new paramedic stations, a larger fleet and the steady increase in 911 calls in 2022, Paramedic Services plans to hire 12 additional paramedics, one lead paramedic for the community paramedicine program, and one technician for logistics support. In addition, a respirator-fit tester will be hired for two years to help ensure masks and respirators used by staff in all York Region departments are properly fitted and meet Canadian Standards Association and *Occupational Health and Safety Act* requirements.

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

### *Change from outlook*

No change from the outlook last year is expected for the tax levy budget.

## LONG-TERM CARE / SENIORS' SERVICES

This program area supports seniors, adults with disabilities, their caregivers and healthcare providers through:

- Two long-term care homes where residents receive 24-hour nursing and personal care, help with daily living, and on-site supervision and monitoring to ensure their health, safety and well-being. Together, the Newmarket Health Centre and Maple Health Centre serve more than 500 clients annually with 232 beds: 34 for convalescent care, six for short-stay respite, and 192 long-stay beds (including four veterans' priority access beds, and four reunification priority access beds for spouses/partners of existing residents).
- Five Adult Day Programs in Maple and Keswick, which provide supervised activities and supports for people with cognitive impairment, communications disabilities, and acquired brain injury to enable them to remain in their own homes for as long as possible, and give much-needed respite to their caregivers. Adult Day Programs were paused in 2020 when the province restricted indoor gatherings and staff were redeployed to support long-term care. Programs began to be offered again in 2021, initially virtually, with an in-person option added in August 2021.

## Paramedic Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$83.7M	\$88.5M	\$97.2M	\$99.8M
Net	\$39.6M	\$43.7M	\$49.6M	\$47.7M
Budget Change				(\$1.9M)
FTE - Total	505.0	526.0	542.0	556.0
- New				14.0
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				-
FTE				(1.0)
CAPITAL BUDGET				
2022 Budget				\$23.9M
Capital Spending Authority				\$36.4M
10-Year Capital				\$100.6M

- The Psychogeriatric Resource Consultant Program, which provides education, case management and training to staff on diagnoses and responsive behaviour management related to dementia/Alzheimer's and mental health in the senior population. The program provides these services in York Region at all 29 long-term care homes and community support agencies funded by the province.
- The York Region Seniors Strategy, which defines areas for action and advocacy to support seniors to age in place as long as possible. In January 2021, Regional Council reviewed the significant issues facing the long-term care sector and agreed a broader response is needed to meet the needs of the Region's senior population. Staff from the branch, who gained insight from being redeployed to long-term care homes during the pandemic, will present Council with a strategy refresh including a two-year action plan in 2022.

Long-term care was the sector hit hardest by COVID-19 in Ontario and across Canada in part because elderly people are more likely to contract COVID-19 and, if they do, to experience more severe symptoms. Long-term care homes, which are highly regulated by the provincial government, were also a focus of concern because of several longstanding issues, most notably underfunding and understaffing. In response, the provincial government created an independent Long-Term Care COVID-19 Commission, which submitted its final report on April 30, 2021. In its submission to the commission in January, York Region described the challenges faced by its two long-term care homes and set out 28 recommendations for provincial action.

York Region achieved the provincial goal of administering the first dose of COVID-19 vaccine to all eligible residents of its two homes by February 10, 2021. By March 24, 99% of residents at Maple Health Centre and 92% at Newmarket Health Centre were fully vaccinated.

With the emergence of the second and third waves of COVID-19, protocols and practices at the Newmarket and Maple health centres became stricter to protect residents and staff. Preventative measures included:

- Enhanced staffing and supplies to meet increased demand for screening and testing protocols
- Added infrastructure to support outdoor visits, and adjusted dining, bathing, and recreational activity spaces, to ensure residents were physically distanced
- New technologies to provide virtual programming and care, and to help residents stay connected with loved ones
- Reinforced vigilance in hand hygiene, donning and doffing of personal protective equipment, and intensified cleaning and disinfection processes
- A real-time electronic tracking system to manage personal protective equipment inventory
- Additional mental health and wellness supports for staff who faced greater workloads, longer hours, and more documentation requirements, while remaining constantly alert and vigilant to pandemic risks

In March 2021, a new rapid antigen testing program was introduced for staff, students, volunteers, and essential caregivers, who were tested up to three times a week, and for others such as support workers and contracted service providers, who were tested every time they visited the homes.

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



The cost of responding to the pandemic in the Region’s two long-term care homes in 2020 was \$7.2 million. In 2021, it was expected to increase to \$8.7 million.

The provincial government provided \$2.7 million to offset incremental COVID-19 costs in long-term care in 2020. This included temporary staff, additional personal protective equipment and other items needed to protect staff and residents.

In March 2021, the province announced funding for 80 long-term care projects across Ontario, including nine at long-term care homes in York Region. In total, 7,510 new spaces were approved of which 1,530 will be built in King City, Markham, Newmarket, Richmond Hill, Stouffville, and Sutton. Another 4,197 spaces will be upgraded of which 354 are in Aurora, King City, Markham, and Sutton.

While the announcement responded to the Region’s advocacy efforts for more long-term care beds, it does not fully address the long wait lists. As shown in Forecast for Long-Term Care and Seniors’ Housing Implications, a November 2020 report of the Commissioner of Community and Health Services, there will be an unmet need for almost 15,000 long-term care beds across York Region by 2041.

Given that meeting future demand for long-term care is likely out of reach, and many seniors have indicated they prefer to live in their own communities for as long as possible, age-friendly community housing options are needed. These investments must be accompanied by home and community supports, hospice services, and other wrap-around services.

## Budget overview

The proposed gross operating budget in this program area, \$47.7 million for 2022, accounts for 6.3% of the department’s total. This is an increase of 2.0% from the budgeted amount for 2021.

The tax levy will cover about half the gross budget, as it did in 2021. Provincial funding and residents’ payments would account for the balance.

In 2022, the net operating budget is expected to increase slightly to \$24.3 million. Additional provincial funding may be made available in 2022 to reduce the need for tax levy support, but details are not yet known and the assumptions included in the budget are therefore conservative.

The approved 2021 budget included 46 two-year positions, comprising nurses, personal support workers, a specialized cleaner, and other supports necessary to continue responding to COVID-19 until the end of 2022.

## Long-Term Care / Seniors’ Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$36.8M	\$37.6M	\$46.8M	\$47.7M
Net	\$14.5M	\$15.0M	\$24.2M	\$24.3M
Budget Change				\$0.2M
FTE - Total	271.8	267.8	268.8	268.8
- New				-
Increase/ (Decrease) from Outlook:				
Net (\$)				\$2.5M
FTE				-
CAPITAL BUDGET				
2022 Budget				\$6.9M
Capital Spending Authority				\$8.3M
10-Year Capital				\$19.4M

The budget needs to continue funding for additional operational supplies and services implemented in response to the pandemic, including:

- Additional medical supplies, disinfectants and paper products to minimize viral transmission
- COVID-19 swabbing and testing fees for staff and residents, technologies to support virtual care and family visits, sufficient personal protective equipment, and negative air units to clean the air in case of an outbreak

As well, COVID-19 isolation areas have been set up, which require dedicated beds within the homes and need to be fully stocked and staffed. To reduce transmission risk, each staff member works only in one designated area of the home, and cleaning and other supplies are not shared across areas.

The program area must also be prepared to respond to recommendations of the Long-Term Care COVID-19 Commission.

The proposed capital budget for this program area is \$6.9 million for 2022 and \$19.4 million over the next 10 years. Spending goes mainly to replacing equipment and investing in technology to improve service in the long-term care homes. Examples include replacing the nurse call system and resident beds and lifts to ensure residents' safety.

#### *Change from outlook*

The proposed net operating budget represents an increase of \$2.5 million from the outlook in last year's budget, largely due to COVID-19 impacts on operations.

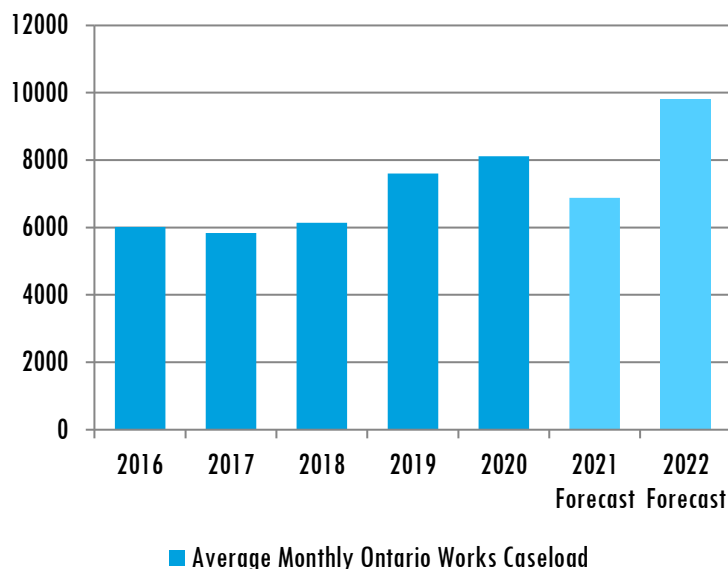
## SOCIAL ASSISTANCE

Social Assistance administers the provincial Ontario Works program, which provides financial support for basic living costs to unemployed or marginally employed residents. As of September 2021, York Region Ontario Works supported roughly 6,600 households.

Throughout 2021, the Region acted to improve the economic stability of vulnerable residents in other ways, including:

- Quickly processing applications for emergency financial assistance

**AVERAGE MONTHLY ONTARIO WORKS CASELOAD**



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life

Transform Ontario Works model to be more client-centred by providing services that recognize individual needs

**About the graph:**

From 2018 to 2019, the average monthly Ontario Works caseload in York Region increased by 24% from 6,138 to 7,604. This increase relates to an influx of refugees compared to previous years, larger average family sizes, and changing economic conditions within York Region. The COVID-19 pandemic and availability of federal financial assistance benefits caused the monthly caseload to decrease starting in May 2020. However, it will likely increase again in 2022 when federal benefits end.

- Providing eligible Ontario Works clients with additional discretionary benefits, funded by the province, for pandemic-related costs
- Helping clients receive benefits faster through a reloadable payment card that works like a debit card but does not require a bank account
- Providing service and support virtually to clients
- Supplying a Digital Access Benefit to clients who need to stay connected to family and friends, and/or access health care support, education, training and community resources online or by telephone
- Improving the transit assistance and discount programs that supply fare subsidies to clients who are working or job-ready
- Working with Ontario Works clients to ensure they receive all appropriate temporary financial supports, such as the Canada Recovery Benefit, which replaced the Canada Emergency Response Benefit late in 2020

In 2020, the province announced the first phase of the social assistance recovery and renewal plan. The plan aims to build a more responsive, efficient and person-centred system to get people back to work. It leverages what municipalities and the province learned during the COVID-19 pandemic.

At the plan’s core is a centralized intake and eligibility model in which the province oversees the financial and administrative side of social assistance. That change allows York Region caseworkers to better use their expertise and knowledge of local resources to address recipients’ individual needs as they move towards employment and independence.

York Region was selected as one of seven locations to explore the new intake process. As the provincial prototype expands to include additional municipalities, the Region has taken on a mentoring role.

York Region Ontario Works has also established a program to support clients build their financial literacy. This includes helping them file annual tax returns electronically so they continue to receive benefits and any tax credits and refunds to which they are entitled. From January to September 2021, this support provided 397 clients with a total of \$2.4 million in tax credits and refunds.

## Budget overview

The proposed 2022 gross budget for Social Assistance is \$124.3 million, while the net budget would be \$11.2 million. In both cases, the decrease from the previous year is \$0.8 million. This reflects the end of one-time pandemic funding received in 2021.

### *Change to outlook*

No change from the outlook last year is expected for the tax levy budget.

## Social Assistance

OPERATING BUDGET					
		2019	2020	2021	2022
Gross		\$84.4M	\$100.1M	\$125.1M	\$124.3M
Net		\$9.0M	\$10.4M	\$12.0M	\$11.2M
Budget Change					(\$0.8M)
FTE	- Total	139.0	146.0	146.0	146.0
	- New				-
<b>Increase/ (Decrease) from Outlook:</b>					
	Net (\$)				-
	FTE				-

## HOMELESSNESS COMMUNITY PROGRAMS

The issues facing vulnerable populations in York Region became more pronounced during the pandemic as a result of mobility restrictions, job loss and social isolation. Homelessness Community Programs' priority continued to be helping people to avoid becoming homeless, and helping those experiencing homelessness to find temporary or permanent housing as quickly as possible.

This program area provides financial assistance, case management and counseling, emergency and transitional housing, drop-in services, life-stabilization services, family reunification, and homemaking help. As of September 2021, 4,038 households in York Region received such support.

It also oversees the Housing with Supports program (formerly domiciliary hostels), which consists of licensed, permanent homes for people whose daily living activities need supervision. Residents are generally elderly and frail or have a mental health diagnosis, physical disability and/or developmental disability.

One of the most challenging aspects of homelessness is its hidden nature. During the Region's first homeless count in 2018, staff and volunteers visited 44 outdoor locations and 47 indoor locations in a single night, connecting with 389 people of whom 224 participated in a survey on homelessness. A second point-in-time count was conducted on June 1 and 2, 2021. These findings will be reported to Council in 2022.

Early in the pandemic, it became clear that people in congregate living settings, such as emergency housing or Housing with Supports, with shared areas like kitchens and bathrooms, would be at greater risk. Related challenges included lack of space to practice physical distancing, the need for activities that allowed people to remain on site, and access to food, clothing and showers.

To respond to these issues, Homelessness Community Programs worked collaboratively with internal and external partners.

In April 2020, in partnership with the local municipality, community partners, health care providers and others, the Region opened a 15-unit temporary self-isolation shelter, run by Blue Door Shelters and monitored by health professionals, for people experiencing homelessness who were suspected or confirmed to have COVID-19. Since opening, the facility has helped 86 individuals experiencing homelessness.

In May 2020, the Region opened a temporary 50-unit transitional shelter in King City, described in more detail in the sidebar on the next page. Run by the Salvation Army, it provides housing for people who do not have COVID-19. Since opening, the facility helped 1,059 individuals experiencing homelessness. Many went on to find permanent housing.

In response to the pandemic, the program area updated its 2021-2022 cold weather response plan, as physical distancing requirements meant overflow beds at emergency and seasonal shelters were unavailable. People experiencing homelessness were directed to the temporary transitional shelter and capacity was increased from 50 to 80 rooms. Capacity was also increased at the self-isolation shelter from 15 to 22 rooms.

A Homelessness Cluster Table was formed in April 2020 and continues to meet regularly to identify issues, address gaps in services and community needs, collaborate on solutions and align funding investments. The table quickly coordinated efforts and deepened collaboration among departmental branches such as Public Health and Paramedic Services to avoid duplication of effort and ensure better integration of services and more cost-effective delivery.

To respond to the needs of those at risk of or experiencing homelessness during the pandemic, Homelessness Community Programs worked proactively to ensure required supports and services were readily available to all who needed them. These activities were largely funded by the provincial Social Services Relief Fund through which the Region was awarded more than \$44 million during the pandemic: \$21.5 million in 2020, \$22.8 million in 2021.

The funds were used to deliver COVID-19 response projects and programs, including:

- Providing primary care and mental health and addictions support, in conjunction with the Region’s community paramedicine team and two local doctors, to residents of the transitional shelter
- Developing and supporting, in partnership with Inn From The Cold in Newmarket, a drop-by program to provide vital services and supports to people at risk of or experiencing homelessness
- Making minor renovations or retrofits to improve physical distancing and infection prevention and control measures in emergency housing, Violence Against Women Shelters, and Housing with Supports in accordance with public health guidelines
- Providing funding for grocery gift cards distributed by York Region Food Network and York Region Food Bank to vulnerable individuals, particularly in diverse and indigenous communities
- Implementing an Arrears Benefit to help Ontario Works and Ontario Disability Support Program clients, with pandemic-related rent or utility arrears, keep their housing

The Social Services Relief Fund also provided funds in 2021 to build 26 transitional housing units in East Gwillimbury and Georgina for people who are experiencing homelessness. The one- and two-bedroom suites include accessibility features. Construction is expected to be largely completed by December. Further details appear in the Housing section later in this chapter.

## **TRANSITIONAL SHELTER HELPED MAX AND CHARLIE FIND A HOME**

For Max and Charlie (not their real names), isolation during the COVID-19 pandemic led to friendship — and a new home.

The two men, both experiencing homelessness, didn’t know each other. But when they both needed a place to stay late in 2020, fate brought them together.

The place they met was a temporary COVID-19 transitional shelter provided through a unique cooperative partnership involving Homelessness Community Programs, the Salvation Army, the privately owned Kingbridge Centre, Paramedic Services, King Township and health care providers.

When the pandemic hit, the Region knew it would need a facility large enough to accommodate people who were homeless but needed to isolate while waiting to be rehoused. That meant 50 (later increased to 80) individual rooms with bathrooms, and kitchen and laundry facilities to serve a large group.

Wanting to help out and eager to find work for their own staff to prevent layoffs, the Kingbridge Centre stepped forward. With the Salvation Army onboard to run programs, the temporary transitional shelter was up and running by May 2020.

Fourteen days’ isolation is tough. One nice feature of the Kingbridge Centre’s rooms, however, is that each one boasts its own balcony. Without them, Max and Charlie would likely never have met, even as next-door neighbours. But when they stepped out onto their balconies, they got to talking and before long became friends. They wondered: could they find a place together?

The Salvation Army was able to help. They evaluated their suitability as roommates and helped them locate a new residence. Max and Charlie couldn’t have been happier. Said Max, “I can’t wait to get back to cooking, so I can make a meal for my new best friend.”

As of September 2021, the Region’s housing-first program, Home Now, provided 130 individuals experiencing chronic homelessness with rent subsidies and the wraparound supports they required to secure a private market rental unit. Home For Good provincial funding, which partially funds Home Now, has been extended to 2022.

Homelessness Community Programs also provides housing stability supports to help people on Ontario Works, Ontario Disability Support Program and those living on low income stay in their current home or find new housing.

In 2021, to better coordinate services, the Homelessness Prevention Program was transferred from the Strategies and Partnerships Branch to Homelessness Community Programs.

## Budget overview

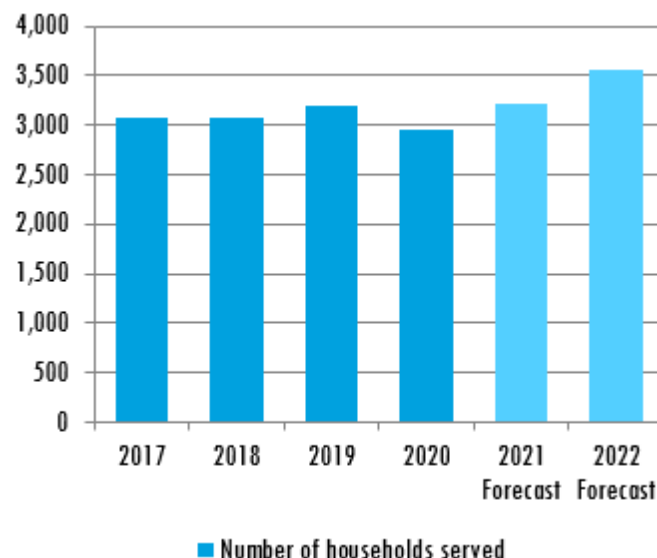
The proposed 2022 total operating budget for Homelessness Community Programs is \$30.3 million, a decrease of \$4.6 million from 2021. One-time Social Services Relief Funding was included in the 2021 budget to help offset pandemic-related costs.

The proposed tax levy budget is \$13.3 million, an increase of \$1.8 million from the 2021 budget.

The program area proposes to add four full-time positions in 2022 to continue working on finding solutions for individuals and families experiencing homelessness in the Region. These are:

- One outreach worker and one social worker to support and expand current programs for people who are experiencing or at risk of homelessness
- One manager and one program coordinator to develop, implement, and manage homelessness prevention and housing stability programs

## # OF HOUSEHOLDS SERVED BY HOMELESSNESS COMMUNITY PROGRAMS



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life

Sustain and increase affordable housing choices

**About the graph:**

Between 2017 and 2020, the need for specialized case management and intensive supports for persons at risk of or experiencing homelessness has increased. With the projected increase in the Region’s low-income population, we expect referrals to Homelessness Community Programs will continue to increase. These programs help people by addressing barriers that keep them from fully participating in programs and in the community. They also prevent the need for more costly crisis intervention, such as hospital admissions or emergency housing.

A more integrated system will help centralize and coordinate case management services with a "no wrong door" approach. Clients will be referred to, and get supports and services they need to help them keep their housing. Anticipated increases to the current staff complement will help meet increased demand for services and successful implementation of programs to divert and prevent homelessness.

The additional positions are needed to effectively deliver provincially funded homelessness programs, including meeting provincial service and reporting requirements. Staff will strengthen systems planning, contract and performance management, and service provider engagement to ensure community agencies are delivering high-quality programs and achieving outcomes effectively and efficiently.

*Change from outlook*

The proposed 2022 net budget is \$0.9 million higher than last year’s outlook, mainly because \$0.5 million from the Strategies and Partnerships Community Investment Fund budget will be transferred to Homelessness Community Programs as it assumes oversight and funding of two seasonal shelters.

## Homelessness Community Programs

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$26.5M	\$27.4M	\$34.9M	\$30.3M
Net	\$10.2M	\$11.1M	\$11.5M	\$13.3M
Budget Change				\$1.8M
FTE - Total	42.0	46.0	51.0	55.0
- New				4.0
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				\$0.9M
FTE				-

## CHILDREN’S SERVICES

This program area helps families stay socially and economically engaged. It fosters healthy child development by supporting and overseeing free drop-in programs and more than 500 licensed child care centres, and by administering a fee subsidy to make child care more affordable for families with low and moderate incomes. It directly delivers services to children with special needs.

Since the pandemic began, Children’s Services has adopted new ways of providing programs and services. Examples include offering a combination of virtual and in-person programs, and developing partnerships to meet emerging and changing mental health and wellness needs. In 2021, initiatives included:

- Opening 13 emergency child care centres during the province-wide lockdown in January to provide no-cost child care for school-age children of designated front-line workers, supporting 482 children in 2021
- Conducting virtual information events for parents of children with special needs, including seven group sessions that helped 154 families prepare their child for elementary school in September
- Providing roughly 87,000 virtual and in-person visits to EarlyON programs by about 7,000 children, parents and guardians from January to September 2021
- Collaborating with EarlyON providers to reopen safely, starting in late May with outdoor programming
- Directing provincial funding to child care operators for enhanced public health and safety measures and for ongoing operational expenses while enrolment was low
- Continuing to partner with local hospitals to offer virtual neonatal follow-up clinics and with others to provide in-person therapy services for children with special needs

The branch provided virtual training in March 2021 to 220 staff from York Region and external agencies on children’s mental health needs. This included training accredited staff in the Fear Less Triple P program, which teaches parents strategies to help children aged 2 to 6 with anxiety. The initiative was a first-of-its-kind in Ontario pilot project.

Also in 2021, Children’s Services launched a virtual parent-support group called Stepping Stones designed to teach parents positive behaviour modification strategies, and the Positive Early Childhood Education pilot program for early learning and child care professionals.

A three-year phase-in of provincial changes to cost sharing and other funding began in 2020. The financial impacts on the program are discussed in the budget overview below. The Region has worked to address these changes and is continuing to build a sustainable system guided by the priorities in its Child Care and Early Years Service System Plan.

## Children’s Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$176.1M	\$181.5M	\$178.2M	\$180.3M
Net	\$17.0M	\$22.4M	\$24.0M	\$25.4M
Budget Change				\$1.4M
FTE - Total	157.0	159.0	160.0	160.0
- New				-
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				(\$0.2M)
FTE				-

## Budget overview

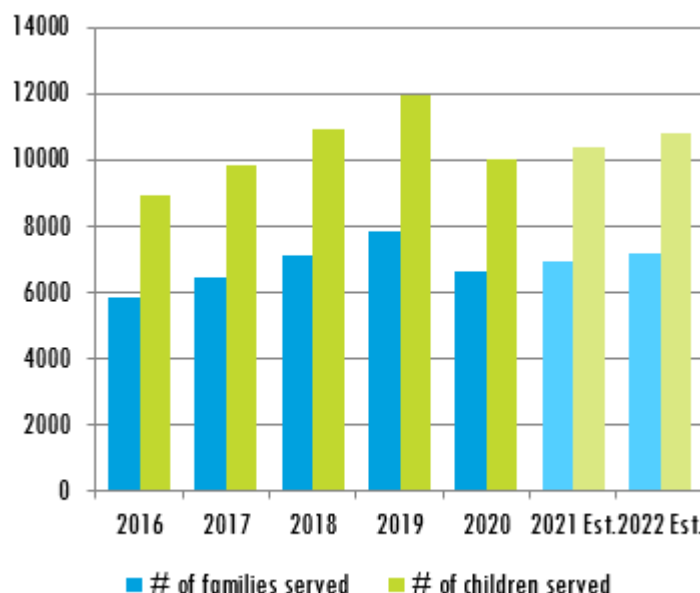
The total proposed operating budget for Children’s Services is \$180.3 million in 2022, an increase of \$2.1 million from the amount approved for 2021. The proposed net budget is \$25.4 million, a \$1.4 million increase from what was budgeted for 2021.

The Child Care rate subsidy, funded in part by the tax levy and intended to ensure that spaces remain open to families with low and moderate income, will increase in 2022. In addition, a new 50/50 cost sharing arrangement now required by the province to maintain existing services came into effect in 2021.

### Change from outlook

The proposed 2022 net budget is \$0.2 million lower than last year’s outlook. This change is due mainly to a \$0.2 million increase in provincial funding for the EarlyON program, reducing the need for tax levy funding by the same amount.

## # OF FAMILIES AND CHILDREN SERVED BY CHILD CARE FEE SUBSIDY



**Strategic Plan Priority Area:** Healthy Communities

### Related Departmental Goal and Objective:

Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life

Modernize Children’s Services to provide all children and families access to inclusive early years services

### About the graph:

The number of families and children receiving a child care fee subsidy grew on average by 4% annually between 2016 and 2019. The growth rate and number of children in child care decreased in 2020 because the COVID-19 pandemic closed child care for part of the year. Families have been slow to return to child care, but numbers are anticipated to grow as schools reopen and vaccination rates increase in 2021. Based on this 4% growth rate, 7,182 families and 10,805 children will receive the subsidy in 2022.



## HOUSING SERVICES

Under the *Housing Services Act, 2011*, York Region is the service manager and funder of 6,717 community housing units, comprising 2,762 units owned by Housing York Inc., the Region's largest housing provider, and 3,955 belonging to non-profit and co-operative housing providers.

The branch is responsible for ensuring compliance with provincial requirements as well as local rules and for oversight of community housing providers. It provides tools, training and other support to strengthen the capacity of non-profit and co-operative housing providers. It also manages the Region's subsidized housing wait list, delivers rent subsidy programs, and oversees development of new affordable housing projects.

In 2021, York Region continued to make progress towards the second phase of Housing Solutions, its 10-year housing and homelessness plan, addressing the ongoing affordability challenges through innovation, new partnerships and policies.

As workplaces were closed in response to the pandemic, many residents in community housing found it hard to make rent payments. In response, the Region started a program to provide a short-term rent benefit to lower-income community housing residents paying market rent whose income fell significantly due to the pandemic.

Community housing providers worked with residents to have their rent subsidies adjusted where appropriate, and made referrals to other support programs, including the Region's Housing Stability Program and Homelessness Prevention Program.

The increase in average house prices continued to outpace inflation and growth in family incomes. In 2020, the average price of a new single-detached home was \$1.36 million and the average resale price for all housing types was \$1.07 million. Only 5% of new ownership housing was affordable to households at the sixth income decile (earning \$125,967), down from 11% in 2019.

In addition, the Region's rental market was too tight to affordably meet the needs of households that might rent instead. Three percent is considered a healthy rental vacancy rate. The Region's vacancy rate for a purpose-built rental unit was 1.9% in 2020 and the average rent was up 7% over 2019.

There were almost 16,000 households on York Region's wait list for subsidized housing in 2020. Of these, 584 were housed, a significant gain from 245 in 2019. The increase was due largely to new portable housing benefits — 237 households received the Canada-Ontario Housing Benefit and 29 households, the York Region Portable Housing Benefit — and to two new community housing buildings accommodating 90 households. Despite the progress, applicants housed in 2020 had waited between 9.3 and 11.9 years.

In 2021, the branch streamlined administration of the wait list and expects to launch a new online process in 2022 to offer rent subsidies. The changes will improve service for applicants, reduce the time units are vacant, and position the Region to meet future provincial requirements to use the wait list to access a wider range of housing assistance.

York Region is a strong advocate for increased and sustained federal and provincial funding to help solve housing affordability challenges.

In October 2020, the federal government launched the Rapid Housing Initiative to address the urgent housing needs of the most vulnerable populations. In line with its Housing Solutions goal to increase the supply of affordable and rental housing, York Region applied for funding to build up to 113 new units on existing community housing and Regional properties. While York Region's initial application was unsuccessful, the federal government announced a second round of funding as part of the 2021 federal budget. The Region's application was resubmitted and updated for 124 units. Results of the application are expected by December 2021.

In keeping with its goal to sustain, modernize and enhance the existing stock of community housing, the branch worked with service managers across the province to develop a coordinated response to an issue currently under provincial review: what happens at the end of mortgages in community housing. Their recommendations for legislative and regulatory changes to ensure mortgage savings remain in the community housing system have been submitted to the Ontario government.

The branch is continuing to assess the financial and administrative implications of other proposed changes to provincial regulations for community housing.

## **Housing York Inc.: Managing Region-owned affordable housing communities**

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

Housing York Inc., a corporation established under the *Ontario Business Corporations Act* with the Region as its sole shareholder, is responsible for Region-owned community housing. It directly operates almost 2,800 units in 36 rental properties of which about 20% are offered at market rent. Rental income from subsidized and market-rate units funds more than half of Housing York Inc.'s operating expenses. In addition to its residential properties, the corporation also owns and maintains five emergency and transitional housing facilities on the Region's behalf.

Housing York Inc.'s new multi-year plan, *Building Better Together: Housing York Inc.'s 2021 to 2024 Strategic Plan*, approved by its board in November 2020, builds on its strong foundation as a progressive housing provider. Its goal is to double the number of new units. These investments would be part of the Housing Services capital budget, while the buildings would be owned and operated by Housing York Inc.

The Region has increased housing units for individuals and families with several projects in recent years, including a redevelopment in Woodbridge to provide a new mixed-income building offering 162 affordable units for families, seniors and individuals. Market units were fully leased by September 2020 and subsidized apartments, with the exception of 12 accessible units, by the end of 2020.

Among the projects currently underway:

- Construction of an affordable building for seniors at the Unionville Home Society campus will include 265 apartments, as well as space for programs and activities for all seniors in the community.
- Final approval of the planning application for a six-storey apartment building with 97 residential units and ground-floor non-residential space in Whitchurch-Stouffville is expected in 2021 with construction anticipated to be complete by the end of 2023. The building will contain a mix of one-, two-, and three-bedroom rental apartments for seniors, families, and individuals, with some units rented at market rate and others subsidized.

- Development of new emergency housing for men to replace the existing Porter Place building in East Gwillimbury is expected to be complete in 2024. The new facility will increase the number of clients who can be served and offer a wider range of supports to help them find and keep housing.
- Funding for the addition of 26 transitional housing units through an allocation of \$7.3 million under the provincial Social Services Relief Fund has been confirmed. Eighteen units will be located in East Gwillimbury on the same site as an existing emergency shelter for families. Another eight units geared to young people will be located in Georgina on a site operated by the Salvation Army as a youth shelter. The box on the right provides further details.
- Planning is underway for demolition of an empty 74-year-old York Region office building on Bayview Parkway in Newmarket to make way for a new housing development with 115 to 250 units and a range of rental options, including affordable and market rents. Planning for this project will begin in 2022, with construction contingent on securing senior government funding. This project will be developed to a rigorous voluntary building standard known as passive house design. Passive buildings are energy efficient, consuming less energy for heating and cooling than conventional ones, emitting less greenhouse gases, and offering improved air quality.

The board of directors of Housing York Inc. is drawn from and appointed by Regional Council. The board reviews and approves Housing York Inc.'s annual budget. The Region approves staffing for Housing York Inc. and governance and operating principles for its board through the shareholder agreement.

## **TWO NEW PROJECTS BRIDGE GAP FROM HOMELESSNESS TO HOUSED**

As 2021 draws to a close, construction is well underway on two transitional housing projects in York Region soon to become home to 26 individuals at risk of or experiencing homelessness.

At a 2.4-acre property in Georgina, workers are paving pathways between four duplex-style houses and planting ornamental fruit trees and shrubs to complement the adjacent community garden. Both are intended to contribute to the feeling of a small village for the new residents aged 16 to 26, as would the site's easy access to transit, workplaces, social and medical services, and The Link.

At a second Region-owned property, in East Gwillimbury, the newly assembled prefabricated apartment-style building would be similarly enhanced with attractive landscaping and outdoor seating areas to inspire a real sense of home.

These safe and supportive environments, meant to bridge the gap between homelessness and permanent housing, will provide much needed accommodation with access to a range of services and supports to strengthen residents' life skills and increase their autonomy. The eight units on the Sutton Youth Services site in Georgina will be operated by the Salvation Army. Blue Door will manage the 18 units in East Gwillimbury.

The province contributed \$7.3 million towards the cost of the projects through its Social Services Relief Fund, created in March 2020 in response to COVID-19 to protect the health and safety of vulnerable people, improve and expand shelters, and create longer-term housing solutions. More information on the funding and how it has been used by York Region appears on page 149.

The transitional housing projects progressed from blueprints to reality in just one year because of the unwavering support and collaboration with local municipalities and community partners.

Housing York Inc.'s budget is partially reflected in the Region's operating and capital budgets through Housing Services. Items that are fully reflected include:

- \$13.9 million to Housing York Inc. to operate, maintain and manage its rental housing portfolio, including asset management needs of \$3.6 million
- \$400.2 million for new buildings and redevelopments (once completed, the assets are transferred to Housing York Inc.)
- \$1.8 million for operating and maintaining emergency and transitional housing facilities (funding for programs delivered in these facilities is provided through Homelessness Community Programs)

Housing York Inc. staff are Regional employees. Staffing costs are recorded in the Region's budget as a gross expense, amounting to \$11.4 million for 2022. Housing York Inc. fully reimburses the Region for these costs, resulting in a zero net tax levy impact.

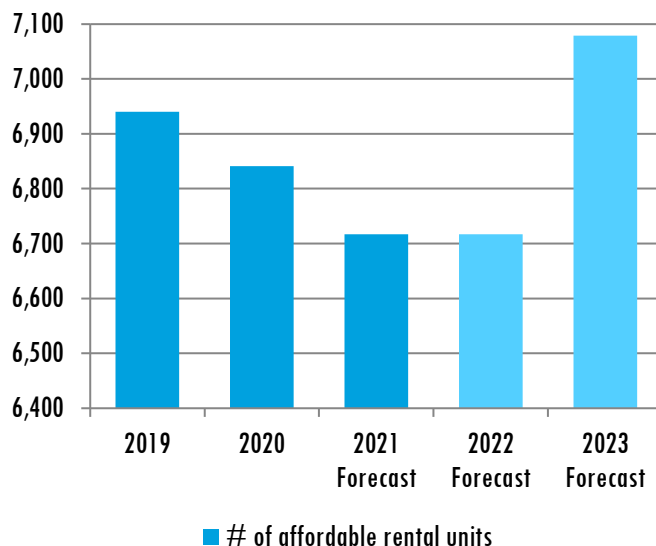
The Accrual Budget chapter provides information on how the Region reports the results of Housing York Inc. in its consolidated financial statements.

## Budget overview

The total operating budget proposed for this program area is \$108.6 million in 2022, a decrease of \$1.3 million from the approved budget for 2021. This reflects a change in the use of Ontario Priorities Housing Initiative funding, which can be used for both operating and capital expenditures. In 2022 it will mostly be used to fund the Housing Capital program, with a smaller share continuing to fund operating expenditures. This reduction in gross expenditures was partially offset by planned increases in asset management reserve contributions.

Three new permanent full-time positions are requested to ensure regulatory compliance and provide resident services for new housing developments: a building superintendent, a tenant services coordinator, and a program manager. The first two are required to provide front-line services to Housing York Inc.'s growing resident population. The third position, a conversion from temporary, is needed to support contract management and purchasing for Housing York Inc.'s maintenance programs.

### # OF AFFORDABLE RENTAL UNITS ADMINISTERED BY THE REGIONAL MUNICIPALITY OF YORK



#### Strategic Plan Priority Area: Healthy Communities

#### Related Departmental Goal and Objective:

Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life

Sustain and increase affordable housing choices

#### About the graph:

York Region is the service manager and funder of 6,717 community housing units. There was a decrease in the number of units administered by York Region between 2020 and 2021 because a provider left the system after their operating agreement ended. In 2023, we are protecting to add 265 affordable units for Unionville Commons and 97 units for affordable housing in Whitchurch-Stouffville.

The proposed net operating budget for 2022 is \$70.6 million, an increase of \$1.9 million from what was approved for 2021. The increase represents the three tax levy funded positions mentioned above and cost-of-living increases in salaries and benefits, partially offset by a decrease in the cost of debt financing for capital projects.

The capital budget for housing in 2022 is \$104 million and \$400.2 million over the next 10 years.

#### *Change from outlook*

The proposed 2022 net budget is \$0.7 million lower than last year's outlook. The outlook included two additional new positions to provide tenant services, which have been deferred a year to align with the rescheduled opening date of a new development.

## STRATEGIES AND PARTNERSHIPS

The Strategies and Partnerships branch works to develop, deliver and communicate policies and programs that support the Region's vision of strong, caring, and safe communities. Its initiatives aim to achieve broader organizational and community goals, including greater accessibility, diversity and inclusion, and newcomer integration.

Recognizing that human services are complex and involve multiple players, the branch brings together a variety of partners from within and outside Regional government. It is responsible for three committees appointed by Council: York Region Accessibility Advisory Committee, Human Services Planning Board, and Community Partnership Council. It manages the federally funded Local Immigration Partnership program and partnerships with the three Ontario Health Teams in York Region.

The Strategies and Partnerships branch has played an important role in the Region's ongoing pandemic response and continues to focus its efforts on addressing emerging needs as it plans for recovery. Working with the Human Services Planning Board, York Regional Police, local municipalities and other community partners, the branch is leading the development of a provincially-mandated Community Safety and Well-Being Plan.

In November 2019, Council approved a place-based approach to developing the Plan. Data analysis in three domains — economic, health, and social and human development — identified four focus areas: northern Georgina, central Newmarket, south-central Richmond Hill, and south-central Markham.

Between August 2020 and March 2021, staff engaged with 700 stakeholders and members of the public in the focus areas through online surveys and virtual consultations. Feedback identified risks to employment and income, housing stability and mental well-being as top concerns. It further established that solutions are more effective when developed by local communities. As a result, community action tables in each of the four areas will develop short- and long-term risk responses. The Plan is expected to be completed in 2022.

## Housing Services

### OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$107.2M	\$110.1M	\$109.9M	\$108.6M
Net	\$68.1M	\$67.3M	\$68.7M	\$70.6M
Budget Change				\$1.9M
FTE - Total	111.0	115.0	118.0	121.0
- New				3.0
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				(\$0.7M)
FTE				(2.0)

### CAPITAL BUDGET

2022 Budget	\$104.0M
Capital Spending Authority	\$124.4M
10-Year Capital	\$400.2M

In 2020, the Strategies and Partnerships branch partnered with United Way Greater Toronto and other key stakeholders to launch the COVID-19 Community Coordination Initiative. Its goal is to address emerging issues among the Region's most vulnerable residents in a timely and effective way. By working closely together, the partners can leverage and share existing resources and assets to deliver critical programs and services.

In 2021, the United Way sponsored a study to assess the Initiative's effectiveness. Based on the favourable findings, the Region and United Way will continue to support its tables dedicated to homelessness, food insecurity, and seniors' issues. It will also work to ensure the Initiative's reach is as broad and diverse as possible.

The Strategies and Partnerships branch also manages the Region's Community Investment Fund, which provides funding to community agencies that deliver human services to residents. In 2021, Council approved an increase of \$1.0 million for 2021 to fill pandemic-related service gaps. The additional funding was allocated to 29 community agencies to support 33 projects related to mental health, housing stability, and food security. For example, Hong Fook Mental Health Association hired additional staff to deliver mental wellness programs to newcomer populations, and the Canadian Mental Health Association provided support to front-line staff working with vulnerable residents in the Region throughout the pandemic.

In 2021, the branch continued to lead implementation of a 2020 to 2023 Multi-Year Accessibility Plan to ensure the Region complies with the *Accessibility for Ontarians with Disabilities Act*.

Since 2020, the York Region Accessibility Advisory Committee has participated in various consultation processes regarding pandemic planning, providing input on how COVID-19 affects persons with disabilities. The Committee supported the development and implementation of the Region's immunization program and continues to ensure all critical Regional programs and services remain accessible during the pandemic.

## **ANTI-BLACK RACISM COMMITMENT ALIGNS WITH INCLUSION CHARTER**

For staff who volunteer on York Region's Anti-Black Racism Advisory Group, one of the biggest rewards is seeing their ideas and input turn into action.

As one member explained, "We're at the table as a driver of change, not just to give feedback. What we identify as a need goes back to senior management and from there, we see proof of their commitment." This has included supporting the development and roll out of resources and courses for staff and creating a community of belonging for Black employees.

The commitment to change is founded on a Regional declaration in March 2021 that acknowledges and denounces systemic anti-Black racism, and sets out specific actions to combat it. It also aligns with the Inclusion Charter endorsed by Regional Council.

Having that level of support has made the group's members passionate about what they are doing, which also includes organizing events to celebrate key dates throughout the year.

In 2021, a series of virtual "lunch and learn" sessions throughout Black History Month drew an average of 100 participants each week from a wide range of backgrounds. In feedback, many said they welcomed the opportunity to learn more about Black culture.

Positive reviews spurred the group to organize a similar event for August 1, celebrated in Canada and many other countries as Emancipation Day. Members note that the event, which drew over 150 participants, was especially timely as 2021 was the first year the Canadian government officially recognized the date.

As the group approaches its first anniversary, members are looking at other ways to build awareness and create positive change, including strengthening connections with 11 Black organizations in York Region to work together in the broader community.

As one member put it, "Right now we're taking small steps — but they're the right steps."

York Region is home to 1.2 million people from 230 distinct ethnic origins. As the population grows, so will its diversity. The branch continued to lead the implementation of an Inclusion Charter that brings together organizations with a common commitment to creating an inclusive and welcoming environment for all who live, work and play in the Region.

Since its launch in 2018, the charter has been endorsed by more than 30 organizations, creating a shared commitment to equality among businesses, community organizations, municipalities, police services, hospitals, school boards, conservation authorities and agencies.

Recent world events underscore the charter’s importance. From the global pandemic, which exposed and deepened structural inequality, to the worldwide rise in racist incidents, the urgent need for actions that embrace diversity and champion inclusion is clear.

An important recent example of branch activity was developing a corporate framework for action to address anti-Black racism and understand the Black experience in Regional government and the community. The Anti-Black Racism Advisory Group, made up of Black employees, was then established to advise, lead, or support initiatives to bring the framework to life. This approach reflects the key principle of “nothing about us without us.” The box on the previous page provides details.

The Municipal Diversity and Inclusion Group, co-chaired by York Region and York Regional Police, is working to advance the charter. Among its priorities are strengthening a sense of community belonging among residents and reducing the incidence of hate crimes.

In March 2020, the branch led formation and management of the department’s Emergency Operations Centre to respond to COVID-19. In January 2021, the Operations Centre helped establish a voluntary isolation centre for residents who tested positive for COVID-19 and were worried about spreading the virus to the people sharing their homes. The program provided a hotel room and meals for 14 days at no charge to almost 400 individuals.

York Region is a signed partner with the three Ontario Health Teams located in the Region. These partnerships have been instrumental in delivering key elements of pandemic-related actions and strategies, including supporting the High Priority Communities Strategy, mass immunization and pop-up clinics, testing centres, and building vaccine confidence.

## Budget overview

The proposed total gross operating budget for this program area is \$16.5 million in 2022, an increase of \$0.6 million from the amount approved for 2021. The increase reflects the continuation of a \$1.0 million enhancement to the Community Investment Fund using a draw from the Pandemic Management Reserve Fund. This was partially offset by savings and the transfer discussed below.

## Strategies and Partnerships

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$15.4M	\$15.7M	\$15.9M	\$16.5M
Net	\$15.2M	\$15.3M	\$15.6M	\$15.2M
Budget Change				(\$0.4M)
FTE - Total	52.0	52.0	55.0	59.0
- New				4.0
Increase/ (Decrease) from Outlook:				
Net (\$)				\$0.1M
FTE				1.0

The proposed net tax levy budget is \$15.2 million, a decrease of \$0.4 million from 2021. This reflects the transfer of \$0.5 million to Homelessness Community Programs to fund and oversee two seasonal shelters, as well as new savings and efficiencies. These were partially offset by:

- A full-time emergency preparedness compliance specialist for the Region's two long-term care homes and adult day programs to plan and carry out exercises, drills, education and training as mandated under provincial legislation and required for professional accreditation
- Implementing the Inclusion Charter throughout the organization and across the Region
- Previously approved requests for a full-time community development program specialist to support implementation of the new provincially mandated Community Safety and Well-Being Plan, and conversion of two temporary positions — a program manager and a community program coordinator — to permanent full-time employees to oversee and support the Region's involvement in Ontario Health Teams.

*Change from outlook*

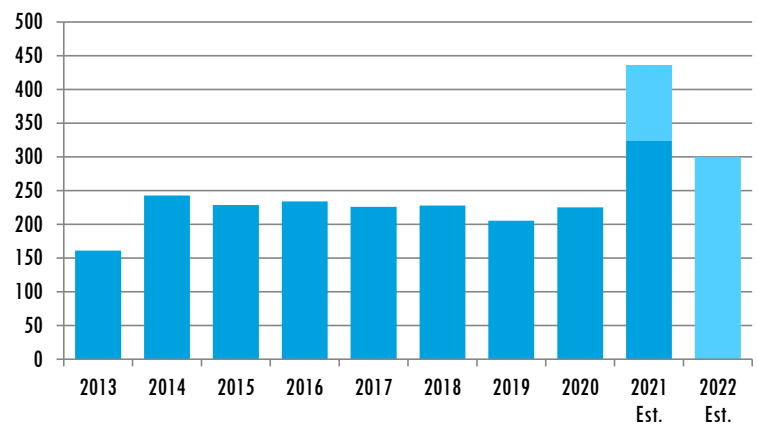
The net budget would increase by \$0.1 million from last year's outlook. The new positions described above and other increases would be largely offset by savings and, at the branch level, the transfer to Homelessness Community Programs.

## INTEGRATED BUSINESS SERVICES

This branch provides operational supports and business solutions that help the entire department deliver programs and services effectively and meet its responsibilities to the Region and provincial government. It helps program areas plan and manage spending and provincial reporting through the year, makes sure staff have the space they need, and improves the technology available to them so they can work more efficiently.

The branch is also responsible for Access York, which has evolved into York Region's corporate-wide contact centre, providing a "no wrong door" approach to customer service. Access York handles calls about 322 Regional programs across 160 different business lines, and provides services in more than 30 languages. Requests are made in person and via various channels including telephone, email and online services. The centre also handles referrals and links to resources in the community and takes applications for programs and services offered by York Region.

**# OF RESIDENT INQUIRIES MADE THROUGH ACCESS YORK**



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

Work together to provide human-centred, equity-based, integrated housing, health and social services to people at every stage of life

Respond effectively and efficiently to resident inquiries through Access York Contact Centre, including increasing self-serve options

**About the graph:**

Access York has evolved into York Region's corporate contact centre. Its "no wrong door" approach to customer service offers access through telephone, in-person, email and web services. The significant increase in case volume in 2021 is attributed to COVID-19 and pandemic-related inquiries including, vaccine bookings, bookings for the voluntary isolation centre, changing provincial restrictions related to the pandemic, distribution of masks, and general vaccine inquiries. It is estimated that case volume will remain high in 2022 at an estimated 300,000 inquiries.



Inquiries to Access York and 211/FindHelp are tracked to monitor current and emerging trends and to adapt and enhance core services to meet growing community needs. In early 2020, call volume surged as residents sought information about the impacts of the pandemic.

Between October 2020 and February 2021, Access York received a total of 57,476 inquiries related to community and health services, including COVID-19 immunization, up from 43,393 in the previous five months. In October 2020, 49% of inquiries were health-related.

During the same period, the second-largest category (15 to 18%) of inquiries related to social assistance. These totalled 2,400 to 3,000 a month, peaking in December 2020 likely due to the holidays.

Access York managed intake for the voluntary isolation program discussed in the preceding section until it ended in June, responding to 433 calls and emails in the first two months alone.

Early in 2021, Access York began booking appointments for COVID-19 vaccinations for York Region residents and responding to questions about immunization. On March 15, the Ontario government launched a provincial booking system for COVID-19 vaccinations.

By maintaining its existing immunization booking system, rather than moving to the provincial system (with the exception of Cornell Community Centre in Markham operated by the East York North Durham Ontario Health Team), York Region was able to move quickly through its residents' age groups and promptly ramp up or scale back its clinics' schedules to correspond to vaccine deliveries.

The branch played a key role internally in the department's pandemic response by providing technology and staffing, safe accommodation for staff who had to continue working in a Regional building, and a range of administrative and financial management services. Its responsibilities included responding to an increased demand for privacy expertise: to manage requests for information and advise on practices for collecting, using and storing Public Health information; to assess privacy architecture in new information systems; and to support the Regional emergency response and reporting requirements through membership on various working groups. The branch also developed departmental resources and ensured business continuity and remote communication for the roughly 1,500 Community and Health Services staff members who could work from home to continue delivering programs and services to residents.

## Budget overview

The proposed gross operating budget for Integrated Business Services, at \$23.5 million, represents an increase of \$1.0 million from 2021, and includes the transfer of one position from Public Health.

The branch is also requesting temporary staffing for records management, technology, Access York and financial management to assist the department, and particularly Public Health, with COVID-19 recovery. Temporary staffing costs are expected to be reimbursed by the province.

## Integrated Business Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$22.9M	\$22.6M	\$22.5M	\$23.5M
Net	\$21.7M	\$22.2M	\$22.4M	\$22.4M
Budget Change				\$0.0M
FTE - Total	156.9	151.4	152.4	153.4
- New				1.0
Increase/ (Decrease) from Outlook:				
Net (\$)				(\$2.0M)
FTE				1.0

Technology investments include purchasing specific licences and software subscriptions to modernize online access to services for clients, and allow staff and partners to deliver faster, higher-quality services anytime, anywhere, on any device.

The net budget of \$22.4 million would be unchanged from 2021.

*Change from outlook*

The proposed net budget represents a decrease of \$2.0 million from last year's outlook, as adjustments to 2021 savings for this branch have since been redistributed across the department.



## CORPORATE MANAGEMENT AND GOVERNANCE

comprises several areas that provide professional services and advice to Regional Council and make the organization as a whole more strategic, responsive and efficient.

