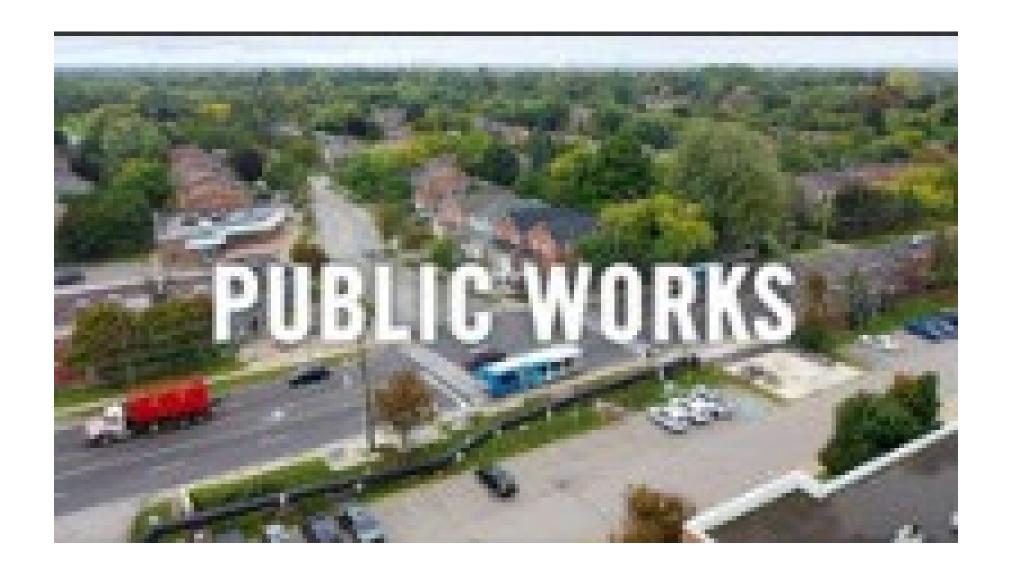


AGENDA



PUBLIC WORKS — VIDEO



HIGHLIGHTS OF PUBLIC WORKS' 2023 BUDGET



Increase in transit ridership to reach 100% of pre-pandemic level by 2026



Increase in revenues from approved water and wastewater rate increase



\$10.1M in cumulative efficiencies/enhanced revenue sources included in 2023-2026 budget



\$7.2B 10-year capital plan balances growth and asset management (\$4.0B growth, \$3.2B asset management)









Public Works budget supports
Draft 2023 to 2027 Strategic Plan

KEY PRIORITIES OVER THE MULTI-YEAR BUDGET



Providing efficiency and value for money



Driving innovation in service delivery including traveller safety



Integrating capital delivery growth and asset management projects



Addressing complex legislative and accountability reporting requirements



Returning transit ridership back to pre-pandemic levels and electrifying transit fleet



Continuing work with
Province to advance
Yonge North Subway
Extension and
advocating for Bus
Rapid Transit funding



Expanding street trees and forestry portfolio



Preparing for Blue Box transition

BUDGET HIGHLIGHTS



PRIORITY: FOSTER ECONOMIC PROSPERITY

- Delivering approved \$7.2B 10-year capital program
- Partnering with Province to advance Yonge North Subway Extension



PRIORITY: SUPPORT COMMUNITY WELL-BEING

- Delivering 122 billion litres of clean and safe drinking water to protect public health
- Addressing climate change through Corporate Climate Change Action Plan helps build community resilience and promotes well-being



PRIORITY: DRIVE ENVIRONMENTAL STEWARDSHIP

- Implementing Council-approved Transit and Fleet Electrification Plan and reflecting anticipated adoption of electric bus acceleration
- Maintaining high rates of waste diversion
- Promoting reduction and reuse initiatives
- · Partnering with others to enhance cycling and walking options
- Planting over 70,000 trees and shrubs in 2023