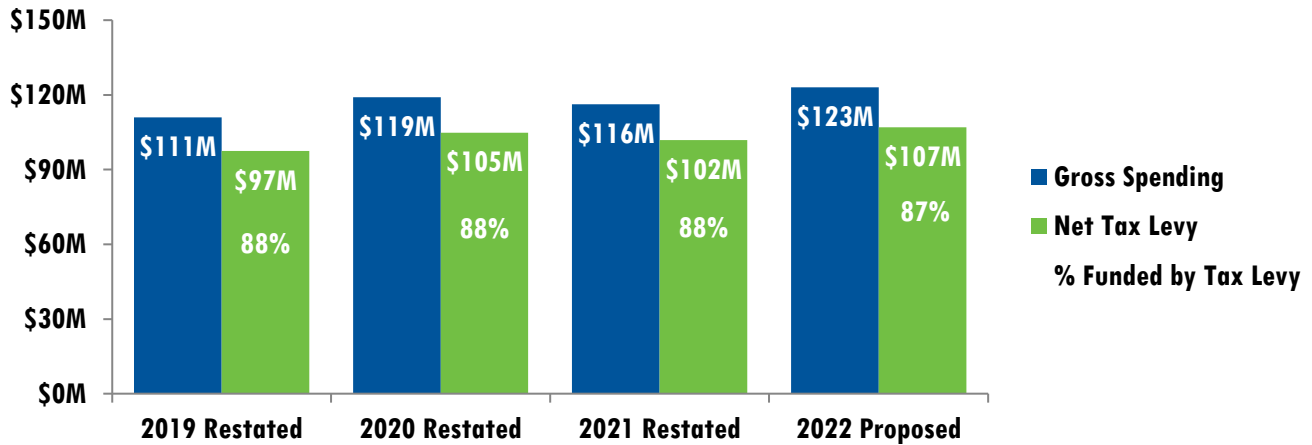


# THE CORPORATE MANAGEMENT AND GOVERNANCE OPERATING BUDGET IS...

**5% OF TOTAL REGIONAL EXPENDITURES**

**8¢ ON THE TAX DOLLAR**

## 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



# THE CORPORATE MANAGEMENT AND GOVERNANCE CAPITAL BUDGET IS...

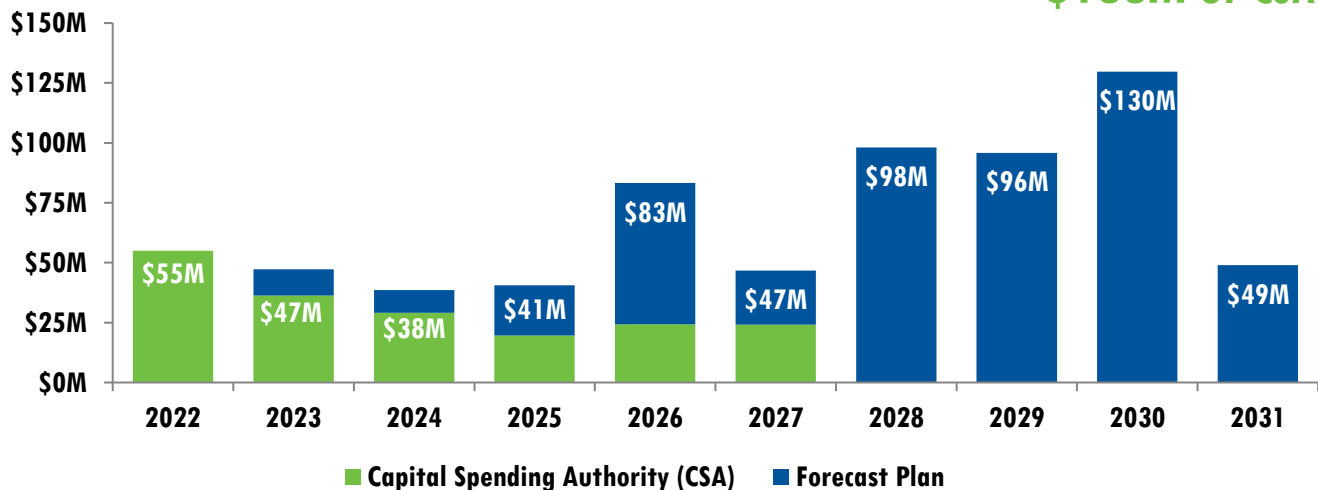
**7.2% OF THE REGION'S 10-YEAR PLAN**

**3.9% OF TOTAL CSA**

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

**\$684M OVER 10 YEARS**

**\$188M OF CSA**



# SUPPORTING A PROFESSIONAL, EFFICIENT REGION

The overall direction for York Region's goals, policies and activities is set by Regional Council, which also creates bylaws and authorizes spending. The Office of the Chief Administrative Officer (CAO), Legal Services, Corporate Services and Finance departments advise and offer guidance to Council and the organization as a whole, providing the corporate management function for the Region.

Corporate management involves gathering and analyzing information from within the Region and elsewhere to support better decisions. It also provides guidance and support to Regional departments in such areas as budgeting, accounting, information technology, continuous improvement, legal advice, human resources and accommodation.

With the changing priorities of senior governments, corporate management plays an important role in understanding and ensuring compliance with legislation and advocating for policy and regulatory improvements. It also works closely with the nine local municipalities in numerous areas, including land use planning and economic development, audit and emergency management.

## 2021 UPDATE AND ACCOMPLISHMENTS

Moving into 2021, corporate management continued to play a central role in the Regional COVID-19 pandemic response and recovery activities.

Several areas have worked together to coordinate the organization's response and support the Region's businesses and residents through the pandemic and into recovery. Their roles include communicating with the public and internally, enabling staff to work remotely, collecting and analyzing critical data, recruiting essential positions, helping to redeploy staff across the organization, implementing thorough COVID-19 safety measures in Regional facilities and vehicles, and enabling virtual York Region Committee and Council meetings.

Information technology (IT) staff helped address technology demands of an increasingly remote workforce, while other branches in Finance assessed the potential impacts of the pandemic on Regional revenue sources, developed prudent financial plans that enabled the Region to maintain its strong financial position, and made sure financial and procurement systems remained in operation.

Lawyers aided the Regional pandemic response by advising on hiring, protocols, and facility leasing for mass immunization clinics. From the start of the pandemic they advised Council and staff on its implications, including, for example, deciding to issue the emergency declaration; what services and projects were "essential" and could continue to operate; and how to put in place health protection orders, including distancing, masking, and closures for businesses and facilities. They also negotiated with contractors to identify and keep critical projects up and running.

Corporate Management recorded several accomplishments during the year:


- Among other projects, Legal Services helped Property Services staff to complete the settlements for property for bus rapid transit projects and advised on changes to provincial rules on disposing of excess soil from its construction projects.
- Finance received awards from the Government Finance Officers Association for high-quality budget and financial reporting that makes information more accessible and easier to understand.
- In May 2021, York Region and York Regional Police received national recognition for the YorkLEADS Leadership Development Program from the Canadian Association of Municipal Administrators.
- Since April 2020, over 85% of Council and Committee meeting participants switched from printed to electronic agendas, saving roughly 4,800 sheets of paper per meeting. As of December 2020, this had saved some 30 trees and reduced related costs by about 80%.
- Corporate Communication provided strategic counsel and communications support for York Region's response to the pandemic, including responding to more than 5,000 media interactions, carrying out 100 small, medium and large-scale campaigns targeting a variety of stakeholders, growing its social media presence across all channels to over 128,000 followers and earning over 41.7 million visits to all [York.ca](http://York.ca) pandemic-related web pages.
- In 2021, Human Resources completed 1,661 redeployment requests related to the pandemic and helped to fill related vacancies. To date, its COVID-19 call centre has responded to a total of 1,708 inquiries.
- Between April 2020 and July 2021, COVID-19 dashboards developed by Data, Analytics and Visualization Services saw over three million views, and more than 2,400 sessions were logged on two interactive web mapping viewers that they created. The branch also delivered 12 webinars attended by 768 York Region and York Regional Police staff in the first eight months of 2021. In partnership with Economic Strategy, the branch created a COVID-19 impact survey that received roughly 1,000 responses from businesses in the Region..

## WHAT SHAPES THE CORPORATE MANAGEMENT BUDGET

A central aim of the budget is to ensure resources are being used to support the Region's Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region's Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.

This section shows how Corporate Management supports these Community Result Areas by setting goals and objectives. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how the areas that make up Corporate Management measure their progress. Note that some goals and objectives support Community Result Areas directly, while others do so indirectly.

Graphs throughout this chapter give more detail on performance trends and outlook.

Community Result Areas	Corporate Management Goals	Corporate Management Objectives <sup>1</sup>	Performance Measures	Performance Trend <sup>3</sup>
	Internal cost per counsel remains lower than external	Internal cost per counsel remains a cost efficiency to the Region	Using internal counsel lower costs per hour	●
		Hours of Legal Services provided to the Region	# of hours worked by Legal Services branch	●
	Continued implementation of procurement transformation initiatives	Complete launch of various procurement related dashboards to support operational efficiencies	# of procurement bid completions per year	●
		Continued development and implementation of ePROCURE to track the workflow of competitive bids and purchase order processing	# of procurement bid completions per year	●
	Maintain protection of personal information through enhanced cyber security measures	Deter attempts to steal staff credentials by unauthorized access using multi-factor authentication. This has an expected completion date in 2022.	Increased cyber security measures to reduce number of breaches	●
		Enhance staff awareness on how to better recognize cyber threats through a dedicated education platform with an expected completion date by 2023	Increased cyber security measures to reduce number of breaches	●
	Continue to implement Open Data platform to support an open and transparent government	Share key datasets with partners and the public, meeting expectations for data quality, relevance and timeliness (ongoing)	# of Open Data sets <sup>2</sup>	●
	Increase public awareness of Regional services through a multi-year and multifaceted communication strategy	Grow followers on corporate social media channels by no less than 25% per year (2019-2023)	# of social media followers	●
Increase earned media stories with tier-one and tier-two media by no less than 5% per year (2019-2023)		# of earned news stories	●	

<sup>1</sup> Objectives have an expected completion date of 1-4 years

<sup>2</sup> This key performance indicator is also included in the *2019 to 2023 Strategic Plan*

<sup>3</sup> Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data

The main Strategic Plan priority that corporate management supports is Good Government. The professional guidance provided by Finance, Legal Services, Corporate Services and the Office of the CAO supports all of the Region's core services by helping staff and key partners with strategic planning, emergency preparedness, budgets, audit, technology, legal advice, recruitment, accommodation, and communication of Regional plans and activities to residents.

In addition, Corporate Services directly delivers the services of Planning and Economic Development identified in the Strategic Plan. These services support the priorities of Sustainable Environment and Economic Vitality.

## Operating budget

The 2022 operating budget for Corporate Management, which is funded 87% from the tax levy, accounts for 4.6% of the Regional total. An important goal is to improve the way the organization does business so that it can keep services responsive and efficient, which sometimes requires Regional investment.

The operating budget reflects the skills and expertise of staff from a wide range of disciplines, such as human resources, planning, emergency management, audit, finance and risk management, legal, communications, facility management, data analytics, information management and technology. It also covers organization-wide services that are outsourced, such as facilities cleaning, grounds maintenance and software support.

The proposed 2022 net operating budget is \$107 million, which is 5.1% higher than in 2021 largely because of pandemic-related costs and the need to maintain service levels as the Region grows. It would be slightly lower than outlook. As the table below shows, savings and efficiencies would total \$2.4 million in 2022.

### Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>116,321</b>	<b>101,853</b>
Status Quo	<b>3,961</b>	<b>3,897</b>
Revenues:		
Revenues (excl. senior government funding)	-	(1,053)
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>(1,053)</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(2,365)	(2,360)
Program and Service Level Adjustments	(38)	(38)
<b>Subtotal</b>	<b>(2,403)</b>	<b>(2,398)</b>
Debt Servicing Net of Development Charges	<b>35</b>	<b>(0)</b>
Fiscal Strategy	<b>724</b>	<b>724</b>
Maintaining Service Levels for Growth	<b>3,819</b>	<b>3,668</b>
Enhancements and Transformation	-	-
Impacts of COVID-19	<b>625</b>	<b>334</b>
<b>Proposed Budget</b>	<b>123,082</b>	<b>107,024</b>
<b>Total Budget Change</b>	\$ <b>6,761</b>	\$ <b>5,172</b>
	% <b>5.81%</b>	% <b>5.08%</b>
<b>Outlook Restated</b>	<b>122,943</b>	<b>108,086</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>138</b>	<b>(1,061)</b>



## Staffing changes

(Full-Time Equivalents)	2022	
	FTE	% Change
<b>Opening</b>	724.0	
New	18.0	2.49%
Conversions	2.0	0.28%
Program Reductions	(2.0)	(0.28%)
<b>Proposed Budget</b>	742.0	
<b>Budget Change</b>	18.0	2.49%
<b>Outlook Restated</b>	<b>734.0</b>	
<b>Increase/ (Decrease) from Outlook</b>	<b>8.0</b>	

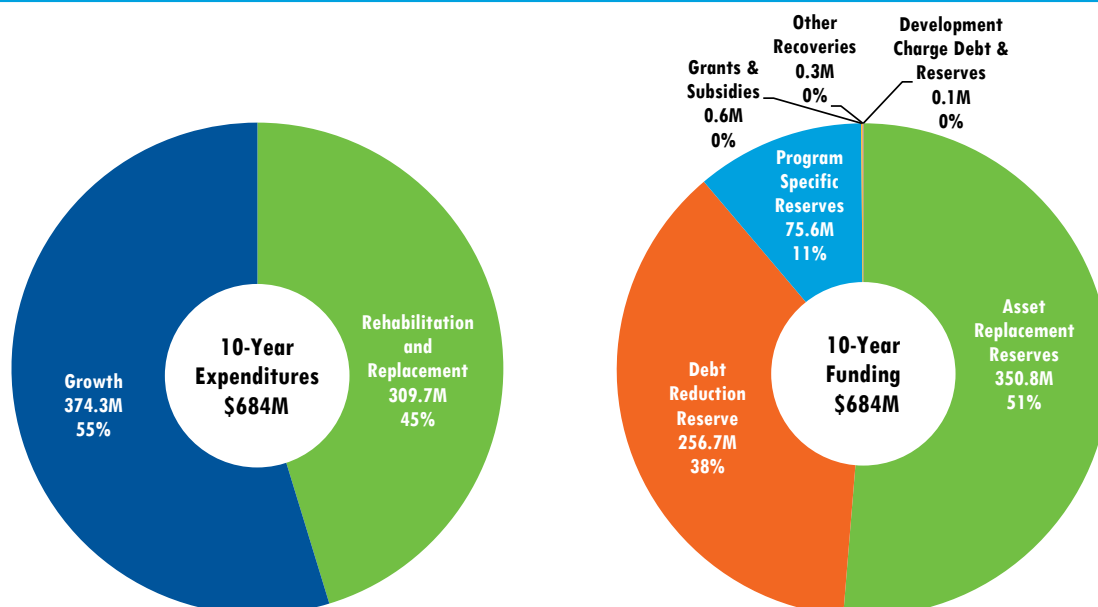
## Capital budget

In 2022, the Region will invest \$55 million in capital assets to support Corporate Management, which is 5.6% of the Region's total capital program for the year. Over the next 10 years, the investment will total \$684 million, or 7.2% of the Region's 10-year capital plan.

The capital budget for Corporate Management generally reflects two types of assets, both of which benefit the organization as a whole and the people it serves: buildings that house Regional services, and information technology, which enables staff across the corporation to do their jobs more effectively and makes information more readily available to residents.

### 10-year capital budget by program group

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>Finance</b>	31,794	24,254	20,576	19,582	24,234	114,738	235,178	144,517
<b>Property Services:</b>								
Rehabilitation and Replacement	8,626	7,755	3,107	9,302	4,637	41,107	74,534	11,576
Business Initiatives	14,591	15,255	14,812	11,689	54,390	263,574	374,311	32,095
	<b>23,217</b>	<b>23,010</b>	<b>17,919</b>	<b>20,991</b>	<b>59,027</b>	<b>304,681</b>	<b>448,845</b>	<b>43,671</b>
<b>Total Corporate Management and Governance</b>	<b>55,011</b>	<b>47,264</b>	<b>38,495</b>	<b>40,573</b>	<b>83,261</b>	<b>419,419</b>	<b>684,023</b>	<b>188,188</b>



## Operating impacts of capital

Through its Property Services branch, Corporate Services continues to make capital investments in Regional facilities to make more efficient use of space, reduce energy consumption and keep assets in a state of good repair. With the opening of 17150 Yonge Street, a new Regional building next to the existing Regional Administrative Centre, the Region has consolidated various public services into a modern facility that is fully accessible and centrally located.

In the area of information technology, for which Finance is responsible, the main goal of capital investments is to streamline operations and service delivery, free up staff time for greater value-added work and give residents better access to information. While these investments result in higher operating costs related to licensing, and system support and maintenance, they also offer the possibility of overall cost savings by improving productivity.

## Looking ahead

As noted throughout this budget book, the COVID-19 pandemic brought about changes to the ways people work and gather that are unprecedented in the modern world. Many of these changes are likely to be temporary, but others — such as working remotely at least some of the time — may become widely accepted beyond the end of the pandemic. Investments in technology, paperless processes, web-based solutions and business intelligence, as well as the new security requirements these bring, will continue to be key to more modern service delivery and protection of information. The box on page 29 of the Budget Context chapter provides more details.

Corporate Management continues to transform in response to changing business demands, with the goal of providing high-quality services through innovative approaches that help to manage costs.

Corporate Management will continue to collaborate with local municipalities on such activities as audit and emergency planning that offer cost savings and reliable, coordinated services.

## PROGRAM AREAS

The balance of this chapter provides more details on the areas that provide corporate management to the Region:

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

## Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2019 Restated		2020 Restated		2021 Restated		2022 Proposed		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Chair & Council	2.4	2.4	2.5	2.5	2.5	2.5	2.6	2.6	
Office of the CAO	6.8	6.5	7.3	7.0	7.0	6.7	7.7	7.3	
Legal Services	7.2	6.7	7.5	7.0	7.4	6.8	8.3	7.8	
Financial Management	21.2	18.9	22.3	19.7	21.8	19.2	23.9	21.1	
Information Technology Services	30.2	30.2	30.4	30.4	31.4	31.4	33.3	33.3	
Communications, Information and Data	15.9	15.7	17.3	17.1	16.2	16.1	17.0	16.8	
Human Resources	9.8	9.7	9.9	9.8	10.1	10.1	10.8	10.5	
Planning and Economic Development	11.6	7.5	12.5	8.5	13.1	8.6	13.9	8.8	
Property Services	5.9	5.2	9.6	8.3	6.8	5.4	5.8	4.4	
Less: User Rate Recovery	-	(5.4)	-	(5.4)	-	(4.9)	-	(5.3)	
<b>Total Operating Budget</b>	<b>111.0</b>	<b>97.5</b>	<b>119.1</b>	<b>104.8</b>	<b>116.3</b>	<b>101.9</b>	<b>123.1</b>	<b>107.0</b>	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2022	CSA	10-Year	2022	CSA	10-Year	2022	CSA	10-Year
Finance	31.8	144.5	235.2	-	-	-	31.8	144.5	235.2
Property Services	8.6	11.6	74.5	14.6	32.1	374.3	23.2	43.7	448.8
<b>Total Capital Budget</b>	<b>40.4</b>	<b>156.1</b>	<b>309.7</b>	<b>14.6</b>	<b>32.1</b>	<b>374.3</b>	<b>55.0</b>	<b>188.2</b>	<b>684.0</b>

## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

Two branches within the Office of the CAO provide key services:

- Strategies and Initiatives leads the Region's strategic planning, emergency management, community opinion polling and continuous improvement programming and provides direct administrative and special project support, including research, analysis and coordination, as required and directed by the Chief Administrative Officer.
- Audit Services assesses the Region's business activities and structures to identify and reduce risk, and looks for ways to improve operations. It reports to the Audit Committee of Council.

## Budget overview

The proposed total 2022 operating expense for the Office of the CAO, at \$7.7 million, represents 6.2% of the Corporate Management total for the year. The expected increase to both the total and net budget from 2021 would be \$0.6 million. The Office of the CAO is proposing one new position in 2022 to support the alignment and coordination of *Vision*, the Strategic Plan and departmental plans of the Region's Corporate Performance Management Accountability Framework across the organization.

### Change from outlook

The change from last year's outlook for the Office of the CAO's 2022 net operating budget would be an increase of \$0.2 million, related to the above proposal.

## Office of the CAO

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$6.8M	\$7.3M	\$7.0M	\$7.7M
Net	\$6.5M	\$7.0M	\$6.7M	\$7.3M
Budget Change				\$0.6M
FTE - Total	32.0	34.0	36.0	37.0
- New				1.0
Increase/ (Decrease) from Outlook:				
Net (\$)				\$0.2M
FTE				1.0

## LEGAL SERVICES

Legal Services provides cost-effective legal expertise to the Region's many departments and corporations and the Police Services Board. In addition to representing the Region in hearings and in court, staff advise on nearly every area of the law, negotiate agreements, protect the Region's rights, and work to ensure that the Region meets its legal obligations.

### Budget overview

Legal Services' proposed 2022 total operating expense is \$8.3 million, or 6.7% of the Corporate Management total for the year.

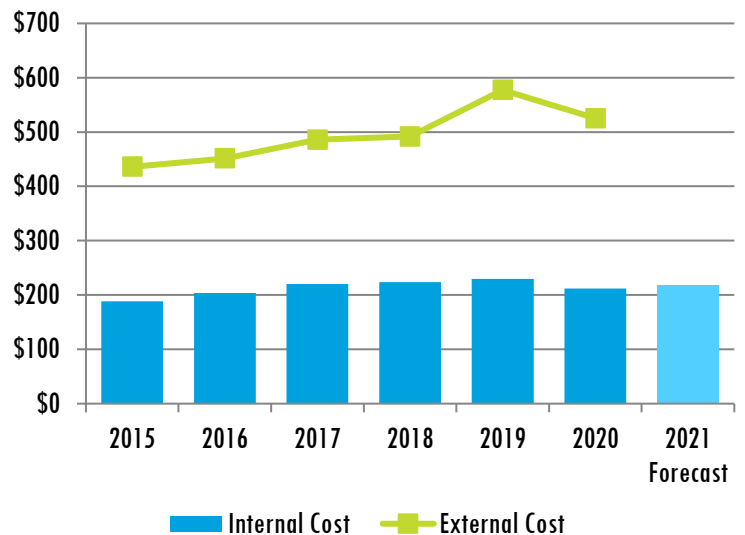
On a net basis, the proposed budget is \$7.8 million, up \$1.0 million or 13.6% from 2021.

The increase reflects the planned addition of five full-time positions: a senior associate counsel and law clerk to help secure land for Transportation and Environmental Services capital projects, which are becoming more numerous and complicated; a senior counsel to provide much-needed advice on procurement matters; and an associate counsel and legal assistant to help manage increasingly complex matters related to health law. In addition, a temporary health law clerk would become permanent.

#### *Change from outlook*

The change from last year's outlook for Legal Services' 2022 net operating budget would be an increase of \$0.5 million, owing to the new positions discussed above.

### USING INTERNAL COUNSEL LOWERS COSTS PER HOUR



#### Community Result Area: Good Government

#### Related Departmental Goal and Objective:

Internal cost per counsel remains lower than external

Internal cost per counsel remains a cost efficiency to the Region

#### About the graph:

The decrease in the internal legal cost for 2020 and continued down trend in 2021 is due to the significant increase in overtime hours worked by legal staff, particularly lawyers. This trend is not sustainable due to the impact on staff wellness.

## Legal Services

### OPERATING BUDGET

	2019	2020	2021	2022
Gross	\$7.2M	\$7.5M	\$7.4M	\$8.3M
Net	\$6.7M	\$7.0M	\$6.8M	\$7.8M
Budget Change				\$0.9M
FTE - Total	61.0	61.0	62.0	68.0
- New				6.0
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				\$0.5M
FTE				6.0

# FINANCE

The Finance department provides high-quality financial and technology direction, advice and corporate services to clients, including Regional Council and other Regional departments. Its main priority is ensuring a fiscally sustainable and efficient Region, and providing stewardship of the Region’s assets, including technology, for the benefit of residents.

The department provides overall leadership over several corporate policies and processes, including budget development, management of the Region’s debt, reserves and investments, financial administration and reporting, procurement, and comprehensive information technology (IT) services.

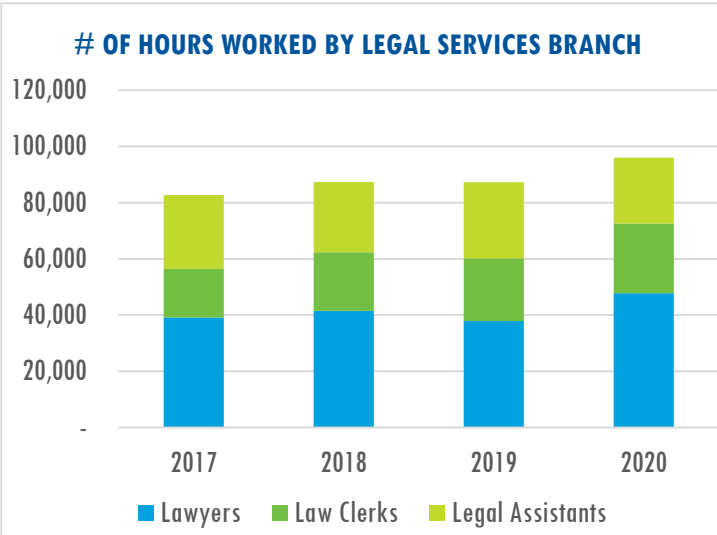
A major focus of the department over the past several years has been updating and modernizing all of its activities to provide better support for financial planning, safeguard assets and make its activities more strategic.

The department faced unprecedented demands starting in 2020 when the pandemic was declared and staff shifted to working largely from home: emergency procurements, payroll changes, and IT support for remote work. Much of this pressure continued into 2021. The IT branch provided extensive support for staff at home and expanded cyber-security measures, using its approved budget to add positions and license additional software.

## Budget overview

The proposed 2022 operating expense for Finance represents 46.4% of the Corporate Management total for the year, and is expected to increase by 7.5% from 2021.

The increase reflects in part the need to continue transforming the department throughout and beyond recovery from the pandemic. As well, departments were asked to find savings last year to support the pandemic response. Some of those savings targets have now been reduced.



**Community Result Area Area:** Good Government

**Related Departmental Goal and Objective:**

Internal cost per counsel remains lower than external

Hours of Legal Services provided to the Region

**About the graph:**

The hours of legal services provided internally continues to trend upwards. This represents continued savings to the Region and cost-effective legal services compared to having legal work performed by external law firms.

## Finance

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$51.4M	\$52.7M	\$53.1M	\$57.1M
Net	\$49.1M	\$50.1M	\$50.5M	\$54.3M
Budget Change				\$3.8M
FTE - Total	240.0	243.0	260.0	267.0
- New				7.0
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				(\$0.4M)
FTE				2.0
CAPITAL BUDGET				
2022 Budget				\$31.8M
Capital Spending Authority				\$144.5M
10-Year Capital				\$235.2M

Finance proposes adding the following seven permanent positions in 2022, two of which would be conversions from temporary:

- Two procurement positions would reduce pressure on existing staff, support the transformation of procurement, and ensure departments' needs are met in a timely fashion.
- Two permanent positions would help manage a rising volume and complexity of IT work, particularly the growth in databases, as well as cybersecurity needs.
- Two full-time payroll analysts would address the rising volume and complexity of payroll and related services, driven in part by legislative changes. One would be funded from a long-term disability and Workplace Safety and Insurance Board reserve.
- One position would coordinate an increasing number of senior government funding allocations and leverage funding opportunities.

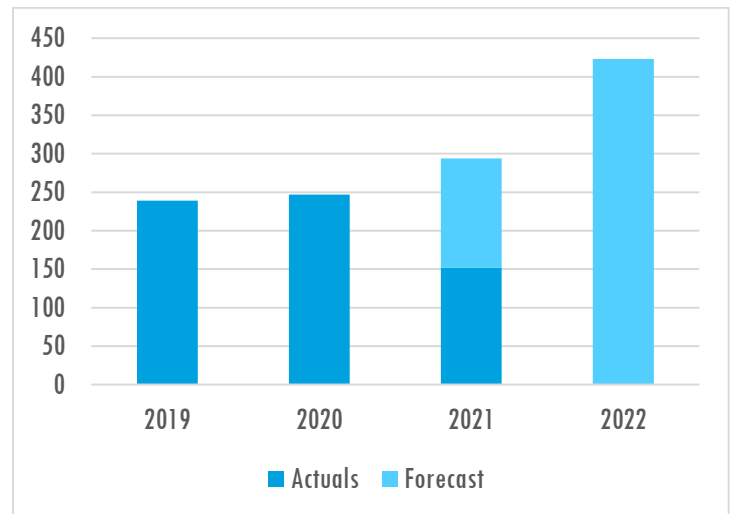
In addition, six temporary positions would support procurement, financial management, development of a new four-year budget, payroll duties, and the continued needs of remote work.

Higher IT expenses also reflect continuing growth in software licensing and support and maintenance of infrastructure across all Regional departments, as a result of both the COVID-19 pandemic and ongoing changes in technology and IT use.

Capital spending in Finance reflects investments in IT, which are expected to total \$31.8 million in 2022 and \$235.2 million over the next 10 years. These will support:

- New and upgraded platforms, systems and applications across the organization, including financial planning and reporting software. These investments help the Region ensure services are being delivered efficiently and reporting requirements are met. This need is growing as the Region moves to more digital processes and platforms.

#### # OF COMPETITIVE BID COMPLETIONS PER YEAR



**Community Result Area:** Good Government

#### **Related Departmental Goal and Objectives:**

**Goal:** Continued implementation of procurement transformation initiatives

**Objective #1:** Complete launch of various procurement related dashboards to support operational efficiencies

**Objective #2:** Continued development and implementation of ePROCURE to track the workflow of competitive bids and purchase order processing

#### **About the graph:**

Competitive bids are growing in number as the Region resumes full operations. In addition, lowering the threshold for competitive procurements in the purchasing by-law from \$150,000 to \$100,000 will increase the number of competitive bids. Departments are consolidating procurements, which helps constrain growth, but could make bids more complex to process.

Procurement supports the Region's Good Government priority by developing and supporting processes that allow suppliers to provide goods and services in ways that are timely, trustworthy and give good value for money.

- New and replacement computers, cellular devices and printers, and IT infrastructure assets such as servers, storage, switches, network, voice and data centre equipment, all of which are needed in day-to-day operations. Reflecting pandemic-related risks, the next rollout of laptop computers is planned to be done touchlessly.
- Investments in IT security to ensure that Regional information and data remain secure and protected.

The capital budget reflects the need for the Region to refresh or replace several key enterprise-wide systems over the next several years, as well as shorter-term spending to maintain these systems in the meantime.

#### *Change from outlook*

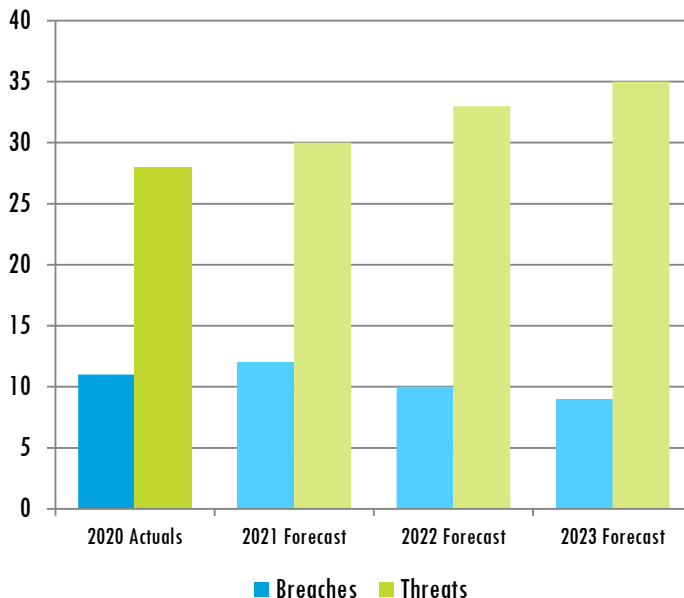
The change from last year's outlook for Finance department's 2022 net operating budget is a decrease of \$0.4 million. Although the budget proposes an increase of two full-time positions over the original five requested, the impact was more than offset by savings and administrative efficiencies found throughout the department.

## CORPORATE SERVICES

The Corporate Services department carries out a wide range of important functions through its branches:

- Property Services acquires and disposes of real estate, manages facilities-related construction projects, plans and designs space, and oversees delivery of day-to-day operations and maintenance of 272 facilities across the Region, 55 of which house Regional employees.
- Human Resources supports the Region by providing such services as talent acquisition, employee and labour relations, compensation, recognition, benefits, employee/organizational development, workplace health and safety and wellness programming.

### INCREASED CYBER SECURITY MEASURES TO REDUCE THE NUMBER OF BREACHES (IN MILLIONS)



#### Community Result Area: Good Government

#### Related Departmental Goal and Objectives:

Goal: Maintain protection of personal information through enhanced cyber security measures

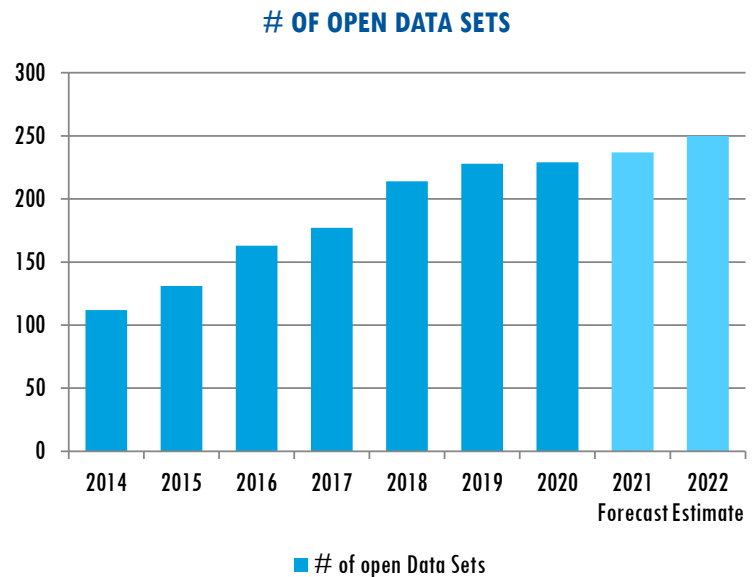
Objective #1: Deter attempts to steal staff credentials by unauthorized access using Multi-factor Authentication. This has an expected completion date in 2022.

Objective #2: Enhance staff awareness on how to better recognize cyber threats through a dedicated education platform with an expected completion date by 2023

#### About the graph:

Each year, York Region staff receive emails sent to steal their identity or trick them into giving access to confidential information. As the Region adds security measures, the number of cyber breaches is expected to drop even though the number of malicious emails grows.

- Planning and Economic Development aligns the Regional Official Plan with the goals of *Vision* and ensures conformity with provincial policies and plans. It coordinates growth management through the Municipal Comprehensive Review in partnership with the local municipalities and ensures development complies with provincial and regional planning frameworks. Its award winning YorkTrax online development tracking system allows planners and engineers from Regional departments to collaborate on reviewing and approving paperless development applications. Through its Economic Strategy division, the branch also works to enable economic growth by supporting new and existing enterprises, talent development and attracting business investments to the Region.
- Communications, Information & Data includes Corporate Communications, the Office of the Regional Clerk, Data, Analytics and Visualization Services and Business Services. Corporate Communications provides strategic internal and external communications, media and social media relations, brand management and governs the Region’s intranet, public website and social media presence. The Office of the Regional Clerk acts as corporate secretary to Regional Council and its committees and heads the Region’s information management, archives, freedom of information and privacy programs. Data, Analytics and Visualization Services provides data management, analytics and visualization across the organization and to partners, including local municipalities and York Regional Police. Business Services provides financial management, communications and business support to the department and its many corporate partners.



**Community Result Area: Good Government**

**Related Departmental Goal and Objective:**

Continue to implement Open Data platform to support open and transparent government

Share key datasets with partners and the public, meeting expectations for data quality, relevance and timeliness (ongoing)

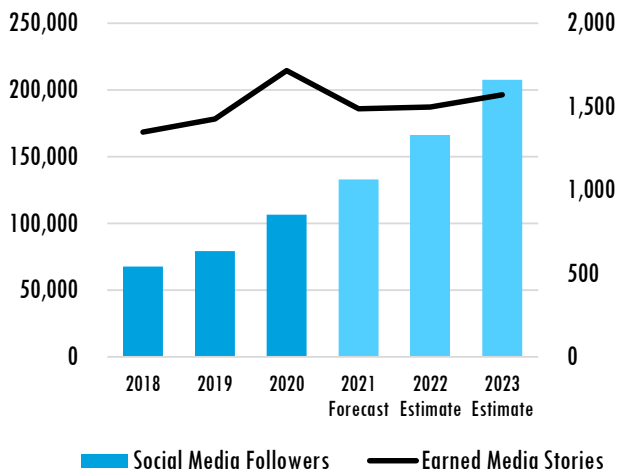
**About the graph:**

The Open Data program addresses the requests for new data. The program helps the Region support an open and transparent government, one of the objectives for the Good Government priority in the Strategic Plan. Staff in the Open Data program helped the Region respond to the pandemic by providing quality, trusted data to the public. This effort diverted staff from its usual work, resulting in less operational data being released in 2020. The COVID-19 external reporting dashboard received more than a million views between April 2020 and March 2021.

Throughout 2021, Corporate Services continued to provide a deep and important level of support to the Region’s pandemic response efforts. Through the combined efforts of its branches, the department supported Public Health with internal and external communications, logistics, data analytics and reporting, staff recruitment and redeployment. On a broader level, supports included providing virtual Council meetings, health and safety measures for staff and visitors, and help for businesses as the economy resumed growth.



## SOCIAL MEDIA FOLLOWERS AND EARNED MEDIA STORIES



### Community Result Area: Good Government

#### Related Departmental Goal and Objective: Increase public awareness through a multi-year and multifaceted communication strategy

Grow followers on corporate social media channels by no less than 25% per year. Increase earned media stories with tier-one and tier-two media by no less than 5% per year (2019-2023)

#### About the graph:

The increase in social media followers and media stories is the result of a communications strategy to help the Region maintain public confidence, an objective for the Good Government priority in the Strategic Plan. Social media is a vital tool in communicating pandemic-related information to residents and the business community.

## Budget overview

At \$47.4 million, proposed 2022 operating expense for Corporate Services would increase by \$1.1 million from 2021. The Corporate Services budget represents 38.5% of the Corporate Management total for the year.

On a net basis, the proposed 2022 budget is \$40.4 million. Cost-of-living adjustments and inflationary increases were offset by lease savings and efficiencies in department programs.

## NEW ELECTRIC VEHICLE CHARGERS SUPPORT CLIMATE CHANGE GOALS

York Region is enabling greater use of electric vehicles by providing some 60 charging stations for public use at its facilities by the end of 2021.

The Region started working in 2019 on its plan to install the chargers, guided by a new Electric Vehicle Charging Policy.

The Corporate Services department, working with the Energy Conservation Climate Change program in Environmental Services, identified suitable locations at Regional facilities. The goal was to encourage members of the public to use the chargers when they are visiting a Regional facility, shopping or running errands nearby.

Locations for the chargers include the administrative buildings at 17150 and 17250 Yonge Street in Newmarket, the Newmarket Transit Terminal on Eagle Street, and York Regional Police Headquarters in Aurora, as well as various facilities in East Gwillimbury.

By the third quarter of 2021, chargers were in place in four locations and the entire project was expected to be complete by year-end.

As with most installations across Canada, the chargers use a common mobile platform and app to enable users to pay. As Level 2 chargers, which run on 240-volt power, they can refill an electric battery much more quickly than chargers running on the 120-volt system in common household use.

The Region successfully applied for \$350,000 in federal government funding under the federal Zero-Emission Vehicle Infrastructure Program (ZEVIP) to help pay the project's cost.

The new chargers dovetail with the Region's commitment to reduce greenhouse gas emissions by its own vehicles. The box on page 73 in the Transportation Services chapter outlines its plan for transit and corporate fleet electrification.

Corporate Services proposes the addition of four new positions on a net basis in 2022, reflecting:

- Two positions in Human Resources to address the branch’s growing work related to mental health claims, employee accommodation requests and health and safety concerns.
- One position in Planning and Economic Development to help respond to new provincial timelines for development approvals, increasingly complex development applications and the need for a faster turnaround on construction inspections.
- Two positions in Property Services to address facilities operations, support continued safe space planning and enhanced cleaning services, and ensure pandemic protocols are followed in York Region buildings.
- The removal of a previously proposed addition to the Regional Clerk’s Office in 2022.

## Corporate Services

OPERATING BUDGET				
	2019	2020	2021	2022
Gross	\$43.2M	\$49.2M	\$46.3M	\$47.4M
Net	\$38.1M	\$43.7M	\$40.2M	\$40.4M
Budget Change				\$0.2M
FTE - Total	349.0	358.0	363.0	367.0
- New				4.0
<b>Increase/ (Decrease) from Outlook:</b>				
Net (\$)				(\$1.4M)
FTE				(1.0)
CAPITAL BUDGET				
2022 Budget				\$23.2M
Capital Spending Authority				\$43.7M
10-Year Capital				\$448.8M

The Corporate Services capital budget includes investment of \$23.2 million in 2022 and \$448.8 million over the next 10 years for work on Regional facilities. Property Services provides project management services for projects in the capital budgets of client departments. These include planned construction of a new roads patrol yard, six new paramedic response stations, a transit elevator pavilion at the Cortellucci Vaughan Hospital and expansion of the transit operations, maintenance and storage facility.

### *Change from outlook*

Corporate Services’ proposed spending is \$1.4 million less than expected in the outlook last year. This is due to lease savings and efficiencies in department programs.



## COURT SERVICES

administers the Provincial Offences Court program in York Region, which deals with a range of non-criminal charges and provides related prosecution services.

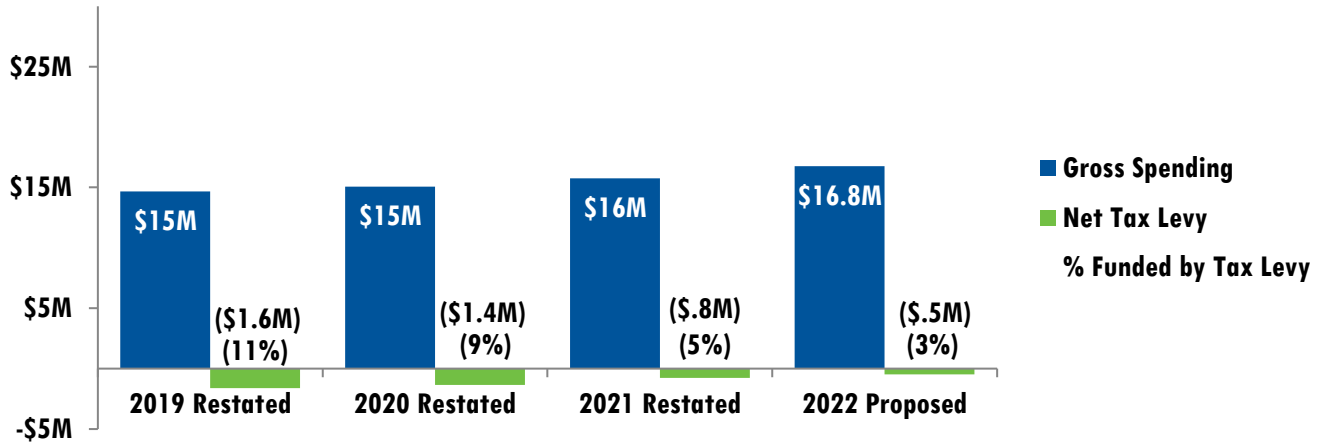


## THE COURT SERVICES OPERATING BUDGET IS...

**1% OF TOTAL  
REGIONAL EXPENDITURES**

**0¢ ON THE  
TAX DOLLAR**

### 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

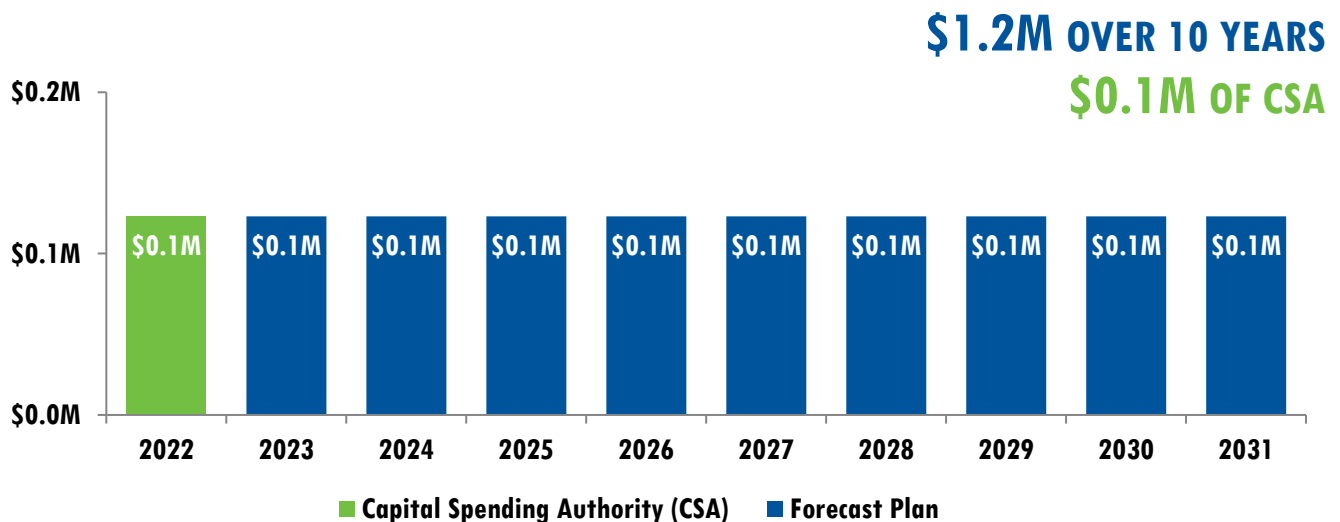


## THE COURT SERVICES CAPITAL BUDGET IS...

**0.01% OF THE  
REGION'S 10-YEAR PLAN**

**0.003% OF  
TOTAL CSA**

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



# NEW TECHNOLOGIES AID IN COURT SYSTEM RECOVERY

Court Services operates the second largest Provincial Offences Court program in Ontario by number of charges filed. It is responsible for enforcing court-ordered fines and, when the person charged chooses to dispute the offence, arranging prosecution.

The majority of charges relate to traffic offences under Part I of the *Provincial Offences Act*. (There are three types of proceedings under the act: minor infractions, except those related to parking, are under Part I; parking offences are under Part II; and Part III covers more serious offences, such as driving without insurance.)

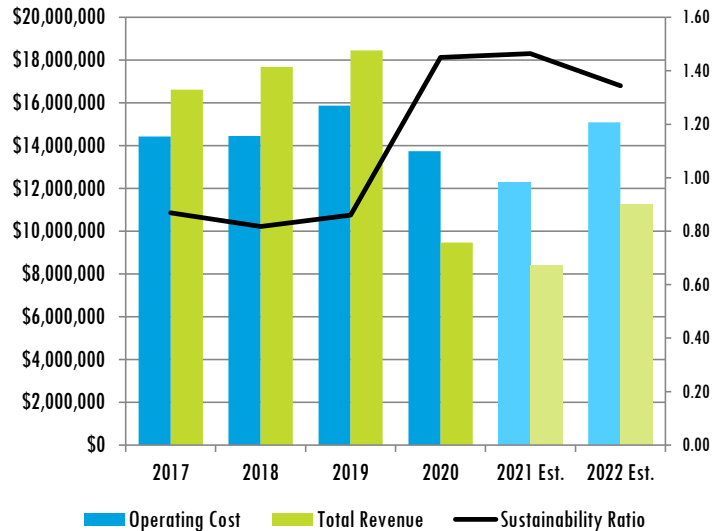
The Region operates two court locations, in Newmarket and Richmond Hill, that together operate six trial courtrooms and two intake courtrooms.

Courts Services comprises two divisions:

- Court Operations responds to inquiries by phone and at customer service counters, schedules trials, supplies interpreters if needed, produces transcripts as requested, and enforces court-ordered fines. In 2019, it handled over 160,000 inquiries.
- Prosecution Services are provided by paralegals and lawyers, who review briefs from enforcement agencies, correspond with defendants and agents, prosecute at trial and conduct appeals. More than 134,000 matters were addressed in trial courts in 2019, a 15% increase from 2018.

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

**SUSTAINABILITY RATIO**



**Community Results Area:** Good government

**Related Departmental Goal and Objective:**

Uphold the integrity of the justice system by enforcing Court-ordered fines

Operate at cost recovery while providing reliable and efficient services and open access to justice

**About the graph:**

The sustainability ratio measures how efficient court operations are by comparing operating costs to total revenue. The ratio shows the resources and expense needed to generate every dollar of revenue. A lower percentage of cost is better than a high percentage. When the Court closed in response to the pandemic, revenue dropped sharply because the Region extended payment deadlines and rescheduled all trials. Court Services expects a slow recovery as Courts are resuming in limited capacity.

## 2021 UPDATE AND ACCOMPLISHMENTS

Going into 2021, Court Services faced challenges resulting largely from the COVID-19 pandemic that was declared in 2020:

- The court system is funded through fines collected, mostly from traffic tickets. The number of charges laid in 2020 fell by 30% from 2019 to just over 100,000, representing a major drop in potential revenue.
- Of the charges that were laid, the defendant failed to respond — that is, pay the fine, plead guilty or request a trial — in almost one-quarter of cases. Before the pandemic, an automatic conviction could be entered for failure to respond within legislated timelines in the *Provincial Offences Act* and the fine would become due. These timelines were suspended by emergency provincial order from March 16, 2020 to February 26, 2021, during which time automatic convictions and related fine collections could not be imposed.
- In addition, the Chief Justice of the Ontario Court of Justice ordered all court matters adjourned from March 16, 2020 until January 25, 2021, postponing nearly 100,000 trial matters in York Region to 2021 at the earliest.

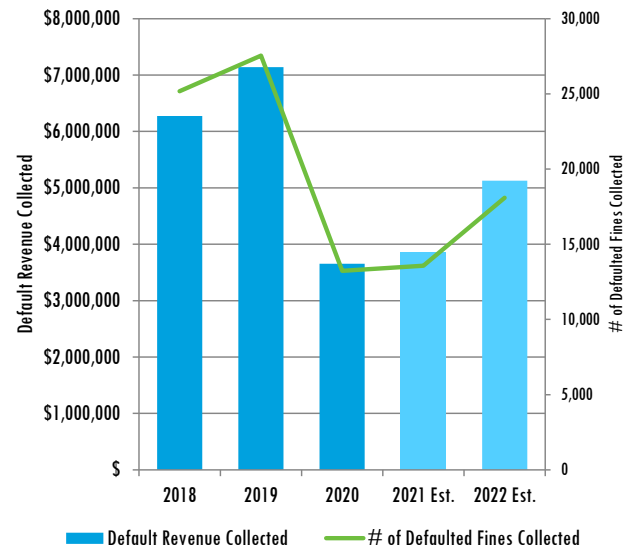
Together, these factors cut 2020 revenue in half from what had been budgeted before the pandemic and left a major administrative backlog of unresolved matters, with continuing uncertainty going into 2021 about when the court system would be fully functioning again.

Court Services began responding to these unprecedented conditions in 2020 by moving ahead aggressively on digital transformation of services, while ensuring the health and safety of staff and participants in the court system.

Many efforts continued into 2021 and additional new measures were taken. For example:

- To help ensure physical distancing, a new appointment scheduling system replaced the previous first-come, first-serve approach. With the installation of self-serve kiosks and an online option starting in February 2021, the system is now about 80% self-serve, with the balance of appointments arranged by phone. The new system has yielded additional benefits by identifying the purpose of court appointments in advance, allowing for more focused service and better use of resources.

**TOTAL OUTSTANDING FINES COLLECTED**



### Community Results Area: Good Government

#### Related Departmental Goal and Objective:

Uphold the integrity of the justice system by enforcing Court-ordered fines

Increase collection of defaulted fines

#### About the graph:

Court Services has several ways to help collect unpaid fines. This graph shows how many unpaid fines (defaulted) the Region collected and how much they were worth. The Region stopped collecting unpaid fines in 2020 and part of 2021 because the Court was closed. The Collections team ran two reminder campaigns so defendants could pay their fines before collection work began again. The reminders help increase Court revenue and help people avoid charges and licence suspensions. The Region began collecting unpaid fines again in 2021.

- Courtrooms and processes continue to be updated to allow more matters to be heard and resolved remotely. Matters started to be heard through audio calls in late 2020. Video calls were enabled in early 2021, with the first virtual trial beginning in July. By 2021 year-end, it is expected that all trial courtrooms will be “remote-enabled,” allowing for both fully virtual and hybrid virtual / in-person hearings. As well as enabling Regional residents to attend court remotely, this shift extends the court system’s reach: as of mid-year, defendants from more than a dozen countries, including the U.S., U.K., China, India, Turkey and Vietnam, had participated remotely in matters that might never have been resolved in person.

- As remote hearings became possible, prosecutors began contacting defendants so outstanding matters that could be resolved with a guilty plea were handled as efficiently as possible. Through these efforts, roughly 3,000 matters were heard remotely in November and December 2020, and a further 8,747 between January and the end of May 2021.

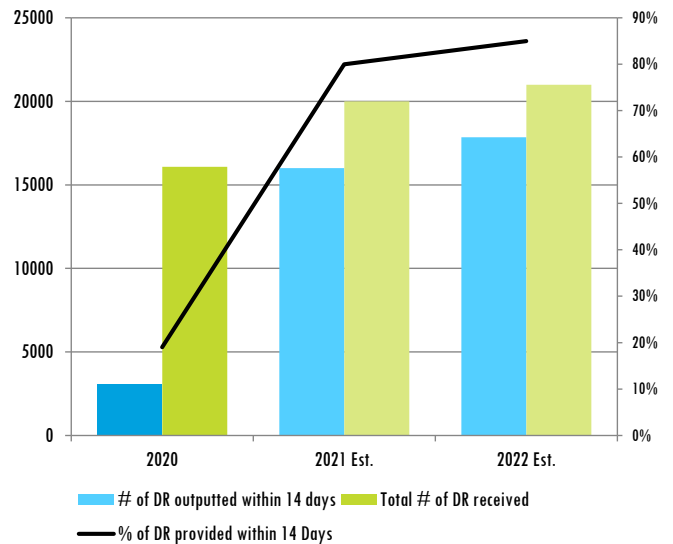
- Renovations to Richmond Hill Court Services offices to align with corporate standards and meet health and safety requirements were completed. This work, originally scheduled for 2020, was delayed by the pandemic.

- To address the backlog of unpaid fines, 6,000 letters reminding defaulted offenders of outstanding fines and encouraging payment were sent in late 2020 and a further 5,000 in early 2021. With the system reopening, the 2021 letters reminded offenders that deadlines had been reinstated and outlined the consequences of failing to respond. In total, just over 1,400 payments were received and more than \$600,000 in outstanding fines collected, with about two-thirds of the revenues coming from the 2021 letters.

- Collection of unpaid fines resumed in March 2021, with the ability to leverage a range of tools including final notice letters, vehicle plate denial and licence suspensions, and addition of unpaid fines to property tax bills. Final notice letters resumed in June 2021, with \$300,000 collected in the first month.

- The system continued to move to digitization, with the goal of replacing paper-based processes for documents, introducing e-signatures and providing a portal for submitting evidence electronically in 2021.

### DISCLOSURE REQUESTS PROVIDED WITHIN 14 DAYS



### Community Results Area: Good Government

### Related Departmental Goal and Objective:

Timely and fair access to justice

Provide disclosure in a timely and efficient manner

### About the graph:

The disclosures in this graph are when a prosecutor gives a defendant evidence they are entitled to receive before their court case. This data shows how many disclosure requests (DR) are fulfilled within 14 days. This is an important part of giving people access to justice. In 2021, Court services improved its ability to fulfill requests quickly by improving its processes and by using technology. York Regional Police now sends requests electronically and give evidence to defendants (the requestors) electronically.

- Court Services is using provincial funding to improve efficiency in two ways. First, it is creating a plan, called a digital roadmap, to move more services online. Second, it is researching use of administrative monetary penalties in place of certain fines. The Courts would not process fines for these offences, giving the public more options while allowing court resources to be used for more serious offences.

While these efforts have helped the system to start moving back into a more financially sustainable position, the Region continues to advocate for a more streamlined and modern *Provincial Offences Act* court system to support equitable and timely access to justice.

In December 2019, the Ministry of the Attorney General indicated it would phase in amendments to the *Provincial Offences Act*. To date, the changes adopted have resulted in some improvements, but fall short of the goals of justice system modernization and efficiency.

Regional Council underscored its continuing concerns by passing a resolution asking the provincial Attorney General to reconsider changes made to the early resolution process under the *Provincial Offences Act*. Early resolution, which a court system may offer as an option, allows a defendant who is disputing a charge to meet with a prosecutor to try to resolve the matter before it goes to trial. York Region Court Services had to end early resolution in 2017 because of a lack of courtroom space and judicial resources.

The Regional court system would consider offering early resolution again if the province made the process more straightforward. The proposed amendment, however, would delay successful resolution through complicated rules and redundant time periods.

## WHAT SHAPES THE COURT SERVICES BUDGET

A central aim of the budget is to ensure resources are being used to support the Region's Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region's Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.

This section shows how Court Services supports these Community Result Areas by setting its own goals and objectives. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how Court Services measures its progress. Note that some goals and objectives support Community Result Areas directly, while others do so indirectly.


Graphs throughout this chapter give more detail on performance trends and outlook.

The Region operates the *Provincial Offences Act* court system as the result of a provincial policy decision in 1999 that gave this responsibility to municipalities. It is bound by a Memorandum of Understanding with the province to provide a standard of service equal to the province's.

Supporting an efficient Court Services is important to ensure respect for the rights of those accused of infractions, and to meet the Region's obligations under the Memorandum of Understanding, the *Provincial Offences Act* and the *Canadian Charter of Rights and Freedoms*.

Court Services staff, including prosecutors, are Regional employees. The Attorney General of Ontario, however, has overall responsibility for administering the Ontario justice system, and the independence of prosecutors and the judiciary is a central tenet.



Community Result Areas	Departmental Goals	Departmental Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
	Digital transformation of Court Services	Increase the ability for users to access multiple services through remote channels	% of client accessing prosecution services through remote methods vs. in-person	▲
			% of clients accessing court admin services remotely vs. in-person	▲
		Redesign business processes to support digital transformation	% of automation of processes	▲
	Uphold the integrity of the justice system by enforcing Court-ordered fines	Operate at cost recovery while providing reliable and efficient services and open access to justice	Sustainability Ratio	●
			Increase collection of defaulted fines	# and \$ default collected
	Timely and fair access to justice	Schedule trials within 12 months of the offence date	Average events to disposition	▲
			Average number of days to disposition	▲
		Reduce backlog of disputed matters resulting from COVID-19 Court closure	% of caseload disposed	▲
		Provide disclosure in a timely and efficient manner	% of disclosures provided within 14 days of receipt of request	●

<sup>1</sup> Objectives have an expected completion date of 1-4 years

<sup>2</sup> Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data

## Operating budget

Court Services' total operating expense in 2022 is projected at \$16.8 million, accounting for 0.6% of the total for the Region.

Court Services is intended to cover all its costs, including an amount to the Region for shared corporate services, from fine revenues. The ability to do so in 2022 will depend on how quickly Court Services recovers from pandemic impacts.

The cost-revenue balance will continue to present challenges for Court Services as the court system continues to resume operations after the impacts of COVID-19. Costs and revenues are often driven by factors it cannot control:

- **Dispute Rate.** Disputing a charge by going to trial instead of paying the fine puts pressure on court resources. With roughly half of Part I charges disputed, York Region has one of the highest dispute rates in Ontario, possibly because so many offences are traffic-related and defendants are concerned about insurance costs and demerit points.
- **Limited options for resolution.** Going to trial is the only option for those who want to dispute their matter in the Region. This has required Court Services to redistribute workload to keep time to trial within constitutional timeframes established by the courts.
- **Disclosure.** Requests for disclosure tripled in recent years. During the pandemic, Court Services was able to clear a backlog of 6,000 requests largely because of a move to electronic disclosure of materials, including photographs and dashcam videos. In 2022, with courts not yet fully reopened, requests are expected to grow marginally and processing should remain relatively quick. Beyond then, however, growth is expected to accelerate and the system will be hard-pressed to respond.
- **Collections.** Court Services has worked to ensure the process for collecting defaulted fines is methodical, timely and consistent. Tools include agreements with municipalities that allow unpaid fines to be added to the property-tax bill, drivers licence suspension, licence plate denial and civil enforcement. In 2022, Court Services will expand its collection tools by improving its ability to update contact information for defendants and is analyzing further options, such as offering payment plans.

Court Services expects to add three positions in 2022:

- Two positions would respond to the need for permanent policy staff as the province continues to roll out a long-overdue overhaul of justice system operations that is bringing numerous legislative, systemic and policy changes. To take full advantage of the changes and improve efficiency and service, Court Services proposes adding a policy analyst to analyze justice system trends and leverage Regional and other data, and an advisor to design and lead projects, such as the planned Administrative Monetary Penalties system and a potential partnership with Access York, the Region's contact centre.
- The third planned position is a team lead prosecution clerk to help address unresolved charges in 2022, including the pandemic-related backlog. This will both increase fine revenues for the Region and reduce the risk of courtrooms going empty.

### *Change from outlook*

Court Services expects to make a slightly larger contribution to the Region than the \$0.4 million in the outlook last year, largely reflecting additional savings.

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>15,743</b>	<b>(787)</b>
Status Quo	<b>1,068</b>	<b>599</b>
Revenues:		
Revenues (excl. senior government funding)	-	(246)
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>(246)</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(102)	(102)
Program and Service Level Adjustments	-	-
<b>Subtotal</b>	<b>(102)</b>	<b>(102)</b>
Debt Servicing Net of Development Charges	-	-
Fiscal Strategy	<b>9</b>	<b>9</b>
Maintaining Service Levels for Growth	<b>406</b>	<b>406</b>
Enhancements and Transformation	-	-
Impacts of COVID-19	<b>(353)</b>	<b>(353)</b>
<b>Proposed Budget</b>	<b>16,770</b>	<b>(474)</b>
<b>Total Budget Change</b>	\$ <b>1,027</b>	<b>313</b>
	% <b>6.53%</b>	<b>(39.74%)</b>
<b>Outlook Restated</b>	<b>16,384</b>	<b>(392)</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>386</b>	<b>(82)</b>

## Staffing changes

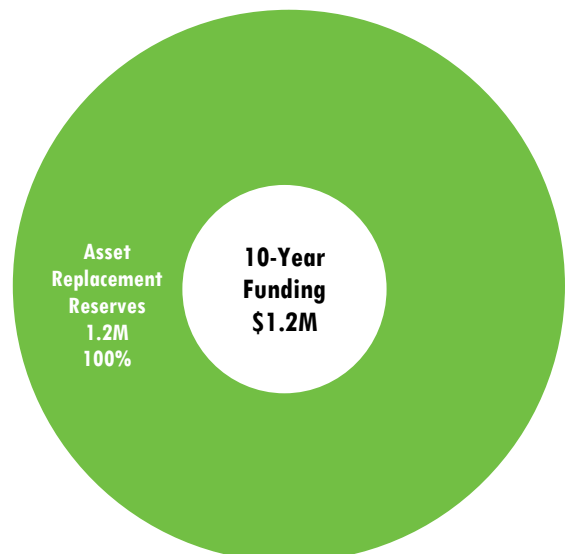
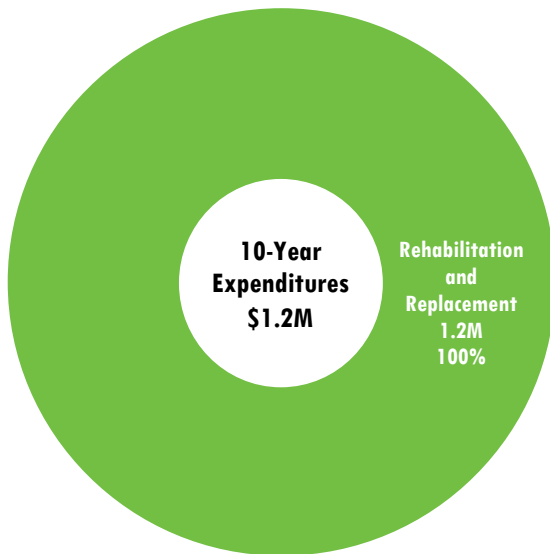
(Full-Time Equivalents)	2022	
	FTE	% Change
<b>Opening</b>	<b>88.0</b>	
New	3.0	3.41%
Conversions	-	-
Program Reductions	-	-
<b>Proposed Budget</b>	<b>91.0</b>	
<b>Budget Change</b>	<b>3.0</b>	<b>3.41%</b>
<b>Outlook Restated</b>	<b>89.0</b>	
<b>Increase/ (Decrease) from Outlook</b>	<b>2.0</b>	

## Capital budget

Courts Services' capital budget, totalling an expected \$1.2 million over the next 10 years, is used mainly to improve efficiency through new technology and meet accessibility and other requirements. In 2022, the \$0.1 million budget would be used to upgrade court security and invest in technology to support the digital roadmap and work from home.

### 10-year capital budget

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>Court Services:</b>								
<b>Total Project Expenditures</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>615</b>	<b>1,230</b>	<b>123</b>



## OPERATING IMPACT OF CAPITAL

Relatively small investments in technology have improved efficiency for staff and other court users, including prosecutors, witnesses, defendants and counsel. In 2021, Court Services upgraded its check-in systems by adding an automated appointments system and self-serve kiosks where people can check in to their appointment.

Court Services' operating costs can be affected by capital investments by its partners. For example, introducing Automated Speed Enforcement cameras resulted in increased caseload.

## LOOKING AHEAD

Provincial Offence Courts play an integral role in Ontario's justice system, with an average of 1.5 million matters heard across the province each year. Yet while they are the courts most frequently accessed by people in Ontario, they are chronically overlooked and under-resourced by the provincial government. In particular, failure on the part of the province to provide adequate judicial resources has forced municipalities to close courts on occasion, sometimes on an unscheduled basis.

Reforms to reduce the system's dependency on scarce judicial resources are needed to ensure more timely access to justice, a point that has been made repeatedly by the Municipal Court Managers Association of Ontario.

In addition to real reforms to the early resolution process that would save, not add, time and complexity, the Region advocates for changes to the *Provincial Offences Act* to permit the prosecution and defence to agree to a resolution in writing at any stage of a proceeding without the use of judicial resources or a need to appear in court.

Another long outstanding concern is the high dispute rate in the Region, which appears to be driven at least in part by defendants' fear of demerit points. The Region has advocated that the Minister of Transportation should consult with municipalities on temporarily stopping the imposition of demerit points for a defendant with no previous relevant convictions who pays their ticket to help reduce the backlog of unresolved matters and offset the revenue shortfall created by the pandemic.

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## FINANCIAL INITIATIVES

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

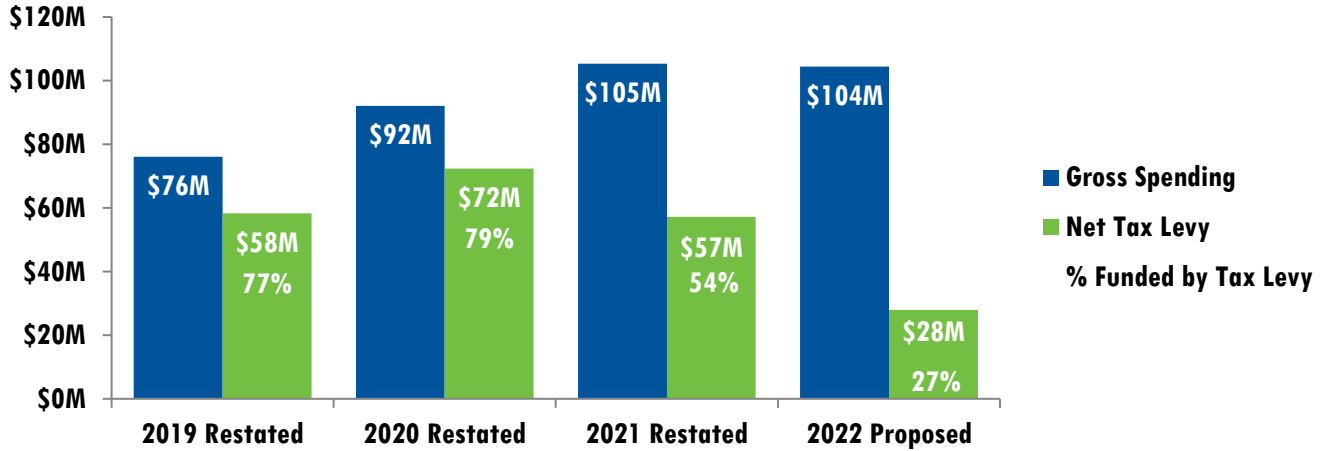


## THE FINANCIAL INITIATIVES OPERATING BUDGET IS...

**3.9% OF TOTAL  
REGIONAL EXPENDITURES**

**2¢ ON THE  
TAX DOLLAR**

### 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

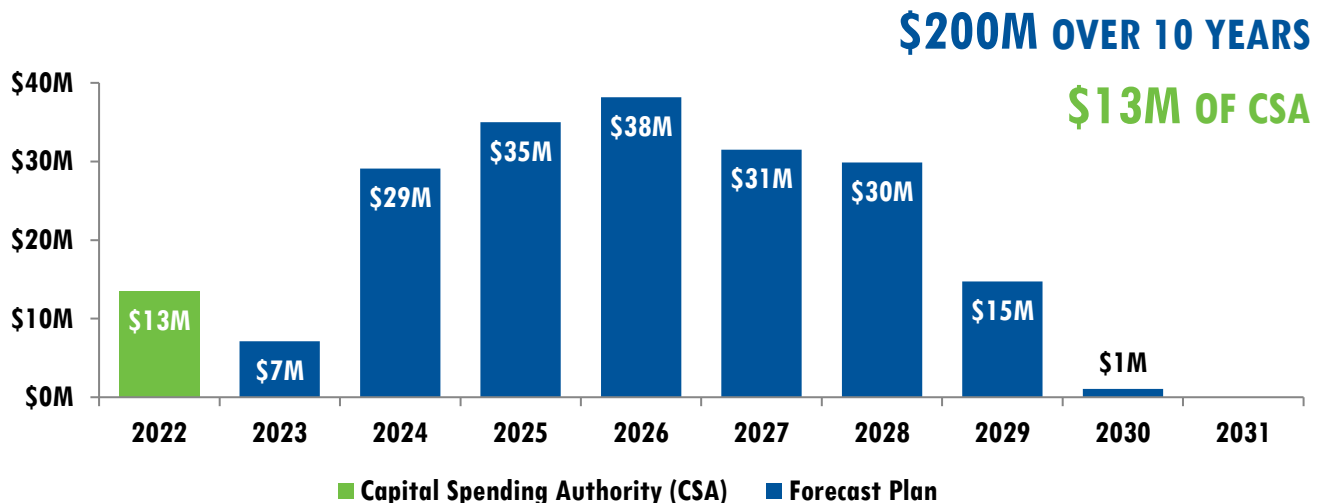


## THE FINANCIAL INITIATIVES CAPITAL BUDGET IS...

**2.1% OF THE  
REGION'S 10-YEAR PLAN**

**0.3% OF  
TOTAL CSA**

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





# SUPPORTING FINANCIAL SUSTAINABILITY

The Financial Initiatives budget is made up of the following ongoing elements:

- Contributions to reserves discussed in the Long-Term Financial Planning chapter, including the Debt Reduction reserve
- Allocations for organization-wide needs such as recruiting, corporate memberships and contingencies

In 2022, as planned in last year's 2022 outlook, the Financial Initiatives budget includes a draw from the Pandemic Management Reserve Fund, created in December 2020.

## WHAT SHAPES THE FINANCIAL INITIATIVES BUDGET



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

The largest component of the Financial Initiatives budget represents the Region's commitment to reduce its reliance on tax levy funded debt, in the form of contributions to the Debt Reduction Reserve.

Contributing to reserves, being prepared for contingencies and supporting corporate-wide activities are important aspects of ensuring the organization remains financially sustainable, manages critical risks, and operates professionally.

### Financial Initiatives budget

The proposed 2022 operating budget for Financial Initiatives is \$104.4 million, or 3.9% of the total Regional budget. This is a decrease of 0.9% from the budgeted amount of \$105.3 million in 2021.

The net tax levy budget for 2022 would be \$27.9 million, a decrease of 51.23% from the amount budgeted for 2021. Most of the change reflects a draw from the Pandemic Management Reserve Fund, which Regional Council established in late 2020 to hold funds that might be needed to address budget pressures in 2021 and future years. In March 2021, after the budget for 2021 had been tabled, additional senior government funding became available. As a result, a draw from the reserve was not needed in 2021, making it available for continuing pressures in 2022. The Operating Budget chapter provides details.

The proposed 2022 budget would reflect a draw of \$56.6 million from the fund, which helps address the end of the municipal stream portion of Safe Restart Funding from senior governments in Financial Initiatives that totalled \$31.1 million in 2021. In addition, senior government funding received late in the 2021 budget process allowed for one-time pandemic-related contingency funding of \$7.9 million in 2021. This was removed in 2022, since the funding was not available in 2022. The net impact of these changes is the \$33.4 million reduction in the net budget shown as "Impacts of COVID-19" in the table on the next page.

The Financial Initiatives budget includes Debt Reduction, Capital Asset Replacement and Supplementary Taxes components. These are captured in the "Fiscal Strategy" line of the table on the next page, which also includes an increase to non-pandemic-related contingency. In total, the three components will increase slightly for 2022, in line with Regional Council's commitment to financial sustainability.

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>105,334</b>	<b>57,233</b>
Status Quo	863	746
Revenues:		
Revenues (excl. senior government funding)	-	-
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(237)	49
Program and Service Level Adjustments	-	-
<b>Subtotal</b>	<b>(237)</b>	<b>49</b>
Debt Servicing Net of Development Charges	-	-
Fiscal Strategy	6,330	3,330
Maintaining Service Levels for Growth	-	-
Enhancements and Transformation	-	-
Impacts of COVID-19	(7,922)	(33,447)
<b>Proposed Budget</b>	<b>104,368</b>	<b>27,911</b>
<b>Total Budget Change</b>	\$ (966)	(29,321)
	% (0.92%)	(51.23%)
<b>Outlook Restated</b>	<b>99,008</b>	<b>22,573</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>5,360</b>	<b>5,338</b>

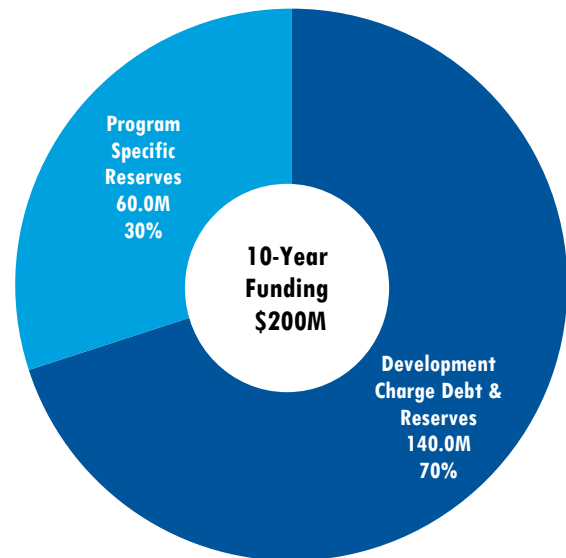
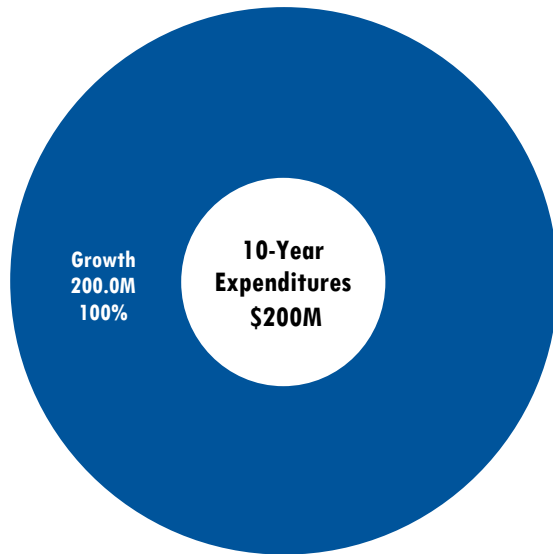
### *Change from outlook*

The proposed Financial Initiatives net operating budget is higher than outlook by \$5.3 million in 2022, due to an increase in the corporate contingency budget.

The corporate contingency budget, excluding the one-time funding discussed above, includes funding for risk mitigation and uncertainties. In addition to a contingency against unexpected changes in operations, for prudence there is also a contingency related to capital. In 2022, the capital contingency allocation would be \$13.4 million as part of an expected total of \$200 million for the 10-year capital plan.

## 10-year capital budget

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>Financial Initiatives:</b>								
<b>Total Project Expenditures</b>	<b>13,426</b>	<b>7,119</b>	<b>29,087</b>	<b>35,014</b>	<b>38,172</b>	<b>77,183</b>	<b>200,000</b>	<b>13,426</b>



## Operating and capital budget by initiative

OPERATING BUDGET (\$ in Millions)	2019 Restated		2020 Restated		2021 Restated		2022 Proposed		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Fiscal Strategy	57.2	50.3	71.5	63.1	71.8	67.8	75.0	68.0	
Non-Program Items	18.8	8.0	20.6	9.3	33.5	(10.6)	29.4	(40.0)	
<b>Total Operating Budget</b>	<b>76.1</b>	<b>58.3</b>	<b>92.1</b>	<b>72.4</b>	<b>105.3</b>	<b>57.2</b>	<b>104.4</b>	<b>27.9</b>	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2022	CSA	10-Year	2022	CSA	10-Year	2022	CSA	10-Year
Financial Initiatives	-	-	-	13.4	13.4	200.0	13.4	13.4	200.0
<b>Total Capital Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13.4</b>	<b>13.4</b>	<b>200.0</b>	<b>13.4</b>	<b>13.4</b>	<b>200.0</b>

## LOOKING AHEAD

Future contributions to reserves, organizational expenses and contingency planning will continue to be determined through the annual budget and debt management plan.

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## EXTERNAL PARTNERS

comprise several public-sector entities and organizations to which the Region provides funding, generally with the aim of providing direct benefits to Regional residents.

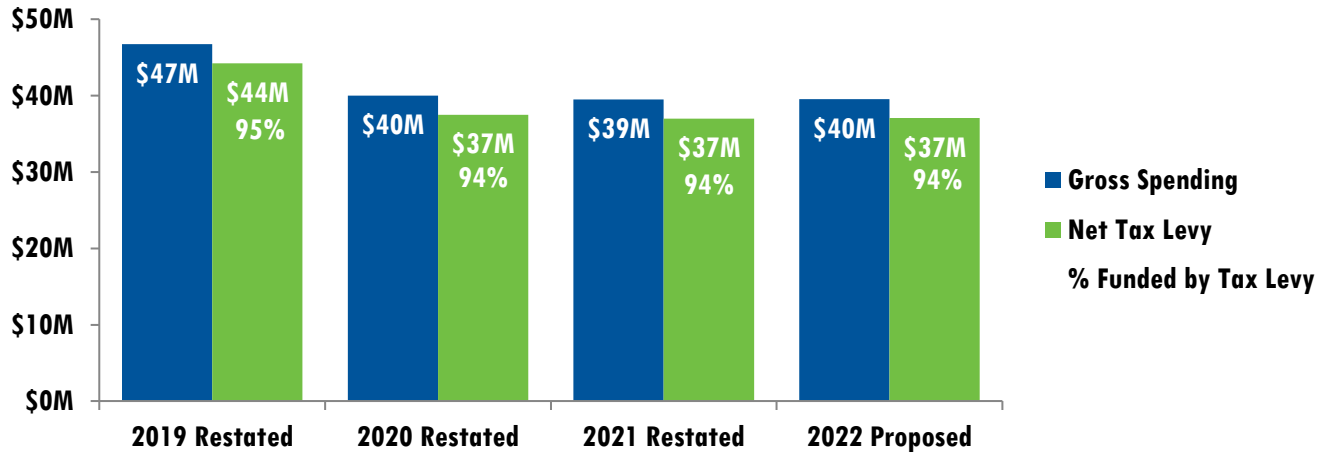


# THE EXTERNAL PARTNERS OPERATING BUDGET IS...

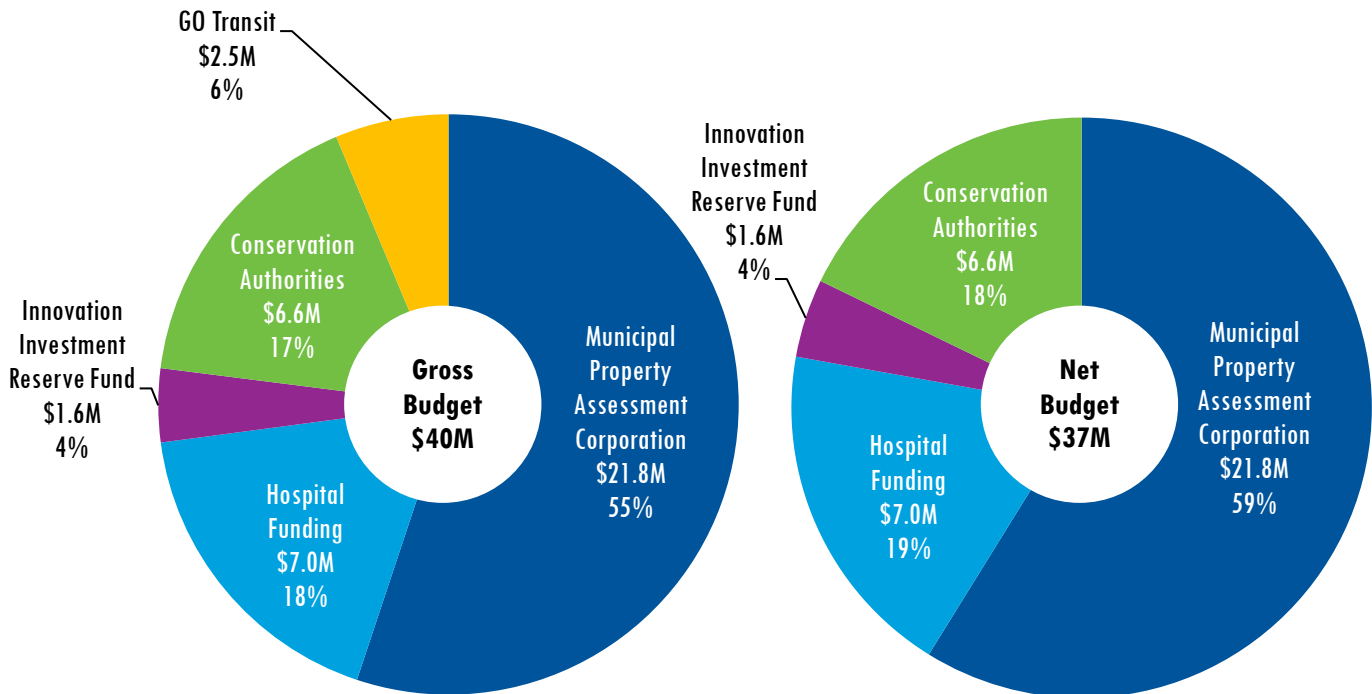
**1.5% OF TOTAL  
REGIONAL EXPENDITURES**

**3¢ ON THE  
TAX DOLLAR**

## 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



## 2022 GROSS AND NET OPERATING BUDGET BY PROGRAM



# FUNDING FOR YORK REGION PARTNERSHIPS

Through External Partnerships, York Regional Council funds initiatives and public services in the Region provided by the following outside partners:

- The Municipal Property Assessment Corporation
- The four hospitals within the Region's borders
- The Innovation Investment Reserve Fund
- GO Transit
- The Toronto and Region Conservation Authority and Lake Simcoe Region Conservation Authority

## WHAT SHAPES THE EXTERNAL PARTNERS BUDGET



ECONOMIC  
VITALITY

Contributions to the Innovation Investment Reserve Fund support the Community Result Area of Economic Vitality by fostering an environment that attracts businesses and helps create jobs.

Contributions to external organizations support York Region's commitments to Sustainable Environment, Healthy Communities and Good Government. Because the organizations use the funds in line with their own priorities, they are not formally aligned with the Strategic Plan.

## Operating budget

Proposed total funding for external partners, which generally reflects a provincial mandate or a Regional Council agreement, would be \$39.6 million in 2022, or 1.5% of the Region's total operating spending. This would be an increase of \$0.07 million, or 0.19%, from 2021. Similarly, the tax levy budget would amount to \$37.1 million, rising by 0.20% from 2021.

The \$2.8 million in the "Status Quo" line of the table on the next page mainly reflects the Region's planned increase (total of \$24.3 million) to Municipal Property Assessment Corporation contributions. However, updated information resulted in a revised estimate of \$21.8 million for 2022, and the resulting savings are captured in the "Efficiencies" line of the table on the next page.

### *Change from outlook*

The change from outlook for both the gross and net budgets is a decrease of \$2.5 million, largely reflecting the reduced Municipal Property Assessment Corporation funding contributions described above.

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>39,485</b>	<b>36,985</b>
Status Quo	2,848	2,848
Revenues:		
Revenues (excl. senior government funding)	-	-
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(2,631)	(2,631)
Program and Service Level Adjustments	(250)	(250)
<b>Subtotal</b>	<b>(2,881)</b>	<b>(2,881)</b>
Debt Servicing Net of Development Charges	-	-
Fiscal Strategy	-	-
Maintaining Service Levels for Growth	107	107
Enhancements and Transformation	-	-
Impacts of COVID-19	-	-
<b>Proposed Budget</b>	<b>39,559</b>	<b>37,059</b>
<b>Total Budget Change</b>	\$ <b>74</b>	<b>74</b>
	% <b>0.19%</b>	<b>0.20%</b>
<b>Outlook Restated</b>	<b>42,028</b>	<b>39,528</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>(2,468)</b>	<b>(2,468)</b>

## Operating budget summary by program

OPERATING BUDGET (\$ in Millions)	2019 Restated		2020 Restated		2021 Restated		2022 Proposed	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
<b>Boards:</b>								
Municipal Property Assessment Corp.	20.9	20.9	22.1	22.1	21.6	21.6	21.8	21.8
Hospital Funding	15.0	15.0	7.0	7.0	6.9	6.9	7.0	7.0
Innovation Investment Reserve Fund	2.0	2.0	2.0	2.0	1.9	1.9	1.6	1.6
GO Transit	2.5	-	2.5	-	2.5	-	2.5	-
	<b>40.4</b>	<b>37.9</b>	<b>33.5</b>	<b>31.0</b>	<b>33.0</b>	<b>30.5</b>	<b>33.0</b>	<b>30.5</b>
<b>Conservation Authorities:</b>								
Toronto and Region Conservation Authority	3.4	3.4	3.5	3.5	3.5	3.5	3.5	3.5
Lake Simcoe Region Conservation Authority	2.9	2.9	3.0	3.0	3.0	3.0	3.1	3.1
	<b>6.3</b>	<b>6.3</b>	<b>6.4</b>	<b>6.4</b>	<b>6.5</b>	<b>6.5</b>	<b>6.6</b>	<b>6.6</b>
<b>Total Operating Budget</b>	<b>46.7</b>	<b>44.2</b>	<b>40.0</b>	<b>37.5</b>	<b>39.5</b>	<b>37.0</b>	<b>39.6</b>	<b>37.1</b>



## **Municipal Property Assessment Corporation**

Funding to the Municipal Property Assessment Corporation, which carries out property assessments in Ontario, is budgeted to increase by \$0.2 million in 2022.

Like all other Ontario municipalities, York Region is a member of this non-profit corporation. Every municipality is legislated to provide funding based on the number of properties within its boundaries and their assessed values relative to all of Ontario. For 2022, the Region's contribution has been reduced from outlook to align with an updated estimate of its required contribution.

## **Hospital Funding**

Funding for hospital capital is provided through reserve contributions towards projects approved by Regional Council. This funding has supported a number of projects across the Region. The figure previously decreased to reflect fulfillment of Regional commitments to the Cancer Clinic at Southlake Regional Health Centre in 2017 and the Markham Stouffville hospital project in 2020.

The proposed 2022 budget includes a contribution of \$7.0 million for the new Cortellucci Vaughan Hospital, with further commitments running to 2031.

## **Innovation Investment Reserve Fund**

This reserve fund supports major transformational initiatives, such as research projects leveraging Regional infrastructure, new post-secondary campuses, centres of excellence, and public-private research collaborations that promote business competitiveness and community benefits.

It also includes an annual contribution towards the Region's \$25 million commitment to the new York University campus in Markham. With construction on the campus now underway, funds from the reserve will be drawn down until expected project completion in 2023.

In 2020, in response to the COVID-19 pandemic, York Regional Council authorized \$500,000 from the Innovation Investment Reserve Fund to provide support to local small businesses. The Region's nine local municipalities could leverage their allocation from the \$500,000 either through existing municipal Community Improvement Plans or by expanding the Starter Company Plus program offered through the four Small Business Enterprise Centres serving York Region.

By mid-2021, 90% of the funds had been distributed through these programs, benefitting almost 100 businesses across the Region. The remaining funds were to be disbursed by 2021 year-end.

The allocation of part of the Innovation Investment Reserve Fund was one of several measures the Region took to support economic recovery.

## **GO Transit**

GO Transit provides rail and bus service in York Region, linking to Regional transit services. While the province fully funds the shortfall between its operating costs and fare revenues, it shares capital costs with the federal government and the municipalities it serves, including York Region. GO Transit is undertaking several projects in York Region to upgrade and improve its services. The funding provided by York Region, expected to amount to \$2.5 million in 2022, has no tax levy impact because the source is development charge revenue collected on behalf of GO Transit.

## Conservation Authorities

Under provincial legislation, conservation authorities are responsible for protection, restoration and related activity that helps safeguard the province's watersheds, and have specific responsibilities under such legislation as the *Lake Simcoe Protection Act* and the *Clean Water Act*. They are largely funded by the municipalities in their watersheds. The Region regularly partners with the conservation authorities to deliver water-related projects cost-effectively, and draws on their expertise and experience in other areas including forestry and climate change.

Because two watersheds lie within its borders, the Region supports the Lake Simcoe Region Conservation Authority and the Toronto and Region Conservation Authority.

Total Regional funding to both conservation authorities is shown below. The proposed contribution to the Toronto and Region Conservation Area's operations would be \$3.5 million in 2022. For the Lake Simcoe Region Conservation Authority, the amount would be \$3.1 million. Total contributions would be essentially unchanged from 2021. Environmental Services provides additional funding to the conservation authorities for capital projects and green infrastructure, supported mainly by user rates.

### York Region budget for Toronto and Region Conservation Authority

(\$ in 000s)	2019	2020	2021	2022
<b>Gross Expenditures:</b>				
Operating - General Levy	3,419	3,458	3,496	3,531
Special Capital Levy*	6,020	5,072	5,655	5,163
Total Operating and Capital	9,438	8,530	9,151	8,694
Other Expenditures - Reforestation**	40	50	50	50
<b>Total Gross Expenditures</b>	<b>9,478</b>	<b>8,580</b>	<b>9,201</b>	<b>8,744</b>
<b>Funded by:</b>				
Tax Levy	3,459	3,508	3,546	3,581
User Rate - Water and Wastewater	6,020	5,072	5,655	5,163
<b>Total Funding</b>	<b>9,478</b>	<b>8,580</b>	<b>9,201</b>	<b>8,744</b>

### York Region budget for Lake Simcoe Region Conservation Authority

(\$ in 000s)	2019	2020	2021	2022
<b>Gross Expenditures:</b>				
Operating - General Levy	2,928	2,983	3,030	3,067
Special Capital Levy*	2,712	2,603	3,223	2,800
Total Operating and Capital	5,640	5,586	6,253	5,867
Other Expenditures - Reforestation**	40	50	50	50
<b>Total Gross Expenditures</b>	<b>5,680</b>	<b>5,636</b>	<b>6,303</b>	<b>5,917</b>
<b>Funded by:</b>				
Tax Levy	2,968	3,033	3,080	3,117
User Rate - Water and Wastewater	2,712	2,603	3,223	2,800
<b>Total Funding</b>	<b>5,680</b>	<b>5,636</b>	<b>6,303</b>	<b>5,917</b>

\* Special capital levy is included in the Water and Wastewater capital budget in Environmental Services

\*\* Reforestation is included in the Forestry operating budget in Environmental Services



## YORKNET

is the day-to-day business name of the YTN Telecom Network Inc., a wholly-owned Regional corporation that operates and manages expansion of the Region's fibre optic network.

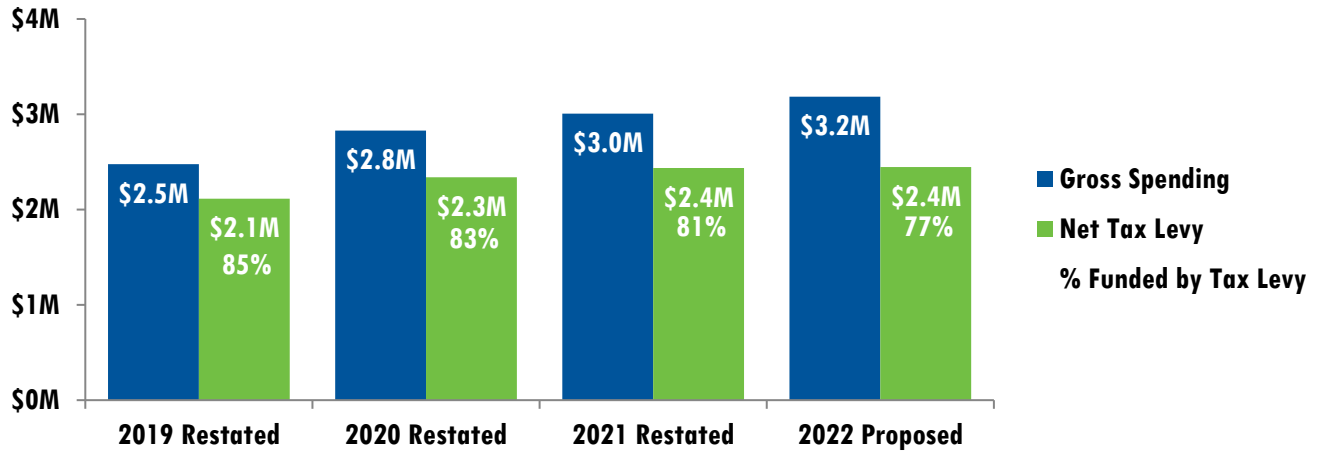


## THE YORKNET OPERATING BUDGET IS...

**0.12% OF TOTAL  
REGIONAL EXPENDITURES**

**0.2¢ ON THE  
TAX DOLLAR**

### 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



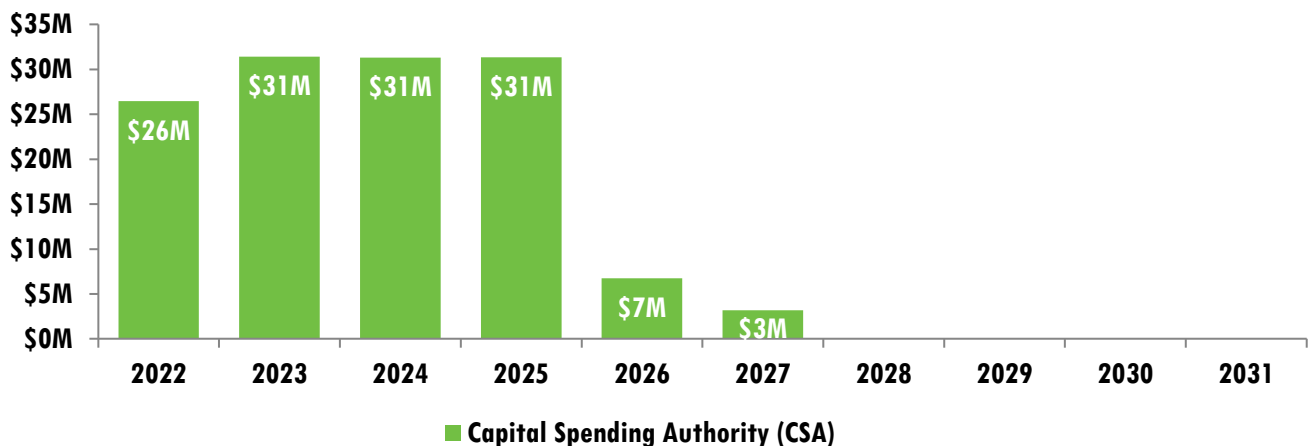
## THE YORKNET CAPITAL BUDGET IS...

**1.4% OF THE  
REGION'S 10-YEAR PLAN**

**2.7% OF  
TOTAL CSA**

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

**\$130M OF CSA AND SPENDING OVER 10 YEARS**



# SERVING RESIDENTS BETTER THROUGH CONNECTIVITY

The Region began building a fibre network in 2002 to link its facilities and other infrastructure. In 2016, Regional Council endorsed the creation of a separate municipal services corporation to take responsibility for the network. After being incorporated in 2017, YorkNet began operations in January 2018.

Under legal agreements between the parties, the Region continues to own the network, while YorkNet is responsible for planning, operating and maintaining it. YorkNet also acts as project manager for design and construction.

In 2018 the network consisted of about 200 kilometres of fibre along Regional roads. It reached 394 kilometres in length by the end of 2020, and another 100 kilometres was on track to be added by 2021 year-end.

## 2021 UPDATE AND ACCOMPLISHMENTS

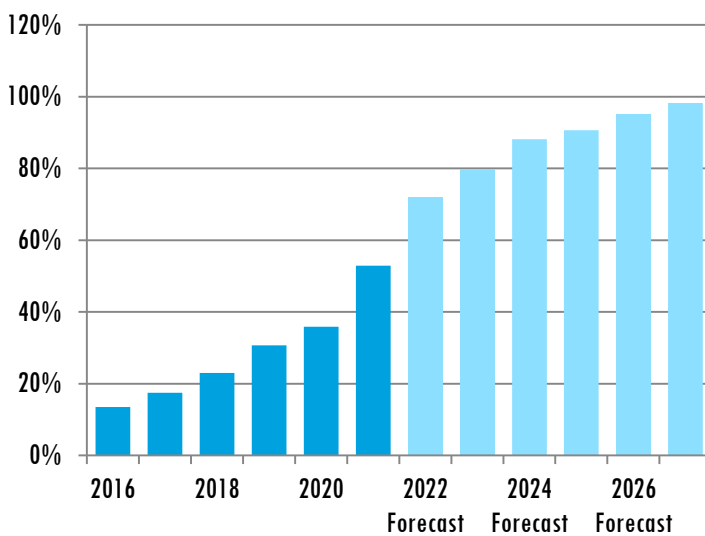
With many residents having to work from home as a result of the COVID-19 pandemic, network capacity became strained, especially in more rural and remote areas. This underscored the need for a more robust network for residents outside major centres and prompted acceleration of YorkNet's capital program to address the need.

Funding from the federal and provincial governments will be key to acceleration. A joint federal-provincial announcement in August 2021 confirmed that YorkNet would receive senior government funding to help meet the needs of its underserved areas. Expansion would give internet service providers the opportunity to connect to YorkNet's open-access network, giving thousands of homes and businesses access to high-speed service.

In 2021, YorkNet added 28 kilometres to a network segment funded in part by the earlier federal Connect to Innovate program. The incremental work will improve connections among Regional facilities.

The project has improved broadband capacity for residents in and around Udora, a rural community in the Town of Georgina, and for the nearby Chippewas of Georgina Island First Nation. YorkNet completed the segment on time and within budget.

**% OF MUNICIPAL FACILITIES CONNECTED BY YEAR**



**Strategic Plan Priority Areas:** Sustainable Environment, Good Government

### Related Departmental Goals and Objectives:

**Goal #1:** Provide service provision enhancements that are more environmentally sustainable

**Objective #1:** Enable solutions that help manage traffic/travel and automated building processes

**Goal #2:** Expand fibre network investment to provide greater control and reduce costs paid to outside parties

**Objective #2:** Reduce long-term asset management costs through ongoing maintenance and upkeep as well as contribute to asset replacement reserves that will accommodate future needs

### About the graph:

YorkNet's mandate is to connect Regional and Municipalities, Universities, Schools, Hospitals (MUSH) facilities and to use the network to increase access to broadband for rural residents and businesses.

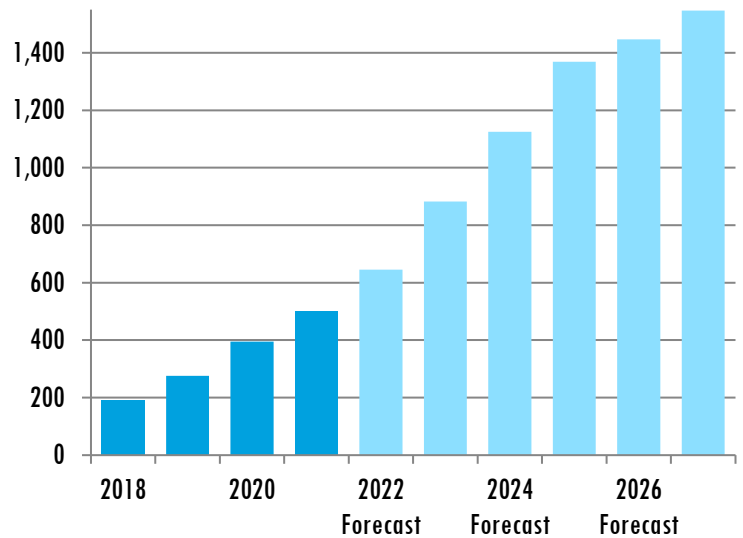
Adding the Connect to Innovate segment provides an example of how local connections can leverage the YorkNet backbone. Internet service providers are offering “last mile” service to Regional residents in Udora and area. With an underwater YorkNet cable to Georgina Island in place, the Chippewas successfully applied for additional federal funding for their own last mile connections to businesses and close to 300 homes on Georgina Island. The additional federal funding will enable the island’s first high-speed access to education, commerce, healthcare, and other communities.

The Region, like many other consumers, faced significantly higher prices in 2021 for the plastic used in conduits and other network infrastructure as a result of severe storms in Texas, where major suppliers are located, and demand for the same material to produce personal protective equipment. Although the plastic accounts for a relatively small share of its budget, YorkNet accelerated some capital spending into 2021 to ensure it would have adequate supply for its 2021 and 2022 capital plans. The discussion of the capital plan below provides more detail.

Other 2021 accomplishments included:

- Opening negotiations with several internet service providers interested in connecting to the network in locations throughout the Region.
- Completing a cost-benefit study that highlights the economic and other advantages of network ownership, including control over where the network grows and the ability to add capacity cost-effectively to meet the needs of evolving technology.

### NETWORK GROWTH IN KMS



**Strategic Plan Priority Areas:** Economic Vitality, Good Government

**Related Departmental Goals and Objectives:**

Goal #1: Enable business attraction and retention in a data dependent world by providing access to fibre infrastructure

Objective #1: Enable Internet Service Providers (ISPs) to use the network to provide services particularly in the rural areas of the region

Goal #2: Expand fibre network investment to provide greater control and reduce costs paid to outside parties

Objective #2: Network ownership to increase access to higher bandwidth at a lower cost and lower construction costs through private sector collaboration










**About the graph:**

The graph measures network growth in kilometres. A continuous network is fundamental to meeting YorkNet’s mandate and returning value for the Region’s investment.




## WHAT SHAPES THE YORKNET BUDGET

A central aim of the budget is to ensure resources are being used to support the Region’s Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region’s Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.

This section shows how YorkNet supports these Community Result Areas by setting its own goals and objectives. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how YorkNet measures its progress. Note that some goals and objectives support Community Result Areas directly, while others do so indirectly.

Community Result	YorkNet’s Goals	YorkNet’s Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
 ECONOMIC VITALITY	Enable business attraction and retention in a data dependent world by providing access to fibre infrastructure	Enable Internet Service Providers (ISPs) to use the network to provide services particularly in the rural areas of the region	Network growth in kms	
 HEALTHY COMMUNITIES	Enable residents to access digital services that support community health, safety and well-being	Support residents in a rapidly evolving digital world by providing access to reliable and effective broadband connectivity	# of homes passed	
 SUSTAINABLE ENVIRONMENT	Provide service provision enhancements that are more environmentally sustainable	Enable solutions that help manage traffic/travel and automated building processes	% of municipal facilities connected by year	
 GOOD GOVERNMENT	Expand fibre network investment to provide greater control and reduce costs paid to outside parties	Network ownership to increase access to higher bandwidth at a lower cost and lower construction costs through private sector collaboration	Network growth in kms	
		Reduce long-term asset management costs through ongoing maintenance and upkeep as well as contribute to asset replacement reserves that will accommodate future needs	% of municipal facilities connected by year	

<sup>1</sup> Objectives have an expected completion date by 2028

<sup>2</sup> Legend  = Trending in the desired direction  = Not trending in the desired direction  = Collecting data

Graphs throughout this chapter give more detail on performance trends and outlook.

Improved connectivity allows the Region and its public-sector partners to deliver online services to residents more widely, quickly and reliably. The box on the right provides an example of how network flexibility enabled quick response to health care needs that arose during the pandemic. The network supports more efficient operations in several of the Region's service areas, including roads and traffic, water, wastewater and housing.

The network also supports economic prosperity. Robust fibre infrastructure helps local businesses, especially in underserved areas, to expand their customer reach and operate more efficiently. It will also allow new businesses to start up where limited bandwidth would previously have made this difficult or even impossible.

Households without reliable and affordable broadband are increasingly at risk of being left behind as more health, education, government and other services are delivered online. Especially in remote areas, being able to access these services and socialize through online communities is essential to health and well-being.

## Operating budget

The proposed gross operating budget for YorkNet is \$3.2 million in 2022, an increase of 5.9% from the 2021 budget.

Higher planned spending would be offset by greater revenues, which are reflected in the gross budget. Higher revenues reflect leasing of fibre capacity to a new customer. Forecast revenue from other customers might reach the level forecast for 2022 later than expected, but this is likely to be offset with new revenue not included in the 2022 forecast.

The YorkNet 2022 net operating budget, at \$2.4 million, represents 0.2% of the total for the Region and an increase of 0.4% from 2021. It is essentially unchanged from the outlook for 2022 in last year's budget.

## FAST RESPONSE TO TESTING NEED SHOWS FIBRE NETWORK'S VALUE

When Newmarket's Southlake Regional Health Centre had a pandemic-related data problem, YorkNet was there to solve it — a reminder of the flexibility that a municipally owned asset can provide.

Southlake had set up an outdoor COVID-19 testing site in a tent on its parking lot, but as cold weather approached in fall 2020, a new location was needed. The nearby Newmarket Senior's Meeting Place was available because the pandemic had required it to close, but a way to move information back to Southlake quickly and confidentially had to be found.

In late September 2020, Southlake's IT department explained the dilemma to YorkNet. Five days later, YorkNet had run a connection from the Senior's Centre to its fibre backbone routed along Davis Drive. Vital test results could now pass quickly — and safely — to Southlake from the new location.

Southlake had already worked with YorkNet to connect its main campus to two satellite locations in Newmarket. The use of YorkNet fibre also gives Southlake the high-speed and seamless connectivity it needs as part of the multi-hospital Shared Health Information Network Exchange, which enables quick and confidential sharing of patient records among a number of local hospitals.