PRIORITY: EFFICIENTLY DELIVER TRUSTED SERVICES

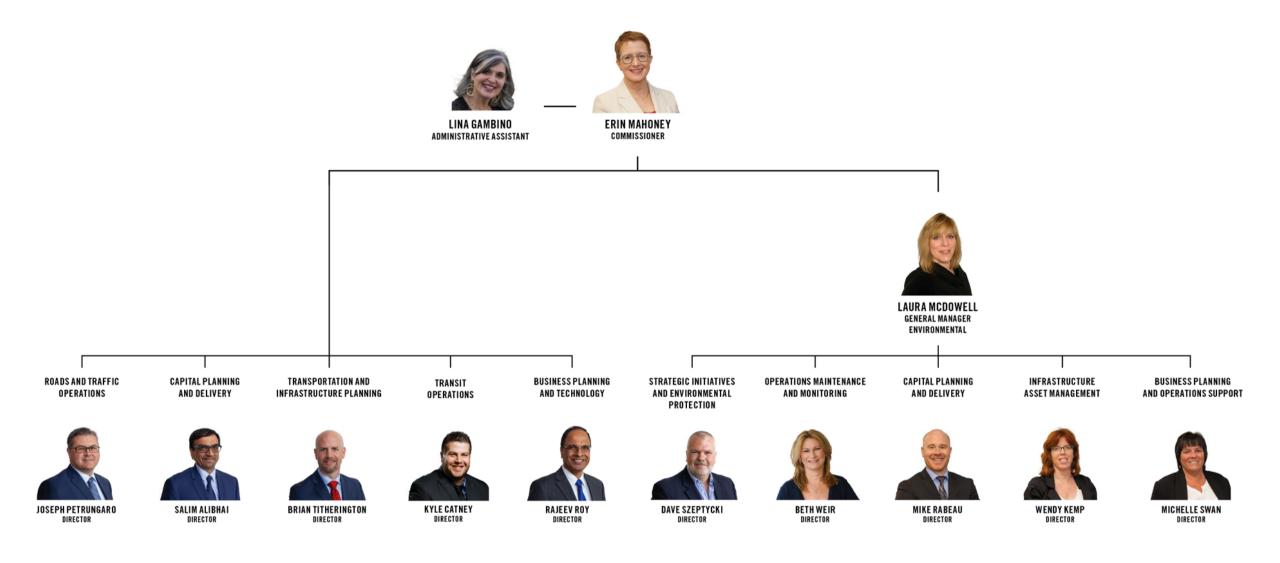
- Maintaining a safe and efficient road network and transit system
- Meeting traveller needs of today and the future

ENSURING VALUE FOR MONEY FOR RESIDENTS

Public Works services represent less than half of other annual household utility costs



ORGANIZATIONAL CHART



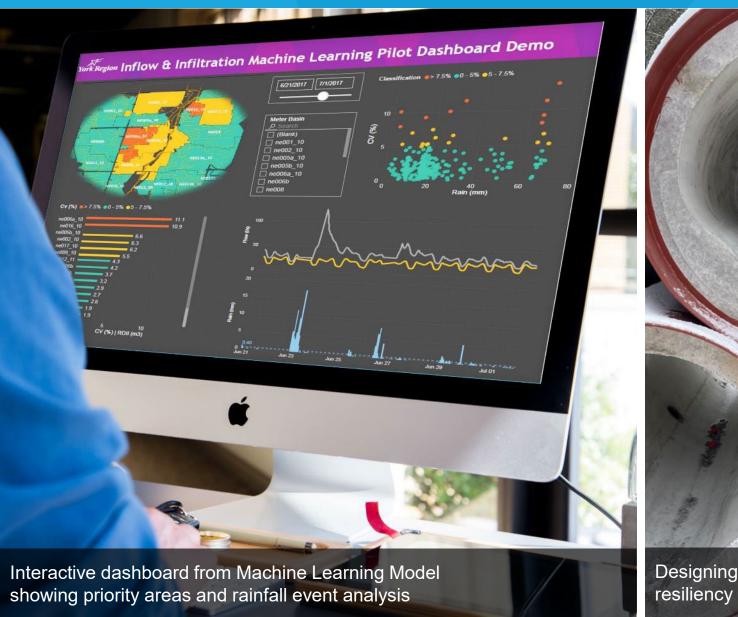


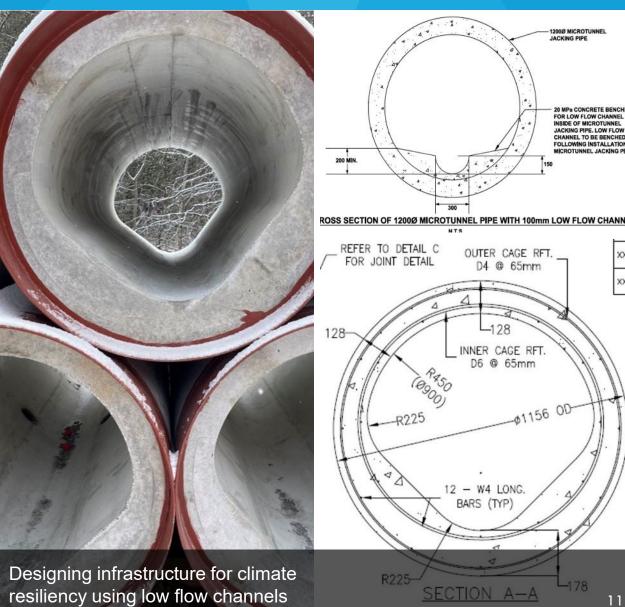
PUBLIC WORKS - ENVIRONMENTAL SERVICES



OPERATING BUDGET

DRIVING INNOVATION IN SERVICE DELIVERY





LEVERAGING PRIVATE AND PUBLIC SECTOR EXPERTISE IN DELIVERY

WASTE



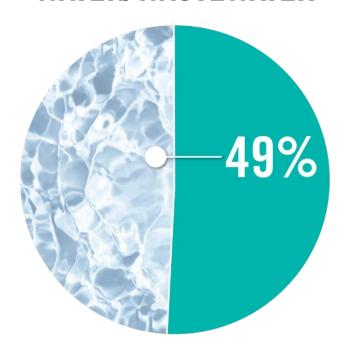
of direct costs are third party contracts