YorkNet also provided a direct, fast and secure fibre connection for the Cortellucci Vaughan Hospital when it opened in early 2020 with the exclusive role of providing critical and acute care to COVID-19 patients during the pandemic. Cortellucci Vaughan has since transitioned to its originally intended role as a general hospital, but continues to rely on connectivity enabled by YorkNet.

These experiences underline YorkNet's responsiveness to the needs of public sector partners, which are its core customer base — and which rely increasingly on high-speed broadband to deliver their services.



The permanent staffing complement of 13 full-time positions in 2022 is unchanged from the outlook last year. This reflects two additional staff to work on the rural expansion and one to support continued growth of the network overall. A temporary position would also support accelerated building in underserved areas. Additional staffing costs would be recoverable from the capital budget. Revenues from connecting internet service providers could start as early as 2023 as the first sections of the network are completed.

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>3,005</b>	<b>2,435</b>
Status Quo	69	69
Revenues:		
Revenues (excl. senior government funding)	-	-
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	(30)	(30)
Program and Service Level Adjustments	-	-
<b>Subtotal</b>	<b>(30)</b>	<b>(30)</b>
Debt Servicing Net of Development Charges	-	-
Fiscal Strategy	(6)	(6)
Maintaining Service Levels for Growth	100	100
Enhancements and Transformation	45	(123)
Impacts of COVID-19	-	-
<b>Proposed Budget</b>	<b>3,184</b>	<b>2,445</b>
<b>Total Budget Change</b>	\$ <b>178</b>	<b>10</b>
	% <b>5.93%</b>	<b>0.42%</b>
<b>Outlook Restated</b>	<b>3,199</b>	<b>2,460</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>(15)</b>	<b>(15)</b>

## Staffing changes

(Full-Time Equivalents)	2022	
	FTE	% Change
<b>Opening</b>	10.0	
New	3.0	30.00%
Conversions	-	-
Program Reductions	-	-
<b>Proposed Budget</b>	<b>13.0</b>	
<b>Budget Change</b>	<b>3.0</b>	<b>30.00%</b>
<b>Outlook Restated</b>	<b>13.0</b>	
<b>Increase/ (Decrease) from Outlook</b>	<b>-</b>	

YorkNet managed budget pressures in 2022 by reducing a planned contribution to its stabilization reserve, which has a higher-than-expected balance owing to the addition of budget surpluses for the past two years. The corporation continues to increase its contribution to asset management reserves year over year as part of a phase-in that will continue until contributions reach the level needed for full replacement cost.

## Capital budget

YorkNet’s proposed capital budget for 2022 is \$26.5 million, or 2.7% of the Region’s total for the year. This would support the addition of another 150 kilometres of fibre to the network and 270 new connections to Regional and local municipal facilities, including fire halls, paramedic stations, police stations, libraries and community centres in 2022.

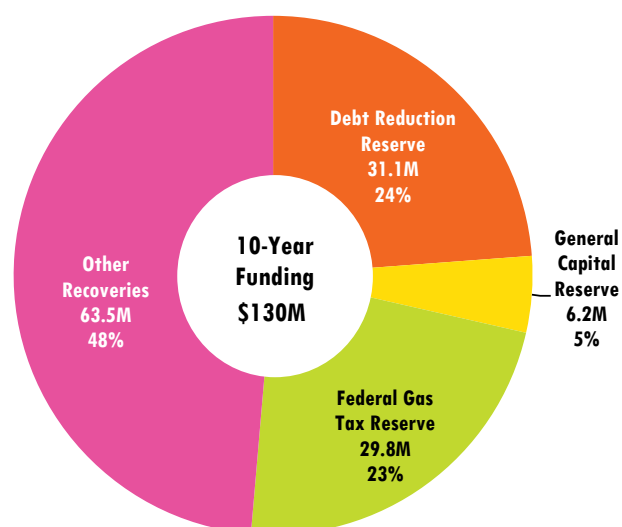
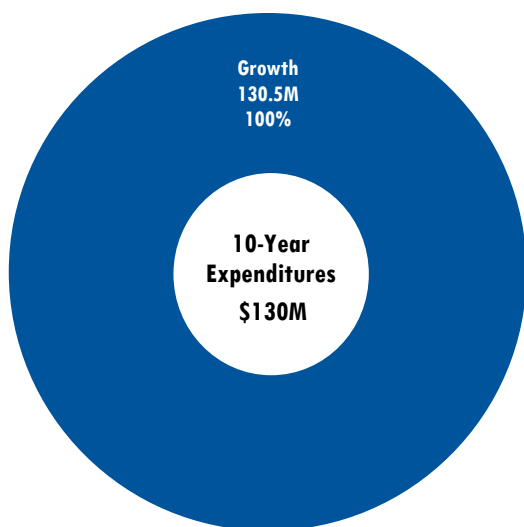
The YorkNet 10-year capital plan is \$130.5 million or 1.4% of the Regional total. It is made up of a portfolio of projects, including some to improve rural and remote connectivity that are supported by new senior government funding.

In 2020, in response to the need for better connectivity in rural and remote areas highlighted by the pandemic, the provincial government announced the Improving Connectivity in Ontario program, while the federal government launched the Universal Broadband Fund. Senior governments ultimately partnered in providing funding to Ontario municipalities, including the Region.

The new rural initiative accounts for \$94.5 million of YorkNet’s proposed capital plan. Including potential funding of up to \$63.4 million from the federal and provincial governments and expected other third-party funding, the Region’s share of capital costs to meet the needs of underserved areas would be roughly 33%. Expected timeline for completion is 2025.

### 10-year capital budget

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>YorkNet</b>								
<b>Total Project Expenditures</b>	<b>26,466</b>	<b>31,423</b>	<b>31,298</b>	<b>31,351</b>	<b>6,758</b>	<b>3,198</b>	<b>130,494</b>	<b>130,494</b>



The balance of funding for the 2022 10-year capital plan of \$36.0 million, would support YorkNet’s original network plan. The previous 2021 capital plan as approved by Regional Council would allow this work to be completed by 2028, several years earlier than originally planned, to save ongoing costs paid to other network providers.

As well as extending the network, the capital plan includes building additional loops and redundancies to reduce the risk of service disruptions.

## OPERATING IMPACT OF CAPITAL

The goals of investing in the fibre network are to make the Region’s investments in other infrastructure, such as traffic signals and water systems, more productive and to avoid costs associated with relying on external providers.

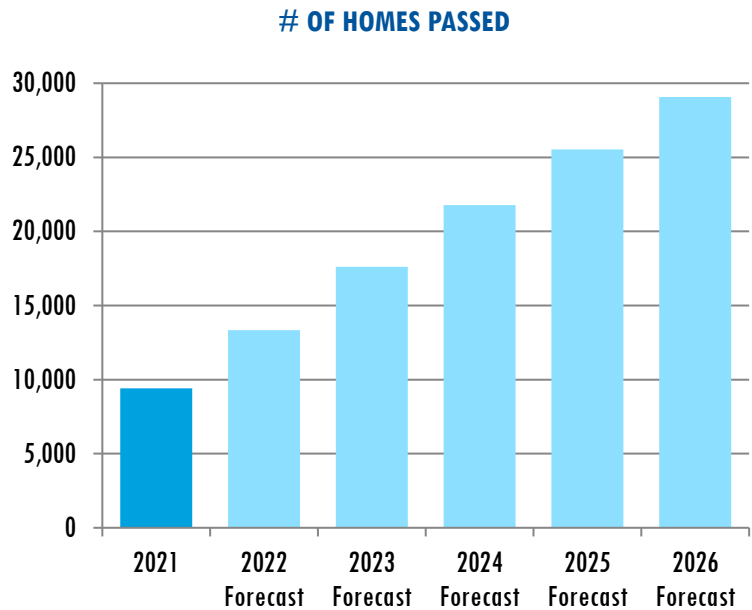
Investments in the fibre network make it possible to collect and analyze real-time data about usage and condition of transportation, water and wastewater and other infrastructure. This is helping the Region save money on asset management.

YorkNet’s recently completed cost-benefit analysis of network ownership highlighted that in addition to reducing costs, ownership gives the Region greater control over network diversity, capacity and availability, all of which are reflected in better and more reliable services to residents, and offers the potential of generating revenues.

## LOOKING AHEAD

While YorkNet’s main focus at present is on providing service to Regional government, its business plan includes expanding its presence with local municipalities and others to reduce their costs while providing revenues to continue improving service.

The growth and evolution of the network and development of new relationships are giving rise to opportunities to create a more cost-effective network. For example, YorkNet has found that private sector service providers often have an interest in adding their own conduit to a trench that YorkNet is planning to dig for its network. Working together this way reduces the costs and disruptions of construction, while allowing each party to retain ownership of its own fibre. It can also allow portions of the YorkNet network to be built sooner than originally envisioned.



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

**Goal:** Enable residents to access digital services that support community health, safety and well-being

**Objective:** Support residents in a rapidly evolving digital world by providing access to reliable and effective broadband connectivity

**About the graph:**

Through the rural expansion project, YorkNet will make use of new funding opportunities to address the needs of underserved and unserved areas throughout the Region.

Although mass vaccination against COVID-19 is allowing workplace restrictions to be eased, surveys of both employers and workers suggest working from home at least part of the time will continue beyond the end of the pandemic. At the same time, pandemic-related lockdowns showed that health care and education, as well as other services, can be delivered remotely — a shift that is also expected to continue after the pandemic.

These trends underscore the importance of providing reliable high-speed broadband capacity across the Region. YorkNet will continue to seek opportunities to leverage funding for broadband expansion, especially for residents and businesses underserved by Canadian standards.



## YORK REGIONAL POLICE

has as its mission to ensure the Region's citizens feel safe and secure through excellence in policing.

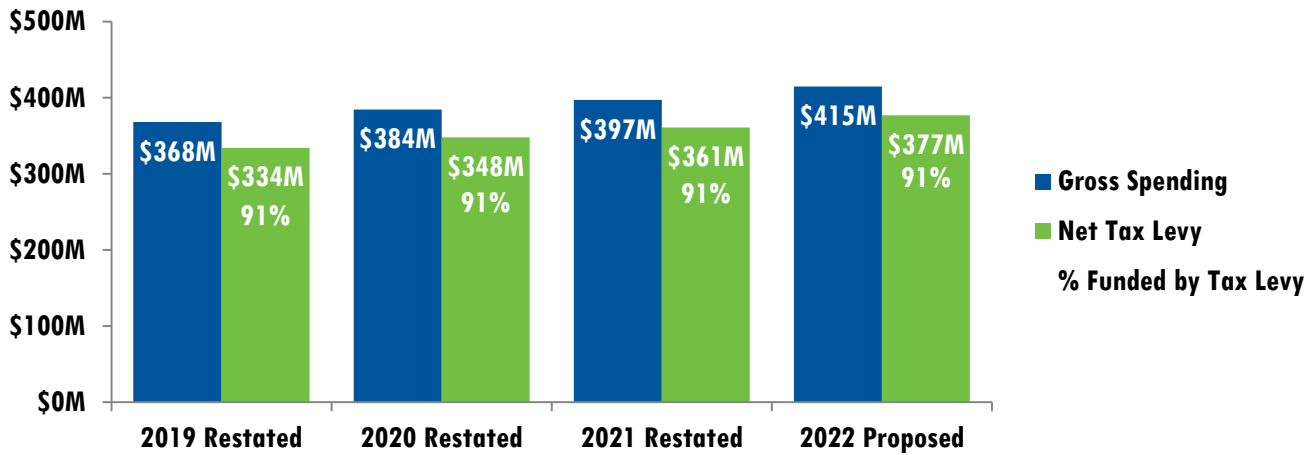


## THE YORK REGIONAL POLICE OPERATING BUDGET IS...

**15% OF TOTAL  
REGIONAL EXPENDITURES**

**30¢ ON THE  
TAX DOLLAR**

### 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY

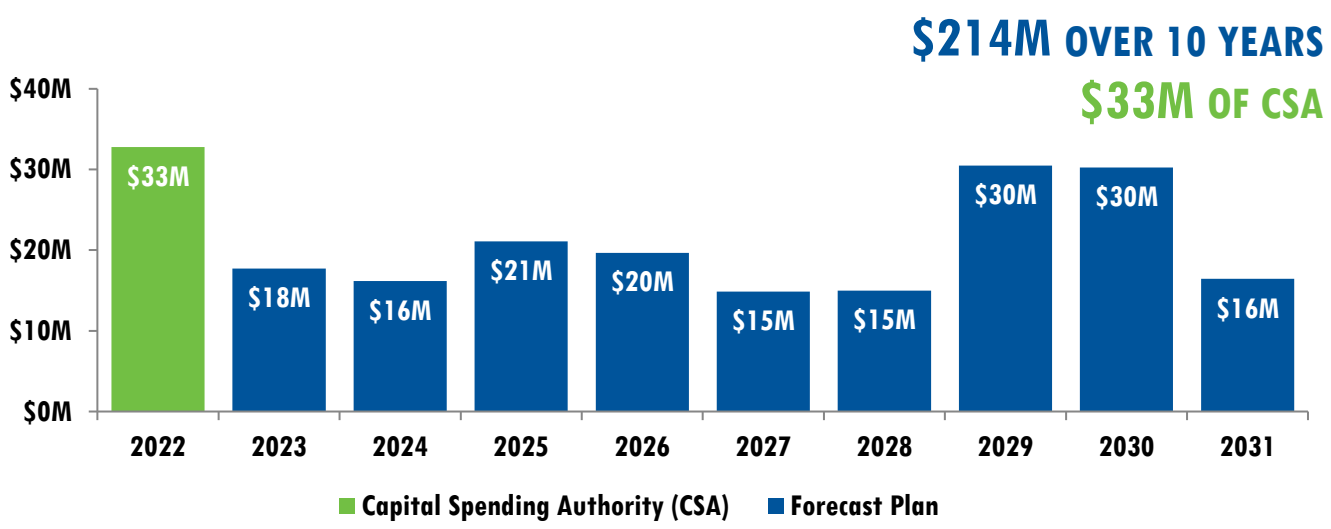


## THE YORK REGIONAL POLICE CAPITAL BUDGET IS...

**2.3% OF THE  
REGION'S 10-YEAR PLAN**

**0.7% OF  
TOTAL CSA**

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



# MAKING A DIFFERENCE IN THE COMMUNITY

The goal of York Regional Police is to provide superior quality service to the citizens it serves, while responding to new demands and challenges.

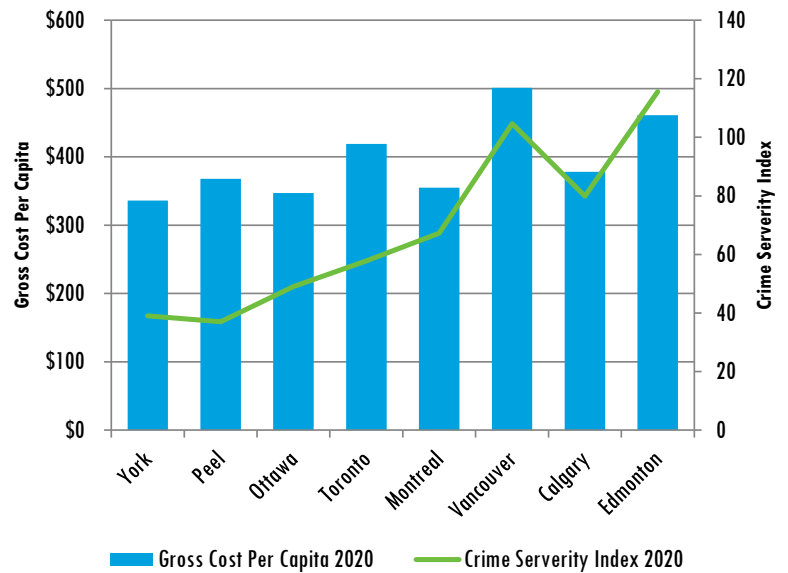
The service is governed by the provincial *Police Services Act*, which sets out principles designed to ensure the safety and security of people and property, the safeguarding of fundamental rights, cooperation with local communities, respect for and understanding of the needs of the victims of crime, and being sensitive to diversity. A seven-member civilian Police Services Board provides oversight, including reviewing and approving the police budget before it is presented to Council for final approval.

Operational services provided through the five district headquarters and two substations include patrol, criminal investigation, and community-oriented units that deal with crime prevention and first-line response.

Additional services are provided out of police headquarters in Aurora:

- The support branch is responsible for field support, road safety and marine units, a real-time operations centre and 911 communications centre, and information, community and court-related services.
- The investigations branch is responsible for organized crime enforcement, financial and major crimes, intelligence and special investigations.
- The executive branch comprises the Office of the Chief of Police and several functions that support service-wide goals and standards.
- An administrative branch provides financial, infrastructure, staff, corporate development and business intelligence services.

**NATIONAL POLICING COMPARATORS**



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community

Enhance crime prevention programs in partnership with our community, collaboration and sharing of information, improve response to mental health needs through partnerships

**About the Graph:**

On a national level, York Regional Police has been able to maintain a low gross cost per capita and crime severity index. The Crime Severity Index is a measure of police-reported crime that reflects the relative seriousness of individual offences and tracks changes in crime severity.

## 2021 UPDATE AND ACCOMPLISHMENTS

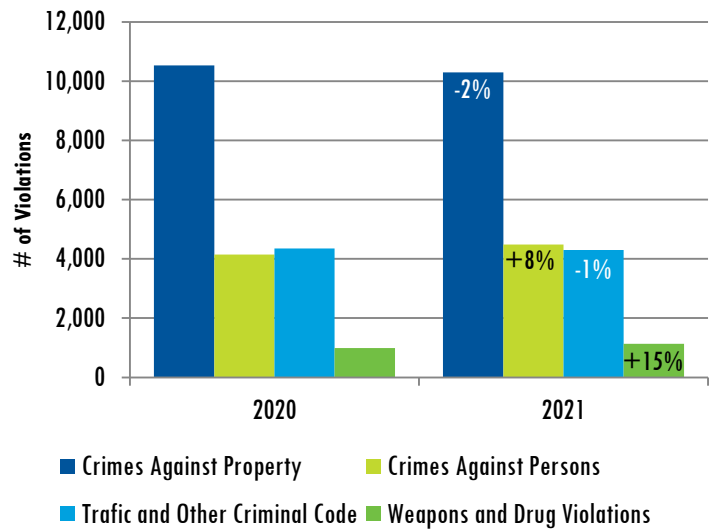
The restrictions put in place during the pandemic had a significant impact on crime trends in the Region. With many people at home, certain crime types were down, including crimes against persons, break and enters, and impaired operations.

Others increased, however, including intimate partner violence and drug violations such as possession and trafficking.

Of particular concern was the continued growth in serious crimes linked to gangs and criminal organizations. Investigations into this type of activity have become a focus for York Regional Police in recent years, usually in collaboration with other police services. Investigations that were successfully concluded in 2021 included:

- In July 2021, Project Southam, a joint-force investigation by York Regional Police, the Ontario Provincial Police and the U.S. Drug Enforcement Administration, resulted in the seizure of more than \$10 million in cocaine and other drugs and the arrest of 22 people. The investigation, which had taken more than a year, pinpointed two organized crime groups involved in importing cocaine into Canada, processing it in a clandestine lab and then distributing it across the country. The investigation also resulted in the seizure of Canadian and U.S. currency and cryptocurrency, vehicles and a handgun.
- 27 people were charged in April 2021 as York Regional Police, working with the Royal Canadian Mounted Police, Peel Regional Police and U.S. Drug Enforcement Administration, dismantled the Ontario arm of an international drug trafficking network. Project Cheetah, as the investigation was called, also resulted in the seizure of 48 firearms from a property in Caledon, \$730,000 in cash and \$2.3 million worth of drugs, including heroin found at a children’s indoor play centre. More than 50 search warrants were executed in Ontario, British Columbia and California in connection with the case.

**CRIMINAL CODE VIOLATIONS BY CATEGORY**



**Strategic Plan Priority Area:** Healthy Communities

**Related Departmental Goal and Objective:**

Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community

Enhance crime prevention programs in partnership with our community, collaboration and sharing of information, improve response to mental health needs through partnerships

**About the Graph:**

While crime rates have been gradually increasing in York Region, this trend changed temporarily due to COVID-19-related restrictions. As restrictions ease, crime rates have been gradually increasing to pre-pandemic levels. The graph above shows that while some crime types have changed marginally, weapons and drug violations have increased during the pandemic.



Police services across the Greater Toronto Area also worked together to take an investigative approach to stopping street racing and stunt driving and dismantling the organized groups behind the activity.

With less regular traffic on roads as a result of pandemic-related lockdowns, police saw an uptick in these types of events, which include dangerous and disruptive intersection takeovers, stunt demonstrations and races.

To disrupt this illegal activity, which is highly organized and heavily publicized on social media, York Regional Police partnered with Peel Regional Police, Toronto Police and the Ontario Provincial Police on Project Takeover. Using covert and overt surveillance, including the York Regional Police helicopter Air2, the joint-force project ultimately resulted in:

- 70 arrests and a total of 346 charges, including 67 criminal charges and 279 *Highway Traffic Act* charges
- The impounding of 61 vehicles, some of which may be forfeited permanently
- 57 drivers' licence suspensions

York Regional Police and its partners are committed to holding drivers who engage in dangerous behaviors accountable for their actions to prevent further fatalities and injuries. The box on page 77 of the Transportation Services chapter provides more information about road safety partnerships.

The police service's other accomplishments in 2021 included:

- Being selected as one of Canada's Top Employers for Young People in 2021, for the fourth year in a row, and receiving a Greater Toronto Top 100 Employer 2021, for the sixth year in a row
- Operating a new marine facility on Lake Simcoe for its first full season
- Receiving endorsement by the Police Services Board of a new inclusion policy designed to ensure an inclusive workplace and safe community for all York Region residents


## WHAT SHAPES THE POLICE BUDGET

A central aim of the budget is to ensure resources are being used to support the Region's Community Result Areas. These Community Result Areas are areas of focus for the well-being of communities and include Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. The Region's Strategic Plan and its Community Result Areas are discussed in more detail in the Planning and Budgeting chapter.

From the Region's perspective, York Regional Police Service supports the Community Result Area of Healthy Communities in the Strategic Plan. The service is also guided by its own business plan, available at <https://businessplan.yrp.ca>.


This section shows how York Regional Police supports this Community Result Area by setting goals and objectives in alignment with its business plan. Goals are desired outcomes in the longer term, while objectives are the shorter-term measures to reach goals. Key Performance Indicators in the table show how progress is measured.

Graphs throughout this chapter give more detail on performance trends and outlook.

Community Result Areas	York Regional Police Goals	York Regional Police Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
 <b>HEALTHY COMMUNITIES</b>	Our Community – Community Engagement – to maintain public trust and confidence through ongoing positive interaction and outreach with our community	Focus on youth, seniors, victims, diverse groups and vulnerable residents by increasing visibility in our communities through engagement, education of law enforcement and crime prevention programs using multiple platforms. Objectives include educating our community about upcoming changes to <i>Police Services Act</i> (PSA) and updating our Youth Engagement Strategy.	Outcomes of the 2022 community satisfaction survey results	▲
	Our Community – Operational Service Delivery - to enhance and modernize operations that ensure the safety and security of our community	Project Nova is an internal initiative developed to focus on front-line modernization solutions. A service satisfaction survey of the new Call Diversion Unit (CDU) was undertaken in 2021 and found that 95 percent of respondents were satisfied with their interactions.	Survey results from CDU, cost/benefit analysis from upcoming Project Nova initiatives	●
	Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community	Enhance crime prevention programs in partnership with our community, collaboration and sharing of information, improve response to mental health needs through partnerships.	Crime statistics, survey results from residents and businesses	●
			National policing comparators	●
	Our Community – Equity and Inclusion - to strengthen positive practices that reduce barriers and foster belonging between police and community	Creation of an Inclusion Strategy: Inclusive Policing 2020-2022 to create a desired state of an inclusive workplace and ensuring a safe community for all residents.	Performance measure not identified yet	▲
	Our People – Professional Development – to encourage personal and professional growth to maximize the potential of all members	Implementation of a new Talent Management System to enable the organization to identify and select the right talent, manage the onboarding process, tailor individual career growth and training, and match identified KPI's to members performance to support career development. This project is currently in initial stage of vendor selection with implementation by 2022.	Performance measure not identified yet	▲
	Our People – Member Support – to cultivate an environment of professionalism, respect and well-being as part of the 2020 to 2025 Wellness Strategy	In collaboration with the York Regional Police Association (YRPA), a new Wellness Centre will be available to our members, and is located in the new York Regional Police Association facility.	Performance measure not identified yet  Note: some performance measures maybe confidential	▲

<sup>1</sup> Objectives have an expected completion date of 0-1 years

<sup>2</sup> Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data

Community Result Areas	York Regional Police Goals	York Regional Police Objectives <sup>1</sup>	Performance Measure	Performance Trend <sup>2</sup>
	Our People – Technology and Innovation - to promote a culture that supports innovation to achieve strategic and operational objectives	Transforming policing with technology by policing smarter. Solutions to be implemented include completion of Connected Officer project, Next Generation (NG) 911, a member wellness dashboard and a connected community portal.	Performance measure not identified yet	▲
	Our People – Continuous Improvement – to identify opportunities to improve services and processes	This goal includes the utilization and deployment of resources such as the newly opened Marine Facility in Georgina and the new #1 District to be completed by 2021 year-end effectively balancing workload and evaluating and developing infrastructure plans.	Performance measure not identified yet	▲

<sup>1</sup> Objectives have an expected completion date of 0-1 years

<sup>2</sup> Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Collecting data

## YORK REGIONAL POLICE BUSINESS PLAN: OBJECTIVES AND ACTIONS

### Our People:

- Professional Development – to encourage personal and professional growth to maximize the potential of all members
- Member Support – to cultivate an environment of professionalism, respect and well-being
- Technology and Innovation – to promote a culture that supports innovation to achieve strategic and operational objectives
- Continuous Improvement – to identify opportunities to improve services and processes

### Our Community:

- Community Engagement – to maintain public trust and confidence through ongoing positive interaction and outreach with our community
- Operational Service Delivery – to enhance and modernize operations that ensure the safety and security of our community
- Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community
- Equity and Inclusion – to strengthen positive practices that reduce barriers and foster belonging between police and community

For the complete plan, go to <https://businessplan.yrp.ca>.

The goals and objectives of the York Regional Police plan, which runs from 2020 to 2022, were developed through extensive consultation. Priorities identified by residents included greater police presence and visibility in neighbourhoods, engaging with diverse communities to build partnerships and relationships, communicating through different channels and in multiple languages, continuing to demonstrate cultural sensitivity and respect during interactions, preventing impaired, distracted and careless driving and promoting diversity and inclusion in hiring and training practices.

For members of the police service, continuing to develop organizational efficiencies and open, transparent communication were key priorities, along with attention to professional development, wellness, and inclusion. Members supported the goal of maintaining a superior police service amid a changing policing landscape.

In responding to this input, the plan places a strong focus on continuous operational improvement. It commits the police service to deploying and utilizing resources effectively to ensure workload balance, evaluating and developing infrastructure plans that meet the needs of the organization, and modernizing key business processes.

The Police Services Board approved the York Regional Police operating and capital budgets in October 2021. The proposed operating budget represents 15.5% of the Region's 2022 total. Its capital program over the next 10 years, at \$214.4 million, accounts for 2.3% of the Region's total plan.

## **Operating budget**

In line with the 2020-22 business plan, the York Regional Police operating budget focuses on front-line modernization to improve efficiency while maintaining quality service.

The gross operating budget of \$414.6 million for 2022 represents a 4.5% increase from 2021. The tax levy is expected to fund 90.9% of the gross budget.

The 2022 net operating budget is \$376.8 million, or 4.49% higher than in 2021, due mainly to higher costs for goods, services, salaries and benefits, ongoing impacts of COVID-19 pandemic on cleaning and other costs, and staffing increases to meet policing needs that are becoming more complex and to better support members.

Provincial grants and subsidies are expected to provide \$14 million, or 3.4% of operating funding. It remains uncertain whether a previous provincial grant that helped cover the costs of specialized gun and gang investigations will be continued, resulting in a decline of \$0.3 million from this source in 2022.

Other non-tax revenue sources include paid duties, information management, responding to alarms, and providing motor vehicle accident reports for insurance purposes. Together, other non-tax revenue sources account for 5.7% of total funding. Owing to uncertainty around the pandemic's duration, revenue from paid duties and Community Resource Centre services, both of which were depressed by lockdowns, remain unchanged at 2021 levels.

York Regional Police found \$2.0 million in savings for 2022, including reducing planned reserve contributions and reallocating internal resources.

## Year-over-year operating budget changes

(in \$000s)	2022	
	Gross	Net
<b>Opening Budget</b>	<b>396,764</b>	<b>360,652</b>
Status Quo	15,996	14,240
Revenues:		
Revenues (excl. senior government funding)	-	-
Senior Government Funding	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>
Efficiencies, Reductions, & Other Adjustments:		
Efficiencies	-	-
Program and Service Level Adjustments	-	-
<b>Subtotal</b>	<b>-</b>	<b>-</b>
Debt Servicing Net of Development Charges	-	-
Fiscal Strategy	378	378
Maintaining Service Levels for Growth	1,431	1,431
Enhancements and Transformation	-	-
Impacts of COVID-19	50	130
<b>Proposed Budget</b>	<b>414,619</b>	<b>376,831</b>
<b>Total Budget Change</b>	\$ <b>17,855</b>	<b>16,179</b>
	% <b>4.50%</b>	<b>4.49%</b>
<b>Outlook Restated</b>	<b>414,906</b>	<b>378,843</b>
<b>Increase/ (Decrease) from Outlook</b>	<b>(287)</b>	<b>(2,012)</b>

## Staffing changes

(Full-Time Equivalents)	2022	
	FTE	% Change
<b>Opening</b>	2,377.0	
New	27.0	1.14%
Conversions	-	-
Program Reductions	-	-
<b>Proposed Budget</b>	<b>2,404.0</b>	
<b>Budget Change</b>	<b>27.0</b>	<b>1.14%</b>
<b>Outlook Restated</b>	<b>2,411.0</b>	
<b>Increase/ (Decrease) from Outlook</b>	<b>(7.0)</b>	

Moving officers into other roles allowed the police service to reduce the planned additions to staff in 2022 from 34 to 27 positions. The 27 new positions will meet critical and emerging priorities:

- Nine police officers and two crime analysts, all with highly specific skills, are needed for increasingly time-consuming and complex investigations targeting serious and violent crime.
- Five new positions will enhance the delivery of human resources, employee relations, member support and psychological services to meet the changing needs of members and the organization.
- A total of 11 positions, including five constables in the academics and practical skills unit and three in the 911 communications centre, will respond to front-line needs, while three new non-uniform staff will improve business processes and support the new #1 District headquarters.

Through Project Nova, York Regional Police are better focusing resources by leveraging expertise, engaging police service members and applying evidence-based research. The initiative has already freed up officer time for higher priorities by reducing unnecessary responses to alarm calls and contracting out activities that don't need to be carried out by officers.

#### *Change from outlook*

Planned net operating spending would be \$2.0 million less than the outlook from last year, reflecting the savings outlined above.

## **Capital budget**

The police capital budget for 2022 is \$32.8 million, of which \$8.7 million is for building and renewing facilities. The balance is for information technology and vehicles (\$8.6 million and \$11.7 million respectively), and \$3.8 million in specialized and communications equipment.

Development charges from reserves will fund \$10.2 million of capital needs in 2022.

The \$214.4 million 10-year capital plan includes investments of \$29.0 million in facilities, including a new facility and renovation of existing facilities, and \$71.0 million in information technology to refresh and modernize service delivery, including enhancements to a business intelligence solution.

The service will also spend \$61.5 million on fleet, including air and water-based vehicles, and a further \$52.9 million on specialized and communications equipment over 10 years.

The capital plan includes:

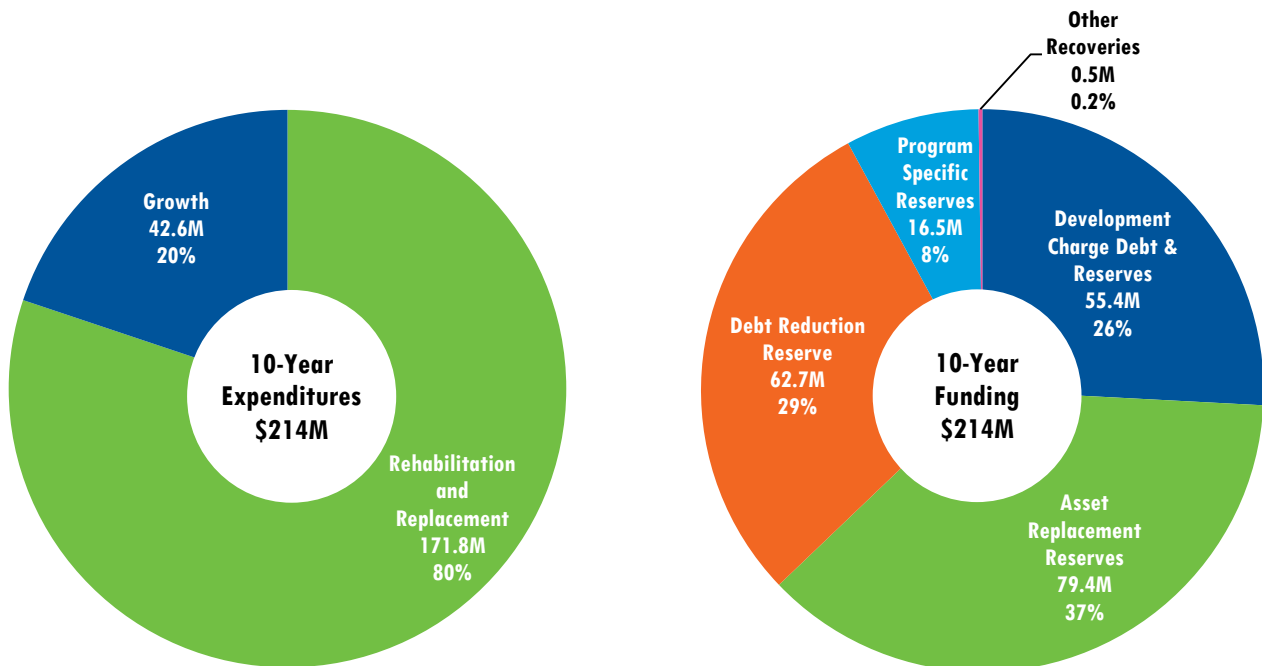
- New District 1 Headquarters. This project will replace the existing headquarters, which is almost 60 years old. At 49,500 square feet, including parking for 200 vehicles, the larger facility will support population growth in the district. Timelines were extended as a result of pandemic-related delays, and the facility is now expected to be ready in early 2022.
- Information technology software and equipment. This major project is providing an enterprise-wide digital evidence system for audio, video, photos and related digital assets from crime scenes and investigations and police in-car video, streamlining the management of evidence for court proceedings.
- Upgrades to monitoring and communications equipment, and new furniture, body armour and conductive energy equipment for additional staff as the police service grows to serve a larger population.

The 10-year capital plan is backed up by a 100-year outlook to ensure assets are purchased, constructed and maintained in a responsible way that meets future demand and gives taxpayers the best value for money. Asset management is guided by a State of Infrastructure Report that identified initiatives to renovate facilities and modernize software to minimize life cycle costs.

Over the 10 years of the capital plan, 80.1% of capital spending will go to renewal and replacement. This proportion is high compared to most other service areas because of the relatively short service life of police vehicles and the ongoing need to refresh or replace other equipment.

### 10-year capital budget

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>York Regional Police:</b>								
<b>Total Project Expenditures</b>	<b>32,774</b>	<b>17,702</b>	<b>16,179</b>	<b>21,098</b>	<b>19,662</b>	<b>106,975</b>	<b>214,390</b>	<b>32,774</b>



### OPERATING IMPACT OF CAPITAL

As the population grows, York Regional Police must maintain front-line positions and ensure they have the assets needed to do their job, such as vehicles and facilities. The way that these investments are made can result in more efficient operations, which helps to manage operating costs as the size of the asset base grows. The service also makes capital investments like new communications tools and other front-line equipment to improve service quality and ensure greater safety for officers and the public.

Some investments help to manage the costs of other parts of Regional government. An example is the evidence management system, which simplifies the work of the court system.

## LOOKING AHEAD

York Regional Police operates under the guidance of a corporate business plan published every three years. The current plan, covering the years 2020 to 2022 inclusive, is available at <https://businessplan.yrp.ca>.

A 2023 to 2025 Business Plan will be developed to address objectives, core business and functions of the police service, outlining how it will provide effective police services. The intent of the plan is to connect overarching York Regional Police goals with community needs. A key goal is to ensure that residents continue to receive quality policing services in an equitable, fair and inclusive way. In preparation, York Regional Police will be conducting workshops, focus groups and digital town hall events, in addition to community and business surveys, to allow community members and other stakeholders to provide input and inform the plan.





## YONGE NORTH SUBWAY EXTENSION

represents achievement of the Region's top rapid transit priority.

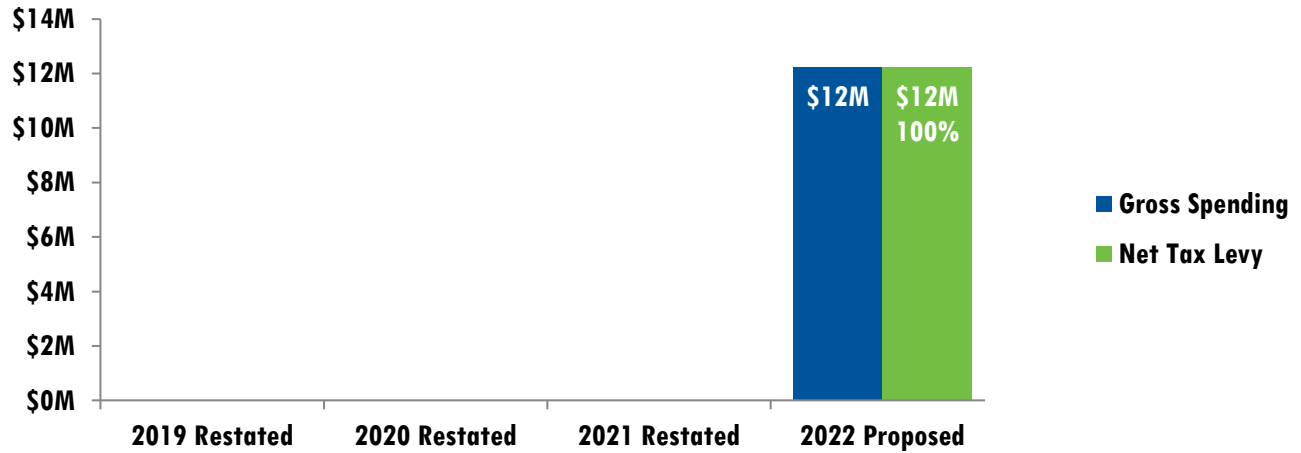


## THE YONGE NORTH SUBWAY EXTENSION OPERATING BUDGET IS...

**0.46% OF TOTAL  
REGIONAL EXPENDITURES**

**1¢ ON THE  
TAX DOLLAR**

### 2019 TO 2022 OPERATING EXPENDITURES AND NET TAX LEVY



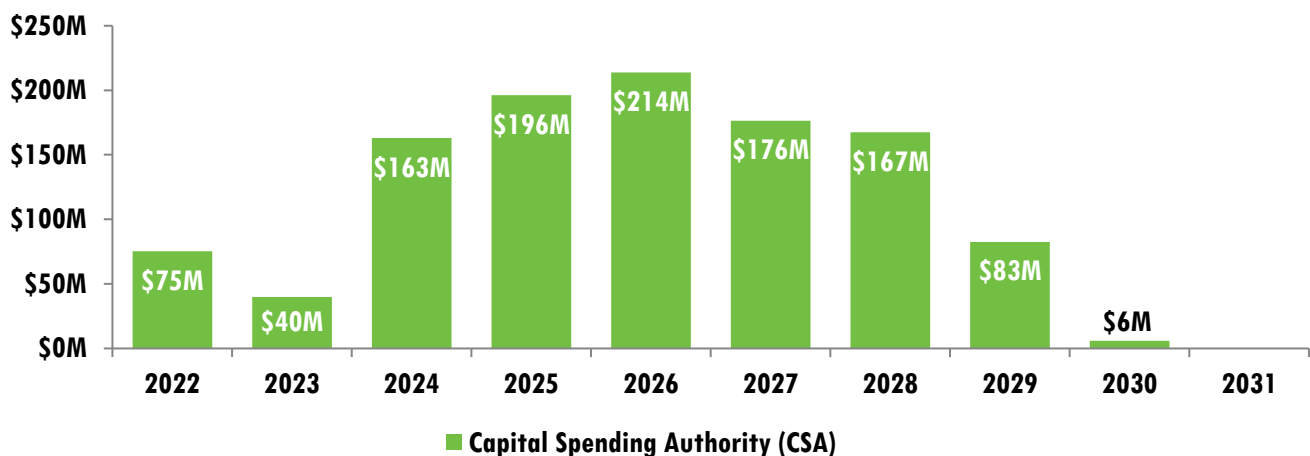
## THE YONGE NORTH SUBWAY EXTENSION CAPITAL BUDGET IS...

**11.8 % OF THE  
REGION'S 10-YEAR PLAN**

**23.5% OF  
TOTAL CSA**

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

**\$1.12B OF CSA AND SPENDING OVER 10 YEARS**



# PROVINCE MOVING TO TENDER SUBWAY PROJECT IN 2022

This initiative will extend Line 1 of the Toronto subway northward from Finch station in the City of Toronto to terminate in the Langstaff Gateway area in Richmond Hill. The box on page 25 of the Budget Context chapter provides details of the benefits the project is expected to bring.

This chapter briefly outlines the project's governance and current status, as well as its expected budget impacts on York Region starting in 2022.

In 2020, York Region entered into the Ontario-York Region Transit Partnership Preliminary Agreement with the Province of Ontario, which formalized work towards delivering the subway project. This work includes negotiating additional agreements as needed with the province, City of Toronto and Toronto Transit Commission (TTC).

Through the agreement and related governance arrangements, the Region acts as the “one window” for regional and local municipal interests and is responsible for coordinating with York Region local municipalities.

In March 2021, the initiative reached an important milestone when Metrolinx, the provincial transit agency that is leading construction, released an initial business case that projected a budget of \$5.6 billion for total capital construction and confirmed the strategic economic value of the extension.

While the formal contribution agreement has yet to be negotiated, the Region's expected contribution is estimated at \$1.12 billion, or 20% of the total capital construction cost. The province has committed to a 40% share.

In May 2021, the federal government announced a funding commitment of \$10.7 billion towards Ontario's plan to build four priority subways, including its own commitment for 40% of the Yonge North Subway Extension.

The subway extension has advanced to the next stage, the preliminary design business case. An important priority through this stage is to closely review capital construction cost estimates to ensure the project scope meets the design and Regional, municipal and community objectives as closely as possible within the \$5.6 billion budget. Under existing agreements, the province has sole responsibility for the planning, design and construction of the project.

Metrolinx is expected to begin procurement of the project in 2022. To mitigate potential risks to the project schedule, Metrolinx was also expected to initiate two early works programs in 2022.

## Yonge North Subway Extension budget

As a growth-related project, the subway is eligible for funding from development charges. The Region is currently preparing an update to its Development Charge Bylaw to take effect no later than June 17, 2022. The update will determine the share of the subway costs that may be recovered through development charges. Pending approval of the bylaw, the budget presented here assumes a 70% share.

The remaining portion of funding would represent a tax levy pressure for the Region over the coming years, particularly in light of the recent provincial changes to the development charge regime discussed in the Budget Context chapter.

On March 25, 2021, Regional Council adopted a resolution requesting legislative changes to improve the Region's ability to fund and finance its share of the Yonge North Subway Extension capital costs in a financially sustainable manner. Requested changes were that the province:

- Renew, for a minimum 10 years, the growth-related cost supplement component of York Region's Annual Repayment Limit
- Amend the *Development Charges Act, 1997* to treat the Yonge North Subway Extension as a discrete service that is not subject to a 10-year planning horizon
- Repeal section 26.2 of the Act, which contains the freezing provisions discussed in the Budget Context chapter, or exempt the Yonge North Subway Extension from it

The province subsequently renewed York Region's growth-related cost supplement component of the Annual Repayment Limit to December 31, 2031.

On October 7, 2021, the province tabled Bill 13, *Supporting People and Businesses Act, 2021*, an omnibus bill intended to support post-pandemic recovery. If enacted, it would amend the *Development Charges Act, 1997*. The proposed amendments include Council's request to treat the Yonge North Subway Extension as a discrete service, extending the planning horizon from 10 to 20 years, with a forward-looking planned level of service. This change would help to accelerate the recovery of the project costs through development charges and, if enacted, would inform the Region's Development Charge Bylaw.

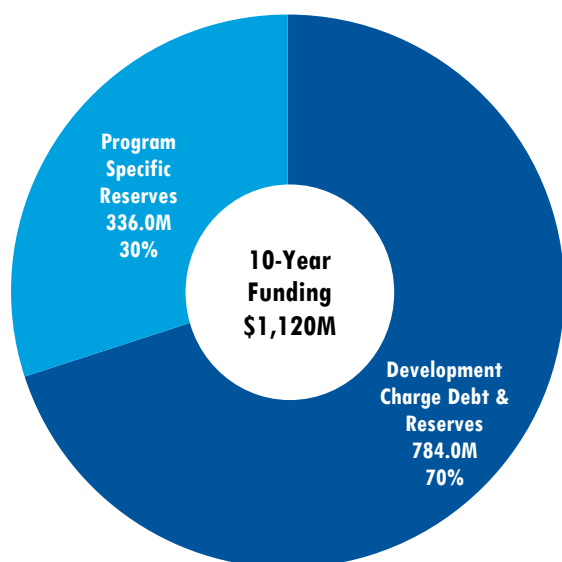
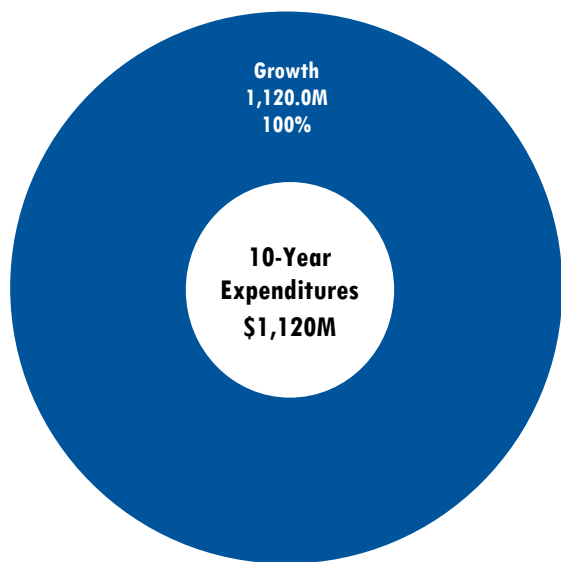
Bill 13, however, did not address Council's request to repeal the freezing provision of the *Development Charges Act, 1997* or exempt the project from it, which would further speed up cost recovery. Forecasts underlying this budget assumed the provisions would remain in place.

This budget proposes a special Rapid Transit Infrastructure Levy of 1% from property tax in 2022 to help fund the capital requirement of the Yonge North Subway Extension. Levy proceeds would be contributed to the existing Rapid Transit Reserve which is available for other potential projects such as further phases of the bus rapid transit network. The preliminary budget presented here assumes further 1% levy increases for 2023 and 2024, which are subject to future Regional Council approval, to help fund the project.

Use of the special levy would ease the pressure on the Region to issue tax levy debt to support major transit projects. This is in line with the practice of other municipalities, including Toronto, Ottawa and local municipalities within the Region.

## 10-year capital budget

(in \$000s)	2022	2023	2024	2025	2026	2027-2031	10-Year Total	Capital Spending Authority
<b>Yonge North Subway Extension</b>								
<b>Total Project Expenditures</b>	<b>75,183</b>	<b>39,867</b>	<b>162,885</b>	<b>196,078</b>	<b>213,765</b>	<b>432,223</b>	<b>1,120,000</b>	<b>1,120,000</b>



## Looking ahead

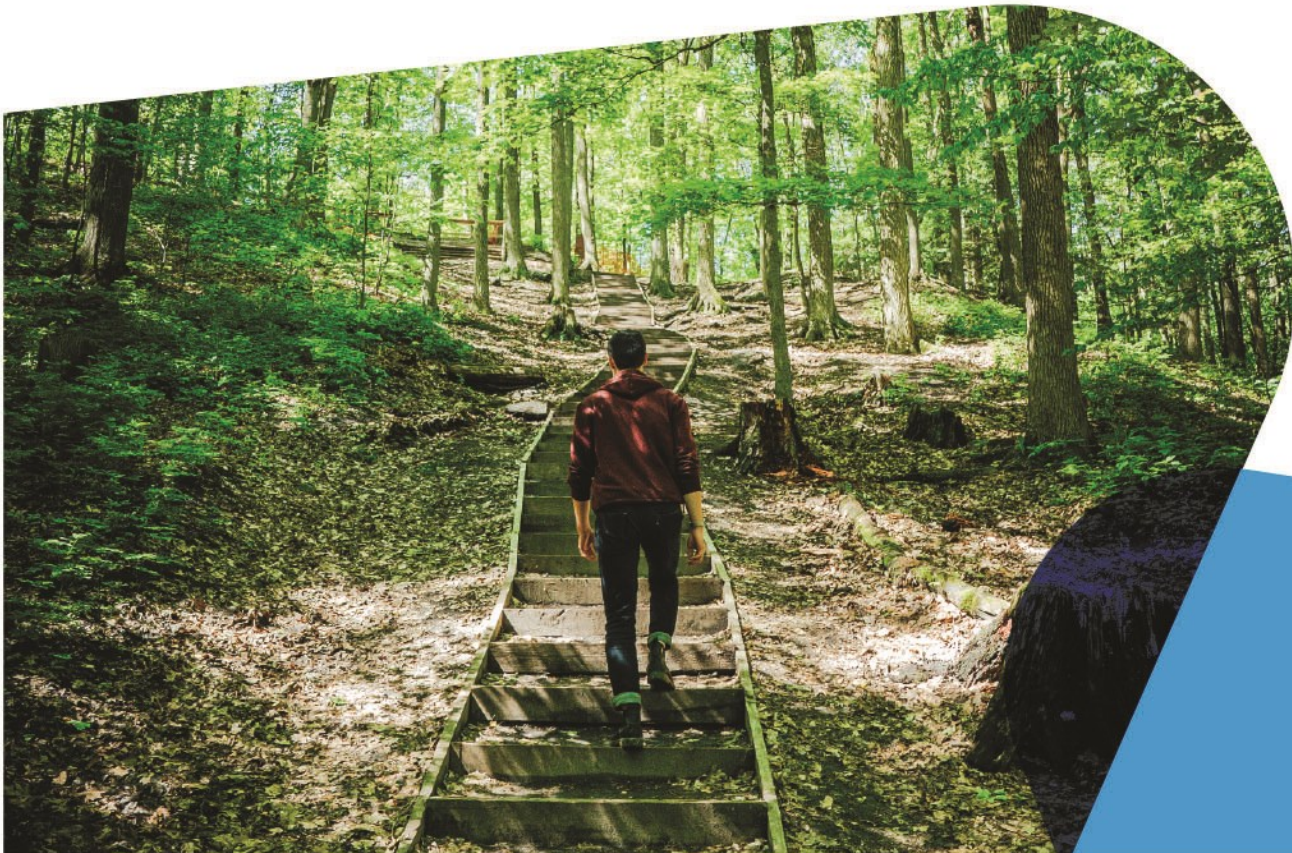
Once the line is in operation, tax levy support might be needed through the Region's annual operating budget. The project will extend an existing subway line, which the TTC will continue to operate on a day-to-day basis. The preliminary agreement states that the province, in partnership with the Region, intends to develop an agreement for the Region's contribution to operating costs. As well, the direct costs to the Region related to street-level operations such as new bus terminals are still to be determined.

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## LONG-TERM FINANCIAL PLANNING

is the process by which York Region ensures it remains financially sustainable so it can continue delivering needed services to residents.



# GETTING THE BALANCE RIGHT OVER THE LONG TERM

To this point, the budget book has focused mainly on how the budget will be spent, whether on day-to-day programs and services or on major assets that may last for decades.

How the Region pays for these things is equally important. The Region has essentially four sources of revenue: the tax levy; development charges; grants and subsidies from senior levels of government; and other non-tax revenues, including user rates, fees and other charges. The proceeds of debt and drawdowns from reserves are sources of cash for budgeting, but they are not in themselves revenues.

The budget balance involves meeting residents' needs with the appropriate source of funding.

Where capital spending is concerned, development charges are the main source of funding for projects to service new growth, as discussed in more detail the Budget Context chapter. Once growth-related assets are built, funds must be available to care for and, in many cases, eventually replace them. These asset management costs are large and take place at irregular intervals well into the future. Funding them as needed each year would require property taxes and other revenue sources to fluctuate constantly, which is impractical. It also raises the question of fairness to the residents who would pay in a given year, because the benefits last for decades.

The Region, like other municipalities in Ontario, has two main ways of smoothing out funding for capital spending needs:

- Under provincial legislation, it may borrow up to a specified limit to pay for capital projects. This amount is called the Annual Repayment Limit. Borrowings and interest must be repaid from revenues. If these costs become too great, they cut into the resources available for other services and put financial sustainability at risk.
- The Region may also build up reserves over time by setting aside a share of current revenues for future needs. This does not involve future borrowing repayment or interest costs.

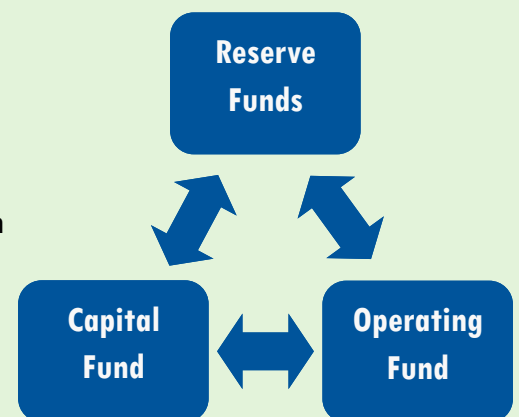
## BUDGETING BY FUNDS EMPHASIZES ACCOUNTABILITY

York Region plans its spending based on the concept of “funds,” a framework that focuses on responsibility for spending. A “fund” groups together money for specific activities or purposes. York Region uses three types of fund:

The **operating fund** underpins the operating budget. All operating revenues go into it and all operating spending is paid from it. The main sources of revenue for the operating fund are the tax levy, water and wastewater user rates, contributions from reserves, fees and charges, and senior government funding for operating purposes.

The **capital fund** is used for capital expenditures. Its main funding sources are debentures, contributions from development charge and other reserves, and senior government grants and subsidies for capital.

The Region also has **reserve funds** for future operating and capital purposes. These are discussed in more detail starting on page 235.





The Regional Fiscal Strategy, first adopted by Council for the 2014 budget and updated annually since, sets out the balanced use of these financing tools with the goals of ensuring both financial sustainability and fairness over time.

For the operating budget, balance must be achieved annually under provincial legislation. This is usually straightforward, because operating costs are driven largely by inflation and population growth, and therefore change fairly predictably from year to year. Property taxes and non-tax revenues often grow in a similar pattern, making for a relatively good match. It is also a match in terms of fairness, because today's residents benefit from today's operating spending.

As the COVID-19 pandemic showed, however, unexpected events can disrupt the expectation of steady change in costs and revenues. The section later in this chapter entitled Long-Range Financial Operating Plans discusses assumptions that underlie the Region's longer-term planning, as well as potential risks.

## Operating and capital budgets by fund use and source

(\$ in 000s)	2022 Proposed	
	Operating	Capital
<b>Usage of Funds:</b>		
Transportation Services	517,871	420,425
York Region Rapid Transit Corporation	36,823	9,180
Environmental Services	651,214	210,649
Community and Health Services	761,461	136,779
Corporate Management and Governance	123,082	55,011
Court Services	16,770	123
Financial Initiatives	104,368	13,426
External Partners	39,559	-
YorkNet	3,184	26,466
York Regional Police	414,619	32,774
Yonge North Subway Extension	12,231	75,183
<b>Total</b>	<b>2,681,183</b>	<b>980,015</b>
<b>Source of Funds:</b>		
General Tax Levy	1,264,949	-
User Rates	417,626	-
Fees and Charges	67,308	-
Reserves	104,869	573,773
Development Charge Reserve Draws	288,081	305,553
Grants and Subsidies	492,983	64,780
Debenture Proceeds	-	-
Other Revenues/Recoveries*	33,135	35,909
Rapid Transit Infrastructure Levy	12,231	-
<b>Total</b>	<b>2,681,183</b>	<b>980,015</b>

\* Included in Other Revenues/Recoveries: Fine Revenue and Third Party Funding

## THREE ELEMENTS OF THE REGIONAL FISCAL STRATEGY

The Regional Fiscal Strategy consists of three related elements, as shown in the diagram on the next page.

The balancing of these elements creates financial sustainability, which is the means by which the Region continues to provide needed services to residents without being exposed to undue fiscal risk.

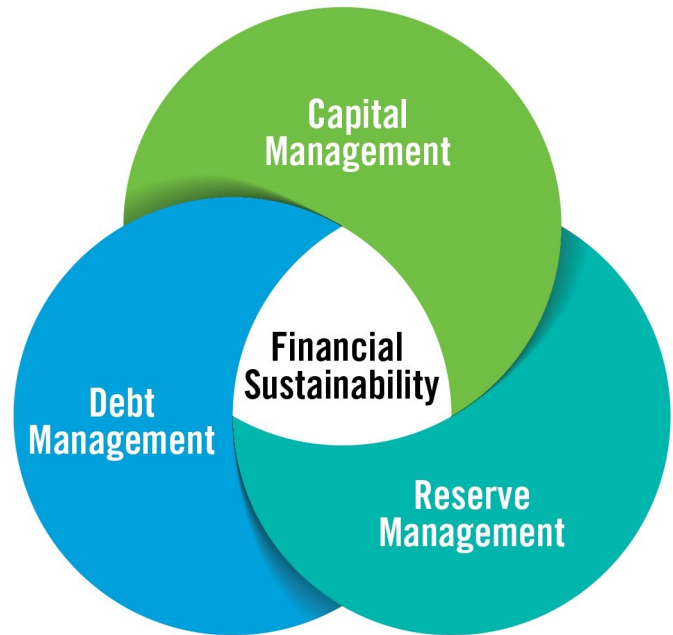
Financial sustainability generally favours the building up of reserves over the use of debt. It does recognize that debt can be used to close a gap when there is a need to spend money on a capital project before the funding arrives. This is typically the case with growth-related capital. Use of debt, however, must be carefully managed.

In acting on the fiscal strategy, decision-makers also apply the principle of fairness over time, also known as intergenerational equity. This principle aims to ensure no taxpayer at a given point in time benefits at the expense of a taxpayer at another point in time. This works in both directions — today's residents should not be unduly burdened to pay for projects that will largely benefit later residents, and future residents should not be unduly burdened with the costs of projects that largely benefited past residents.

## Elements of the Regional Fiscal Strategy

Financial sustainability and fairness over time affect how the fiscal strategy works in practice:

- Debt is used only as a tool to bridge the timing difference between when a growth-related asset is built and when it is paid for by development charges.
- Reserves are used to pay for the portion of growth-related assets not recovered from development charges. Adequate funds need to be set aside for when those costs occur.
- Reserves are also used to pay for asset management. To ensure all residents pay a fair share, a time horizon of 100 years is used, and annual contributions are designed to spread costs per capita as evenly as possible across that timespan after taking inflation into account.



The first point has further implications for the fiscal strategy. To keep debt at an appropriate level, growth-related capital projects need to be built at a pace that is appropriate to the rate of population growth. The fiscal strategy deals with this through managing the capital plan.

The following sections discuss how the capital plan, reserves and debt management work together.

## MANAGING THE CAPITAL PLAN

The 10-year capital plan in this budget includes \$3.5 billion for asset management and \$6.0 billion in growth-related projects.

Asset management spending relies largely on asset replacement reserves funded by the tax levy and user rates. As asset management needs increase, however, and new growth-related projects are added to the capital plan, contributions to reserves funded by the tax levy are falling slightly below the level needed to ensure fiscal sustainability and fairness to future taxpayers. The section below on long-range operating plans discusses the implications.

On the growth side, a substantial share of spending is expected to be funded from development charge debt and reserves, with the rest coming from tax levy reserves, cost recoveries from local municipalities, and federal and provincial grants.

Managing the capital plan can involve deferring some growth-related capital projects in the 10-year plans to better match expected funding and avoid over-burdening the Region with debt.

This is a reminder that pacing growth-related projects in line with a realistic population forecast is critical. As discussed in the Budget Context chapter, provincial growth plan targets were recently updated to forecast a population of just over two million people and almost one million jobs in the Region by 2051. The Region is undertaking a Municipal Comprehensive Review to update the Regional Official Plan, related master plans for infrastructure, and the development charge background study and bylaw concurrently.

Because of the financial risks associated with actual population falling below the provincial forecast, Regional Council has endorsed the principle of more tightly aligning the pacing of new capital projects with actual growth.

York Region maintains a long-term development charge collections forecast, which is updated annually to reflect housing market trends, anticipated long-term demographic shifts and other factors affecting collections, such as the provincial legislative changes. The Budget Context chapter gives more background and provides the current forecast.

## RESERVE MANAGEMENT

Capital-focused reserves fund most capital spending, while operating reserves can help prevent large fluctuations in the tax levy in the event of unforeseen changes to revenues and/or spending. In addition, because the Region's reserves include significant liquidity in the form of cash and cash equivalents, they promote investor confidence and help to preserve its credit ratings.

By the end of 2021, the Region is expected to have accumulated roughly \$3.8 billion in its 60 reserves.

Funds held in its 37 capital-related reserves together account for 78% of the total:

- Development charges are collected on new development and intended to cover much of the costs of growth-related capital investments, including roads, water and wastewater, and transit. Held separately as required by law and drawn down to pay for projects as needed, these reserves are expected to total \$470.8 million at 2021 year-end.
- Asset replacement reserves, which are set aside to rehabilitate and replace capital assets, are expected to total \$2.0 billion at 2021 year-end. Of that amount, \$1.3 billion is for tax levy funded spending on assets like roads and paramedic response stations, while \$0.7 billion is for user rate funded spending on water and wastewater assets.
- Other capital reserves are expected to total \$456.9 million by 2021 year-end:
  - Program-specific reserves are earmarked to fund future growth-related needs, including any portion not covered by development charges. These include the Yonge North Subway Extension, as well as needs in such areas as roads, social housing, non-profit housing capital repairs and maintenance, and waste management. Funding for the subway extension will be made through a Rapid Transit Reserve to which a special tax levy will be contributed in 2022. Together, these reserves are expected to total \$331.4 million at 2021 year-end.
  - The Federal Gas Tax Reserve reflects ongoing funding that the Region uses mainly to fund transit and road infrastructure and the fibre optic network. The balance is expected to total \$74.2 million at 2021 year-end.
  - The Roads Capital Acceleration Reserve was created to allow priority growth-related roads projects to be advanced. It is forecast to total \$51.2 million at 2021 year-end.

Corporate reserves are expected to total \$705.2 million by 2021 year-end. Intended to support better financial management and manage operational risks, they include:

- The Debt Reduction Reserve, which was established to reduce or eliminate the need to issue previously approved tax levy funded debt and avoid such debt in future. This reserve is expected to total \$301.4 million at 2021 year-end. Since its creation in 2014, it has funded \$387.4 million in capital investments that would have otherwise been funded by debt. Over the next 10 years, it is expected to fund almost a further \$400 million in investments, including \$42 million for roads over 2026 to 2028 through contributions to the Roads Capital Acceleration Reserve.

- The Pandemic Management Reserve Fund, created in late 2020 to help manage pandemic-related pressures, is expected to have a 2021 year-end balance of \$89.3 million. The is expected to fall by a net \$58.7 million in 2022, reflecting its use to relieve operating pressures, as outlined in the Operating Budget chapter, and for pandemic-related capital spending to expand the Region's vaccine depot. At the time of establishing the reserve, Regional Council temporarily suspended the existing Surplus Management Policy, so that any operating surplus achieved by the Region could go directly into the new reserve fund. The original policy is proposed to be reinstated for the 2021 fiscal year.

- Several stabilization reserves that are designed to manage risks arising from short-term unforeseeable changes in costs, revenues, or both.
- A Working Capital Reserve to help offset borrowing costs which arise during the year due to timing differences between tax revenue receipts and spending needs.

Human resource reserves, which are expected to total \$129.3 million by 2021 year-end, address such future liabilities as long-term disability and worker's compensation.

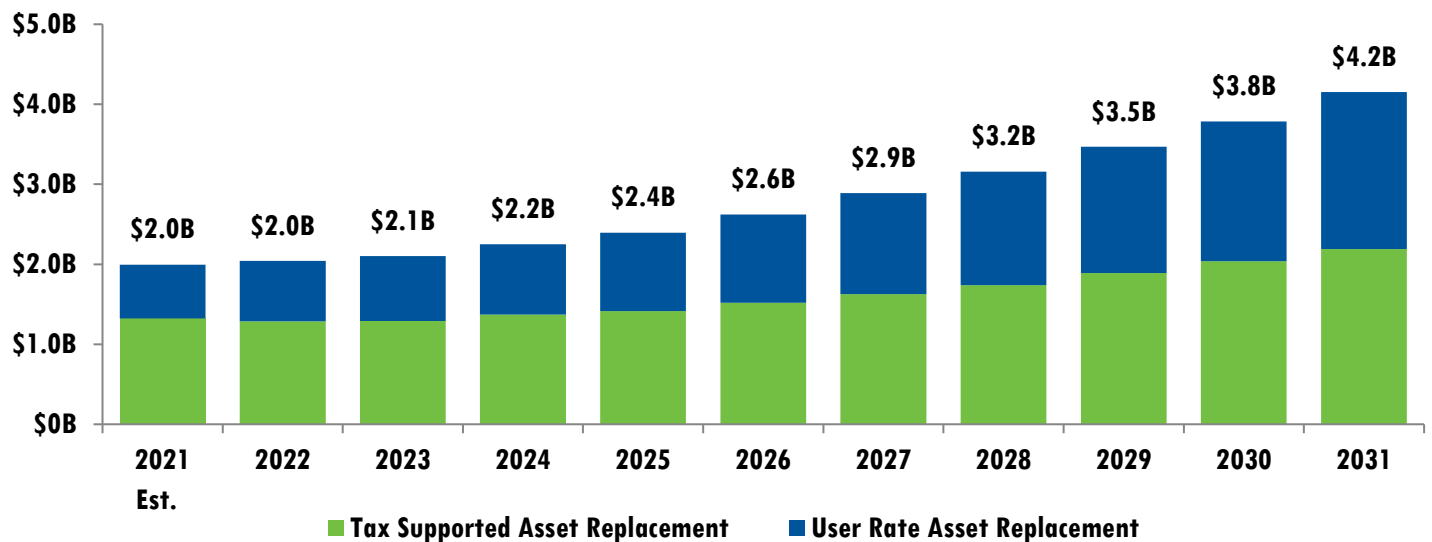
## Reserve schedule to 2022

(\$ in 000s)	2021 Estimate	2022 Proposed	
	Ending	Change	Ending
Development Charge Reserves	470,766	(96,913)	373,853
Asset Replacement Reserves:			
Tax Levy Funded Assets	1,321,193	(34,715)	1,286,479
User Rate Funded Assets	674,841	79,709	754,550
	1,996,034	44,994	2,041,029
Capital Reserves:			
Program Specific and Other	331,449	1,798	333,247
Federal Gas Tax	74,189	(12,571)	61,618
Roads Capital Acceleration	51,245	2,280	53,526
	456,883	(8,492)	448,391
Corporate Reserves:			
Debt Reduction Reserve	301,412	5,960	307,372
Fiscal Stabilization	51,936	1,533	53,469
Tax Stabilization	58,701	(1,552)	57,149
Water Rate Stabilization	13,480	1,556	15,036
Wastewater Rate Stabilization	32,600	4,581	37,181
Pandemic Management Reserve Fund	89,257	(58,748)	30,508
Working Capital	44,552	-	44,552
Other Reserves	113,288	(1,193)	112,095
	705,226	(47,864)	657,362
Human Resources Reserves	129,269	2,207	131,476
<b>Total</b>	<b>3,758,177</b>	<b>(106,068)</b>	<b>3,652,109</b>

Through the 2022 budget, total reserves are expected to total \$3.7 billion by 2022 year-end, a slight decrease from 2021, but resume growth beyond then to reach \$5.6 billion in 2031. Major year-over-year changes would include:

- Asset replacement reserves are planned to increase by \$45.0 million in 2022, with additions to user rate funded reserves offsetting a net draw on tax levy funded reserves. Reserve balances are expected to grow to \$4.2 billion by 2031. Significant ongoing contributions are needed: the replacement value of the Region’s assets is over \$16 billion, and the current 10-year capital plan includes a need to spend \$3.5 billion on asset renewal out to 2031. Over that same period, major new growth-related assets will be added to the Region’s capital stock, increasing asset renewal needs as soon as they go into service.

### Asset replacement reserves are growing in the long term, but must keep pace with needs



- Development charge reserves are expected to decrease by a net \$96.9 million in 2022, reflecting expected use of this funding source for growth-related capital projects during the year.
- The net contribution to the Roads Capital Acceleration Reserve is expected to be \$2.3 million, with the balance reaching \$53.5 million by 2022 year-end. As priority projects move ahead, the reserve will be drawn down and is expected to have a minimal balance by 2029.
- Other capital reserves will increase by \$16.5 million over 10 years, to reach a total of \$422.2 million in 2031.
- The Debt Reduction Reserve is expected to decrease by \$285.7 million over 10 years, and to total \$15.7 million in 2031.
- Other corporate reserves are expected to increase by a total of \$82.1 million over 10 years, reaching a total of \$485.8 million in 2031.

The amounts and discussion above do not include the Region’s Sinking Fund Reserve, which is a segregated fund that can only be used to repay existing debt. The balance in the sinking fund is estimated to be \$850.7 million at December 31, 2021.

## DEBT MANAGEMENT

The Region's borrowing limits are set by the provincial government. The province's annual repayment limit restricts the annual cost of debt servicing to 25% of a municipality's own source revenue. Recognizing York Region's unique borrowing needs related to growth, the province also provided a regulation specific to the Region that allows it to borrow a higher amount based on development charge collections. This growth cost supplement is equal to 80% of the average of the last three years of development charge collections. The provincial government renewed the growth cost supplement in 2021 for a 10-year period.

To qualify for the supplement, the Region must meet two conditions:

- Maintain at least an AA- (or equivalent) credit rating
- As part of the preparation of the annual budget, have Council adopt or affirm a plan for the management of long-term debt and financial obligations

The Region plans to remain within its borrowing limit and meet the conditions to access the supplement. In 2022, the annual repayment limit is \$690 million while debt repayments and financial obligations are planned at \$321.7 million.

The Region has made progress in improving its overall fiscal situation. Before the fiscal strategy was introduced in 2014, the Region's peak outstanding debt was forecast to reach more than \$5.0 billion by 2020. As a result of measures taken since 2014, the total outstanding debt, net of the sinking fund, peaked at \$2.9 billion in 2017. The Region issued \$139 million in new debt in 2021.

The debt management plan in this budget shows the Region needing to issue about \$3.2 billion in new debt over the next 10 years, including debt needed to fund the Region's share of the Yonge North Subway Extension. This is likely to result in a new debt peak of roughly \$3.2 billion late in this decade.

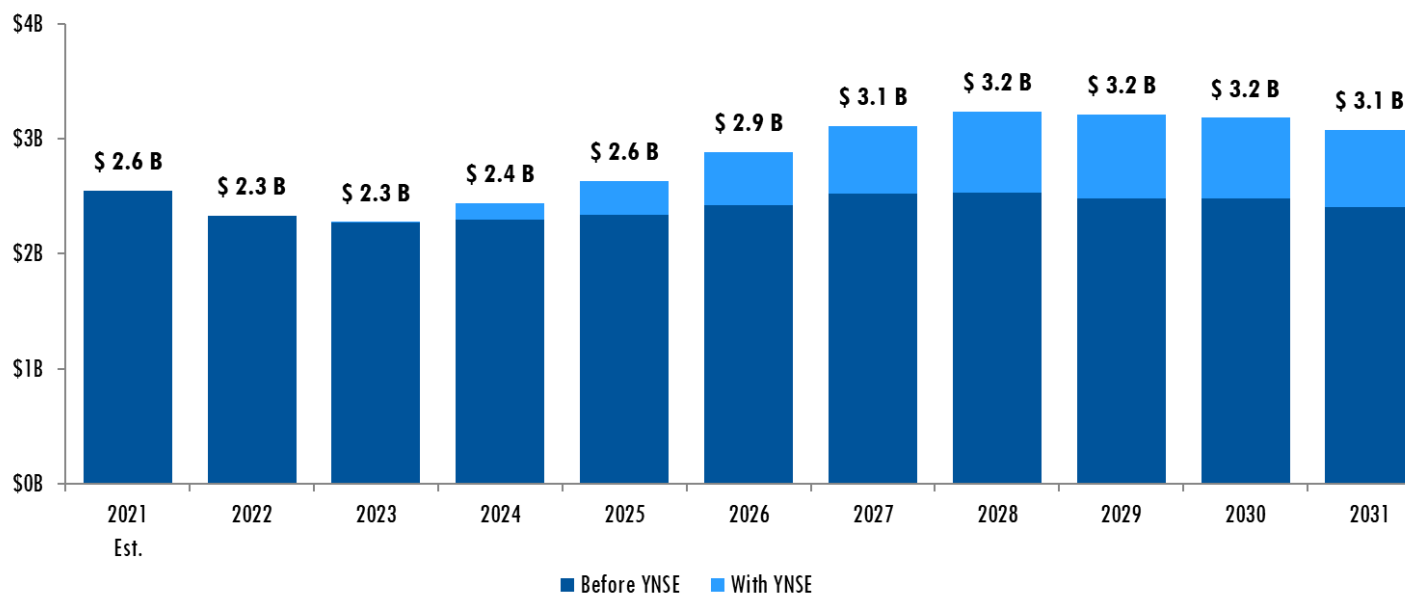
The Region, however, expects to continue to be a net investor, holding more in reserves than it owes in debt. It achieved that status at 2019 year-end as a result of avoiding debt and building reserves, and has maintained it since, as shown in the graph on the next page. The ratio is expected to stay above 100%, despite a dip in the middle of this decade as the subway project moves ahead.

The debt management plan would see the Region repay \$2.7 billion of its existing and new debt over the next 10 years. The table above shows principal repayments as well as interest payments for 2021 and 2022. Net debt at the end of 2031 is expected to be around \$3.1 billion. (In this context, "net debt" is defined as gross outstanding debt less the sinking fund.)

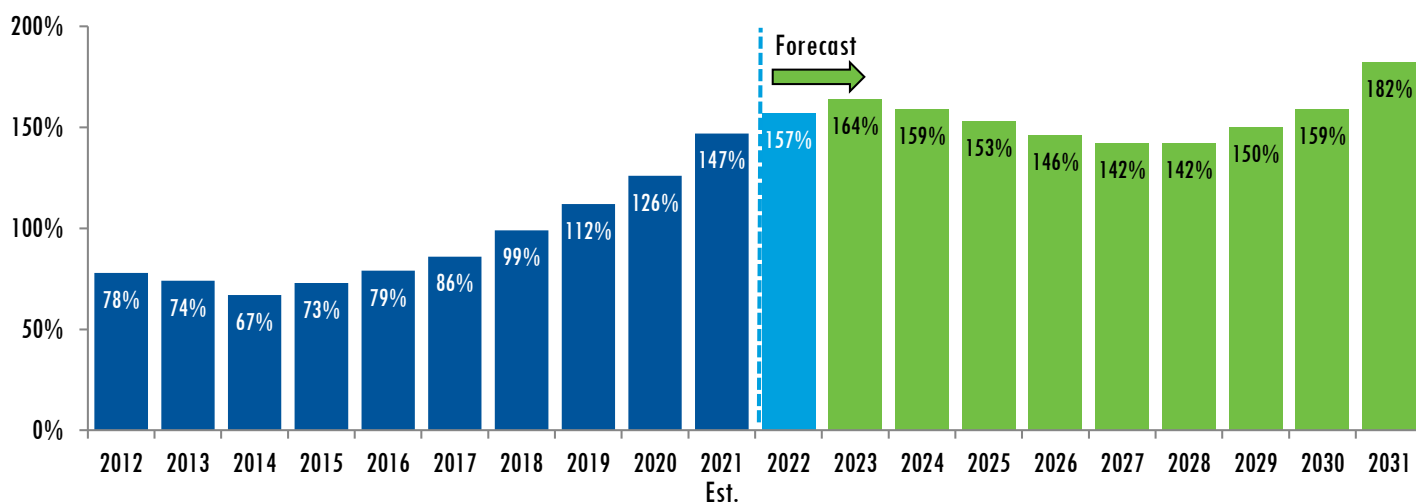
## DEBT PRINCIPAL AND INTEREST REPAYMENTS

(\$ in 000s)	2021 Estimate	2022
<b>Development Charge Reserves:</b>		
Principal	176,877	187,807
Interest	98,736	93,527
	<b>275,613</b>	<b>281,334</b>
<b>Water and Wastewater User Rate:</b>		
Principal	6,421	5,848
Interest	5,198	4,840
	<b>11,619</b>	<b>10,688</b>
<b>Tax Levy:</b>		
Principal	3,903	2,350
Interest	2,160	1,841
	<b>6,063</b>	<b>4,191</b>
<b>Housing York Inc. Rental Fees:</b>		
Principal	975	996
Interest	906	989
	<b>1,881</b>	<b>1,985</b>
<b>Provincial Funding:</b>		
Principal	235	323
Interest	153	98
	<b>388</b>	<b>421</b>
<b>York Region Total</b>		
<b>Principal</b>	<b>188,411</b>	<b>197,324</b>
<b>Interest</b>	<b>107,153</b>	<b>101,295</b>
<b>Total</b>	<b>295,564</b>	<b>298,619</b>

## Outlook for debt, net of sinking fund



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



## LONG-RANGE FINANCIAL OPERATING PLANS

In 2022, the Region will draw up a new four-year budget, following its practice at the start of a new four-year term of Regional Council. A new Strategic Plan will help to advance Council priorities over the period, in line with the Region’s long-term *Vision*. This creates a direct link between long-range operating financial plans and achievement of strategic goals.

This section gives a high-level picture of potential future trends in the Region’s total revenues and spending for 2023-2026 inclusive and considerations for the next multi-year budget.

## Assumptions

**Yonge North Subway Extension.** A significant portion of project costs will be financed through debt to be repaid over time from future development charge collections. The 2022 budget proposes a special Rapid Transit Infrastructure Levy of 1% from property tax in 2022 to help meet the remaining need. As noted in the Yonge North Subway Extension chapter, the preliminary budget for the project assumes further 1% levy increases for 2023 and 2024, subject to future Regional Council approval.

**Pandemic recovery.** Direct impacts on Regional spending are expected to wane beyond 2022. The outlook assumes, however, that transit revenue recovery will take several years. Senior government support allowed the Region to balance its budget and maintain low tax levy increases during the pandemic. The end of the funding would require rebalancing among funding sources, including the tax levy, if service levels were to be maintained.

**Water and wastewater revenues.** The outlook reflects the consumption forecast and water rate increases set out in the Water and Wastewater Financial Sustainability Plan approved by Regional Council in 2021. Consumption is subject to variance from plan, and rates may be subject to Council review during the outlook period.

**Inflation, contractual agreements, cost of living and demographic changes.** The outlook incorporates estimates of inflation based on the consensus of economic forecasters, research specific to the Region, existing and expected contracts and federal census data.

**Unfunded liabilities.** The Accrual Budget chapter discusses how the Region funds employee benefit obligations.

**Asset management costs and operating impacts of capital.** The outlook is based on the expected need to contribute to asset management reserves, based on a 100-year outlook. Expected operating costs of putting major new assets into service over the next four years reflect the nature of the assets.

**Fiscal strategy.** Regional Council will continue to be guided by the Regional Fiscal Strategy discussed earlier in this chapter. In recent years, Regional budgets could not accommodate asset management reserve contributions high enough to achieve the strategy's principle of financial sustainability. To ensure the Region can continue to maintain and replace its assets over the long term, contributions to asset management reserves will need to increase.

**Resident expectations.** While residents have come to expect a higher level of service from Regional government, the outlook does not reflect enhancements.

## Risks

While this outlook used the most up-to-date information and data available as the budget was being finalized, all projections are inherently subject to uncertainty and risks. Risks over which the Region has little or no control include:

**Population growth.** The operating outlook assumes population growth in line with recent experience. The Region's master plans detail the growth-related assets that will be needed to meet the population and employment growth mandated by the provincial growth plan for the Greater Golden Horseshoe. Actual population growth has been significantly lower than forecast in recent years, resulting in lower-than-expected development charge collections compared to what is assumed in the background study. Lower development charge collections would add to the Region's debt service costs.



**Senior government direction.** In 2019, the province announced significant changes to funding and/or governance for programs that it subsidizes, as discussed in the Community and Health Services chapter. Several of these changes were delayed because of the COVID-19 pandemic, but are expected to go forward as the pandemic ends and will likely result in higher costs to the Region. The Region may also face significantly higher costs to service growth, depending on a provincial decision on the Region's proposed approach to providing required wastewater capacity.

**Cyberthreats.** The increase in online and web-based interaction with residents and in staff working from home have heightened technology security risks. While the Region has developed a comprehensive set of protocols and practices to safeguard data, complete immunity from such risks cannot be guaranteed.

## Summary and conclusion

The Region faces the need to pay for new growth-related infrastructure, manage the lifecycle costs of new and existing assets, renew and replace aging assets and provide quality services to a growing and changing population. Savings and senior government support during the pandemic enabled some of these needs to be met while keeping tax levy increases below the level approved at the start of the current four-year budget cycle. In future, however:

- The Yonge North Subway Extension will entail significant new costs for the Region without new revenue tools
- Making reserve contributions consistent with the fiscal strategy will require greater tax levy support
- The graph on page 7 in the Executive Summary shows historic and expected levels of inflation. Inflation in the Region is expected to reach 2.6% in 2022, reflecting post-pandemic market conditions. Some of this pressure is likely to continue beyond 2022. In addition, individual departments are signalling the possibility of higher cost increases owing to new regulatory requirements and other factors specific to their activities.

To help offset some of these pressures, the Region will continue to look for ways of operating more cost-effectively, including investing in technology and moving to more virtual interactions and service delivery. These measures will also help to meet constantly rising resident expectations around improved services.

In conclusion, the Region faces emerging trends and challenges in addition to the ongoing need to provide the required services and infrastructure for a growing population

## REGION RECEIVES HIGHEST POSSIBLE CREDIT RATINGS

In 2021, S&P Global Ratings upgraded its rating of the Region's debt from AA+ to AAA, with a stable outlook, while Moody's Investors Service re-affirmed its Aaa credit rating for the Region. These ratings are the highest possible.

Both agencies cited the Region's:

- Excellent liquidity profile, with growing levels of cash and reserves
- Prudent and far-sighted financial management, including its commitment to fiscal sustainability and improved capital planning
- Continued strong fiscal outcomes
- Diversified and expanding economy
- Considerable budgetary flexibility

While both agencies highlighted the Region's considerable level of cash and other liquid assets, they continued to be concerned with its high level of debt, especially relative to other Canadian municipalities.

To maintain the highest possible ratings from both agencies, the Region must continue its commitment to fiscal sustainability and closely monitor the capital plan to ensure capital spending remains consistent with population growth. These are key parts of the fiscal strategy.

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# OPERATING BUDGET APPENDIX

The figures reflected in the operating budget appendix are prepared on the modified accrual basis of accounting used for the budget. The intent of these schedules is to show the operating results compared to the budget. For the full accrual budget, which incorporates both operating and capital budgets, see the Accrual Budget Presentation chapter.

## Net operating impact of capital

(in \$000s)	2022	
	Gross	Net
<b>Net Debenture Financing of Capital Projects</b>		
Transportation Services	5,544	-
York Region Rapid Transit Corporation	(324)	(3)
Environmental Services	(5,248)	(1,130)
Community and Health Services	494	(29)
Corporate Management and Governance	35	-
	<b>501</b>	<b>(1,163)</b>
<b>Operating Impact of New Capital</b>		
Transportation Services	2,134	2,134
Community and Health Services	(639)	(614)
	<b>1,495</b>	<b>1,520</b>
<b>Resources Required to Implement the Capital Plan</b>		
Community and Health Services	510	132
YorkNet	146	146
	<b>656</b>	<b>278</b>
<b>Total Net Operating Impact of Capital</b>	<b>2,652</b>	<b>636</b>

## Incremental staff complement summary (base year 2018)

Full-Time Equivalents	2018	2019	2020	2021	2022	Total FTEs
	Total	Approved	Approved	Approved	Proposed	
Transportation Services	495.7	14.0	20.5	5.0	8.4	543.6
Environmental Services	412.0	16.0	16.0	15.0	15.0	474.0
Community and Health Services	1,867.5	43.5	43.4	41.0	54.0	2,049.4
Corporate Management and Governance	664.0	21.0	14.0	25.0	18.0	742.0
Court Services	79.0	6.0	-	3.0	3.0	91.0
York Region Rapid Transit Corporation	48.0	-	-	-	(18.0)	30.0
YorkNet	6.0	2.0	1.0	1.0	3.0	13.0
York Regional Police	2,267.0	53.0	34.0	23.0	27.0	2,404.0
<b>Total York Region</b>	<b>5,839.2</b>	<b>155.5</b>	<b>128.9</b>	<b>113.0</b>	<b>110.4</b>	<b>6,347.0</b>

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**Transit Services**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Program Group: Growth</b>																
<b>Gross Expenditures:</b>																
TS86107 : Intelligent TRN System Expansion	14,095	1,220	950	820	770	770	770	770	820	820	750	820	8,060	10,790	34,165	950
TS86116 : Automated Fare Collection System Expansion	4,747	400	300	450	350	350	250	250	300	250	250	250	3,000	2,500	10,647	300
TT81582 : Transit Vehicle Garage - North	39,285	1,884	-	-	-	-	-	-	-	1,500	1,500	5,000	8,000	40,000	89,169	-
TT81583 : Transit Garage Southeast	164	-	-	-	22,460	-	-	-	2,500	4,000	30,000	30,000	88,960	30,000	119,124	22,460
TT81584 : Transit Garage South	-	-	1,500	1,500	15,600	-	-	-	-	27,000	-	-	61,200	99,000	160,200	34,200
TT81585 : 55 Orlando Garage Expansion	3,735	6,500	31,000	25,600	-	-	-	-	-	-	-	-	56,600	-	66,835	56,600
TT82150 : Bus Terminals, Loops & Stops - Expansion	26,172	1,154	1,191	813	813	813	813	766	766	688	688	688	8,039	6,880	42,245	1,191
TT82151 : Newmarket Bus Terminal	14,924	450	-	-	-	-	-	-	-	-	-	-	-	-	15,374	-
TT82153 : 2021 Electric Bus Infrastructure	-	300	2,540	-	-	-	-	-	-	-	-	-	2,540	-	2,840	2,540
TT82155 : Mackenzie-Vau Hospital Terminal	1,452	7,000	8,211	-	-	-	-	-	-	-	-	-	8,211	-	16,663	8,211
TT82770 : Support Vehicles	2,291	-	291	100	-	50	50	50	50	50	50	50	741	500	3,532	291
TT84399 : Mobility Plus Bus Expansion	2,202	-	-	1,780	520	520	520	520	520	520	520	520	5,940	5,200	13,342	2,300
TT84599 : Conventional Bus Expansion	27,817	-	-	-	-	-	6,180	7,560	12,600	15,900	12,600	18,600	73,440	148,750	250,007	-
TT84799 : Viva Bus Expansion	8,915	-	-	6,000	6,000	2,400	6,000	3,600	3,600	14,400	6,000	3,600	51,600	19,500	80,015	12,000
<b>Total Growth</b>	<b>145,797</b>	<b>18,908</b>	<b>45,983</b>	<b>37,063</b>	<b>46,513</b>	<b>20,503</b>	<b>14,583</b>	<b>13,516</b>	<b>21,156</b>	<b>65,128</b>	<b>52,358</b>	<b>59,528</b>	<b>376,331</b>	<b>363,120</b>	<b>904,156</b>	<b>141,043</b>
<b>Funding Sources:</b>																
Program Specific Reserves	4,037	121	9	-	-	-	-	-	-	-	-	-	9	-	4,167	9
Debt Reduction Reserve	9,265	-	-	-	12,508	-	-	-	-	4,590	-	-	17,098	-	26,363	12,508
Asset Replacement Reserves	-	-	150	150	150	150	150	150	250	200	150	150	1,650	1,500	3,150	150
General Capital Reserve	14,417	-	-	-	-	-	-	-	-	-	-	-	-	-	14,417	-
Development Charge Reserves	18,263	6,651	9,554	7,560	28,161	15,221	5,657	3,739	5,169	37,606	19,533	18,415	150,615	129,208	304,737	57,749
Grants & Subsidies	1,524	-	-	-	-	-	-	-	-	-	-	-	-	-	1,524	-
Other Recoveries	362	-	-	-	-	-	-	-	-	-	-	-	-	-	362	-
Planned Debenture Proceeds	4,176	-	-	-	-	-	-	-	-	-	-	-	-	-	4,176	-
Federal Gas Tax Reserve	93,753	12,136	36,270	29,353	5,694	5,132	8,776	9,627	15,737	22,732	32,675	40,963	206,959	232,412	545,260	70,627
<b>Total Growth</b>	<b>145,797</b>	<b>18,908</b>	<b>45,983</b>	<b>37,063</b>	<b>46,513</b>	<b>20,503</b>	<b>14,583</b>	<b>13,516</b>	<b>21,156</b>	<b>65,128</b>	<b>52,358</b>	<b>59,528</b>	<b>376,331</b>	<b>363,120</b>	<b>904,156</b>	<b>141,043</b>
<b>Program Group: Rehabilitation and Replacement</b>																
<b>Gross Expenditures:</b>																

**Transit Services**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TS86114 : Intelligent TRN System Replacement	3,125	620	800	750	880	740	740	2,770	4,040	4,170	3,070	2,970	20,940	-	24,685	800
TS86115 : Automated Fare Collection System Replacement	7,295	6,100	650	100	100	150	100	2,050	3,650	3,200	8,100	6,100	24,200	-	37,595	650
TS86117 : Transportation Services Office Expansion	3,610	250	300	300	250	400	400	400	400	400	400	400	3,650	-	7,510	300
TT81589 : YRT Garage Rehabilitation and Replacement	3,172	1,381	2,974	2,543	4,722	5,007	1,627	1,321	910	3,195	24,190	5,137	51,626	-	56,179	2,974
TT82190 : Bus Terminals, Loops & Stops - Replacement	16,792	1,311	2,103	1,425	1,525	1,225	1,075	1,340	1,040	1,607	1,507	1,307	14,154	-	32,257	2,103
TT82191 : Electric Bus Infrastructure	-	-	1,540	440	1,240	2,640	5,000	5,000	2,100	1,800	1,100	1,800	22,660	-	22,660	1,540
TT84499 : Mobility Plus Bus Replacement	2,766	-	-	1,820	-	3,380	2,080	520	1,820	-	1,300	520	11,440	-	14,206	1,820
TT84699 : Conventional Bus Replacement	50,559	8,000	53,350	39,040	6,910	20,140	11,970	28,350	23,940	12,600	-	-	196,300	-	254,859	99,300
TT84899 : Viva Bus Replacement	7,324	-	31,200	28,000	-	32,400	-	-	-	6,000	-	12,000	109,600	-	116,924	59,200
TT86102 : 60 Foot Bus Refresh	9,529	-	-	425	-	850	2,380	-	4,250	425	425	2,465	11,220	-	20,749	-
TT86103 : Bike Racks & Lockers - Transit Facilities	217	60	-	-	-	-	-	-	-	-	-	-	-	-	277	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	45,056	7,645	4,958	5,046	7,892	5,411	7,980	4,955	10,830	7,996	2,664	4,596	62,328	-	115,029	17,896
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	7,625	-	-	-	-	-	-	-	-	3,400	-	-	3,400	-	11,025	-
<b>Total Rehabilitation and Replacement</b>	<b>157,070</b>	<b>25,367</b>	<b>97,875</b>	<b>79,889</b>	<b>23,529</b>	<b>72,343</b>	<b>33,352</b>	<b>46,706</b>	<b>52,980</b>	<b>44,793</b>	<b>42,756</b>	<b>37,295</b>	<b>531,518</b>	-	<b>713,955</b>	<b>186,583</b>
<b>Funding Sources:</b>																
Program Specific Reserves	51,494	-	-	-	-	-	-	-	-	-	-	-	-	-	51,494	-
Asset Replacement Reserves	102,844	23,627	96,875	79,889	23,529	72,343	33,352	46,706	52,980	44,793	42,756	37,295	530,518	-	656,989	185,583
Grants & Subsidies	2,410	1,740	1,000	-	-	-	-	-	-	-	-	-	1,000	-	5,150	1,000
Other Recoveries	153	-	-	-	-	-	-	-	-	-	-	-	-	-	153	-
Planned Debiture Proceeds	170	-	-	-	-	-	-	-	-	-	-	-	-	-	170	-
<b>Total Rehabilitation and Replacement</b>	<b>157,070</b>	<b>25,367</b>	<b>97,875</b>	<b>79,889</b>	<b>23,529</b>	<b>72,343</b>	<b>33,352</b>	<b>46,706</b>	<b>52,980</b>	<b>44,793</b>	<b>42,756</b>	<b>37,295</b>	<b>531,518</b>	-	<b>713,955</b>	<b>186,583</b>
<b>Total Expenditures</b>	<b>302,868</b>	<b>44,275</b>	<b>143,858</b>	<b>116,952</b>	<b>70,042</b>	<b>92,846</b>	<b>47,935</b>	<b>60,222</b>	<b>74,136</b>	<b>109,921</b>	<b>95,114</b>	<b>96,823</b>	<b>907,849</b>	<b>363,120</b>	<b>1,618,112</b>	<b>327,626</b>
<b>Funding Sources:</b>																
Program Specific Reserves	55,531	121	9	-	-	-	-	-	-	-	-	-	9	-	55,661	9
Debt Reduction Reserve	9,265	-	-	-	12,508	-	-	-	-	4,590	-	-	17,098	-	26,363	12,508
Asset Replacement Reserves	102,844	23,627	97,025	80,039	23,679	72,493	33,502	46,856	53,230	44,993	42,906	37,445	532,168	1,500	660,139	185,733
General Capital Reserve	14,417	-	-	-	-	-	-	-	-	-	-	-	-	-	14,417	-
Development Charge Reserves	18,263	6,651	9,554	7,560	28,161	15,221	5,657	3,739	5,169	37,606	19,533	18,415	150,615	129,208	304,737	57,749
Grants & Subsidies	3,934	1,740	1,000	-	-	-	-	-	-	-	-	-	1,000	-	6,674	1,000
Other Recoveries	515	-	-	-	-	-	-	-	-	-	-	-	-	-	515	-



**Transit Services**  
**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Planned Debuture Proceeds	4,346	-	-	-	-	-	-	-	-	-	-	-	-	-	4,346	-
Federal Gas Tax Reserve	93,753	12,136	36,270	29,353	5,694	5,132	8,776	9,627	15,737	22,732	32,675	40,963	206,959	232,412	545,260	70,627
<b>Total Funding</b>	<b>302,868</b>	<b>44,275</b>	<b>143,858</b>	<b>116,952</b>	<b>70,042</b>	<b>92,846</b>	<b>47,935</b>	<b>60,222</b>	<b>74,136</b>	<b>109,921</b>	<b>95,114</b>	<b>96,823</b>	<b>907,849</b>	<b>363,120</b>	<b>1,618,112</b>	<b>327,626</b>

## Transit Services

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
<b>Program Group: Growth</b>												
TS86107 : Intelligent TRN System Expansion	8,060	-	-	1,100	-	-	-	-	-	-	6,960	
TS86116 : Automated Fare Collection System Expansion	3,000	-	-	550	-	-	-	-	-	-	2,450	
TT81582 : Transit Vehicle Garage - North	8,000	-	-	-	-	1,120	-	-	-	-	6,880	
TT81583 : Transit Garage Southeast	88,960	-	12,508	-	-	39,418	-	-	-	-	37,034	
TT81584 : Transit Garage South	61,200	-	4,590	-	-	50,796	-	-	-	-	5,814	
TT81585 : 55 Orlando Garage Expansion	56,600	-	-	-	-	2,094	-	-	-	-	54,506	
TT82150 : Bus Terminals, Loops & Stops - Expansion	8,039	-	-	-	-	2,341	-	-	-	-	5,698	
TT82153 : 2021 Electric Bus Infrastructure	2,540	9	-	-	-	-	-	-	-	-	2,531	
TT82155 : Mackenzie-Vau Hospital Terminal	8,211	-	-	-	-	6,815	-	-	-	-	1,396	
TT82770 : Support Vehicles	741	-	-	-	-	-	-	-	-	-	741	
TT84399 : Mobility Plus Bus Expansion	5,940	-	-	-	-	503	-	-	-	-	5,437	
TT84599 : Conventional Bus Expansion	73,440	-	-	-	-	4,700	-	-	-	-	68,740	
TT84799 : Viva Bus Expansion	51,600	-	-	-	-	42,828	-	-	-	-	8,772	
<b>Total Growth</b>	<b>376,331</b>	<b>9</b>	<b>17,098</b>	<b>1,650</b>	<b>-</b>	<b>150,615</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>206,959</b>	

### Program Group: Rehabilitation and Replacement

TS86114 : Intelligent TRN System Replacement	20,940	-	-	20,940	-	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	24,200	-	-	24,200	-	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	3,650	-	-	3,650	-	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	51,626	-	-	51,126	-	-	500	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	14,154	-	-	13,654	-	-	500	-	-	-	-
TT82191 : Electric Bus Infrastructure	22,660	-	-	22,660	-	-	-	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	11,440	-	-	11,440	-	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	196,300	-	-	196,300	-	-	-	-	-	-	-
TT84899 : Viva Bus Replacement	109,600	-	-	109,600	-	-	-	-	-	-	-
TT86102 : 60 Foot Bus Refresh	11,220	-	-	11,220	-	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	62,328	-	-	62,328	-	-	-	-	-	-	-

**Transit Services**  
**2022 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	3,400	-	-	3,400	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>531,518</b>	<b>-</b>	<b>-</b>	<b>530,518</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Funding</b>	<b>907,849</b>	<b>9</b>	<b>17,098</b>	<b>532,168</b>	<b>-</b>	<b>150,615</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>206,959</b>

**Transit Services**

**2022 Budget Capital Spending Authority (CSA) Funding by Program Group**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
<b>Program Group: Growth</b>												
TS86107 : Intelligent TRN System Expansion	950	-	-	100	-	-	-	-	-	-	850	
TS86116 : Automated Fare Collection System Expansion	300	-	-	50	-	-	-	-	-	-	250	
TT81583 : Transit Garage Southeast	22,460	-	12,508	-	-	9,952	-	-	-	-	-	
TT81584 : Transit Garage South	34,200	-	-	-	-	28,386	-	-	-	-	5,814	
TT81585 : 55 Orlando Garage Expansion	56,600	-	-	-	-	2,094	-	-	-	-	54,506	
TT82150 : Bus Terminals, Loops & Stops - Expansion	1,191	-	-	-	-	347	-	-	-	-	844	
TT82153 : 2021 Electric Bus Infrastructure	2,540	9	-	-	-	-	-	-	-	-	2,531	
TT82155 : Mackenzie-Vau Hospital Terminal	8,211	-	-	-	-	6,815	-	-	-	-	1,396	
TT82770 : Support Vehicles	291	-	-	-	-	-	-	-	-	-	291	
TT84399 : Mobility Plus Bus Expansion	2,300	-	-	-	-	195	-	-	-	-	2,105	
TT84799 : Viva Bus Expansion	12,000	-	-	-	-	9,960	-	-	-	-	2,040	
<b>Total Growth</b>	<b>141,043</b>	<b>9</b>	<b>12,508</b>	<b>150</b>	<b>-</b>	<b>57,749</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,627</b>	
<b>Program Group: Rehabilitation and Replacement</b>												
TS86114 : Intelligent TRN System Replacement	800	-	-	800	-	-	-	-	-	-	-	
TS86115 : Automated Fare Collection System Replacement	650	-	-	650	-	-	-	-	-	-	-	
TS86117 : Transportation Services Office Expansion	300	-	-	300	-	-	-	-	-	-	-	
TT81589 : YRT Garage Rehabilitation and Replacement	2,974	-	-	2,474	-	-	500	-	-	-	-	
TT82190 : Bus Terminals, Loops & Stops - Replacement	2,103	-	-	1,603	-	-	500	-	-	-	-	
TT82191 : Electric Bus Infrastructure	1,540	-	-	1,540	-	-	-	-	-	-	-	
TT84499 : Mobility Plus Bus Replacement	1,820	-	-	1,820	-	-	-	-	-	-	-	
TT84699 : Conventional Bus Replacement	99,300	-	-	99,300	-	-	-	-	-	-	-	
TT84899 : Viva Bus Replacement	59,200	-	-	59,200	-	-	-	-	-	-	-	
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	17,896	-	-	17,896	-	-	-	-	-	-	-	
<b>Total Rehabilitation and Replacement</b>	<b>186,583</b>	<b>-</b>	<b>-</b>	<b>185,583</b>	<b>-</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Funding</b>	<b>327,626</b>	<b>9</b>	<b>12,508</b>	<b>185,733</b>	<b>-</b>	<b>57,749</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>70,627</b>	

**Roads**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals 2021 Forecast 31/20	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Program Group: Growth</b>															
<b>Gross Expenditures:</b>															
TR39910 : Miscellaneous Design & Survey for Future Projects	19,585	999	747	747	747	747	747	747	747	747	747	7,470	7,470	35,524	1,494
TR39920 : Property Acquisition for Future Capital Projects	5,437	498	498	498	498	498	498	498	498	498	498	4,980	4,980	15,895	996
TR39950 : Intersection Improvement Program	44,582	4,544	3,937	3,986	4,128	4,855	4,855	4,855	4,855	4,855	4,855	45,167	48,550	142,843	7,923
TR39970 : Miscellaneous Payments to Developers	46,341	4,188	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000	130,529	8,000
TR39990 : Traffic Control Signal Electronic Improvements	34,427	2,053	848	657	657	657	657	657	657	657	657	6,761	6,570	49,811	1,505
TR80106 : Various Maintenance Facility Upgrades	245	33	569	241	329	274	-	219	110	548	-	2,290	4,467	7,035	810
TR80116 : Teston Road - Pine Valley Drive to Weston Road	3,226	3,100	6,902	10,514	14,657	8,490	-	-	-	-	-	40,563	-	46,889	40,563
TR80118 : Southwest Main Yard	7,021	307	1,686	1,095	-	-	-	-	-	-	-	2,781	-	10,109	2,781
TR80121 : Development Transportation Demand Management	1,369	379	379	379	379	379	379	1,200	1,200	1,200	1,200	7,074	12,000	20,822	758
TR80221 : LED Streetlight Conversion	222	200	4,509	110	110	110	110	110	110	110	110	5,499	1,100	7,021	4,619
TR80430 : Regional Streetscaping	15,662	1,141	1,454	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	13,136	12,980	42,919	2,752
TR80670 : Bayview Avenue - 19th Avenue to Stouffville Road	15,560	35	-	-	-	-	-	-	-	-	-	-	-	15,595	-
TR80680 : Bayview Avenue - Elgin Mills Road to 19th Avenue	30,394	22	-	-	-	-	-	-	-	-	-	-	-	30,416	-
TR81010 : King Road and Weston Road	8,203	569	-	-	-	-	-	-	-	-	-	-	-	8,772	-
TR81030 : Leslie Street and 19th Avenue	6,515	-	-	110	82	82	-	-	-	-	-	274	-	6,789	-
TR81045 : Central Snow Management Facility	9,508	400	300	-	-	-	-	-	-	-	-	300	-	10,208	300
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	58,748	17,691	2,486	-	-	-	-	-	-	-	-	2,486	-	78,925	2,486
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	53	-	-	-	-	-	-	-	-	-	193	193	24,519	24,765	-
TR81362 : Dufferin Street and Rutherford Road	371	450	8,009	3,232	-	-	-	-	-	-	-	11,241	-	12,062	11,241
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	17,469	854	1,127	5,164	10,888	9,429	4,805	-	-	-	-	31,413	-	49,736	31,413
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	18	-	-	-	-	-	-	-	383	279	454	1,116	12,019	13,153	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	-	-	-	-	-	-	219	3,827	4,181	2,310	1,768	12,305	77	12,382	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	563	700	435	4,425	2,042	-	-	-	-	-	-	6,902	-	8,165	6,902
TR81911 : Dufferin Street - Teston Road to King Road	-	-	-	-	-	-	-	864	864	-	-	1,728	-	1,728	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	16,206	4,200	299	126	11	21	-	-	-	-	-	468	-	20,874	468
TR81932 : Major Capital Intersection Improvements Program	16,853	232	1,348	22	-	-	-	-	-	-	-	1,370	-	18,455	1,370

# Roads

## 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		2021 Forecast	2022-2031										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority	
	to Dec 31/20	2021		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031					
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	114	80	270	-	-	-	-	-	-	-	-	-	-	-	270	-	464	270
TR81958 : Jane Street - Teston Road to Kirby Road	-	-	-	-	219	438	630	657	2,649	706	4,163	4,162	-	-	13,624	4,456	18,080	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	12,767	13,498	5,260	21	20	-	-	-	-	-	-	-	-	-	5,301	-	31,566	5,301
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	25,950	350	3,290	11,240	17,091	17,522	19,441	-	-	-	-	-	-	-	68,584	-	94,884	68,584
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	1,574	150	1,595	2,178	4,165	1,254	5,368	10,397	9,532	-	-	-	-	-	34,489	-	36,213	9,192
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	1,047	495	3,148	1,641	4,163	4,410	11,357	9,293	6,201	389	16	16	-	-	40,634	16	42,192	7,406
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	-	-	-	-	876	876	953	2,048	7,413	7,413	-	-	19,579	307	19,886	-
TR81990 : Keele Street - Highway 407 to Highway 7	-	-	-	-	-	-	-	-	383	110	137	219	-	-	849	11,298	12,147	-
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	-	-	-	-	8,666	-	-	-	-	-	-	-	-	-	8,666	-	8,666	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	38,949	40	27	27	27	27	27	27	27	27	-	-	-	-	216	-	39,205	216
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	26,764	55	27	27	27	27	27	27	27	27	-	-	-	-	216	-	27,035	216
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	536	1	1,531	3,198	3,812	8,751	11,802	-	-	-	-	-	-	-	29,094	-	29,631	4,729
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	381	410	452	1,111	10,359	5,488	-	-	-	-	-	-	-	-	17,410	-	18,201	1,563
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	4,713	716	1,300	548	4,533	14,624	14,972	290	-	-	-	-	-	-	36,267	-	41,696	36,267
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	919	1	329	383	872	1,479	1,796	2,179	10,928	11,536	12,001	-	-	-	41,503	-	42,423	7,038
TR83450 : Major Mackenzie Drive - Highway 50 to Canadian Pacific Railway	10,937	750	-	-	-	-	-	-	-	-	-	-	-	-	-	-	11,687	-
TR83480 : Transportation Master Plan Update	1,918	359	438	438	-	-	-	219	438	438	-	-	-	-	1,971	1,095	5,343	876
TR83490 : Smart Commute Initiative	4,204	227	223	223	223	223	223	223	223	223	223	223	-	-	2,230	2,230	8,891	446
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	170	-	-	-	-	160	956	477	-	-	-	-	-	-	1,593	-	1,763	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,005	-	1,100	2,569	130	374	2,113	2,330	963	565	-	-	-	-	10,144	-	11,149	3,799
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	269	-	1,938	4,521	228	662	3,719	4,102	1,692	994	-	-	-	-	17,856	-	18,125	6,687
TR83920 : Traffic Safety Program Improvements	1,845	329	548	548	548	548	548	548	548	548	548	548	-	-	5,480	5,480	13,134	1,096
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	53	192	393	274	520	1,122	1,173	3,749	10,419	2,819	16	16	-	-	20,501	16	20,762	393
TR83998 : Highway 27 - Nashville Road to King Road	-	-	-	-	-	-	11	657	657	1,533	1,391	1,708	-	-	5,957	29,544	35,501	-
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	213	-	-	-	-	-	-	-	-	-	643	642	-	-	1,285	18,171	19,669	-
TR84006 : Weston Road - North and South of Rutherford Road	11	290	1,024	690	591	137	5	5,798	4,966	197	-	-	-	-	13,408	-	13,709	1,024
TR84010 : Weston Road - Teston Road to Kirby Road	-	-	-	-	-	-	-	-	-	-	-	325	-	-	325	22,796	23,121	-

## Roads

### 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	548	438	986	16,579	17,565	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	936	280	420	166	10,424	11,623	4,485	-	-	-	-	-	27,118	-	28,334	420
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	-	-	-	-	-	-	-	-	329	329	350	274	1,282	22,612	23,894	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	4	400	350	43	329	3,816	6,143	4,146	6,150	9,839	5,511	241	36,568	48	37,020	393
TR84044 : Construction of Roads Related Capital Works Within VivaNext Corridors	27,520	1,528	-	-	-	-	-	-	-	-	-	-	-	-	29,048	-
TR84045 : Lake to Lake Cycling Facilities	3,806	15	-	-	-	-	-	-	-	-	-	-	-	-	3,821	-
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	-	-	-	-	-	-	438	548	383	2,135	1,461	257	5,222	8,606	13,828	-
TR84120 : Keele Street - Highway 7 to Rutherford Road	448	-	-	-	-	-	-	-	-	219	712	769	1,700	62,081	64,229	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	663	-	-	-	-	-	-	-	187	187	1,095	1,120	2,589	38,605	41,857	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	32,282	448	1,333	33	-	-	-	-	-	-	-	-	1,366	-	34,096	1,366
TR84860 : Bathurst Street and Davis Drive	6,745	8	22	2	2	-	-	-	-	-	-	-	26	-	6,779	26
TR84890 : Kennedy Road - 14th Avenue to Highway 407	221	627	2,256	1,560	2,563	2,421	11,552	19,552	19,660	22	22	-	59,608	-	60,456	8,800
TR84940 : Pedestrian Cycling Program	7,162	1,650	2,125	1,314	1,314	1,314	1,314	493	493	493	493	493	9,846	4,930	23,588	3,439
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	16,526	553	110	55	55	-	-	-	-	-	-	-	220	-	17,299	220
TR85570 : Rutherford Road - Jane Street to Westburne Drive	12,378	11,000	19,528	14,232	9,217	105	148	-	-	-	-	-	43,230	-	66,608	43,230
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	5,376	1,678	2,649	10,465	10,400	14,000	-	-	-	-	-	-	37,514	-	44,568	37,514
TR85590 : Carrville Road - Bathurst Street to Yonge Street	565	-	-	-	274	274	1,314	1,314	-	-	-	-	3,176	-	3,741	-
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	412	-	-	-	-	-	-	-	55	1,445	1,445	-	2,945	30,995	34,352	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	490	1,402	6,646	1,817	1,856	3,048	4,069	-	-	-	-	-	17,436	-	19,328	17,436
TR85620 : 2nd Concession - Green Lane to Doane Road	76,832	120	11	-	-	-	-	-	-	-	-	-	11	-	76,963	11
TR85630 : Keele Street - Langstaff Road to Rutherford Road	3	-	-	-	-	-	-	-	284	274	-	-	558	-	561	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	82,716	6,915	1,465	148	-	-	-	-	-	-	-	-	1,613	-	91,244	1,613
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	5,307	11,500	17,693	4,473	219	11	11	11	-	-	-	-	22,418	-	39,225	22,418
TR85710 : Yonge Street - Davis Drive to Green Lane	8,248	2,316	9,595	13,417	13,799	10,901	287	131	33	12	-	-	48,175	-	58,739	48,175
TR85790 : Southeast Main Yard	28,644	1	7,857	27,511	24,712	76	64	-	-	-	-	-	60,220	-	88,865	60,220
TR85810 : Arterial Corridor Transportation Studies	2,160	140	768	268	268	268	268	268	268	268	268	268	3,180	2,680	8,160	1,036
TR85830 : Retrofit Noise Mitigation	132	5	5	5	5	5	5	5	5	5	5	5	50	50	237	10

# Roads

## 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR86880 : Pedestrian Cycling Partnership Program	5,327	498	906	548	548	548	548	548	548	548	548	548	5,838	5,480	17,143	1,454
TR86910 : Dufferin Street and King Vaughan Road	323	-	-	-	-	-	-	256	341	155	472	552	1,776	4,786	6,885	-
TR86920 : Keele Street and King Vaughan Road	500	-	-	-	-	-	-	-	1,006	646	351	673	2,676	5,141	8,317	-
TR86930 : Jane Street and King Vaughan Road	530	-	-	-	-	-	-	-	-	-	2,740	1,044	3,784	4,057	8,371	-
TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	-	493	4,777	7,258	-	-	-	-	-	-	-	-	12,035	-	12,528	12,035
TR87310 : King Home Bridge - King Road, East of Highway 400	-	1,210	-	-	-	-	-	-	-	-	-	-	-	-	1,210	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	-	2,287	2,287	-	-	-	-	-	-	-	-	-	2,287	-	4,574	2,287
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	677	19	329	-	-	-	-	-	-	-	-	-	329	-	1,025	329
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	-	-	-	-	-	-	-	-	529	529	530	657	2,245	23,591	25,836	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	-	-	597	-	-	6,165	-	-	-	-	-	-	6,762	-	6,762	597
TR88179 : North Existing Yard	141	241	-	219	2,792	2,792	-	-	-	-	-	-	5,803	-	6,185	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	1,116	380	2,263	1,000	3,493	3,548	3,548	3,548	3,548	3,548	3,548	3,548	31,592	54,245	87,333	3,263
TR88181 : Southwest Satellite Yard	42	34,108	274	4,511	4,380	1,643	13,140	11,498	-	-	-	-	35,446	-	69,596	9,165
TR88182 : Central Main Yard	3,727	241	241	1,987	2,206	-	-	-	-	-	-	-	4,434	-	8,402	4,434
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	-	-	-	-	12,045	-	-	-	-	-	-	-	12,045	-	12,045	-
TR88185 : Bathurst Street - Gamble Road to Shafisbury Avenue	478	400	-	-	-	-	-	-	-	-	-	-	-	-	878	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	-	-	-	-	-	1,642	2,190	1,642	6,023	6,023	6,023	-	23,543	-	23,543	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	87	548	712	1,797	2,284	4,180	3,944	-	-	-	-	-	12,917	-	13,552	4,793
TR88192 : Markham Whistling Cessation	2,770	883	55	-	-	-	-	-	-	-	-	-	55	-	3,708	55
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	-	100	986	1,063	4,106	2,215	16,208	16,485	16,336	-	-	-	57,399	-	57,499	8,370
TR88196 : Weston Road - Highway 407 to North of Highway 7	0	216	1,533	602	4,128	2,431	153	-	-	-	-	-	8,847	-	9,063	2,135
TR88197 : Highway 7 West of Kipling Avenue	-	-	22	197	1,117	1,166	1,583	1,462	-	-	-	-	5,547	-	5,547	2,502
TR88198 : Intersection Improvement at Vaughan City Hall	-	1,500	-	-	-	-	-	-	-	-	-	-	-	-	1,500	-
TR88202 : Electric Fleet Infrastructure	-	-	268	268	268	268	268	263	-	-	-	-	1,603	-	1,603	536
TR88203 : King Road and Albion-Vaughan Road	-	-	54	987	-	-	-	-	-	-	-	-	1,041	-	1,041	54
TR88205 : Southeast Main Yard - Phase 2 (10988/10990 Warden Avenue)	-	-	-	-	-	-	-	986	986	1,215	4,873	7,172	15,232	2,486	17,718	-
TR88210 : Woodbine Ave at 19th Ave	-	-	-	-	-	-	-	256	341	155	472	552	1,776	4,786	6,562	-



## Roads

### 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		2021 Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority	
	31/20	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031					
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	4,360	-	-	-	-	-	-	-	-	-	548	110	987	-	5,347	-	
TR96770 : Keele Street - Steeles Avenue to Highway 407	11,298	5,500	10,464	8,976	6,037	27	27	27	-	-	-	-	25,558	-	42,356	25,558	
TR96791 : York Durham Line Intersection at Bloomington	-	-	-	-	-	279	130	2,766	-	-	-	-	3,175	-	3,175	-	
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	1,828	600	1,881	2,280	1,844	16,204	14,300	297	49	120	-	-	36,975	-	39,403	6,005	
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	46,536	260	16	5	-	-	-	-	-	-	-	-	21	-	46,817	21	
TR98320 : Leslie Street - Green Lane to Colonel Waying Boulevard	245	-	-	-	502	502	502	502	1,566	1,047	219	512	5,352	4,702	10,299	-	
TR98960 : Kennedy Road - Highway 407 to Highway 7	179	376	4,654	5,479	2,300	320	2,431	3,025	2,470	22	22	-	20,723	-	21,278	12,753	
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	388	-	-	-	-	-	-	-	274	274	961	961	2,470	24,180	27,038	-	
TR99210 : Bayview Avenue - Bloomington Road to Wellington Street	147	-	-	-	-	-	-	-	-	-	-	584	584	36,830	37,561	-	
TR99240 : Kennedy Road - Steeles Avenue to 14th Avenue	2,796	100	-	-	-	-	-	-	-	-	-	-	-	-	2,896	-	
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	5,582	4,107	6,328	1,837	1,837	3,690	5,914	3,748	-	-	-	-	23,354	-	33,043	23,354	
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	21,935	-	350	-	-	-	-	-	-	-	-	-	350	-	22,285	350	
TR99540 : Langstaff Road - Keele Street to Dufferin Street	913	181	1,029	1,194	1,051	953	12,133	9,937	323	-	-	-	26,620	-	27,714	4,227	
TR99550 : McCowan Road - Steeles Avenue to 14th Avenue	2,441	103	-	-	-	-	-	-	-	-	-	-	-	-	2,544	-	
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	117	164	876	876	909	1,765	723	986	5,006	14,809	10,757	320	37,027	44	37,352	6,135	
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	5	-	-	-	-	-	-	-	380	329	-	-	709	-	714	-	
TR99805 : Langstaff Road - Weston Road to Jane Street	680	188	22	-	-	-	-	-	-	-	-	724	746	-	1,614	22	
TR99806 : Langstaff Road - Jane Street to Keele Street	704	188	22	-	-	-	-	-	-	-	-	761	783	-	1,675	22	
TR99816 : Teston Road - Keele Street to Dufferin Street	695	575	1,177	657	329	200	-	-	-	-	-	-	2,363	153,693	157,326	2,363	
TR99890 : Intelligent Transportation System	11,517	850	2,600	1,807	1,807	1,655	1,643	1,643	1,643	1,643	1,643	1,643	17,727	16,430	46,524	4,407	
TR99900 : Fleet New Additions	8,323	-	876	876	438	438	438	438	438	438	438	438	5,256	4,380	17,959	1,314	
TS36110 : Technology Data	5,801	2,024	2,434	2,028	1,870	2,156	1,938	1,849	2,227	1,703	2,459	1,948	20,612	19,792	48,229	4,462	
<b>Total Growth</b>	<b>959,255</b>	<b>159,464</b>	<b>183,292</b>	<b>188,202</b>	<b>227,277</b>	<b>190,053</b>	<b>204,547</b>	<b>143,023</b>	<b>141,310</b>	<b>90,591</b>	<b>92,794</b>	<b>57,664</b>	<b>1,518,753</b>	<b>884,537</b>	<b>3,522,009</b>	<b>670,813</b>	
<b>Funding Sources:</b>																	
Program Specific Reserves	106,447	14,649	20,437	19,188	17,701	16,182	15,382	11,970	12,434	9,775	9,493	4,992	137,554	77,635	336,285	61,105	
Debt Reduction Reserve	15,332	-	-	-	-	-	-	-	-	-	-	-	-	-	15,332	-	
Asset Replacement Reserves	33	525	-	-	-	-	-	-	-	-	-	-	-	-	558	-	
General Capital Reserve	510	-	-	-	-	-	-	-	-	-	-	-	-	-	510	-	

## Roads

### 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Development Charge Reserves	389,738	7,657	140,485	45,406	10,714	6,001	13,650	12,065	1,811	2,679	7,019	7,567	247,397	731,027	1,375,819	193,493
Grants & Subsidies	7,212	-	-	-	-	-	-	-	-	-	-	-	-	-	7,212	-
Other Recoveries	82,221	11,104	11,590	17,532	27,922	32,752	16,187	2,020	16,677	125	1,428	1,947	128,180	41,447	262,952	76,645
Planned Debenture Proceeds	354,019	122,846	-	93,334	146,155	102,972	113,555	89,933	80,322	59,723	86,865	58,684	831,543	184,849	1,493,257	298,988
Roads Capital Acceleration Reserve	156	1,726	9,636	11,829	23,872	31,233	43,835	25,186	28,116	16,586	(14,169)	(17,474)	158,650	(163,026)	(2,494)	38,525
Federal Gas Tax Reserve	3,587	957	1,144	913	913	913	1,938	1,849	1,950	1,703	2,158	1,948	15,429	12,605	32,578	2,057
<b>Total Growth</b>	<b>959,255</b>	<b>159,464</b>	<b>183,292</b>	<b>188,202</b>	<b>227,277</b>	<b>190,053</b>	<b>204,547</b>	<b>143,023</b>	<b>141,310</b>	<b>90,591</b>	<b>92,794</b>	<b>57,664</b>	<b>1,518,753</b>	<b>884,537</b>	<b>3,522,009</b>	<b>670,813</b>

### Program Group: Rehabilitation and Replacement

#### Gross Expenditures:

TR39930 : Structures Rehabilitation Program	32,244	8,320	10,403	19,327	20,805	21,900	21,900	21,900	21,900	21,900	21,900	21,900	203,835	-	244,399	29,730
TR39960 : Road Asset Renewal and Replacement	218,545	13,184	16,155	14,208	14,317	14,317	14,240	14,153	26,444	27,539	28,689	29,839	199,901	-	431,630	30,363
TR39980 : Various Road Improvements	60,071	3,297	3,587	3,687	3,787	3,886	3,986	4,085	4,235	4,384	4,534	4,734	40,905	-	104,273	7,274
TR80101 : King Road - Yonge Street to Bond Crescent	-	250	1,489	6,070	8,119	3,972	-	-	-	-	-	-	19,650	-	19,900	19,650
TR80220 : LED Replacement Traffic Signals	2,599	329	329	329	-	-	329	329	329	329	329	329	2,632	-	5,560	658
TR80791 : Woodbine Avenue Culvert Repair Denison Street	-	383	1,101	164	-	-	2,190	-	-	-	-	-	3,455	-	3,838	3,455
TR80792 : Yonge Street Culvert Repair Eagle Street	-	3,730	2,120	-	-	-	-	-	-	-	-	-	2,120	-	5,850	2,120
TR80793 : Yonge street Embankment Repair Silverline Airport	-	20	2,959	-	-	-	-	-	-	-	-	-	2,959	-	2,979	2,959
TR83910 : Roads Asset Management	7,770	1,500	2,085	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	17,358	-	26,628	3,782
TR84950 : Drainage System Program	3,879	1,032	1,461	1,040	1,095	1,130	1,151	1,171	1,190	1,214	1,238	1,264	11,954	-	16,865	2,501
TR88173 : Yonge Street North of Industrial Parkway	2,639	2,100	2,250	-	-	-	-	-	-	-	-	-	2,250	-	6,989	2,250
TR88176 : Emergency Projects	1,333	500	876	876	876	876	876	876	876	876	876	876	8,760	-	10,593	1,752
TR88188 : Asset Renewal and Replacement	40,105	28,711	35,562	33,186	36,728	30,000	35,480	39,750	42,137	41,714	48,252	48,290	391,099	-	459,915	68,748
TR88189 : Asset Renewal and Replacement - Intersection Projects	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	11,000	2,000
TR88195 : Asset Renewal Replacement Guide Rails	-	-	1,250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,250	-	10,250	2,250
TR88200 : Drainage System Asset Renewal	-	-	1,500	2,240	2,295	2,390	2,474	2,560	2,649	2,746	2,850	2,950	24,654	-	24,654	3,740
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	-	-	898	11,465	11,684	-	-	-	-	-	-	-	24,047	-	24,047	898
TR88204 : Culvert Channel at Jane Street and Highway 7	-	-	-	-	9,636	-	-	-	-	-	-	-	9,636	-	9,636	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	4,421	-	-	969	206	10	13	5	-	-	-	-	1,203	-	5,624	-
TR99801 : Rapidways Asset Management	651	80	164	274	274	274	274	301	301	301	301	329	2,793	-	3,524	438

## Roads

### 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR99870 : Various Railway Crossing Improvements	4,767	471	399	406	415	532	541	550	558	567	577	586	5,131	-	10,369	805
TR99910 : Fleet Replacement	27,436	300	7,621	3,688	2,846	6,704	2,312	5,196	2,510	1,911	2,720	2,454	37,962	-	65,698	11,309
TS36210 : Technology Data Rehabilitation	-	339	66	66	66	66	449	493	66	66	66	449	1,853	-	2,192	132
<b>Total Rehabilitation and Replacement</b>	<b>406,461</b>	<b>65,546</b>	<b>93,275</b>	<b>101,692</b>	<b>116,846</b>	<b>89,754</b>	<b>89,912</b>	<b>95,066</b>	<b>106,892</b>	<b>107,244</b>	<b>116,029</b>	<b>117,697</b>	<b>1,034,407</b>	<b>-</b>	<b>1,506,414</b>	<b>196,814</b>
<b>Funding Sources:</b>																
Program Specific Reserves	246,836	150	894	3,642	2,627	2,383	-	-	-	-	-	-	9,546	-	256,532	9,546
Debt Reduction Reserve	27,343	315	1,000	1,000	-	-	-	-	-	-	-	-	2,000	-	29,658	2,000
Asset Replacement Reserves	96,404	56,628	89,451	86,417	84,341	79,192	82,338	86,943	92,464	91,996	100,200	101,123	894,465	-	1,047,497	165,866
General Capital Reserve	2,363	-	-	-	-	-	-	-	-	-	-	-	-	-	2,363	-
Development Charge Reserves	11,360	103	1,030	260	-	-	-	-	-	-	-	-	1,290	-	12,753	1,290
Grants & Subsidies	3,182	-	-	-	-	-	-	-	-	-	-	-	-	-	3,182	-
Other Recoveries	7,002	215	364	417	3,968	178	178	188	187	187	187	200	6,054	-	13,271	4,280
Planned Debenture Proceeds	8,841	2,633	-	4,507	6,637	8,001	7,396	7,935	14,241	15,061	15,642	16,374	95,794	-	107,268	7,847
Federal Gas Tax Reserve	3,129	5,502	536	5,449	19,273	-	-	-	-	-	-	-	25,258	-	33,889	5,985
<b>Total Rehabilitation and Replacement</b>	<b>406,461</b>	<b>65,546</b>	<b>93,275</b>	<b>101,692</b>	<b>116,846</b>	<b>89,754</b>	<b>89,912</b>	<b>95,066</b>	<b>106,892</b>	<b>107,244</b>	<b>116,029</b>	<b>117,697</b>	<b>1,034,407</b>	<b>-</b>	<b>1,506,414</b>	<b>196,814</b>
<b>Total Expenditures</b>	<b>1,365,716</b>	<b>225,010</b>	<b>276,567</b>	<b>289,894</b>	<b>344,123</b>	<b>279,807</b>	<b>294,459</b>	<b>238,089</b>	<b>248,202</b>	<b>197,835</b>	<b>208,823</b>	<b>175,361</b>	<b>2,553,160</b>	<b>884,537</b>	<b>5,028,423</b>	<b>867,627</b>
<b>Funding Sources:</b>																
Program Specific Reserves	353,283	14,799	21,331	22,830	20,328	18,565	15,382	11,970	12,434	9,775	9,493	4,992	147,100	77,635	592,817	70,651
Debt Reduction Reserve	42,676	315	1,000	1,000	-	-	-	-	-	-	-	-	2,000	-	44,991	2,000
Asset Replacement Reserves	96,437	57,153	89,451	86,417	84,341	79,192	82,338	86,943	92,464	91,996	100,200	101,123	894,465	-	1,048,055	165,866
General Capital Reserve	2,873	-	-	-	-	-	-	-	-	-	-	-	-	-	2,873	-
Development Charge Reserves	401,098	7,760	141,515	45,666	10,714	6,001	13,650	12,065	1,811	2,679	7,019	7,567	248,687	731,027	1,388,572	194,783
Grants & Subsidies	10,394	-	-	-	-	-	-	-	-	-	-	-	-	-	10,394	-
Other Recoveries	89,223	11,319	11,954	17,949	31,890	32,930	16,365	2,208	16,864	312	1,615	2,147	134,234	41,447	276,223	80,925
Planned Debenture Proceeds	362,860	125,479	-	97,841	152,792	110,973	120,951	97,868	94,563	74,784	102,507	75,058	927,337	184,849	1,600,525	306,835
Roads Capital Acceleration Reserve	156	1,726	9,636	11,829	23,872	31,233	43,835	25,186	28,116	16,586	(14,169)	(17,474)	158,650	(163,026)	(2,494)	38,525
Federal Gas Tax Reserve	6,716	6,459	1,680	6,362	20,186	913	1,938	1,849	1,950	1,703	2,158	1,948	40,687	12,605	66,467	8,042
<b>Total Funding</b>	<b>1,365,716</b>	<b>225,010</b>	<b>276,567</b>	<b>289,894</b>	<b>344,123</b>	<b>279,807</b>	<b>294,459</b>	<b>238,089</b>	<b>248,202</b>	<b>197,835</b>	<b>208,823</b>	<b>175,361</b>	<b>2,553,160</b>	<b>884,537</b>	<b>5,028,423</b>	<b>867,627</b>

## Roads

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
<b>Program Group: Growth</b>											
TR39910 : Miscellaneous Design & Survey for Future Projects	7,470	750	-	-	-	-	-	-	6,720	-	-
TR39920 : Property Acquisition for Future Capital Projects	4,980	500	-	-	-	-	-	-	4,480	-	-
TR39950 : Intersection Improvement Program	45,167	4,521	-	-	-	-	-	-	40,646	-	-
TR39970 : Miscellaneous Payments to Developers	40,000	4,000	-	-	-	-	-	-	36,000	-	-
TR39990 : Traffic Control Signal Electronic Improvements	6,761	679	-	-	-	-	-	-	6,082	-	-
TR80106 : Various Maintenance Facility Upgrades	2,290	2,290	-	-	-	-	-	-	-	-	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	40,563	3,781	-	-	-	-	2,754	-	34,028	-	-
TR80118 : Southwest Main Yard	2,781	139	-	-	-	2,642	-	-	-	-	-
TR80121 : Development Transportation Demand Management	7,074	708	-	-	-	-	-	-	6,366	-	-
TR80221 : LED Streetlight Conversion	5,499	550	-	-	-	2,682	-	-	2,267	-	-
TR80430 : Regional Streetscaping	13,136	2,631	-	-	-	-	-	-	10,505	-	-
TR81030 : Leslie Street and 19th Avenue	274	27	-	-	-	247	-	-	-	-	-
TR81045 : Central Snow Management Facility	300	19	-	-	-	281	-	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	2,486	43	-	-	-	-	2,053	-	390	-	-
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	193	19	-	-	-	174	-	-	-	-	-
TR81362 : Dufferin Street and Rutherford Road	11,241	1,029	-	-	-	-	-	951	9,261	-	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	31,413	2,974	-	-	-	-	-	1,687	26,752	-	-
TR81400 : Major Mackenzie Drive - Leslie Street to Woodbine Avenue	1,116	111	-	-	-	-	-	-	1,005	-	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	12,305	1,231	-	-	-	197	-	-	10,877	-	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	6,902	-	-	-	-	-	-	1,860	5,042	-	-
TR81911 : Dufferin Street - Teston Road to King Road	1,728	1,728	-	-	-	-	-	-	-	-	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	468	47	-	-	-	152	-	-	269	-	-
TR81932 : Major Capital Intersection Improvements Program	1,370	137	-	-	-	20	-	-	1,213	-	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	270	27	-	-	-	243	-	-	-	-	-
TR81958 : Jane Street - Teston Road to Kirby Road	13,624	1,363	-	-	-	197	-	-	12,064	-	-
TR81964 : Highway 27 Road Widening at the	5,301	503	-	-	-	37	-	266	4,495	-	-

## Roads

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Canadian Pacific Railway Bridge											
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	68,584	-	-	-	-	-	-	54,725	5,623	8,236	-
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	34,489	2,694	-	-	-	-	-	7,564	2,919	21,312	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	40,634	4,065	-	-	-	118	-	-	36,451	-	-
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	19,579	1,838	-	-	-	-	-	1,200	16,541	-	-
TR81990 : Keele Street - Highway 407 to Highway 7	849	85	-	-	-	419	-	-	345	-	-
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	8,666	-	-	-	-	-	-	-	8,813	(147)	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	216	-	-	-	-	216	-	-	-	-	-
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	216	24	-	-	-	192	-	-	-	-	-
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	29,094	2,894	-	-	-	-	-	148	-	26,052	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	17,410	1,616	-	-	-	1,096	-	1,250	239	13,209	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	36,267	3,219	-	-	-	-	-	4,079	28,969	-	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	41,503	4,104	-	-	-	-	-	470	853	36,076	-
TR83480 : Transportation Master Plan Update	1,971	198	-	-	-	197	-	-	1,576	-	-
TR83490 : Smart Commute Initiative	2,230	220	-	-	-	2,010	-	-	-	-	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	1,593	160	-	-	-	144	-	-	1,289	-	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	10,144	1,014	-	-	-	117	-	-	9,013	-	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	17,856	1,785	-	-	-	205	-	-	15,866	-	-
TR83920 : Traffic Safety Program Improvements	5,480	550	-	-	-	-	-	-	4,930	-	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	20,501	1,864	-	-	-	-	-	1,860	16,624	153	-
TR83998 : Highway 27 - Nashville Road to King Road	5,957	596	-	-	-	10	-	-	5,351	-	-
TR84005 : Stouffville Road - Yonge Street to Bayview Avenue	1,285	128	-	-	-	-	-	-	1,157	-	-
TR84006 : Weston Road - North and South of Rutherford Road	13,408	1,343	-	-	-	261	-	-	816	10,988	-
TR84010 : Weston Road - Teston Road to Kirby Road	325	33	-	-	-	-	-	-	292	-	-
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	986	99	-	-	-	-	-	-	887	-	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	27,118	-	-	-	-	-	-	27,118	-	-	-

## Roads

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	1,282	128	-	-	-	-	-	-	1,154	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	36,568	3,657	-	-	-	39	-	-	21,756	11,116	-
TR84046 : Woodbine Avenue - Victoria Square Boulevard to 19th Avenue	5,222	523	-	-	-	-	-	-	4,699	-	-
TR84120 : Keele Street - Highway 7 to Rutherford Road	1,700	170	-	-	-	197	-	-	1,333	-	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	2,589	-	-	-	-	124	-	1,727	738	-	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	1,366	136	-	-	-	60	-	-	1,170	-	-
TR84860 : Bathurst Street and Davis Drive	26	2	-	-	-	24	-	-	-	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	59,608	5,634	-	-	-	40	-	3,260	50,674	-	-
TR84940 : Pedestrian Cycling Program	9,846	981	-	-	-	-	-	-	8,865	-	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	220	-	-	-	-	220	-	-	-	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	43,230	4,285	-	-	-	227	-	389	38,329	-	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	37,514	3,687	-	-	-	-	-	650	33,177	-	-
TR85590 : Carville Road - Bathurst Street to Yonge Street	3,176	316	-	-	-	-	-	-	2,860	-	-
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	2,945	296	-	-	-	49	-	-	2,600	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	17,436	1,742	-	-	-	-	-	15	15,679	-	-
TR85620 : 2nd Concession - Green Lane to Doane Road	11	1	-	-	-	10	-	-	-	-	-
TR85630 : Keele Street - Langstaff Road to Rutherford Road	558	55	-	-	-	-	-	-	503	-	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	1,613	50	-	-	-	148	-	502	913	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	22,418	2,241	-	-	-	227	-	-	19,950	-	-
TR85710 : Yonge Street - Davis Drive to Green Lane	48,175	4,764	-	-	-	159	-	541	42,711	-	-
TR85790 : Southeast Main Yard	60,220	3,012	-	-	-	133	-	-	57,075	-	-
TR85810 : Arterial Corridor Transportation Studies	3,180	320	-	-	-	-	-	-	2,860	-	-
TR85830 : Retrofit Noise Mitigation	50	10	-	-	-	40	-	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	5,838	586	-	-	-	-	-	-	5,252	-	-
TR86910 : Dufferin Street and King Vaughan Road	1,776	178	-	-	-	139	-	-	1,459	-	-
TR86920 : Keele Street and King Vaughan Road	2,676	268	-	-	-	-	-	-	2,408	-	-
TR86930 : Jane Street and King Vaughan Road	3,784	378	-	-	-	-	-	-	3,406	-	-

## Roads

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	12,035	6,650	-	-	-	438	-	1,140	-	3,807	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	2,287	-	-	-	-	-	-	-	2,287	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	329	33	-	-	-	-	-	-	296	-	-
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	2,245	225	-	-	-	-	-	-	2,020	-	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	6,762	-	-	-	-	-	-	-	6,762	-	-
TR88179 : North Existing Yard	5,803	291	-	-	-	5,512	-	-	-	-	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	31,592	3,160	-	-	-	-	-	-	28,432	-	-
TR88181 : Southwest Satellite Yard	35,446	1,773	-	-	-	33,673	-	-	-	-	-
TR88182 : Central Main Yard	4,434	221	-	-	-	4,213	-	-	-	-	-
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	12,045	1,205	-	-	-	-	-	-	10,840	-	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	23,543	2,353	-	-	-	-	-	-	21,190	-	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	12,917	1,227	-	-	-	-	-	642	11,048	-	-
TR88192 : Markham Whistling Cessation	55	6	-	-	-	49	-	-	-	-	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	57,399	-	-	-	-	-	-	5,444	51,955	-	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	8,847	884	-	-	-	-	-	-	-	7,963	-
TR88197 : Highway 7 West of Kipling Avenue	5,547	555	-	-	-	-	-	-	420	4,572	-
TR88202 : Electric Fleet Infrastructure	1,603	1,603	-	-	-	-	-	-	-	-	-
TR88203 : King Road and Albion-Vaughan Road	1,041	104	-	-	-	49	-	-	888	-	-
TR88205 : Southeast Main Yard - Phase 2 (10988/10990 Warden Avenue)	15,232	762	-	-	-	-	-	-	14,470	-	-
TR88210 : Woodbine Ave at 19th Ave	1,776	178	-	-	-	139	-	-	1,459	-	-
TR93230 : Jane Street - Rutherford Road to Major Mackenzie Drive	987	99	-	-	-	99	-	-	789	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	25,558	2,095	-	-	-	72	-	4,613	18,778	-	-
TR96791 : York Durham Line Intersection at Bloomington	3,175	318	-	-	-	117	-	-	2,740	-	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	36,975	3,199	-	-	-	12,412	-	-	6,051	15,313	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	21	3	-	-	-	18	-	-	-	-	-
TR98320 : Leslie Street - Green Lane to Colonel Wrayling Boulevard	5,352	535	-	-	-	197	-	-	4,620	-	-

## Roads

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR99860 : Kennedy Road - Highway 407 to Highway 7	20,723	2,050	-	-	-	40	-	224	18,409	-	-
TR99180 : 16th Avenue - Bayview Avenue to Leslie Street	2,470	246	-	-	-	-	-	-	2,224	-	-
TR99210 : Bayview Avenue - Bloomington Road to Wellington Street	584	58	-	-	-	-	-	-	526	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	23,354	2,336	-	-	-	-	-	-	21,018	-	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	350	35	-	-	-	-	-	-	315	-	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	26,620	2,579	-	-	-	-	-	820	23,221	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	37,027	3,682	-	-	-	-	-	228	33,117	-	-
TR99804 : Leslie Street - 19th Avenue to South of CN Crossing	709	71	-	-	-	-	-	-	638	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	746	74	-	-	-	20	-	-	652	-	-
TR99806 : Langstaff Road - Jane Street to Keele Street	783	-	-	-	-	22	-	-	761	-	-
TR99816 : Teston Road - Keele Street to Dufferin Street	2,363	-	-	-	-	200	-	-	2,163	-	-
TR99890 : Intelligent Transportation System	17,727	1,772	-	-	-	-	-	-	15,955	-	-
TR99900 : Fleet New Additions	5,256	-	-	-	-	5,256	-	-	-	-	-
TS36110 : Technology Data	20,612	5,183	-	-	-	-	-	-	-	-	15,429
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	171,178	-	-	(171,178)	-	-
<b>Total Growth</b>	<b>1,518,753</b>	<b>137,554</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>247,397</b>	<b>-</b>	<b>128,180</b>	<b>831,543</b>	<b>158,650</b>	<b>15,429</b>

### Program Group: Rehabilitation and Replacement

TR39930 : Structures Rehabilitation Program	203,835	-	2,000	193,835	-	-	-	-	8,000	-	-
TR39960 : Road Asset Renewal and Replacement	199,901	-	-	120,237	-	-	-	-	79,664	-	-
TR39980 : Various Road Improvements	40,905	-	-	40,405	-	-	-	500	-	-	-
TR8010 : King Road - Yonge Street to Bond Crescent	19,650	9,546	-	-	-	-	-	3,741	6,363	-	-
TR80220 : LED Replacement Traffic Signals	2,632	-	-	2,632	-	-	-	-	-	-	-
TR80791 : Woodbine Avenue Culvert Repair Denison Street	3,455	-	-	3,455	-	-	-	-	-	-	-
TR80792 : Yonge Street Culvert Repair Eagle Street	2,120	-	-	2,120	-	-	-	-	-	-	-
TR80793 : Yonge street Embankment Repair Silverline Airport	2,959	-	-	2,959	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	17,358	-	-	17,288	-	-	-	-	70	-	-



## Roads

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR84950 : Drainage System Program	11,954	-	-	8,967	-	47	-	-	2,940	-	-
TR88173 : Yonge Street North of Industrial Parkway	2,250	-	-	2,065	-	-	-	185	-	-	-
TR88176 : Emergency Projects	8,760	-	-	8,760	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	391,099	-	-	365,841	-	-	-	-	-	-	25,258
TR88189 : Asset Renewal and Replacement - Intersection Projects	10,000	-	-	10,000	-	-	-	-	-	-	-
TR88195 : Asset Renewal Replacement Guide Rails	10,250	-	-	10,250	-	-	-	-	-	-	-
TR88200 : Drainage System Asset Renewal	24,654	-	-	24,654	-	-	-	-	-	-	-
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	24,047	-	-	24,047	-	-	-	-	-	-	-
TR88204 : Culvert Channel at Jane Street and Highway 7	9,636	-	-	9,636	-	-	-	-	-	-	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	1,203	-	-	902	-	-	-	301	-	-	-
TR99801 : Rapidways Asset Management	2,793	-	-	1,520	-	-	-	1,273	-	-	-
TR99870 : Various Railway Crossing Improvements	5,131	-	-	5,131	-	-	-	-	-	-	-
TR99910 : Fleet Replacement	37,962	-	-	37,908	-	-	-	54	-	-	-
TS36210 : Technology Data Rehabilitation	1,853	-	-	1,853	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	1,243	-	-	(1,243)	-	-
<b>Total Rehabilitation and Replacement</b>	<b>1,034,407</b>	<b>9,546</b>	<b>2,000</b>	<b>894,465</b>	<b>-</b>	<b>1,290</b>	<b>-</b>	<b>6,054</b>	<b>95,794</b>	<b>-</b>	<b>25,258</b>
<b>Total Funding</b>	<b>2,553,160</b>	<b>147,100</b>	<b>2,000</b>	<b>894,465</b>	<b>-</b>	<b>248,687</b>	<b>-</b>	<b>134,234</b>	<b>927,337</b>	<b>158,650</b>	<b>40,687</b>

## Roads

### 2022 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
<b>Program Group: Growth</b>												
TR39910 : Miscellaneous Design & Survey for Future Projects	1,494	150	-	-	-	-	-	-	1,344	-	-	
TR39920 : Property Acquisition for Future Capital Projects	996	100	-	-	-	-	-	-	896	-	-	
TR39950 : Intersection Improvement Program	7,923	793	-	-	-	-	-	-	7,130	-	-	
TR39970 : Miscellaneous Payments to Developers	8,000	800	-	-	-	-	-	-	7,200	-	-	
TR39990 : Traffic Control Signal Electronic Improvements	1,505	151	-	-	-	-	-	-	1,354	-	-	
TR80106 : Various Maintenance Facility Upgrades	810	810	-	-	-	-	-	-	-	-	-	
TR80116 : Teston Road - Pine Valley Drive to Weston Road	40,563	3,781	-	-	-	-	2,754	-	34,028	-	-	
TR80118 : Southwest Main Yard	2,781	139	-	-	-	2,642	-	-	-	-	-	
TR80121 : Development Transportation Demand Management	758	76	-	-	-	-	-	-	682	-	-	
TR80221 : LED Streetlight Conversion	4,619	462	-	-	-	1,890	-	-	2,267	-	-	
TR80430 : Regional Streetscaping	2,752	551	-	-	-	-	-	-	2,201	-	-	
TR81045 : Central Snow Management Facility	300	19	-	-	-	281	-	-	-	-	-	
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	2,486	43	-	-	-	-	2,053	-	390	-	-	
TR81362 : Dufferin Street and Rutherford Road	11,241	1,029	-	-	-	-	-	951	9,261	-	-	
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	31,413	2,974	-	-	-	-	1,687	-	26,752	-	-	
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	6,902	-	-	-	-	-	1,860	-	5,042	-	-	
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	468	47	-	-	-	152	-	-	269	-	-	
TR81932 : Major Capital Intersection Improvements Program	1,370	137	-	-	-	20	-	-	1,213	-	-	
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	270	27	-	-	-	243	-	-	-	-	-	
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	5,301	503	-	-	-	37	-	266	4,495	-	-	
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	68,584	-	-	-	-	-	-	54,725	5,623	8,236	-	
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	9,192	920	-	-	-	-	-	-	1,871	6,401	-	
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	7,406	741	-	-	-	-	-	-	6,665	-	-	
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	216	-	-	-	-	216	-	-	-	-	-	
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	216	24	-	-	-	192	-	-	-	-	-	

## Roads

### 2022 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	4,729	473	-	-	-	-	-	-	-	4,256	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	1,563	156	-	-	-	-	-	-	-	1,407	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	36,267	3,219	-	-	-	-	-	4,079	28,969	-	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	7,038	704	-	-	-	-	-	-	-	6,334	-
TR83480 : Transportation Master Plan Update	876	88	-	-	-	-	-	-	788	-	-
TR83490 : Smart Commute Initiative	446	44	-	-	-	402	-	-	-	-	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	3,799	380	-	-	-	117	-	-	3,302	-	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	6,687	669	-	-	-	205	-	-	5,813	-	-
TR83920 : Traffic Safety Program Improvements	1,096	110	-	-	-	-	-	-	986	-	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	393	39	-	-	-	-	-	-	-	354	-
TR84006 : Weston Road - North and South of Rutherford Road	1,024	103	-	-	-	-	-	-	-	921	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	420	-	-	-	-	-	-	420	-	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	393	39	-	-	-	39	-	-	-	315	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	1,366	136	-	-	-	60	-	-	1,170	-	-
TR84860 : Bathurst Street and Davis Drive	26	2	-	-	-	24	-	-	-	-	-
TR84890 : Kennedy Road - 14th Avenue to Highway 407	8,800	880	-	-	-	-	-	-	7,920	-	-
TR84940 : Pedestrian Cycling Program	3,439	343	-	-	-	-	-	-	3,096	-	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	220	-	-	-	-	220	-	-	-	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	43,230	4,285	-	-	-	227	-	389	38,329	-	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	37,514	3,687	-	-	-	-	-	650	33,177	-	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	17,436	1,742	-	-	-	-	-	15	15,679	-	-
TR85620 : 2nd Concession - Green Lane to Doane Road	11	1	-	-	-	10	-	-	-	-	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	1,613	50	-	-	-	148	-	502	913	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	22,418	2,241	-	-	-	227	-	-	19,950	-	-
TR85710 : Yonge Street - Davis Drive to Green Lane	48,175	4,764	-	-	-	159	-	541	42,711	-	-
TR85790 : Southeast Main Yard	60,220	3,012	-	-	-	133	-	-	57,075	-	-

## Roads

### 2022 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TR85810 : Arterial Corridor Transportation Studies	1,036	104	-	-	-	-	-	-	932	-	-
TR85830 : Retrofit Noise Mitigation	10	2	-	-	-	8	-	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	1,454	146	-	-	-	-	-	-	1,308	-	-
TR86950 : Major Mackenzie Drive - Keele Street to McNaughton Road/Avro Road	12,035	6,650	-	-	-	-	-	1,140	-	4,245	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	2,287	-	-	-	-	-	-	-	2,287	-	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	329	33	-	-	-	-	-	-	296	-	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	597	-	-	-	-	-	-	-	597	-	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	3,263	326	-	-	-	-	-	-	2,937	-	-
TR88181 : Southwest Satellite Yard	9,165	459	-	-	-	8,706	-	-	-	-	-
TR88182 : Central Main Yard	4,434	221	-	-	-	4,213	-	-	-	-	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	4,793	479	-	-	-	-	-	-	4,314	-	-
TR88192 : Markham Whistling Cessation	55	6	-	-	-	49	-	-	-	-	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	8,370	-	-	-	-	-	-	-	8,370	-	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	2,135	213	-	-	-	-	-	-	-	1,922	-
TR88197 : Highway 7 West of Kipling Avenue	2,502	251	-	-	-	-	-	-	420	1,831	-
TR88202 : Electric Fleet Infrastructure	536	536	-	-	-	-	-	-	-	-	-
TR88203 : King Road and Albion-Vaughan Road	54	5	-	-	-	49	-	-	-	-	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	25,558	2,095	-	-	-	72	-	4,613	18,778	-	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	6,005	601	-	-	-	-	-	-	3,101	2,303	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	21	3	-	-	-	18	-	-	-	-	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	12,753	1,275	-	-	-	-	-	-	11,478	-	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	23,354	2,336	-	-	-	-	-	-	21,018	-	-
TR99530 : Bloomington Road - Yonge Street to Bathurst Street	350	35	-	-	-	-	-	-	315	-	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	4,227	422	-	-	-	-	-	-	3,805	-	-
TR99780 : McCowan Road - 14th Avenue to Bullock Drive	6,135	615	-	-	-	-	-	-	5,520	-	-
TR99805 : Langstaff Road - Weston Road to Jane Street	22	2	-	-	-	20	-	-	-	-	-
TR99806 : Langstaff Road - Jane Street to Keele	22	-	-	-	-	22	-	-	-	-	-

**Roads**

**2022 Budget Capital Spending Authority (CSA) Funding by Program Group**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
Street											
TR99816 : Teston Road - Keele Street to Dufferin Street	2,363	-	-	-	-	200	-	-	2,163	-	-
TR99890 : Intelligent Transportation System	4,407	441	-	-	-	-	-	-	3,966	-	-
TR99900 : Fleet New Additions	1,314	-	-	-	-	1,314	-	-	-	-	-
TS36110 : Technology Data	4,462	2,405	-	-	-	-	-	-	-	-	2,057
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	171,178	-	-	(171,178)	-	-
<b>Total Growth</b>	<b>670,813</b>	<b>61,105</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>193,493</b>	<b>-</b>	<b>76,645</b>	<b>298,988</b>	<b>38,525</b>	<b>2,057</b>

**Program Group: Rehabilitation and Replacement**

TR39930 : Structures Rehabilitation Program	29,730	-	2,000	27,730	-	-	-	-	-	-	-
TR39960 : Road Asset Renewal and Replacement	30,363	-	-	28,284	-	-	-	-	2,079	-	-
TR39980 : Various Road Improvements	7,274	-	-	7,174	-	-	-	100	-	-	-
TR80101 : King Road - Yonge Street to Bond Crescent	19,650	9,546	-	-	-	-	-	3,741	6,363	-	-
TR80220 : LED Replacement Traffic Signals	658	-	-	658	-	-	-	-	-	-	-
TR80791 : Woodbine Avenue Culvert Repair Denison Street	3,455	-	-	3,455	-	-	-	-	-	-	-
TR80792 : Yonge Street Culvert Repair Eagle Street	2,120	-	-	2,120	-	-	-	-	-	-	-
TR80793 : Yonge street Embankment Repair Silverline Airport	2,959	-	-	2,959	-	-	-	-	-	-	-
TR83910 : Roads Asset Management	3,782	-	-	3,712	-	-	-	-	70	-	-
TR84950 : Drainage System Program	2,501	-	-	1,876	-	47	-	-	578	-	-
TR88173 : Yonge Street North of Industrial Parkway	2,250	-	-	2,065	-	-	-	185	-	-	-
TR88176 : Emergency Projects	1,752	-	-	1,752	-	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	68,748	-	-	62,763	-	-	-	-	-	-	5,985
TR88189 : Asset Renewal and Replacement - Intersection Projects	2,000	-	-	2,000	-	-	-	-	-	-	-
TR88195 : Asset Renewal Replacement Guide Rails	2,250	-	-	2,250	-	-	-	-	-	-	-
TR88200 : Drainage System Asset Renewal	3,740	-	-	3,740	-	-	-	-	-	-	-
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	898	-	-	898	-	-	-	-	-	-	-
TR99801 : Rapidways Asset Management	438	-	-	238	-	-	-	200	-	-	-
TR99870 : Various Railway Crossing Improvements	805	-	-	805	-	-	-	-	-	-	-
TR99910 : Fleet Replacement	11,309	-	-	11,255	-	-	-	54	-	-	-

**Roads**

**2022 Budget Capital Spending Authority (CSA) Funding by Program Group**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
TS36210 : Technology Data Rehabilitation	132	-	-	132	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	1,243	-	-	(1,243)	-	-
<b>Total Rehabilitation and Replacement</b>	<b>196,814</b>	<b>9,546</b>	<b>2,000</b>	<b>165,866</b>	<b>-</b>	<b>1,290</b>	<b>-</b>	<b>4,280</b>	<b>7,847</b>	<b>-</b>	<b>5,985</b>
<b>Total Funding</b>	<b>867,627</b>	<b>70,651</b>	<b>2,000</b>	<b>165,866</b>	<b>-</b>	<b>194,783</b>	<b>-</b>	<b>80,925</b>	<b>306,835</b>	<b>38,525</b>	<b>8,042</b>

**York Region Rapid Transit Corporation**  
**2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
90992 : Bus Rapid Transit Facilities and Terminals	202,432	17,743	808	-	-	-	-	-	-	-	-	-	808	-	220,983	808
90993 : Rapid Transit Vehicles	46,730	-	-	-	-	-	-	-	-	-	-	-	-	-	46,730	-
90996 : Toronto-York Spadina Subway Extension	1,295,512	26,177	6,639	-	-	-	-	-	-	-	-	-	6,639	-	1,328,328	6,639
90997 : Yonge Subway Extension CD & Preliminary Engineering	35,316	5,336	-	-	-	-	-	-	-	-	-	-	-	-	40,652	-
90999 : Rapid Transit Initiatives	2,923	710	1,733	-	-	-	-	-	-	-	-	-	1,733	-	5,366	1,733
<b>Total Expenditures</b>	<b>1,582,913</b>	<b>49,966</b>	<b>9,180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,180</b>	<b>-</b>	<b>1,642,059</b>	<b>9,180</b>
<b>Funding Sources:</b>																
Program Specific Reserves	38,142	-	-	-	-	-	-	-	-	-	-	-	-	-	38,142	-
Debt Reduction Reserve	8,193	-	-	-	-	-	-	-	-	-	-	-	-	-	8,193	-
General Capital Reserve	46,176	1,019	-	-	-	-	-	-	-	-	-	-	-	-	47,195	-
Development Charge Reserves	163,331	2,504	5,386	-	-	-	-	-	-	-	-	-	5,386	-	171,221	5,386
Grants & Subsidies	842,211	18,290	1,733	-	-	-	-	-	-	-	-	-	1,733	-	862,234	1,733
Other Recoveries	4,053	1,578	335	-	-	-	-	-	-	-	-	-	335	-	5,966	335
Planned Debenture Proceeds	391,377	9,985	-	-	-	-	-	-	-	-	-	-	-	-	401,362	-
Federal Gas Tax Reserve	89,430	16,590	1,726	-	-	-	-	-	-	-	-	-	1,726	-	107,746	1,726
<b>Total Funding</b>	<b>1,582,913</b>	<b>49,966</b>	<b>9,180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,180</b>	<b>-</b>	<b>1,642,059</b>	<b>9,180</b>

## York Region Rapid Transit Corporation 2022 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
90992 : Bus Rapid Transit Facilities and Terminals	808	-	-	-	-	473	-	335	-	-	-
90996 : Toronto-York Spadina Subway Extension	6,639	-	-	-	-	-	-	-	4,913	-	1,726
90999 : Rapid Transit Initiatives	1,733	-	-	-	-	-	1,733	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	4,913	-	-	(4,913)	-	-
<b>Total Funding</b>	<b>9,180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,386</b>	<b>1,733</b>	<b>335</b>	<b>-</b>	<b>-</b>	<b>1,726</b>



**York Region Rapid Transit Corporation  
2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
90992 : Bus Rapid Transit Facilities and Terminals	808	-	-	-	-	473	-	335	-	-	-
90996 : Toronto-York Spadina Subway Extension	6,639	-	-	-	-	-	-	-	4,913	-	1,726
90999 : Rapid Transit Initiatives	1,733	-	-	-	-	-	1,733	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	4,913	-	-	(4,913)	-	-
<b>Total Funding</b>	<b>9,180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,386</b>	<b>1,733</b>	<b>335</b>	<b>-</b>	<b>-</b>	<b>1,726</b>

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**Water**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Program Group: Growth</b>																
<b>Gross Expenditures:</b>																
71250 : Queensville Elevated Tank No. 2	-	-	-	-	-	-	120	359	598	4,186	6,578	120	11,961	-	11,961	-
72390 : Water for Tomorrow Program	22,934	945	990	975	1,000	925	1,175	1,000	1,000	1,000	925	1,100	10,090	9,825	43,794	1,965
72450 : Aurora Elevated Tank	13,693	450	655	6,742	4,024	11	10	-	-	-	-	-	11,442	-	25,585	11,442
72560 : Bloomington Road Bayview Avenue AC Watermain	-	-	-	-	-	-	-	-	-	-	470	900	1,370	45,530	46,900	-
73300 : Water Master Plan Update	3,627	565	339	300	260	260	270	180	180	205	308	256	2,558	2,252	9,002	639
73580 : Toronto Water Supply - Cost Shared Works	248,692	4,521	1,900	1,900	3,500	2,000	2,000	2,000	1,500	1,000	1,000	1,000	17,800	30,000	301,013	17,800
73790 : Peel Water Supply - Cost Shared Works	526,158	1,643	975	865	715	615	515	915	15	15	15	15	4,660	150	532,611	4,660
75390 : West Vaughan Water Servicing	763	20	45	138	437	136	-	-	-	-	-	200	956	14,330	16,069	756
75440 : Eagle to Kirby Pumping Station Watermain	1	-	-	-	213	213	213	426	2,130	3,728	3,728	213	10,651	-	10,652	-
75460 : Yonge Green Lane Watermain	69	-	-	-	-	-	-	-	-	-	432	500	932	42,258	43,259	-
75480 : Newmarket West Elevated Tank and Watermain	207	-	-	-	-	-	-	-	-	-	123	370	493	11,849	12,549	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	1,088	-	-	-	-	-	-	254	509	2,965	4,659	85	8,472	-	9,560	-
75530 : Northeast Vaughan Water Servicing	12,879	1,211	1,721	11,171	42,570	30,667	13,727	101	79	-	-	-	100,036	-	114,126	100,036
75600 : Green Lane Leslie Street Watermain	461	-	-	-	-	-	393	300	499	5,900	9,129	1,493	17,714	17,846	36,021	-
75680 : North Markham Water Servicing	-	-	-	-	-	-	-	400	426	2,352	2,630	-	5,808	46,792	52,600	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	458	5	60	60	3,405	10	10	5	-	-	-	-	3,550	-	4,013	135
75710 : York Peel Feedermain Upgrade	-	-	20	212	325	1,132	1,132	575	-	-	-	-	3,396	-	3,396	3,396
75740 : East Gwillimbury Water Servicing	-	-	-	-	-	-	344	1,722	1,765	8,400	13,428	8,772	34,431	-	34,431	-
75790 : Environmental Services General Facility Upgrades	3,197	500	1,650	1,250	250	250	250	250	250	250	250	250	4,900	2,500	11,097	2,900
75800 : Water & Wastewater Vehicle Purchases	940	250	250	-	-	-	-	-	-	-	-	-	250	-	1,440	250
75850 : Aurora East Booster Pumping Station Upgrade	-	-	-	-	-	-	-	-	203	406	500	603	1,712	18,584	20,296	-
78270 : Ballantrae Well Expansion	782	32	24	5	-	-	-	-	-	-	-	-	29	-	843	29
78310 : Nobleton Water Wastewater Servicing	668	-	-	-	-	-	-	-	503	554	1,059	1,433	3,549	503	4,720	-
78360 : Orchard Heights Reservoir Inlet Upgrade	230	-	10	78	284	919	263	-	-	-	-	-	1,554	-	1,784	1,554
78380 : Kirby Pumping Station Expansion And Watermain	-	-	-	-	-	-	-	294	490	2,937	3,385	2,685	9,791	-	9,791	-

**Water**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
79670 : Water System Capacity Assessment	3,067	569	628	710	710	710	710	710	710	710	710	710	7,018	7,100	17,754	2,758
<b>Total Growth</b>	<b>839,915</b>	<b>10,711</b>	<b>9,267</b>	<b>24,406</b>	<b>57,480</b>	<b>37,848</b>	<b>21,132</b>	<b>9,091</b>	<b>10,831</b>	<b>32,682</b>	<b>49,051</b>	<b>23,335</b>	<b>275,123</b>	<b>249,519</b>	<b>1,375,268</b>	<b>148,320</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	3,875	750	1,900	1,250	250	250	250	250	250	250	250	250	5,150	2,500	12,275	3,150
Development Charge Reserves	12,329	2,111	6,162	12,183	14,507	6,531	3,307	2,470	1,890	1,915	1,943	2,066	52,973	92,550	159,963	35,254
Other Recoveries	1,098	1,211	1,205	10,973	36,152	-	-	-	-	-	-	-	48,330	-	50,639	48,330
Planned Debenture Proceeds	821,399	6,639	-	-	6,571	31,067	17,575	6,371	8,691	30,517	46,858	21,019	168,670	154,469	1,151,176	61,586
<b>Total Growth</b>	<b>839,915</b>	<b>10,711</b>	<b>9,267</b>	<b>24,406</b>	<b>57,480</b>	<b>37,848</b>	<b>21,132</b>	<b>9,091</b>	<b>10,831</b>	<b>32,682</b>	<b>49,051</b>	<b>23,335</b>	<b>275,123</b>	<b>249,519</b>	<b>1,375,268</b>	<b>148,320</b>

**Program Group: Rehabilitation and Replacement**

**Gross Expenditures:**

70470 : Rehab and Replacement Discrete Condition Assessment	9,273	1,662	1,535	1,590	1,680	1,690	1,730	1,820	1,830	1,750	1,840	1,730	17,195	-	28,130	8,225
70550 : Facility Security Upgrade Implementation	2,306	450	600	-	-	-	-	-	-	-	-	-	600	-	3,356	600
70590 : SCADA Master Plan Implementation	-	-	978	729	1,944	2,136	2,100	1,344	1,080	492	-	-	10,803	-	10,803	1,707
72150 : Water Conservation Authority Joint Initiatives	56,384	6,658	5,972	6,247	6,144	6,184	6,347	6,459	6,546	6,639	6,727	6,853	64,118	-	127,160	5,972
75540 : Water Hydraulic Analyses	2,432	541	1,193	209	194	194	194	194	194	194	194	194	2,954	-	5,927	1,790
78510 : Surface Water Treatment	8,095	3,146	4,304	13,163	14,213	5,447	330	3,240	200	500	500	1,750	43,647	-	54,888	37,497
78511 : Ground Water Treatment	16,138	5,095	5,593	3,176	13,035	15,375	13,775	12,025	7,695	1,325	3,225	6,075	81,299	-	102,532	50,954
78513 : Storage at Grade	-	-	50	150	300	500	500	-	-	2,000	250	2,000	5,750	-	5,750	1,500
78514 : Storage Elevated Tank	24,047	3,013	3,522	3,489	6,294	4,244	4,505	3,000	3,000	3,000	3,000	1,800	35,854	-	62,914	22,054
78515 : Rehab Pumping	23,557	5,884	1,928	572	287	460	250	250	250	250	250	450	4,947	-	34,388	3,497
78516 : Storage Reservoir	7,138	5,911	11,902	15,574	3,616	1,380	2,750	3,000	4,750	2,250	6,500	5,000	56,722	-	69,771	35,222
78519 : Transmission Main Rehabilitation	59,235	6,413	3,972	7,797	8,180	8,000	9,080	8,730	8,336	15,746	6,150	4,700	80,691	-	146,339	43,559
78555 : SCADA Communication Network Rehabilitation	10,363	211	173	330	55	55	-	-	-	-	-	-	613	-	11,187	613
78565 : Tech Integration Rehabilitation	3,456	595	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	14,051	2,000
78575 : Tech Development Implementation Rehabilitation	7,160	595	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	17,755	2,000
78585 : Asset Management Plan Review and Update	15,716	1,065	1,030	1,105	1,060	1,066	1,078	1,091	1,103	1,116	1,129	1,142	10,920	-	27,701	2,135
<b>Total Rehabilitation and Replacement</b>	<b>245,299</b>	<b>41,239</b>	<b>44,752</b>	<b>56,131</b>	<b>59,002</b>	<b>48,731</b>	<b>44,639</b>	<b>43,153</b>	<b>36,984</b>	<b>37,262</b>	<b>31,765</b>	<b>33,694</b>	<b>436,113</b>	<b>-</b>	<b>722,651</b>	<b>219,325</b>

**Funding Sources:**

Asset Replacement Reserves	171,537	41,239	44,252	55,011	53,792	48,731	44,639	43,153	36,984	37,262	31,765	33,694	429,283	-	642,059	212,495
Grants & Subsidies	7,612	-	500	1,120	5,210	-	-	-	-	-	-	-	6,830	-	14,442	6,830

**Water**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Other Recoveries	787	-	-	-	-	-	-	-	-	-	-	-	-	-	787	-
Planned Debuture Proceeds	22,378	-	-	-	-	-	-	-	-	-	-	-	-	-	22,378	-
<b>Total Rehabilitation and Replacement</b>	<b>245,299</b>	<b>41,239</b>	<b>44,752</b>	<b>56,131</b>	<b>59,002</b>	<b>48,731</b>	<b>44,639</b>	<b>43,153</b>	<b>36,984</b>	<b>37,262</b>	<b>31,765</b>	<b>33,694</b>	<b>436,113</b>	-	<b>722,651</b>	<b>219,325</b>
<b>Total Expenditures</b>	<b>1,085,214</b>	<b>51,950</b>	<b>54,019</b>	<b>80,537</b>	<b>116,482</b>	<b>86,579</b>	<b>65,771</b>	<b>52,244</b>	<b>47,815</b>	<b>69,944</b>	<b>80,816</b>	<b>57,029</b>	<b>711,236</b>	<b>249,519</b>	<b>2,097,919</b>	<b>367,645</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	175,412	41,989	46,152	56,261	54,042	48,981	44,889	43,403	37,234	37,512	32,015	33,944	434,433	2,500	654,334	215,645
Development Charge Reserves	12,329	2,111	6,162	12,183	14,507	6,531	3,307	2,470	1,890	1,915	1,943	2,066	52,973	92,550	159,963	35,254
Grants & Subsidies	7,612	-	500	1,120	5,210	-	-	-	-	-	-	-	6,830	-	14,442	6,830
Other Recoveries	1,885	1,211	1,205	10,973	36,152	-	-	-	-	-	-	-	48,330	-	51,426	48,330
Planned Debuture Proceeds	843,776	6,639	-	-	6,571	31,067	17,575	6,371	8,691	30,517	46,858	21,019	168,670	154,469	1,173,554	61,586
<b>Total Funding</b>	<b>1,085,214</b>	<b>51,950</b>	<b>54,019</b>	<b>80,537</b>	<b>116,482</b>	<b>86,579</b>	<b>65,771</b>	<b>52,244</b>	<b>47,815</b>	<b>69,944</b>	<b>80,816</b>	<b>57,029</b>	<b>711,236</b>	<b>249,519</b>	<b>2,097,919</b>	<b>367,645</b>

# Water

## 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
<b>Program Group: Growth</b>											
71250 : Queensville Elevated Tank No. 2	11,961	-	-	-	-	-	-	-	11,961	-	-
72390 : Water for Tomorrow Program	10,090	-	-	-	-	10,090	-	-	-	-	-
72450 : Aurora Elevated Tank	11,442	-	-	-	-	1,201	-	-	10,241	-	-
72560 : Bloomington Road Bayview Avenue AC Watermain	1,370	-	-	-	-	-	-	-	1,370	-	-
73300 : Water Master Plan Update	2,558	-	-	-	-	2,558	-	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	17,800	-	-	-	-	-	-	-	17,800	-	-
73790 : Peel Water Supply - Cost Shared Works	4,660	-	-	-	-	-	-	-	4,660	-	-
75390 : West Vaughan Water Servicing	956	-	-	-	-	-	-	-	956	-	-
75440 : Eagle to Kirby Pumping Station Watermain	10,651	-	-	-	-	-	-	-	10,651	-	-
75460 : Yonge Green Lane Watermain	932	-	-	-	-	-	-	-	932	-	-
75480 : Newmarket West Elevated Tank and Watermain	493	-	-	-	-	-	-	-	493	-	-
75520 : Stouffville Zone 2 Elevated Tank and Watermain	8,472	-	-	-	-	-	-	-	8,472	-	-
75530 : Northeast Vaughan Water Servicing	100,036	-	-	-	-	-	-	48,330	51,706	-	-
75600 : Green Lane Leslie Street Watermain	17,714	-	-	-	-	-	-	-	17,714	-	-
75680 : North Markham Water Servicing	5,808	-	-	-	-	-	-	-	5,808	-	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	3,550	-	-	-	-	3,550	-	-	-	-	-
75710 : York Peel Feedermain Upgrade	3,396	-	-	-	-	3,396	-	-	-	-	-
75740 : East Gwillimbury Water Servicing	34,431	-	-	-	-	-	-	-	34,431	-	-
75790 : Environmental Services General Facility Upgrades	4,900	-	-	4,900	-	-	-	-	-	-	-
75800 : Water & Wastewater Vehicle Purchases	250	-	-	250	-	-	-	-	-	-	-
75850 : Aurora East Booster Pumping Station Upgrade	1,712	-	-	-	-	-	-	-	1,712	-	-
78270 : Ballantrae Well Expansion	29	-	-	-	-	29	-	-	-	-	-
78310 : Nobleton Water Wastewater Servicing	3,549	-	-	-	-	-	-	-	3,549	-	-
78360 : Orchard Heights Reservoir Inlet Upgrade	1,554	-	-	-	-	-	-	-	1,554	-	-
78380 : Kirby Pumping Station Expansion And Watermain	9,791	-	-	-	-	-	-	-	9,791	-	-
79670 : Water System Capacity Assessment	7,018	-	-	-	-	7,018	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt	-	-	-	-	-	25,131	-	-	(25,131)	-	-

**Water**

**2022 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
<b>Avoidance</b>											
<b>Total Growth</b>	<b>275,123</b>	-	-	<b>5,150</b>	-	<b>52,973</b>	-	<b>48,330</b>	<b>168,670</b>	-	-
<b>Program Group: Rehabilitation and Replacement</b>											
70470 : Rehab and Replacement Discrete Condition Assessment	17,195	-	-	17,195	-	-	-	-	-	-	-
70550 : Facility Security Upgrade	600	-	-	600	-	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	10,803	-	-	10,803	-	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	64,118	-	-	64,118	-	-	-	-	-	-	-
75540 : Water Hydraulic Analyses	2,954	-	-	2,954	-	-	-	-	-	-	-
78510 : Surface Water Treatment	43,647	-	-	43,647	-	-	-	-	-	-	-
78511 : Ground Water Treatment	81,299	-	-	74,469	-	-	6,830	-	-	-	-
78513 : Storage at Grade	5,750	-	-	5,750	-	-	-	-	-	-	-
78514 : Storage Elevated Tank	35,854	-	-	35,854	-	-	-	-	-	-	-
78515 : Rehab Pumping	4,947	-	-	4,947	-	-	-	-	-	-	-
78516 : Storage Reservoir	56,722	-	-	56,722	-	-	-	-	-	-	-
78519 : Transmission Main	80,691	-	-	80,691	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	613	-	-	613	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	10,000	-	-	10,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	10,000	-	-	10,000	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	10,920	-	-	10,920	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>436,113</b>	-	-	<b>429,283</b>	-	-	<b>6,830</b>	-	-	-	-
<b>Total Funding</b>	<b>711,236</b>	-	-	<b>434,433</b>	-	<b>52,973</b>	<b>6,830</b>	<b>48,330</b>	<b>168,670</b>	-	-

## Water

### 2022 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
<b>Program Group: Growth</b>												
72390 : Water for Tomorrow Program	1,965	-	-	-	-	1,965	-	-	-	-	-	
72450 : Aurora Elevated Tank	11,442	-	-	-	-	1,201	-	-	10,241	-	-	
73300 : Water Master Plan Update	639	-	-	-	-	639	-	-	-	-	-	
73580 : Toronto Water Supply - Cost Shared Works	17,800	-	-	-	-	-	-	-	17,800	-	-	
73790 : Peel Water Supply - Cost Shared Works	4,660	-	-	-	-	-	-	-	4,660	-	-	
75390 : West Vaughan Water Servicing	756	-	-	-	-	-	-	-	756	-	-	
75530 : Northeast Vaughan Water Servicing	100,036	-	-	-	-	-	-	48,330	51,706	-	-	
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	135	-	-	-	-	135	-	-	-	-	-	
75710 : York Peel Feedermain Upgrade	3,396	-	-	-	-	3,396	-	-	-	-	-	
75790 : Environmental Services General Facility Upgrades	2,900	-	-	2,900	-	-	-	-	-	-	-	
75800 : Water & Wastewater Vehicle Purchases	250	-	-	250	-	-	-	-	-	-	-	
78270 : Ballantrae Well Expansion	29	-	-	-	-	29	-	-	-	-	-	
78360 : Orchard Heights Reservoir Inlet Upgrade	1,554	-	-	-	-	-	-	-	1,554	-	-	
79670 : Water System Capacity Assessment	2,758	-	-	-	-	2,758	-	-	-	-	-	
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	25,131	-	-	(25,131)	-	-	
<b>Total Growth</b>	<b>148,320</b>	-	-	<b>3,150</b>	-	<b>35,254</b>	-	<b>48,330</b>	<b>61,586</b>	-	-	
<b>Program Group: Rehabilitation and Replacement</b>												
70470 : Rehab and Replacement Discrete Condition Assessment	8,225	-	-	8,225	-	-	-	-	-	-	-	
70550 : Facility Security Upgrade	600	-	-	600	-	-	-	-	-	-	-	
70590 : SCADA Master Plan Implementation	1,707	-	-	1,707	-	-	-	-	-	-	-	
72150 : Water Conservation Authority Joint Initiatives	5,972	-	-	5,972	-	-	-	-	-	-	-	
75540 : Water Hydraulic Analyses	1,790	-	-	1,790	-	-	-	-	-	-	-	
78510 : Surface Water Treatment	37,497	-	-	37,497	-	-	-	-	-	-	-	
78511 : Ground Water Treatment	50,954	-	-	44,124	-	-	6,830	-	-	-	-	
78513 : Storage at Grade	1,500	-	-	1,500	-	-	-	-	-	-	-	
78514 : Storage Elevated Tank	22,054	-	-	22,054	-	-	-	-	-	-	-	
78515 : Rehab Pumping	3,497	-	-	3,497	-	-	-	-	-	-	-	



**Water**

**2022 Budget Capital Spending Authority (CSA) Funding by Program Group**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
78516 : Storage Reservoir	35,222	-	-	35,222	-	-	-	-	-	-	-
78519 : Transmission Main	43,559	-	-	43,559	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	613	-	-	613	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	2,000	-	-	2,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	2,000	-	-	2,000	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	2,135	-	-	2,135	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>219,325</b>	<b>-</b>	<b>-</b>	<b>212,495</b>	<b>-</b>	<b>-</b>	<b>6,830</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Funding</b>	<b>367,645</b>	<b>-</b>	<b>-</b>	<b>215,645</b>	<b>-</b>	<b>35,254</b>	<b>6,830</b>	<b>48,330</b>	<b>61,586</b>	<b>-</b>	<b>-</b>

## Wastewater

### 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority			
	2021 to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031							
<b>Program Group: Growth</b>																			
<b>Gross Expenditures:</b>																			
70080 : York Durham Sewage System Interim Servicing	11,342	12,020	15,350	9,000	1,000	100	-	-	-	-	-	-	-	-	-	25,450	48,812	25,450	
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	-	-	-	120	360	360	2,688	5,376	5,376	1,200	-	-	-	-	-	15,480	-	15,480	120
70530 : Yonge Street Sewer Twinning	-	-	-	-	-	-	-	-	522	1,044	1,044	1,566	-	-	-	4,176	48,016	52,192	-
70540 : Upper York Servicing Infrastructure Phase 2	0	-	-	-	-	-	-	-	-	30	570	2,000	-	-	-	2,600	187,860	190,460	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	118,595	250	1,065	1,055	-	-	-	-	-	-	-	-	-	-	-	2,120	-	120,965	2,120
71230 : Holland Landing Lagoon Decommissioning	15	-	-	-	-	-	-	100	1,000	-	-	-	-	-	-	1,100	-	1,115	-
72010 : Keswick Water Resource Recovery Facility Expansion	-	-	-	-	-	-	-	-	-	-	-	300	-	-	-	300	31,733	32,033	-
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	-	-	-	-	80	500	1,000	1,500	1,500	1,500	3,500	2,695	-	-	-	10,775	385,214	395,989	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy Upgrades	10,214	2,374	6,906	4,510	925	-	-	-	-	-	-	-	-	-	-	12,341	-	24,929	12,341
72530 : Duffin Creek Stage 1 & 2 Upgrades	208,421	350	25	5	-	-	-	-	-	-	-	-	-	-	30	30	-	208,801	30
72550 : High Street Pumping Station Expansion	-	-	-	-	-	-	-	-	-	69	114	685	-	-	-	868	1,416	2,284	-
73640 : Inflow & Infiltration Reduction	37,324	3,209	3,366	3,490	3,602	3,719	3,741	3,450	3,450	3,450	3,450	3,450	-	-	-	35,168	34,500	110,201	17,918
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	634,841	6,940	2,350	2,700	-	-	-	-	-	-	-	-	-	-	-	5,050	-	646,831	5,050
74270 : Upper York Water Reclamation Centre	94,188	3,673	1,000	7,200	29,810	60,310	90,000	91,289	90,071	63,450	51,282	21,526	-	-	-	505,938	44,000	647,799	505,938
75290 : North Markham Trunk Sewer	-	-	-	-	-	-	-	348	696	697	1,045	6,966	-	-	-	9,752	25,079	34,831	-
75300 : West Vaughan Sewage Servicing	25,570	1,483	15,070	28,626	56,218	59,392	70,751	67,515	25,070	2,714	-	-	-	-	-	325,356	63,897	416,306	325,356
75310 : Northeast Vaughan Wastewater Servicing	3,535	2,826	571	19,021	33,482	8,300	46,240	51,240	12,640	61	71	-	-	-	-	171,626	-	177,987	64,626
75320 : Primary Trunk Sewer	131	56	1,208	1,208	440	3,140	15,140	42,440	40,370	40,370	40,520	150	-	-	-	184,986	43,610	228,783	2,786
75340 : East Queensville Pumping Station and Foremain	-	-	-	-	219	200	433	900	10,074	10,074	-	-	-	-	-	21,900	-	21,900	-
75350 : Sharon Trunk Sewer	-	181	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	181	-
75360 : Newmarket Diversion Sewer	0	-	-	-	-	-	205	410	410	614	4,096	7,168	-	-	-	12,903	7,578	20,481	-
75640 : Wastewater System Capacity Studies	3,507	1,279	2,020	1,886	1,932	1,979	1,896	1,896	1,896	1,896	1,896	1,896	-	-	-	19,193	18,960	42,939	7,817
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	3,559	6,153	9,122	6,016	20	20	-	-	-	-	-	-	-	-	-	15,178	-	24,890	15,178
75770 : Leslie St Pumping Station Foremain	-	-	-	-	-	-	490	980	980	1,470	16,800	12,000	-	-	-	32,720	17,020	49,740	-
75780 : Duffin Creek Lab Expansion	365	2,790	1,800	536	78	-	-	-	-	-	-	-	-	-	-	2,414	-	5,569	2,414

## Wastewater 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals										Capital Spending Authority				
	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030		2031	Ten-Year Total	Balance to Complete	Total Project Cost
78310 : Nableton Water Wastewater Servicing	1,049	847	346	100	-	-	-	400	500	671	6,472	8,489	9,997	20,382	446
79100 : York Durham Sewage System Wastewater Master Plan Update	3,606	565	339	300	260	270	180	180	205	308	256	2,558	2,258	8,987	639
79570 : Sutton Water Resource Recovery Facility Expansion	1,218	-	-	1,000	-	-	-	814	1,220	1,220	7,814	12,068	30,612	43,898	-
79740 : Peel System Cost Shared Works	59,536	461	780	1,182	1,580	1,255	640	415	293	25	15	8,065	150	68,212	8,065
79760 : York Durham Sewage System Foremain Twinning	105,204	14,326	200	200	1,696	-	-	-	-	-	-	2,096	-	121,626	2,096
79890 : York Durham Sewage System Leslie Pumping Station Upgrade	42,250	46	10	-	-	-	-	-	-	-	-	10	-	42,306	10
<b>Total Growth</b>	<b>1,364,470</b>	<b>59,829</b>	<b>61,528</b>	<b>88,155</b>	<b>131,622</b>	<b>139,740</b>	<b>233,609</b>	<b>267,664</b>	<b>131,857</b>	<b>126,612</b>	<b>74,959</b>	<b>1,450,710</b>	<b>951,900</b>	<b>3,826,909</b>	<b>998,400</b>

### Funding Sources:

Asset Replacement Reserves	24,147	655	11	68	286	549	819	831	820	577	467	196	399	29,825	4,624
Development Charge Reserves	76,693	1,890	55,713	26,458	5,794	5,958	2,166	2,076	2,076	2,101	2,204	2,152	173,763	359,044	93,403
Grants & Subsidies	105,951	6,620	3,100	-	-	-	-	-	-	-	-	3,100	-	115,671	3,100
Other Recoveries	273,228	5,359	2,704	21,082	33,791	8,980	39,918	10,466	9,652	9,555	8,875	569	85,767	509,946	69,079
Planned Debenture Proceeds	882,271	45,305	-	40,547	91,751	124,253	190,706	254,291	182,416	119,624	115,066	72,042	691,971	2,810,242	828,194
<b>Total Growth</b>	<b>1,364,469</b>	<b>59,829</b>	<b>61,528</b>	<b>88,155</b>	<b>131,622</b>	<b>139,740</b>	<b>233,609</b>	<b>267,664</b>	<b>131,857</b>	<b>126,612</b>	<b>74,959</b>	<b>1,450,710</b>	<b>951,900</b>	<b>3,826,908</b>	<b>998,400</b>

### Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	6,673	1,462	1,800	1,800	1,550	800	800	800	800	800	800	800	-	18,885	6,750
70590 : SCADA Master Plan Implementation	-	-	652	486	1,296	1,424	1,400	896	720	328	-	-	-	7,202	1,138
72590 : Mt-Albert WPCP Corrosion Rehab	3,018	644	1,814	760	620	-	-	-	-	-	-	3,194	-	6,856	3,194
75380 : Wastewater Model Calibration	1,449	345	446	453	453	453	453	453	453	453	453	4,523	-	6,317	1,805
75820 : Duffin Creek Incinerators	10,312	3,637	16,638	17,821	29,738	19,054	28,083	14,219	24,824	15,893	26,528	192,798	-	206,747	192,798
75840 : Existing Southeast Collector Rehabilitation	5,323	9,047	985	20	9	-	-	-	-	-	-	1,014	-	15,384	1,014
76340 : Duffin Creek Water Pollution Control Plant Upgrade	12,842	1,854	4,492	15,387	11,003	10,890	10,279	8,805	8,805	-	-	69,661	-	84,357	69,661
78410 : Sutton Water Resource Recovery Facility Upgrades	2,909	3,720	600	50	10	-	-	-	-	-	-	660	-	7,289	660
78440 : Oak Ridges Area Air Management Facility	2,991	676	5,035	5,271	2,437	17	-	-	-	-	-	12,760	-	16,427	12,760
78515 : Rehab Pumping	47,525	7,693	8,830	17,262	8,253	700	3,000	1,000	1,100	1,800	2,000	44,195	-	99,413	38,045
78533 : Wastewater Treatment Rehabilitation Program	21,044	1,308	4,004	3,302	3,335	1,010	10	-	-	-	-	14,361	-	36,713	11,661
78536 : York Durham Sewage System Rehabilitation Program	100,330	23,101	32,792	36,037	37,303	36,400	27,720	23,900	31,175	58,725	54,425	385,652	-	509,083	143,152
78537 : Trunk Foremain	357	90	920	3,220	10,560	9,680	1,330	335	300	100	100	26,900	-	27,347	25,800

**Wastewater**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
78538 : Air Management	3,703	71	29	17	100	-	-	-	100	-	-	-	246	-	4,020	46
78555 : SCADA Communication Network Rehabilitation	11,109	111	173	330	55	-	-	-	-	-	-	-	613	-	11,833	613
78565 : Tech Integration Rehabilitation	3,419	595	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	14,014	2,000
78575 : Tech Development Implementation Rehabilitation	6,514	595	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	17,109	2,000
78584 : Duffin Creek Water Pollution Control Plant Assets	2,340	-	100	300	-	-	-	100	200	-	-	-	700	-	3,040	400
78585 : Asset Management Plan Review and Update	10,483	1,065	1,030	1,105	1,060	1,066	1,078	1,091	1,103	1,116	1,129	1,142	10,920	-	22,468	2,135
79470 : Wastewater Conservation Authority Joint Initiative	25,309	2,220	1,991	2,083	2,048	2,062	2,116	2,153	2,182	2,213	2,243	2,285	21,376	-	48,905	1,991
79850 : York Durham Sewage System Duffin Creek Minor Capital	36,058	1,385	2,376	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,376	-	57,819	2,376
<b>Total Rehabilitation and Replacement</b>	<b>313,711</b>	<b>59,619</b>	<b>86,707</b>	<b>109,704</b>	<b>113,850</b>	<b>87,611</b>	<b>80,269</b>	<b>57,752</b>	<b>75,797</b>	<b>85,628</b>	<b>91,678</b>	<b>58,905</b>	<b>847,901</b>	-	<b>1,221,231</b>	<b>519,999</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	219,439	55,675	81,163	101,806	103,517	79,826	70,294	51,766	67,054	81,496	84,781	58,905	780,608	-	1,055,722	452,706
Grants & Subsidies	20,093	-	-	-	-	-	-	-	-	-	-	-	-	-	20,093	-
Other Recoveries	2,434	3,944	5,544	7,898	10,333	7,785	9,975	5,986	8,743	4,132	6,897	-	67,293	-	73,671	67,293
Planned Debuture Proceeds	32,135	-	-	-	-	-	-	-	-	-	-	-	-	-	32,135	-
<b>Total Rehabilitation and Replacement</b>	<b>313,711</b>	<b>59,619</b>	<b>86,707</b>	<b>109,704</b>	<b>113,850</b>	<b>87,611</b>	<b>80,269</b>	<b>57,752</b>	<b>75,797</b>	<b>85,628</b>	<b>91,678</b>	<b>58,905</b>	<b>847,901</b>	-	<b>1,221,231</b>	<b>519,999</b>
<b>Total Expenditures</b>	<b>1,678,181</b>	<b>119,448</b>	<b>148,235</b>	<b>197,859</b>	<b>245,472</b>	<b>227,351</b>	<b>313,878</b>	<b>325,416</b>	<b>270,761</b>	<b>217,485</b>	<b>218,290</b>	<b>133,864</b>	<b>2,298,611</b>	<b>951,900</b>	<b>5,048,140</b>	<b>1,518,399</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	243,586	56,330	81,174	101,874	103,803	80,375	71,113	52,597	67,874	82,073	85,248	59,101	785,232	399	1,085,547	457,330
Development Charge Reserves	76,693	1,890	55,713	26,458	5,794	5,958	2,166	2,076	2,076	2,101	2,204	2,152	106,698	173,763	359,044	93,403
Grants & Subsidies	126,045	6,620	3,100	-	-	-	-	-	-	-	-	-	3,100	-	135,765	3,100
Other Recoveries	275,662	9,303	8,248	28,980	44,124	16,765	49,893	16,452	18,395	13,687	15,772	569	212,885	85,767	583,617	136,372
Planned Debuture Proceeds	914,406	45,305	-	40,547	91,751	124,253	190,706	254,291	182,416	119,624	115,066	72,042	1,190,696	691,971	2,842,377	828,194
<b>Total Funding</b>	<b>1,678,180</b>	<b>119,448</b>	<b>148,235</b>	<b>197,859</b>	<b>245,472</b>	<b>227,351</b>	<b>313,878</b>	<b>325,416</b>	<b>270,761</b>	<b>217,485</b>	<b>218,290</b>	<b>133,864</b>	<b>2,298,611</b>	<b>951,900</b>	<b>5,048,139</b>	<b>1,518,399</b>

## Wastewater

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
<b>Program Group: Growth</b>												
70080 : York Durham Sewage System Interim Servicing	25,450	-	-	-	-	-	3,100	-	22,350	-	-	
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	15,480	-	-	-	-	-	-	1,549	13,931	-	-	
70530 : Yonge Street Sewer Twinning	4,176	-	-	-	-	-	-	-	4,176	-	-	
70540 : Upper York Servicing Infrastructure Phase 2	2,600	-	-	-	-	-	-	-	2,600	-	-	
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	2,120	-	-	-	-	2,120	-	-	-	-	-	
71230 : Holland Landing Lagoon Decommissioning	1,100	-	-	-	-	-	-	1,100	-	-	-	
72010 : Keswick Water Resource Recovery Facility Expansion	300	-	-	-	-	-	-	-	300	-	-	
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	10,775	-	-	-	-	-	-	2,155	8,620	-	-	
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	12,341	-	-	-	-	-	-	2,468	9,873	-	-	
72530 : Duffin Creek Stage 1 & 2 Upgrades	30	-	-	-	-	30	-	-	-	-	-	
72550 : High Street Pumping Station Expansion	868	-	-	-	-	-	-	-	868	-	-	
73640 : Inflow & Infiltration Reduction	35,168	-	-	-	-	-	-	-	35,168	-	-	
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	5,050	-	-	-	-	-	-	1,919	3,131	-	-	
74270 : Upper York Water Reclamation Centre	505,938	-	-	4,605	-	-	-	-	501,333	-	-	
75290 : North Markham Trunk Sewer	9,752	-	-	-	-	-	-	-	9,752	-	-	
75300 : West Vaughan Sewage Servicing	325,356	-	-	-	-	-	-	-	325,356	-	-	
75310 : Northeast Vaughan Wastewater Servicing	171,626	-	-	-	-	-	-	99,403	72,223	-	-	
75320 : Primary Trunk Sewer	184,986	-	-	-	-	-	-	36,998	147,988	-	-	
75340 : East Queensville Pumping Station and Forcemain	21,900	-	-	-	-	-	-	-	21,900	-	-	
75360 : Newmarket Diversion Sewer	12,903	-	-	-	-	-	-	-	12,903	-	-	
75640 : Wastewater System Capacity Studies	19,193	-	-	-	-	19,193	-	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	15,178	-	-	-	-	-	-	-	15,178	-	-	
75770 : Leslie St Pumping Station Forcemain	32,720	-	-	-	-	-	-	-	32,720	-	-	
75780 : Duffin Creek Lab Expansion	2,414	-	-	-	-	-	-	-	2,414	-	-	
78310 : Nobleton Water Wastewater Servicing	8,489	-	-	-	-	446	-	-	8,043	-	-	
79100 : York Durham Sewage System Wastewater Master Plan Update	2,558	-	-	-	-	2,558	-	-	-	-	-	

# Wastewater

## 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt/Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
79570 : Sutton Water Resource Recovery Facility Expansion	12,068	-	-	-	-	-	-	-	12,068	-	-
79740 : Peel System Cost Shared Works	8,065	-	-	-	-	-	-	-	8,065	-	-
79760 : York Durham Sewage System Forcemain Twinning	2,096	-	-	19	-	-	-	-	2,077	-	-
79890 : York Durham Sewage System Leslie Pumping Station Upgrade	10	-	-	-	-	10	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	82,341	-	-	(82,341)	-	-
<b>Total Growth</b>	<b>1,450,710</b>	-	-	<b>4,624</b>	-	<b>106,698</b>	<b>3,100</b>	<b>145,592</b>	<b>1,190,696</b>	-	-

## Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	10,750	-	-	10,750	-	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	7,202	-	-	7,202	-	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	3,194	-	-	3,194	-	-	-	-	-	-	-
75380 : Wastewater Model Calibration	4,523	-	-	4,523	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	192,798	-	-	142,671	-	-	-	50,127	-	-	-
75840 : Existing Southeast Collector Rehabilitation	1,014	-	-	1,014	-	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	69,661	-	-	52,590	-	-	-	17,071	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	660	-	-	660	-	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	12,760	-	-	12,760	-	-	-	-	-	-	-
78515 : Rehab Pumping	44,195	-	-	44,195	-	-	-	-	-	-	-
78533 : Wastewater Treatment	14,361	-	-	14,361	-	-	-	-	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	385,652	-	-	385,557	-	-	-	95	-	-	-
78537 : Trunk Forcemain	26,900	-	-	26,900	-	-	-	-	-	-	-
78538 : Air Management	246	-	-	246	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	613	-	-	613	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	10,000	-	-	10,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	10,000	-	-	10,000	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	700	-	-	700	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	10,920	-	-	10,920	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	21,376	-	-	21,376	-	-	-	-	-	-	-

**Wastewater**  
**2022 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
79850 : York Durham Sewage System Duffin Creek Minor Capital	20,376	-	-	20,376	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>847,901</b>	-	-	<b>780,608</b>	-	-	-	<b>67,293</b>	-	-	-
<b>Total Funding</b>	<b>2,298,611</b>	-	-	<b>785,232</b>	-	<b>106,698</b>	<b>3,100</b>	<b>212,885</b>	<b>1,190,696</b>	-	-

## Wastewater

### 2022 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
<b>Program Group: Growth</b>												
70080 : York Durham Sewage System Interim Servicing	25,450	-	-	-	-	-	3,100	-	22,350	-	-	
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	120	-	-	-	-	-	-	12	108	-	-	
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	2,120	-	-	-	-	2,120	-	-	-	-	-	
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	12,341	-	-	-	-	-	-	2,468	9,873	-	-	
72530 : Duffin Creek Stage 1 & 2 Upgrades	30	-	-	-	-	30	-	-	-	-	-	
73640 : Inflow & Infiltration Reduction	17,918	-	-	-	-	-	-	-	17,918	-	-	
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	5,050	-	-	-	-	-	-	1,919	3,131	-	-	
74270 : Upper York Water Reclamation Centre	505,938	-	-	4,605	-	-	-	-	501,333	-	-	
75300 : West Vaughan Sewage Servicing	325,356	-	-	-	-	-	-	-	325,356	-	-	
75310 : Northeast Vaughan Wastewater Servicing	64,626	-	-	-	-	-	-	64,122	504	-	-	
75320 : Primary Trunk Sewer	2,786	-	-	-	-	-	-	558	2,228	-	-	
75640 : Wastewater System Capacity Studies	7,817	-	-	-	-	7,817	-	-	-	-	-	
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	15,178	-	-	-	-	-	-	-	15,178	-	-	
75780 : Duffin Creek Lab Expansion	2,414	-	-	-	-	-	-	-	2,414	-	-	
78310 : Nobleton Water Wastewater Servicing	446	-	-	-	-	446	-	-	-	-	-	
79100 : York Durham Sewage System Wastewater Master Plan Update	639	-	-	-	-	639	-	-	-	-	-	
79740 : Peel System Cost Shared Works	8,065	-	-	-	-	-	-	-	8,065	-	-	
79760 : York Durham Sewage System Forcemain Twinning	2,096	-	-	19	-	-	-	-	2,077	-	-	
79890 : York Durham Sewage System Leslie Pumping Station Upgrade	10	-	-	-	-	10	-	-	-	-	-	
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	82,341	-	-	(82,341)	-	-	
<b>Total Growth</b>	<b>998,400</b>	<b>-</b>	<b>-</b>	<b>4,624</b>	<b>-</b>	<b>93,403</b>	<b>3,100</b>	<b>69,079</b>	<b>828,194</b>	<b>-</b>	<b>-</b>	
<b>Program Group: Rehabilitation and Replacement</b>												
70470 : Rehab and Replacement Discrete Condition Assessment	6,750	-	-	6,750	-	-	-	-	-	-	-	
70590 : SCADA Master Plan Implementation	1,138	-	-	1,138	-	-	-	-	-	-	-	
72590 : Mt Albert WPCP Corrosion Rehab	3,194	-	-	3,194	-	-	-	-	-	-	-	



# Wastewater

## 2022 Budget Capital Spending Authority (CSA) Funding by Program Group

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
75380 : Wastewater Model Calibration	1,805	-	-	1,805	-	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	192,798	-	-	142,671	-	-	-	50,127	-	-	-
75840 : Existing Southeast Collector Rehabilitation	1,014	-	-	1,014	-	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	69,661	-	-	52,590	-	-	-	17,071	-	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	660	-	-	660	-	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	12,760	-	-	12,760	-	-	-	-	-	-	-
78515 : Rehab Pumping	38,045	-	-	38,045	-	-	-	-	-	-	-
78533 : Wastewater Treatment	11,661	-	-	11,661	-	-	-	-	-	-	-
78536 : York Durham Sewage System Rehabilitation Program	143,152	-	-	143,057	-	-	-	95	-	-	-
78537 : Trunk Forcemain	25,800	-	-	25,800	-	-	-	-	-	-	-
78538 : Air Management	46	-	-	46	-	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	613	-	-	613	-	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	2,000	-	-	2,000	-	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	2,000	-	-	2,000	-	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	400	-	-	400	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	2,135	-	-	2,135	-	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	1,991	-	-	1,991	-	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	2,376	-	-	2,376	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>519,999</b>	-	-	<b>452,706</b>	-	-	<b>3,100</b>	<b>67,293</b>	-	-	-
<b>Total Funding</b>	<b>1,518,399</b>	-	-	<b>457,330</b>	-	<b>93,403</b>	<b>3,100</b>	<b>136,372</b>	<b>828,194</b>	-	-

**Waste Management**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Program Group: Growth</b>																
<b>Gross Expenditures:</b>																
71335 : Source Separated Organics Facility	1,196	176	-	-	-	5,120	5,120	45,476	43,075	-	-	-	98,791	-	100,164	-
72545 : Richmond Hill CEC upgrade – Addition of user scales and HHW depot	-	10	-	-	-	-	-	-	-	-	-	-	-	-	10	-
79885 : New Waste Management Initiatives	2,386	260	102	102	102	102	102	102	102	102	102	102	1,020	306	3,972	204
<b>Total Growth</b>	<b>3,582</b>	<b>446</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>5,222</b>	<b>5,222</b>	<b>45,578</b>	<b>43,177</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>99,811</b>	<b>306</b>	<b>104,146</b>	<b>204</b>
<b>Funding Sources:</b>																
Program Specific Reserves	2,185	446	102	102	102	5,222	5,222	45,578	43,177	102	102	102	99,811	306	102,748	204
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Other Recoveries	186	-	-	-	-	-	-	-	-	-	-	-	-	-	186	-
<b>Total Growth</b>	<b>3,582</b>	<b>446</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>5,222</b>	<b>5,222</b>	<b>45,578</b>	<b>43,177</b>	<b>102</b>	<b>102</b>	<b>102</b>	<b>99,811</b>	<b>306</b>	<b>104,145</b>	<b>204</b>

**Program Group: Rehabilitation and Replacement**

<b>Gross Expenditures:</b>																
70195 : Solid Waste Master Plan	1,971	-	-	-	256	256	-	-	-	256	256	-	1,024	-	2,995	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	9,442	204	2,180	1,192	505	1,980	420	51	51	51	51	51	6,532	-	16,178	3,372
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	856	140	864	1,624	777	338	51	361	426	394	398	2,491	7,724	-	8,720	3,603
78585 : Asset Management Plan Review and Update	645	-	112	61	10	10	215	16	15	16	51	215	721	-	1,366	173
79935 : McCleary Court Hill CEC upgrade – Addition of user scales and HHW depot	-	10	-	-	-	-	-	-	-	-	-	-	-	-	10	-
<b>Total Rehabilitation and Replacement</b>	<b>12,913</b>	<b>354</b>	<b>3,156</b>	<b>2,877</b>	<b>1,548</b>	<b>2,584</b>	<b>686</b>	<b>428</b>	<b>492</b>	<b>717</b>	<b>756</b>	<b>2,757</b>	<b>16,001</b>	<b>-</b>	<b>29,268</b>	<b>7,148</b>
<b>Funding Sources:</b>																
Program Specific Reserves	12,702	354	3,156	2,877	1,548	2,584	686	428	492	717	756	2,757	16,001	-	29,057	7,148
Other Recoveries	211	-	-	-	-	-	-	-	-	-	-	-	-	-	211	-
<b>Total Rehabilitation and Replacement</b>	<b>12,913</b>	<b>354</b>	<b>3,156</b>	<b>2,877</b>	<b>1,548</b>	<b>2,584</b>	<b>686</b>	<b>428</b>	<b>492</b>	<b>717</b>	<b>756</b>	<b>2,757</b>	<b>16,001</b>	<b>-</b>	<b>29,268</b>	<b>7,148</b>
<b>Total Expenditures</b>	<b>16,496</b>	<b>800</b>	<b>3,258</b>	<b>2,979</b>	<b>1,650</b>	<b>7,806</b>	<b>5,908</b>	<b>46,006</b>	<b>43,669</b>	<b>819</b>	<b>858</b>	<b>2,859</b>	<b>115,812</b>	<b>306</b>	<b>133,414</b>	<b>7,352</b>
<b>Funding Sources:</b>																
Program Specific Reserves	14,887	800	3,258	2,979	1,650	7,806	5,908	46,006	43,669	819	858	2,859	115,812	306	131,805	7,352
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-

**Waste Management**  
**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Other Recoveries	398	-	-	-	-	-	-	-	-	-	-	-	-	-	398	-
<b>Total Funding</b>	<b>16,496</b>	<b>800</b>	<b>3,258</b>	<b>2,979</b>	<b>1,650</b>	<b>7,806</b>	<b>5,908</b>	<b>46,006</b>	<b>43,669</b>	<b>819</b>	<b>858</b>	<b>2,859</b>	<b>115,812</b>	<b>306</b>	<b>133,414</b>	<b>7,352</b>

**Waste Management  
2022 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
<b>Program Group: Growth</b>											
71335 : Source Separated Organics Facility	98,791	98,791	-	-	-	-	-	-	-	-	-
79885 : New Waste Management Initiatives	1,020	1,020	-	-	-	-	-	-	-	-	-
<b>Total Growth</b>	<b>99,811</b>	<b>99,811</b>	-	-	-	-	-	-	-	-	-
<b>Program Group: Rehabilitation and Replacement</b>											
70195 : Solid Waste Master Plan	1,024	1,024	-	-	-	-	-	-	-	-	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	6,532	6,532	-	-	-	-	-	-	-	-	-
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	7,724	7,724	-	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	721	721	-	-	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>16,001</b>	<b>16,001</b>	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>115,812</b>	<b>115,812</b>	-	-	-	-	-	-	-	-	-

**Waste Management**  
**2022 Budget Capital Spending Authority (CSA) Funding by Program Group**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
79885 : New Waste Management Initiatives	204	204	-	-	-	-	-	-	-	-	-
<b>Total Growth</b>	<b>204</b>	<b>204</b>	-	-	-	-	-	-	-	-	-
<b>Program Group: Rehabilitation and Replacement</b>											
71355 : Asset Upgrade/Replacement – Waste Management Centre	3,372	3,372	-	-	-	-	-	-	-	-	-
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	3,603	3,603	-	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	173	173	-	-	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>7,148</b>	<b>7,148</b>	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>7,352</b>	<b>7,352</b>	-	-	-	-	-	-	-	-	-

**Forestry**  
**2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
72610 : York Greening Initiative	2,842	781	500	781	781	781	781	281	-	-	-	-	3,905	-	7,528	2,062
72620 : Regional Forest Property Upgrade	2,766	592	442	490	434	445	455	466	477	488	488	489	4,674	5,180	13,212	1,366
72650 : Urban Forest Studies	358	130	243	152	340	127	8	-	14	141	112	152	1,289	1,614	3,391	870
72720 : Queensville Tract Reforest and Upgrades	-	-	362	522	1,356	301	145	27	-	-	-	-	2,713	-	2,713	2,713
99900 : Fleet New Addition	40	42	-	42	-	-	50	-	-	50	-	-	142	605	829	42
72600 : Tree Planting on Region Rights of Way	11,130	1,967	2,113	2,411	2,105	2,265	2,025	1,495	1,550	1,550	1,550	1,650	18,714	-	31,811	9,818
72690 : Trail Linkage	-	-	-	-	-	-	-	100	250	250	-	-	600	-	600	-
72700 : Holiday Tract Bridge	-	-	40	120	-	-	-	-	-	-	-	-	160	-	160	160
78585 : Asset Management Plan Review and Update	602	270	200	85	86	87	340	91	92	93	93	349	1,516	-	2,388	371
<b>Total Expenditures</b>	<b>17,738</b>	<b>3,782</b>	<b>3,900</b>	<b>4,603</b>	<b>5,102</b>	<b>4,006</b>	<b>3,804</b>	<b>2,460</b>	<b>2,383</b>	<b>2,572</b>	<b>2,243</b>	<b>2,640</b>	<b>33,713</b>	<b>7,399</b>	<b>62,632</b>	<b>17,402</b>
<b>Funding Sources:</b>																
Program Specific Reserves	10,807	1,812	1,894	2,220	2,944	1,725	1,770	1,203	1,218	1,407	1,078	1,400	16,859	7,399	36,877	7,969
Development Charge Reserves	6,233	956	1,014	1,240	1,014	1,089	1,089	1,089	1,165	1,165	1,165	1,240	11,270	-	18,459	4,585
Grants & Subsidies	552	1,014	992	1,143	1,144	1,192	945	168	-	-	-	-	5,584	-	7,150	4,848
Other Recoveries	145	-	-	-	-	-	-	-	-	-	-	-	-	-	145	-
<b>Total Funding</b>	<b>17,738</b>	<b>3,782</b>	<b>3,900</b>	<b>4,603</b>	<b>5,102</b>	<b>4,006</b>	<b>3,804</b>	<b>2,460</b>	<b>2,383</b>	<b>2,572</b>	<b>2,243</b>	<b>2,640</b>	<b>33,713</b>	<b>7,399</b>	<b>62,632</b>	<b>17,402</b>

**Forestry**  
**2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
72610 : York Greening Initiative	3,905	2,345	-	-	-	-	1,560	-	-	-	-
72620 : Regional Forest Property Upgrade	4,674	4,674	-	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	1,289	1,289	-	-	-	-	-	-	-	-	-
72720 : Queensville Tract Reforest and Upgrades	2,713	2,403	-	-	-	-	310	-	-	-	-
99900 : Fleet New Addition	142	142	-	-	-	-	-	-	-	-	-
72600 : Tree Planting on Region Rights of Way	18,714	3,730	-	-	-	11,270	3,714	-	-	-	-
72690 : Trail Linkage	600	600	-	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	160	160	-	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	1,516	1,516	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>33,713</b>	<b>16,859</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,270</b>	<b>5,584</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Forestry**

**2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
72610 : York Greening Initiative	2,062	1,238	-	-	-	-	824	-	-	-	-
72620 : Regional Forest Property Upgrade	1,366	1,366	-	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	870	870	-	-	-	-	-	-	-	-	-
72720 : Queensville Tract Reforest and Upgrades	2,713	2,403	-	-	-	-	310	-	-	-	-
99900 : Fleet New Addition	42	42	-	-	-	-	-	-	-	-	-
72600 : Tree Planting on Region Rights of Way	9,818	1,519	-	-	-	4,585	3,714	-	-	-	-
72700 : Holidige Tract Bridge	160	160	-	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	371	371	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>17,402</b>	<b>7,969</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,585</b>	<b>4,848</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Climate Change & Energy Conservation  
2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
14702 : Climate And Energy Initiatives	4,301	646	746	1,220	1,428	1,258	1,403	1,395	1,809	993	3,559	1,735	15,546	12,355	32,848	1,966
70520 : Energy Management Efficiency	12	266	491	787	848	931	940	1,418	1,038	1,049	1,110	1,147	9,759	-	10,037	1,278
<b>Total Expenditures</b>	<b>4,314</b>	<b>912</b>	<b>1,237</b>	<b>2,007</b>	<b>2,276</b>	<b>2,189</b>	<b>2,343</b>	<b>2,813</b>	<b>2,847</b>	<b>2,042</b>	<b>4,669</b>	<b>2,882</b>	<b>25,305</b>	<b>12,355</b>	<b>42,886</b>	<b>3,244</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	4,310	912	1,237	2,007	2,276	2,189	2,343	2,813	2,847	2,042	4,669	2,882	25,305	12,355	42,882	3,244
Other Recoveries	4	-	-	-	-	-	-	-	-	-	-	-	-	-	4	-
<b>Total Funding</b>	<b>4,314</b>	<b>912</b>	<b>1,237</b>	<b>2,007</b>	<b>2,276</b>	<b>2,189</b>	<b>2,343</b>	<b>2,813</b>	<b>2,847</b>	<b>2,042</b>	<b>4,669</b>	<b>2,882</b>	<b>25,305</b>	<b>12,355</b>	<b>42,886</b>	<b>3,244</b>

**Climate Change & Energy Conservation  
2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
14702 : Climate And Energy Initiatives	15,546	-	-	15,546	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	9,759	-	-	9,759	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>25,305</b>	<b>-</b>	<b>-</b>	<b>25,305</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Climate Change & Energy Conservation  
2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
14702 : Climate And Energy Initiatives	1,966	-	-	1,966	-	-	-	-	-	-	-
70520 : Energy Management Efficiency	1,278	-	-	1,278	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>3,244</b>	<b>-</b>	<b>-</b>	<b>3,244</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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**Public Health**  
**2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
H52002 : Georgina Link Hub	79	1,564	50	-	-	-	-	-	-	-	-	-	50	-	1,693	50
H52012 : Vaccine Depot Expansion	-	50	1,950	-	-	-	-	-	-	-	-	-	1,950	-	2,000	1,950
<b>Total Expenditures</b>	<b>79</b>	<b>1,614</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>3,693</b>	<b>2,000</b>
<b>Funding Sources:</b>																
Program Specific Reserves	-	50	1,950	-	-	-	-	-	-	-	-	-	1,950	-	2,000	1,950
Asset Replacement Reserves	18	359	11	-	-	-	-	-	-	-	-	-	11	-	388	11
Development Charge Reserves	61	425	39	-	-	-	-	-	-	-	-	-	39	-	525	39
Planned Debuture Proceeds	-	780	-	-	-	-	-	-	-	-	-	-	-	-	780	-
<b>Total Funding</b>	<b>79</b>	<b>1,614</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>3,693</b>	<b>2,000</b>

**Public Health**  
**2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52002 : Georgina Link Hub	50	-	-	11	-	39	-	-	-	-	-
H52012 : Vaccine Depot Expansion	1,950	1,950	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>2,000</b>	<b>1,950</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>39</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Public Health**  
**2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52002 : Georgina Link Hub	50	-	-	11	-	39	-	-	-	-	-
H52012 : Vaccine Depot Expansion	1,950	1,950	-	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>2,000</b>	<b>1,950</b>	<b>-</b>	<b>11</b>	<b>-</b>	<b>39</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Paramedic Services  
2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
H54301 : Vehicles - New	3,475	98	1,212	-	508	-	508	-	508	-	508	-	3,244	-	6,816	1,212
H54510 : Paramedic Response Station 32 - Maple	237	120	3,925	3,000	-	-	-	-	-	-	-	-	6,925	-	7,282	6,925
H54520 : Vehicles - Replacement	34,732	2,921	4,298	3,463	2,758	3,303	2,758	3,441	3,288	3,145	3,145	3,338	32,936	-	70,589	7,761
H54522 : ICIP Funded Station Rehabilitation	-	200	500	-	-	-	-	-	-	-	-	-	500	-	700	500
H54601 : Paramedic Response Station 27 - Markham N/W	187	500	4,000	2,504	-	-	-	-	-	-	-	-	6,504	-	7,191	6,504
H54638 : Land Acquisition - Growth	10,019	-	2,141	-	5,120	-	-	-	4,987	-	-	-	12,248	-	22,267	2,141
H54665 : Paramedic Response Station 22 - Gormley	899	2,936	300	-	-	-	-	-	-	-	-	-	300	-	4,135	300
H54670 : Paramedic Response Station 20 - Ballantrae	-	-	-	-	5,680	-	-	-	-	-	-	-	5,680	-	5,680	-
H54675 : Paramedic Response Station 29 - Thornhill/Markham	3,080	2,459	-	-	-	-	-	-	-	-	-	-	-	-	5,539	-
H54681 : Paramedic Response Station 33 - Jane & Teston	322	134	2,250	2,485	-	-	-	-	-	-	-	-	4,735	-	5,191	4,735
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	-	-	-	-	-	-	-	-	-	-	2,816	-	2,816	-	2,816	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	558	21	1,065	205	205	205	205	205	205	205	205	205	2,908	-	3,487	1,270
H54697 : Paramedic Response Station - Future Repl & Expand Rebuilds	-	-	-	-	-	-	-	-	-	-	-	3,690	3,690	-	3,690	-
<b>Total Expenditures</b>	<b>60,579</b>	<b>10,253</b>	<b>23,866</b>	<b>12,566</b>	<b>15,727</b>	<b>5,377</b>	<b>4,522</b>	<b>4,630</b>	<b>5,186</b>	<b>8,516</b>	<b>11,140</b>	<b>9,117</b>	<b>100,645</b>	<b>0</b>	<b>171,477</b>	<b>36,432</b>
<b>Funding Sources:</b>																
Program Specific Reserves	11,392	-	-	-	-	-	-	-	-	-	-	-	-	-	11,392	-
Debt Reduction Reserve	4,342	1,316	4,382	3,710	4,143	-	-	-	-	992	1,548	2,030	16,805	-	22,463	8,092
Asset Replacement Reserves	23,468	3,807	9,650	4,577	4,470	5,377	4,065	4,630	4,729	3,529	7,867	5,426	54,319	0	81,594	14,227
General Capital Reserve	3,478	-	-	-	-	-	-	-	-	-	-	-	-	-	3,478	-
Development Charge Reserves	11,025	7	9,245	4,279	457	-	457	-	457	-	457	-	15,350	0	26,382	13,523
Grants & Subsidies	3,877	290	590	-	-	-	-	-	-	-	-	-	590	-	4,757	590
Other Recoveries	243	-	-	-	-	-	-	-	-	-	-	-	-	-	243	-
Planned Debenture Proceeds	2,754	4,833	0	0	6,657	-	-	-	-	3,995	1,268	1,661	13,580	-	21,168	0
<b>Total Funding</b>	<b>60,579</b>	<b>10,253</b>	<b>23,866</b>	<b>12,566</b>	<b>15,727</b>	<b>5,377</b>	<b>4,522</b>	<b>4,630</b>	<b>5,186</b>	<b>8,516</b>	<b>11,140</b>	<b>9,117</b>	<b>100,645</b>	<b>0</b>	<b>171,477</b>	<b>36,432</b>



**Paramedic Services  
2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H54301 : Vehicles - New	3,244	-	-	317	-	2,837	90	-	-	-	-
H54510 : Paramedic Response Station 32 - Maple	6,925	-	2,251	-	-	-	-	-	4,675	-	-
H54520 : Vehicles - Replacement	32,936	-	-	32,936	-	-	-	-	-	-	-
H54522 : ICIP Funded Station Rehabilitation	500	-	-	-	-	-	500	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	6,504	-	650	-	-	-	-	-	5,854	-	-
H54638 : Land Acquisition - Growth	12,248	-	2,437	-	-	-	-	-	9,811	-	-
H54665 : Paramedic Response Station 22 - Gormley	300	-	30	-	-	-	-	-	270	-	-
H54670 : Paramedic Response Station 20 - Ballantrae	5,680	-	3,124	-	-	-	-	-	2,556	-	-
H54681 : Paramedic Response Station 33 - Jane & Teston	4,735	-	4,735	-	-	-	-	-	-	-	-
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	2,816	-	1,548	-	-	-	-	-	1,268	-	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	2,908	-	-	2,908	-	-	-	-	-	-	-
H54697 : Paramedic Response Station - Future Repl & Expand Rebuilds	3,690	-	2,030	-	-	-	-	-	1,661	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	12,513	-	-	(12,513)	-	-
<b>Total Funding</b>	<b>100,645</b>	<b>-</b>	<b>16,805</b>	<b>54,319</b>	<b>-</b>	<b>15,350</b>	<b>590</b>	<b>-</b>	<b>13,580</b>	<b>-</b>	<b>-</b>

## Paramedic Services

### 2022 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H54301 : Vehicles - New	1,212	-	-	112	-	1,010	90	-	-	-	-
H54510 : Paramedic Response Station 32 - Maple	6,925	-	2,251	-	-	-	-	-	4,675	-	-
H54520 : Vehicles - Replacement	7,761	-	-	7,761	-	-	-	-	-	-	-
H54522 : ICP Funded Station Rehabilitation	500	-	-	-	-	-	500	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	6,504	-	650	-	-	-	-	-	5,854	-	-
H54638 : Land Acquisition - Growth	2,141	-	426	-	-	-	-	-	1,715	-	-
H54665 : Paramedic Response Station 22 - Gormley	300	-	30	-	-	-	-	-	270	-	-
H54681 : Paramedic Response Station 33 - Jane & Teston	4,735	-	4,735	-	-	-	-	-	-	-	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	1,270	-	-	1,270	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	12,513	-	-	(12,513)	-	-
<b>Total Funding</b>	<b>36,432</b>	<b>-</b>	<b>8,092</b>	<b>14,227</b>	<b>-</b>	<b>13,523</b>	<b>590</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>

**Long-Term Care/Seniors' Services  
2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
H52006 : Unionville Seniors Hub	-	-	1,052	1,449	-	-	-	-	-	-	-	-	2,501	-	2,501	2,501
H55245 : Resident Beds and Lifts	2,365	328	1,238	202	227	204	204	199	269	204	204	688	3,639	-	6,332	1,238
H55286 : Scheduling Software	814	137	177	-	-	-	-	-	-	-	-	-	177	-	1,128	177
H59405 : Long-Term Care Act Regulations Compliance	2,763	1,130	460	-	-	200	200	2,000	200	-	200	-	3,060	-	6,953	460
H59415 : Long-Term Care & Adult Day Centres - Modernization	1,674	250	2,524	750	600	150	150	-	420	150	375	350	5,469	-	7,393	2,524
H59445 : Nurse Call System	2	766	766	-	-	-	-	-	-	-	-	600	1,366	-	2,134	766
H59455 : Technology Upgrade	99	276	675	-	75	188	-	-	825	375	-	1,000	3,138	-	3,513	675
H59465 : Generator Rehab	978	230	-	-	-	-	-	-	-	-	-	-	-	-	1,208	-
<b>Total Expenditures</b>	<b>8,693</b>	<b>3,117</b>	<b>6,892</b>	<b>2,401</b>	<b>902</b>	<b>542</b>	<b>554</b>	<b>2,199</b>	<b>1,714</b>	<b>729</b>	<b>779</b>	<b>2,638</b>	<b>19,350</b>	<b>-</b>	<b>31,160</b>	<b>8,341</b>
<b>Funding Sources:</b>																
Debt Reduction Reserve	3,530	804	3,284	750	675	338	350	2,000	1,445	525	575	1,350	11,292	-	15,626	3,284
Asset Replacement Reserves	1,039	1,164	2,252	881	227	204	204	199	269	204	204	1,288	5,932	-	8,135	2,931
General Capital Reserve	4,020	-	-	-	-	-	-	-	-	-	-	-	-	-	4,020	-
Grants & Subsidies	105	1,149	1,356	770	-	-	-	-	-	-	-	-	2,126	-	3,380	2,126
<b>Total Funding</b>	<b>8,693</b>	<b>3,117</b>	<b>6,892</b>	<b>2,401</b>	<b>902</b>	<b>542</b>	<b>554</b>	<b>2,199</b>	<b>1,714</b>	<b>729</b>	<b>779</b>	<b>2,638</b>	<b>19,350</b>	<b>-</b>	<b>31,160</b>	<b>8,341</b>

**Long-Term Care/Seniors' Services  
2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52006 : Unionville Seniors Hub	2,501	-	-	679	-	-	1,822	-	-	-	-
H55245 : Resident Beds and Lifts	3,639	-	-	3,639	-	-	-	-	-	-	-
H55286 : Scheduling Software	177	-	177	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	3,060	-	2,812	248	-	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	5,469	-	5,165	-	-	-	304	-	-	-	-
H59445 : Nurse Call System	1,366	-	-	1,366	-	-	-	-	-	-	-
H59455 : Technology Upgrade	3,138	-	3,138	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>19,350</b>	<b>-</b>	<b>11,292</b>	<b>5,932</b>	<b>-</b>	<b>-</b>	<b>2,126</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Long-Term Care/Seniors' Services  
2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H52006 : Unionville Seniors Hub	2,501	-	-	679	-	-	1,822	-	-	-	-
H55245 : Resident Beds and Lifts	1,238	-	-	1,238	-	-	-	-	-	-	-
H55286 : Scheduling Software	177	-	177	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	460	-	212	248	-	-	-	-	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	2,524	-	2,220	-	-	-	304	-	-	-	-
H59445 : Nurse Call System	766	-	-	766	-	-	-	-	-	-	-
H59455 : Technology Upgrade	675	-	675	-	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>8,341</b>	<b>-</b>	<b>3,284</b>	<b>2,931</b>	<b>-</b>	<b>-</b>	<b>2,126</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Housing Services 2022 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
H67510 : Pre-Development Costs	1,836	300	300	200	200	200	200	200	200	200	200	200	2,100	-	4,236	300
H67875 : RegenerationExpansion program	-	-	-	1,950	6,300	6,300	6,300	4,350	1,950	1,950	3,825	3,825	36,750	34,350	71,100	-
H67876 : Unionville Seniors Affordable Housing Development	27,083	23,083	28,906	7,231	-	-	-	-	-	-	-	-	36,137	-	86,303	36,137
H67877 : Housing Regen Expan-New Build	-	-	-	15,000	21,750	21,750	21,750	7,800	1,050	9,675	9,675	19,875	128,325	96,675	225,000	-
H67916 : Woodbridge Redevelopment	41,873	700	-	-	-	-	-	-	-	-	-	-	-	-	42,573	-
H67919 : Stouffville Affordable Housing Development	13,768	2,000	15,300	10,000	3,100	-	-	-	-	-	-	-	28,400	-	44,168	28,400
H67921 : Lakeside Residences Keswick	20,457	91	-	-	-	-	-	-	-	-	-	-	-	-	20,548	-
H67923 : Land Acquisition	-	-	-	-	-	-	-	-	-	-	10,000	-	10,000	-	10,000	-
H67924 : Men's Emergency Housing Replacement	511	500	1,500	4,353	6,219	1,866	-	-	-	-	-	-	13,938	-	14,949	1,500
H67925 : Emergency Housing Improvements	1,030	65	-	-	-	-	-	-	-	-	-	-	-	-	1,095	-
H67926 : Modular Housing Sutton & Mod Sutton	-	3,290	-	-	-	-	-	-	-	-	-	-	-	-	3,290	-
H67929 : Modular Housing East Gwillimbury	-	4,510	-	-	-	-	-	-	-	-	-	-	-	-	4,510	-
H67930 : 62 Bayview Parkway (Passive) AHD	-	-	1,000	25,949	34,600	24,220	1,730	-	-	-	-	-	87,499	-	87,499	1,000
H67931 : Rapid Housing Initiative AHD	-	-	57,015	-	-	-	-	-	-	-	-	-	57,015	-	57,015	57,015
<b>Total Expenditures</b>	<b>106,557</b>	<b>34,539</b>	<b>104,021</b>	<b>64,683</b>	<b>72,169</b>	<b>54,336</b>	<b>29,980</b>	<b>12,350</b>	<b>3,200</b>	<b>11,825</b>	<b>23,700</b>	<b>23,900</b>	<b>400,164</b>	<b>131,025</b>	<b>672,285</b>	<b>124,352</b>
<b>Funding Sources:</b>																
Program Specific Reserves	52,803	13,038	42,950	19,692	34,905	14,244	11,626	3,857	683	4,738	14,738	9,534	156,967	45,455	268,263	37,506
Asset Replacement Reserves	1,506	565	1,500	6,303	12,519	8,166	6,300	4,350	1,950	1,950	3,825	3,825	50,688	34,350	87,109	1,500
Development Charge Reserves	4,660	11	4,677	1,208	1,747	1,747	11	11	11	11	11	11	9,445	6,128	20,244	4,677
Grants & Subsidies	36,372	18,511	54,894	15,775	19,735	13,791	7,044	2,340	315	2,903	2,903	5,963	125,663	29,005	209,551	61,214
Other Recoveries	1,042	-	-	-	-	-	-	-	-	-	-	-	-	-	1,042	-
Planned Debenture Proceeds	10,174	2,414	-	21,705	3,263	16,388	4,999	1,792	241	2,223	2,223	4,567	57,401	16,087	86,076	19,455
<b>Total Funding</b>	<b>106,556</b>	<b>34,540</b>	<b>104,021</b>	<b>64,683</b>	<b>72,169</b>	<b>54,336</b>	<b>29,980</b>	<b>12,350</b>	<b>3,200</b>	<b>11,825</b>	<b>23,700</b>	<b>23,900</b>	<b>400,164</b>	<b>131,025</b>	<b>672,285</b>	<b>124,352</b>

## Housing Services 2022 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H67510 : Pre-Development Costs	2,100	1,984	-	-	-	116	-	-	-	-	-
H67875 : RegenerationExpansion program	36,750	-	-	36,750	-	-	-	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	36,137	19,228	-	-	-	-	1,962	-	14,947	-	-
H67877 : Housing Regen Expan-New Build	128,325	60,336	-	-	-	-	38,499	-	29,490	-	-
H67919 : Stouffville Affordable Housing Development	28,400	8,795	-	-	-	-	10,437	-	9,168	-	-
H67923 : Land Acquisition	10,000	10,000	-	-	-	-	-	-	-	-	-
H67924 : Men's Emergency Housing Replacement	13,938	-	-	13,938	-	-	-	-	-	-	-
H67930 : 62 Bayview Parkway (Passive) AHD	87,499	48,124	-	-	-	-	26,250	-	13,125	-	-
H67931 : Rapid Housing Initiative AHD	57,015	8,500	-	-	-	-	48,515	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	9,329	-	-	(9,329)	-	-
<b>Total Funding</b>	<b>400,164</b>	<b>156,967</b>	<b>-</b>	<b>50,688</b>	<b>-</b>	<b>9,445</b>	<b>125,663</b>	<b>-</b>	<b>57,401</b>	<b>-</b>	<b>-</b>

## Housing Services

### 2022 Budget Capital Spending Authority (CSA) Funding

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
H67510 : Pre-Development Costs	300	283	-	-	-	17	-	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	36,137	19,228	-	-	-	-	1,962	-	14,947	-	-
H67919 : Stouffville Affordable Housing Development	28,400	8,795	-	-	-	-	10,437	-	9,168	-	-
H67924 : Men's Emergency Housing Replacement	1,500	-	-	1,500	-	-	-	-	-	-	-
H67930 : 62 Bayview Parkway (Passive) AHD	1,000	700	-	-	-	-	300	-	-	-	-
H67931 : Rapid Housing Initiative AHD	57,015	8,500	-	-	-	-	48,515	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	4,660	-	-	(4,660)	-	-
<b>Total Funding</b>	<b>124,352</b>	<b>37,506</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>4,677</b>	<b>61,214</b>	<b>-</b>	<b>19,455</b>	<b>-</b>	<b>-</b>



## Finance 2022 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
53930 : Coronavirus Recovery Phase	-	160	-	-	-	-	-	-	-	-	-	-	-	-	160	-
16755 : Corporate & Departmental Systems	24,248	4,611	9,094	7,626	7,133	6,507	4,837	6,090	5,460	5,593	5,320	5,563	63,223	33,199	125,281	41,287
16756 : Finance Management Applications	2,267	517	2,145	986	322	23	1,647	1,012	2,012	2,012	1,745	460	12,364	175	15,323	6,135
16859 : IT Security	5,430	2,707	5,133	5,474	370	4,519	3,526	1,614	7,540	906	1,811	3,778	34,671	17,047	59,855	20,636
16895 : End User Devices	55,198	4,748	4,541	5,437	7,827	6,112	5,358	7,902	5,258	4,808	9,254	4,881	61,378	34,208	155,532	37,177
16896 : Network & Data Centre	34,351	4,728	10,881	4,731	4,924	2,421	8,866	7,459	3,416	5,894	4,434	10,516	63,542	33,268	135,889	39,282
<b>Total Expenditures</b>	<b>121,495</b>	<b>17,471</b>	<b>31,794</b>	<b>24,254</b>	<b>20,576</b>	<b>19,582</b>	<b>24,234</b>	<b>24,077</b>	<b>23,686</b>	<b>19,213</b>	<b>22,564</b>	<b>25,198</b>	<b>235,178</b>	<b>117,897</b>	<b>492,041</b>	<b>144,517</b>
<b>Funding Sources:</b>																
Program Specific Reserves	28,344	5,285	11,239	8,612	7,455	6,530	6,484	7,102	7,472	7,605	7,065	6,023	75,587	33,374	142,590	47,422
Asset Replacement Reserves	77,513	12,186	20,555	15,642	13,121	13,052	17,750	16,975	16,214	11,608	15,499	19,175	159,591	84,523	333,813	97,095
General Capital Reserve	15,637	-	-	-	-	-	-	-	-	-	-	-	-	-	15,637	-
Other Recoveries	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
<b>Total Funding</b>	<b>121,495</b>	<b>17,471</b>	<b>31,794</b>	<b>24,254</b>	<b>20,576</b>	<b>19,582</b>	<b>24,234</b>	<b>24,077</b>	<b>23,686</b>	<b>19,213</b>	<b>22,564</b>	<b>25,198</b>	<b>235,178</b>	<b>117,897</b>	<b>492,041</b>	<b>144,517</b>

## Finance 2022 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
16755 : Corporate & Departmental Systems	63,223	63,223	-	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	12,364	12,364	-	-	-	-	-	-	-	-	-
16859 : IT Security	34,671	-	-	34,671	-	-	-	-	-	-	-
16895 : End User Devices	61,378	-	-	61,378	-	-	-	-	-	-	-
16896 : Network & Data Centre	63,542	-	-	63,542	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>235,178</b>	<b>75,587</b>	<b>-</b>	<b>159,591</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Finance**  
**2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
16755 : Corporate & Departmental Systems	41,287	41,287	-	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	6,135	6,135	-	-	-	-	-	-	-	-	-
16859 : IT Security	20,636	-	-	20,636	-	-	-	-	-	-	-
16895 : End User Devices	37,177	-	-	37,177	-	-	-	-	-	-	-
16896 : Network & Data Centre	39,282	-	-	39,282	-	-	-	-	-	-	-
<b>Total Funding</b>	<b>144,517</b>	<b>47,422</b>	<b>-</b>	<b>97,095</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Property Services

### 2022 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Program Group: Rehabilitation and Replacement</b>																
<b>Gross Expenditures:</b>																
14703 : Corporate Facilities Asset Renewal	46,781	6,347	7,794	7,265	2,305	7,944	3,711	3,046	8,653	6,111	6,461	9,458	62,748	-	115,876	10,744
14708 : Water & Wastewater Facilities Asset Renewal	6,836	442	832	490	802	1,358	926	1,080	1,570	1,118	1,992	1,618	11,786	-	19,064	832
<b>Total Rehabilitation and Replacement</b>	<b>53,617</b>	<b>6,789</b>	<b>8,626</b>	<b>7,755</b>	<b>3,107</b>	<b>9,302</b>	<b>4,637</b>	<b>4,126</b>	<b>10,223</b>	<b>7,229</b>	<b>8,453</b>	<b>11,076</b>	<b>74,534</b>	<b>-</b>	<b>134,940</b>	<b>11,576</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	50,908	6,383	8,276	7,755	3,107	9,302	4,637	4,126	10,223	7,229	8,453	11,076	74,184	-	131,475	11,226
General Capital Reserve	1,218	-	-	-	-	-	-	-	-	-	-	-	-	-	1,218	-
Grants & Subsidies	150	406	350	-	-	-	-	-	-	-	-	-	350	-	906	350
Other Recoveries	546	-	-	-	-	-	-	-	-	-	-	-	-	-	546	-
Planned Debenture Proceeds	794	-	-	-	-	-	-	-	-	-	-	-	-	-	794	-
<b>Total Rehabilitation and Replacement</b>	<b>53,617</b>	<b>6,789</b>	<b>8,626</b>	<b>7,755</b>	<b>3,107</b>	<b>9,302</b>	<b>4,637</b>	<b>4,126</b>	<b>10,223</b>	<b>7,229</b>	<b>8,453</b>	<b>11,076</b>	<b>74,534</b>	<b>-</b>	<b>134,940</b>	<b>11,576</b>

### Program Group: Business Initiatives

<b>Gross Expenditures:</b>																
14733 : Development of New Facilities	23,578	2,844	265	-	-	-	43,008	7,422	55,296	60,416	89,601	-	256,008	77,230	359,660	265
14740 : Legislative Compliance	2,833	100	50	50	50	50	50	50	50	50	50	50	500	-	3,433	50
14755 : Security & Life Safety	3,501	250	560	250	325	325	250	250	250	250	250	250	2,960	-	6,711	560
14775 : Property Services Branch General Capital	5,507	700	500	500	500	500	500	500	500	500	500	500	5,000	-	11,207	500
14780 : Admin Centre At 17150 Yonge Street	212,174	1,043	986	-	-	-	-	-	-	-	-	-	986	-	214,203	986
14810 : Technology Initiatives	3,449	68	150	150	150	650	650	650	650	650	650	650	5,000	-	8,517	150
14831 : Vehicles Purchases	120	-	50	-	-	-	-	-	-	-	-	-	50	-	170	50
14835 : Audio-Visual Equipment & Events	2,848	230	150	150	150	150	150	150	150	150	150	150	1,500	-	4,578	150
14855 : Renovations of Existing Facilities	26,159	3,557	6,713	9,010	8,444	4,720	4,386	3,961	1,693	1,696	1,693	5,209	47,525	49,986	127,227	24,167
14856 : Furniture Management	422	30	95	177	177	177	177	177	177	177	177	177	1,688	1,763	3,903	95
14861 : Transportation Business Initiatives	943	5,562	250	50	-	-	-	-	-	-	-	-	300	3,566	10,371	300
14901 : Project Management	20,204	4,148	4,822	4,918	5,016	5,117	5,219	5,323	5,430	5,538	5,649	5,762	52,794	-	77,146	4,822
<b>Total Business Initiatives</b>	<b>301,740</b>	<b>18,532</b>	<b>14,591</b>	<b>15,255</b>	<b>14,812</b>	<b>11,689</b>	<b>54,390</b>	<b>18,483</b>	<b>64,196</b>	<b>69,427</b>	<b>98,720</b>	<b>12,748</b>	<b>374,311</b>	<b>132,545</b>	<b>827,128</b>	<b>32,095</b>
<b>Funding Sources:</b>																
Program Specific Reserves	2,204	2,300	-	-	-	-	-	-	-	-	-	-	-	-	178	4,682
Debt Reduction Reserve	214,974	1,479	916	-	-	-	43,008	7,422	55,296	60,416	89,601	-	256,659	77,230	550,343	916

**Property Services**  
**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Asset Replacement Reserves	49,474	8,783	13,090	15,205	14,812	11,689	11,382	11,061	8,900	9,011	9,119	12,748	117,017	51,749	227,022	30,544
General Capital Reserve	21,975	-	-	-	-	-	-	-	-	-	-	-	-	-	21,975	-
Development Charge Reserves	5,057	-	70	-	-	-	-	-	-	-	-	-	70	3,388	8,514	70
Grants & Subsidies	-	335	265	-	-	-	-	-	-	-	-	-	265	-	600	265
Other Recoveries	953	5,562	250	50	-	-	-	-	-	-	-	-	300	-	6,815	300
Planned Debiture Proceeds	7,102	74	-	-	-	-	-	-	-	-	-	-	-	0	7,176	-
<b>Total Business Initiatives</b>	<b>301,740</b>	<b>18,532</b>	<b>14,591</b>	<b>15,255</b>	<b>14,812</b>	<b>11,689</b>	<b>54,390</b>	<b>18,483</b>	<b>64,196</b>	<b>69,427</b>	<b>98,720</b>	<b>12,748</b>	<b>374,311</b>	<b>132,545</b>	<b>827,128</b>	<b>32,095</b>
<b>Total Expenditures</b>	<b>355,357</b>	<b>25,321</b>	<b>23,217</b>	<b>23,010</b>	<b>17,919</b>	<b>20,991</b>	<b>59,027</b>	<b>22,609</b>	<b>74,419</b>	<b>76,656</b>	<b>107,173</b>	<b>23,824</b>	<b>448,845</b>	<b>132,545</b>	<b>962,068</b>	<b>43,671</b>
<b>Funding Sources:</b>																
Program Specific Reserves	2,204	2,300	-	-	-	-	-	-	-	-	-	-	-	-	4,682	-
Debt Reduction Reserve	214,974	1,479	916	-	-	-	43,008	7,422	55,296	60,416	89,601	-	256,659	77,230	550,343	916
Asset Replacement Reserves	100,382	15,166	21,366	22,960	17,919	20,991	16,019	15,187	19,123	16,240	17,572	23,824	191,201	51,749	358,497	41,770
General Capital Reserve	23,193	-	-	-	-	-	-	-	-	-	-	-	-	-	23,193	-
Development Charge Reserves	5,057	-	70	-	-	-	-	-	-	-	-	-	70	3,388	8,514	70
Grants & Subsidies	150	741	615	-	-	-	-	-	-	-	-	-	615	-	1,506	615
Other Recoveries	1,500	5,562	250	50	-	-	-	-	-	-	-	-	300	-	7,362	300
Planned Debiture Proceeds	7,897	74	-	-	-	-	-	-	-	-	-	-	-	-	7,970	-
<b>Total Funding</b>	<b>355,357</b>	<b>25,321</b>	<b>23,217</b>	<b>23,010</b>	<b>17,919</b>	<b>20,991</b>	<b>59,027</b>	<b>22,609</b>	<b>74,419</b>	<b>76,656</b>	<b>107,173</b>	<b>23,824</b>	<b>448,845</b>	<b>132,545</b>	<b>962,068</b>	<b>43,671</b>

## Property Services

### 2022 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve	
<b>Program Group: Rehabilitation and Replacement</b>												
14703 : Corporate Facilities Asset Renewal	62,748	-	-	62,398	-	-	350	-	-	-	-	
14708 : Water & Wastewater Facilities Asset Renewal	11,786	-	-	11,786	-	-	-	-	-	-	-	
<b>Total Rehabilitation and Replacement</b>	<b>74,534</b>	<b>-</b>	<b>-</b>	<b>74,184</b>	<b>-</b>	<b>-</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Program Group: Business Initiatives</b>												
14733 : Development of New Facilities	256,008	-	255,743	-	-	-	265	-	-	-	-	
14740 : Legislative Compliance	500	-	-	500	-	-	-	-	-	-	-	
14755 : Security & Life Safety	2,960	-	-	2,960	-	-	-	-	-	-	-	
14775 : Property Services Branch General Capital	5,000	-	-	5,000	-	-	-	-	-	-	-	
14780 : Admin Centre At 17150 Yonge Street	986	-	916	-	-	70	-	-	-	-	-	
14810 : Technology Initiatives	5,000	-	-	5,000	-	-	-	-	-	-	-	
14831 : Vehicles Purchases	50	-	-	50	-	-	-	-	-	-	-	
14835 : Audio-Visual Equipment & Events	1,500	-	-	1,500	-	-	-	-	-	-	-	
14855 : Renovations of Existing Facilities	47,525	-	-	47,525	-	-	-	-	-	-	-	
14856 : Furniture Management	1,688	-	-	1,688	-	-	-	-	-	-	-	
14861 : Transportation Business Initiatives	300	-	-	-	-	-	-	300	-	-	-	
14901 : Project Management	52,794	-	-	52,794	-	-	-	-	-	-	-	
<b>Total Business Initiatives</b>	<b>374,311</b>	<b>-</b>	<b>256,659</b>	<b>117,017</b>	<b>-</b>	<b>70</b>	<b>265</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Total Funding</b>	<b>448,845</b>	<b>-</b>	<b>256,659</b>	<b>191,201</b>	<b>-</b>	<b>70</b>	<b>615</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**Property Services**  
**2022 Budget Capital Spending Authority (CSA) Funding by Program Group**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debuture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
<b>Program Group: Rehabilitation and Replacement</b>											
14703 : Corporate Facilities Asset Renewal	10,744	-	-	10,394	-	-	350	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	832	-	-	832	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>11,576</b>	<b>-</b>	<b>-</b>	<b>11,226</b>	<b>-</b>	<b>-</b>	<b>350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Program Group: Business Initiatives</b>											
14733 : Development of New Facilities	265	-	-	-	-	-	265	-	-	-	-
14740 : Legislative Compliance	50	-	-	50	-	-	-	-	-	-	-
14755 : Security & Life Safety	560	-	-	560	-	-	-	-	-	-	-
14775 : Property Services Branch General Capital	500	-	-	500	-	-	-	-	-	-	-
14780 : Admin Centre At 17150 Yonge Street	986	-	916	-	-	70	-	-	-	-	-
14810 : Technology Initiatives	150	-	-	150	-	-	-	-	-	-	-
14831 : Vehicles Purchases	50	-	-	50	-	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	150	-	-	150	-	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	24,167	-	-	24,167	-	-	-	-	-	-	-
14856 : Furniture Management	95	-	-	95	-	-	-	-	-	-	-
14861 : Transportation Business Initiatives	300	-	-	-	-	-	-	300	-	-	-
14901 : Project Management	4,822	-	-	4,822	-	-	-	-	-	-	-
<b>Total Business Initiatives</b>	<b>32,095</b>	<b>-</b>	<b>916</b>	<b>30,544</b>	<b>-</b>	<b>70</b>	<b>265</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Funding</b>	<b>43,671</b>	<b>-</b>	<b>916</b>	<b>41,770</b>	<b>-</b>	<b>70</b>	<b>615</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>-</b>

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**Court Services**

**2022 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Program Group: Rehabilitation and Replacement</b>																
<b>Gross Expenditures:</b>																
A1601 : Courtroom Renovations	310	472	123	123	123	123	123	123	123	123	123	123	1,230	-	2,011	123
<b>Total Rehabilitation and Replacement</b>	<b>310</b>	<b>472</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>1,230</b>	<b>-</b>	<b>2,011</b>	<b>123</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	310	472	123	123	123	123	123	123	123	123	123	123	1,230	-	2,011	123
<b>Total Rehabilitation and Replacement</b>	<b>310</b>	<b>472</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>1,230</b>	<b>-</b>	<b>2,011</b>	<b>123</b>
<b>Total Expenditures</b>	<b>310</b>	<b>472</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>1,230</b>	<b>-</b>	<b>2,011</b>	<b>123</b>
<b>Funding Sources:</b>																
Asset Replacement Reserves	310	472	123	123	123	123	123	123	123	123	123	123	1,230	-	2,011	123
<b>Total Funding</b>	<b>310</b>	<b>472</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>123</b>	<b>1,230</b>	<b>-</b>	<b>2,011</b>	<b>123</b>

**Court Services**

**2022 Budget Ten-Year Funding by Program Group**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
A1601 : Courtroom Renovations	1,230	-	-	1,230	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>1,230</b>	<b>-</b>	<b>-</b>	<b>1,230</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Funding</b>	<b>1,230</b>	<b>-</b>	<b>-</b>	<b>1,230</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Program Group: Rehabilitation and Replacement**

**Court Services**  
**2022 Budget Capital Spending Authority (CSA) Funding by Program Group**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
A1601 : Courtroom Renovations	123	-	-	123	-	-	-	-	-	-	-
<b>Total Rehabilitation and Replacement</b>	<b>123</b>	<b>-</b>	<b>-</b>	<b>123</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Funding</b>	<b>123</b>	<b>-</b>	<b>-</b>	<b>123</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Program Group: Rehabilitation and Replacement**

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**Financial Initiatives**  
**2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
CI002 : Corporate Capital Contingency	-	-	13,426	7,119	29,087	35,014	38,172	31,489	29,880	14,744	1,070	-	200,000	-	200,000	13,426
<b>Total Expenditures</b>	-	-	<b>13,426</b>	<b>7,119</b>	<b>29,087</b>	<b>35,014</b>	<b>38,172</b>	<b>31,489</b>	<b>29,880</b>	<b>14,744</b>	<b>1,070</b>	-	<b>200,000</b>	-	<b>200,000</b>	<b>13,426</b>
<b>Funding Sources:</b>																
Program Specific Reserves	-	-	4,028	2,136	8,726	10,504	11,452	9,447	8,964	4,423	321	-	60,000	-	60,000	4,028
Development Charge Reserves	-	-	9,398	-	-	-	-	-	-	-	-	-	9,398	-	9,398	9,398
Planned Debuture Proceeds	-	-	-	4,983	20,361	24,510	26,721	22,042	20,916	10,321	749	-	130,602	-	130,602	-
<b>Total Funding</b>	-	-	<b>13,426</b>	<b>7,119</b>	<b>29,087</b>	<b>35,014</b>	<b>38,172</b>	<b>31,489</b>	<b>29,880</b>	<b>14,744</b>	<b>1,070</b>	-	<b>200,000</b>	-	<b>200,000</b>	<b>13,426</b>

**Financial Initiatives  
2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
C1002 : Corporate Capital Contingency	200,000	60,000	-	-	-	-	-	-	140,000	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	9,398	-	-	(9,398)	-	-
<b>Total Funding</b>	<b>200,000</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,398</b>	<b>-</b>	<b>-</b>	<b>130,602</b>	<b>-</b>	<b>-</b>

**Financial Initiatives  
2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
C1002 : Corporate Capital Contingency	13,426	4,028	-	-	-	-	-	-	9,398	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	9,398	-	-	(9,398)	-	-
<b>Total Funding</b>	<b>13,426</b>	<b>4,028</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,398</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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**YorkNet**

**2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
11132 : YorkNet Connect To Innovate	4,260	2,747	77	-	-	-	-	-	-	-	-	-	77	-	7,084	77
11133 : Fibre Network	20,998	8,160	6,338	6,451	6,554	6,656	6,758	3,198	-	-	-	-	35,955	-	65,113	35,955
11134 : Rural Broadband Project	-	-	20,051	24,972	24,744	24,695	-	-	-	-	-	-	94,462	-	94,462	94,462
<b>Total Expenditures</b>	<b>25,258</b>	<b>10,907</b>	<b>26,466</b>	<b>31,423</b>	<b>31,298</b>	<b>31,351</b>	<b>6,758</b>	<b>3,198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>130,494</b>	<b>-</b>	<b>166,659</b>	<b>130,494</b>
<b>Funding Sources:</b>																
Debt Reduction Reserve	-	-	6,595	8,214	8,139	8,123	-	-	-	-	-	-	31,071	-	31,071	31,071
General Capital Reserve	17,032	1,596	999	907	926	944	1,202	1,226	-	-	-	-	6,204	-	24,832	6,204
Other Recoveries	764	1,697	13,533	16,758	16,605	16,572	-	-	-	-	-	-	63,468	-	65,929	63,468
Federal Gas Tax Reserve	7,462	7,614	5,339	5,544	5,628	5,712	5,556	1,972	-	-	-	-	29,751	-	44,827	29,751
<b>Total Funding</b>	<b>25,258</b>	<b>10,907</b>	<b>26,466</b>	<b>31,423</b>	<b>31,298</b>	<b>31,351</b>	<b>6,758</b>	<b>3,198</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>130,494</b>	<b>-</b>	<b>166,659</b>	<b>130,494</b>

**YorkNet**  
**2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
11132 : YorkNet Connect To Innovate	77	-	-	-	-	-	-	77	-	-	-
11133 : Fibre Network	35,955	-	-	-	6,204	-	-	-	-	-	29,751
11134 : Rural Broadband Project	94,462	-	31,071	-	-	-	-	63,391	-	-	-
<b>Total Funding</b>	<b>130,494</b>	<b>-</b>	<b>31,071</b>	<b>-</b>	<b>6,204</b>	<b>-</b>	<b>-</b>	<b>63,468</b>	<b>-</b>	<b>-</b>	<b>29,751</b>

**YorkNet**

**2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debiture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
11132 : YorkNet Connect To Innovate	77	-	-	-	-	-	-	77	-	-	-
11133 : Fibre Network	35,955	-	-	-	6,204	-	-	-	-	-	29,751
11134 : Rural Broadband Project	94,462	-	31,071	-	-	-	-	63,391	-	-	-
<b>Total Funding</b>	<b>130,494</b>	<b>-</b>	<b>31,071</b>	<b>-</b>	<b>6,204</b>	<b>-</b>	<b>-</b>	<b>63,468</b>	<b>-</b>	<b>-</b>	<b>29,751</b>

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## York Regional Police 2022 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals											Capital Spending Authority					
	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		Ten-Year Total	Balance to Complete	Total Project Cost		
<b>Gross Expenditures:</b>																	
P29010 : Vehicles - Replacement & Additional	4,590	4,380	4,550	4,650	4,740	4,830	4,930	5,030	5,130	5,230	5,340	48,900	-	57,870			4,470
P29011 : Business Intelligence	110	100	560	170	170	170	170	170	100	100	100	1,880	-	2,090			560
P29014 : Specialized Equipment - Support Services	124	-	239	548	106	-	-	552	106	-	-	1,551	-	1,675			239
P29015 : Specialized Equipment - Telephone	-	-	-	-	-	-	-	-	-	-	700	700	-	700			-
P29017 : Specialized Equipment - Growth Staff	1,228	1,091	1,218	1,643	1,237	1,301	1,499	1,319	1,523	1,524	1,526	14,058	-	16,377			1,218
P29018 : Specialized Equipment - Road Safety	-	-	256	-	-	-	-	-	-	816	-	1,072	-	1,072			256
P29020 : #1 District HQ	6,392	15,078	4,280	-	-	-	-	-	-	-	-	4,280	-	25,750			4,280
P29022 : Information Technology Hardware & Software	1,175	1,096	2,550	2,640	2,590	2,780	2,900	2,680	2,710	2,740	2,920	27,120	-	29,391			2,550
P29023 : Specialized Equipment - Technical Investigations	-	-	220	220	220	220	220	220	220	220	220	2,200	-	2,200			220
P29024 : Digital Evidence Management ICC	140	320	2,144	1,046	1,069	1,030	1,030	1,030	1,030	1,075	1,074	11,561	-	12,021			2,144
P29028 : Portable and Mobile Radio Replacements	-	1,200	1,152	2,352	-	-	-	-	-	-	-	3,504	-	4,704			1,152
P29030 : IT Infrastructure and Applications	1,129	819	1,119	1,549	969	969	969	969	969	969	969	10,420	-	12,368			1,119
P29032 : Data Governance Retention Management	-	-	-	-	-	1,000	-	-	-	-	-	1,000	-	1,000			-
P29033 : Renovations to Existing Facilities	913	645	1,515	1,080	1,100	1,120	1,140	1,160	1,180	1,200	1,220	11,775	-	13,333			1,515
P29034 : Connected Officer In Car Modernization	2,201	130	1,429	1,030	770	1,024	970	965	947	931	1,289	10,379	-	12,710			1,429
P29035 : Specialized Equipment - Closed Circuit System	90	43	100	-	-	-	-	-	716	-	-	816	-	949			100
P29036 : Computer Aided Dispatch - Records Management System	-	-	-	-	-	3,700	-	-	-	-	-	3,700	-	3,700			-
P29037 : Marine Patrol Boat	140	-	-	-	-	-	-	-	250	1,220	-	1,470	-	1,610			-
P29039 : Employee Scheduling	-	-	-	110	-	-	-	-	-	-	-	110	-	110			-
P29042 : Radio System	385	380	190	-	-	-	-	-	14,000	13,500	-	27,880	-	28,645			190
P29044 : Talent Management	-	300	300	300	300	300	300	300	300	300	300	3,000	-	3,300			300
P29047 : Specialized Equipment - Forensic Equipment	728	491	562	204	264	-	-	-	247	-	616	1,893	-	3,112			562
P29048 : YRP Net Rewrite	-	-	-	150	-	-	-	-	150	-	-	300	-	300			-
P29049 : Disaster Recovery Plan	119	80	370	-	58	-	-	-	-	308	-	736	-	935			370
P29050 : Air Operations	4,811	300	140	100	100	1,218	718	578	919	100	152	4,125	-	9,236			140
P29054 : Air Operations Helicopter	-	-	7,050	-	-	-	-	-	-	-	-	7,050	-	7,050			7,050
P29055 : 240 Prospect Renovation	-	100	2,050	-	-	-	-	-	-	-	-	2,050	-	2,150			2,050
P29056 : PS Leasehold Improvements	668	672	860	-	-	-	-	-	-	-	-	860	-	2,200			860

**York Regional Police**  
**2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
P29059 : Consolidated Leased Premises	-	-	-	100	2,500	7,400	-	-	-	-	-	-	10,000	-	10,000	-
<b>Total Expenditures</b>	<b>24,943</b>	<b>27,225</b>	<b>32,774</b>	<b>17,702</b>	<b>16,179</b>	<b>21,098</b>	<b>19,662</b>	<b>14,846</b>	<b>14,973</b>	<b>30,497</b>	<b>30,233</b>	<b>16,426</b>	<b>214,390</b>	<b>-</b>	<b>266,558</b>	<b>32,774</b>
<b>Funding Sources:</b>																
Program Specific Reserves	-	-	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	16,500	-	16,500	1,650
Debt Reduction Reserve	9,112	7,521	11,291	4,477	2,098	2,601	6,235	2,177	2,494	14,272	14,173	2,842	62,660	-	79,293	11,291
Asset Replacement Reserves	7,836	6,720	9,296	7,612	7,368	7,426	7,683	7,869	7,744	7,861	8,015	8,503	79,377	-	93,933	9,296
Development Charge Reserves	940	317	10,153	3,884	5,063	9,421	378	266	359	464	384	261	30,633	-	31,890	10,153
Other Recoveries	159	159	384	79	-	-	-	-	-	-	-	-	463	-	781	384
Planned Debuture Proceeds	6,896	12,508	-	-	-	3,716	2,884	2,726	2,726	6,250	6,011	3,170	24,757	-	44,161	-
<b>Total Funding</b>	<b>24,943</b>	<b>27,225</b>	<b>32,774</b>	<b>17,702</b>	<b>16,179</b>	<b>21,098</b>	<b>19,662</b>	<b>14,846</b>	<b>14,973</b>	<b>30,497</b>	<b>30,233</b>	<b>16,426</b>	<b>214,390</b>	<b>-</b>	<b>266,558</b>	<b>32,774</b>

**York Regional Police  
2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
P29010 : Vehicles - Replacement & Additional	48,900	-	-	37,941	-	-	-	-	10,959	-	-
P29011 : Business Intelligence	1,880	-	1,461	-	-	419	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	1,551	-	1,202	-	-	349	-	-	-	-	-
P29015 : Specialized Equipment - Telephone	700	-	543	-	-	-	-	-	157	-	-
P29017 : Specialized Equipment - Growth Staff	14,058	-	-	-	-	-	-	-	14,058	-	-
P29018 : Specialized Equipment - Road Safety	1,072	-	1,072	-	-	-	-	-	-	-	-
P29020 : #1 District HQ	4,280	-	1,344	-	-	-	-	-	2,936	-	-
P29022 : Information Technology Hardware & Software	27,120	14,000	-	13,120	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	2,200	-	1,710	-	-	-	-	-	490	-	-
P29024 : Digital Evidence Management ICC	11,561	2,500	-	6,470	-	-	-	-	2,591	-	-
P29028 : Portable and Mobile Radio Replacements	3,504	-	2,719	-	-	-	-	-	785	-	-
P29030 : IT Infrastructure and Applications	10,420	-	4,168	6,252	-	-	-	-	-	-	-
P29032 : Data Governance Retention Management	1,000	-	776	-	-	-	-	-	224	-	-
P29033 : Renovations to Existing Facilities	11,775	-	2,500	9,275	-	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	10,379	-	4,146	6,233	-	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	816	-	634	-	-	-	-	-	182	-	-
P29036 : Computer Aided Dispatch - Records Management System	3,700	-	2,871	-	-	-	-	-	829	-	-
P29037 : Marine Patrol Boat	1,470	-	1,141	-	-	329	-	-	-	-	-
P29039 : Employee Scheduling	110	-	85	-	-	25	-	-	-	-	-
P29042 : Radio System	27,880	-	21,510	-	-	50	-	158	6,162	-	-
P29044 : Talent Management	3,000	-	2,330	-	-	670	-	-	-	-	-
P29047 : Specialized Equipment - Forensic Equipment	1,893	-	1,469	-	-	424	-	-	-	-	-
P29048 : YRP Net Rewrite	300	-	232	-	-	68	-	-	-	-	-
P29049 : Disaster Recovery Plan	736	-	736	-	-	-	-	-	-	-	-
P29050 : Air Operations	4,125	-	3,202	-	-	923	-	-	-	-	-
P29054 : Air Operations Helicopter	7,050	-	5,165	-	-	-	-	305	1,580	-	-
P29055 : 240 Prospect Renovation	2,050	-	644	-	-	-	-	-	1,406	-	-
P29056 : PS Leasehold Improvements	860	-	-	86	-	-	-	-	774	-	-
P29059 : Consolidated Leased Premises	10,000	-	1,000	-	-	-	-	-	9,000	-	-

**York Regional Police  
2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	27,376	-	-	(27,376)	-	-
<b>Total Funding</b>	<b>214,390</b>	<b>16,500</b>	<b>62,660</b>	<b>79,377</b>	<b>-</b>	<b>30,633</b>	<b>-</b>	<b>463</b>	<b>24,757</b>	<b>-</b>	<b>-</b>



**York Regional Police  
2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
P29010 : Vehicles - Replacement & Additional	4,470	-	-	3,468	-	-	-	-	1,002	-	-
P29011 : Business Intelligence	560	-	435	-	-	125	-	-	-	-	-
P29014 : Specialized Equipment - Support Services	239	-	185	-	-	54	-	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	1,218	-	-	-	-	-	-	-	1,218	-	-
P29018 : Specialized Equipment - Road Safety	256	-	256	-	-	-	-	-	-	-	-
P29020 : #1 District HQ	4,280	-	1,344	-	-	-	-	-	2,936	-	-
P29022 : Information Technology Hardware & Software	2,550	1,400	-	1,150	-	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	220	-	171	-	-	-	-	-	49	-	-
P29024 : Digital Evidence Management ICC	2,144	250	-	1,414	-	-	-	-	480	-	-
P29028 : Portable and Mobile Radio Replacements	1,152	-	894	-	-	-	-	-	258	-	-
P29030 : IT Infrastructure and Applications	1,119	-	251	868	-	-	-	-	-	-	-
P29033 : Renovations to Existing Facilities	1,515	-	250	1,265	-	-	-	-	-	-	-
P29034 : Connected Officer In Car Modernization	1,429	-	384	1,045	-	-	-	-	-	-	-
P29035 : Specialized Equipment - Closed Circuit System	100	-	78	-	-	-	-	-	22	-	-
P29042 : Radio System	190	-	86	-	-	25	-	79	-	-	-
P29044 : Talent Management	300	-	233	-	-	67	-	-	-	-	-
P29047 : Specialized Equipment - Forensic Equipment	562	-	436	-	-	126	-	-	-	-	-
P29049 : Disaster Recovery Plan	370	-	370	-	-	-	-	-	-	-	-
P29050 : Air Operations	140	-	109	-	-	31	-	-	-	-	-
P29054 : Air Operations Helicopter	7,050	-	5,165	-	-	-	-	305	1,580	-	-
P29055 : 240 Prospect Renovation	2,050	-	644	-	-	-	-	-	1,406	-	-
P29056 : PS Leasehold Improvements	860	-	-	86	-	-	-	-	774	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	9,725	-	-	(9,725)	-	-
<b>Total Funding</b>	<b>32,774</b>	<b>1,650</b>	<b>11,291</b>	<b>9,296</b>	<b>-</b>	<b>10,153</b>	<b>-</b>	<b>384</b>	<b>-</b>	<b>-</b>	<b>-</b>

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**Yonge North Subway Extension  
2022 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/20	2021 Forecast	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
<b>Gross Expenditures:</b>																
13100 : Yonge North Subway Extension	-	-	75,183	39,867	162,885	196,078	213,765	176,336	167,327	82,568	5,992	-	1,120,000	-	1,120,000	1,120,000
<b>Total Expenditures</b>	-	-	<b>75,183</b>	<b>39,867</b>	<b>162,885</b>	<b>196,078</b>	<b>213,765</b>	<b>176,336</b>	<b>167,327</b>	<b>82,568</b>	<b>5,992</b>	-	<b>1,120,000</b>	-	<b>1,120,000</b>	<b>1,120,000</b>
<b>Funding Sources:</b>																
Program Specific Reserves	-	-	22,555	11,960	48,865	58,823	64,130	52,901	50,198	24,770	1,797	-	336,000	-	336,000	336,000
Development Charge Reserves	-	-	52,628	27,907	-	-	-	-	-	-	-	-	80,535	-	80,535	80,535
Planned Debuture Proceeds	-	-	-	-	114,019	137,254	149,636	123,435	117,129	57,798	4,194	-	703,465	-	703,465	703,465
<b>Total Funding</b>	-	-	<b>75,183</b>	<b>39,867</b>	<b>162,885</b>	<b>196,078</b>	<b>213,765</b>	<b>176,336</b>	<b>167,327</b>	<b>82,568</b>	<b>5,992</b>	-	<b>1,120,000</b>	-	<b>1,120,000</b>	<b>1,120,000</b>

**Yonge North Subway Extension  
2022 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debt Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
13100 : Yonge North Subway Extension	1,120,000	336,000	-	-	-	-	-	-	784,000	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	80,535	-	-	(80,535)	-	-
<b>Total Funding</b>	<b>1,120,000</b>	<b>336,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,535</b>	<b>-</b>	<b>-</b>	<b>703,465</b>	<b>-</b>	<b>-</b>

**Yonge North Subway Extension  
2022 Budget Capital Spending Authority (CSA) Funding**

(in \$000s)	CSA Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debenture Proceeds	Roads Capital Acceleration Reserve	Federal Gas Tax Reserve
13100 : Yonge North Subway Extension	1,120,000	336,000	-	-	-	-	-	-	784,000	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	80,535	-	-	(80,535)	-	-
<b>Total Funding</b>	<b>1,120,000</b>	<b>336,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80,535</b>	<b>-</b>	<b>-</b>	<b>703,465</b>	<b>-</b>	<b>-</b>

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