FORESTRY



of direct costs are contracted services for planting, maintenance and partnerships

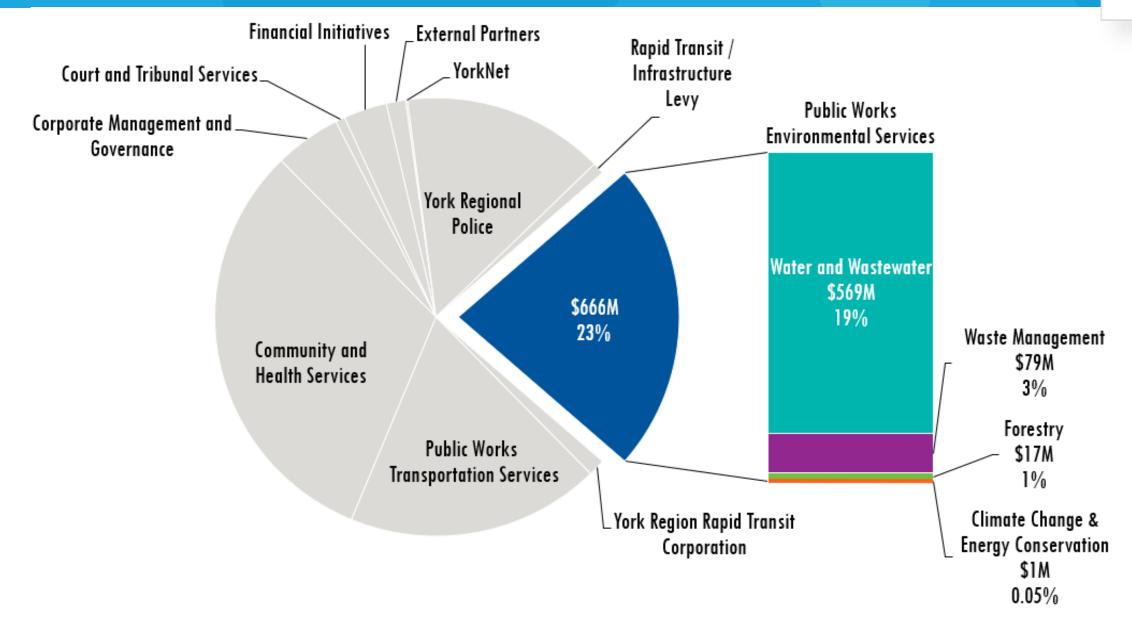
WATER/WASTEWATER



of direct costs are purchased water and treatment

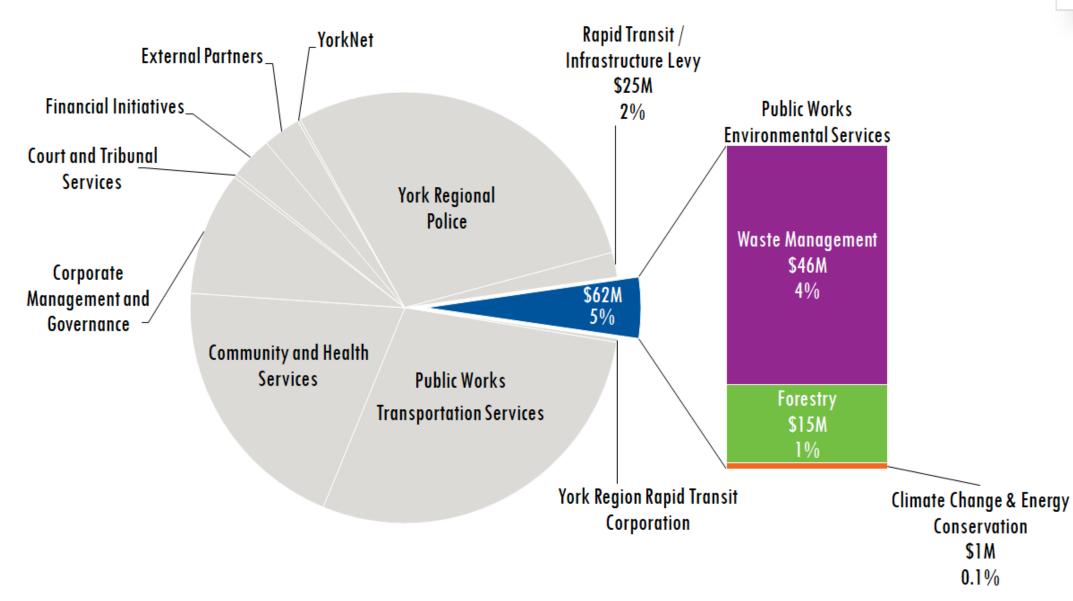
ENVIRONMENTAL SERVICES' IS 23% OF REGION'S EXPENDITURES





ENVIRONMENTAL SERVICES' IS 5¢ OF REGION'S TAX DOLLAR





FOUR-YEAR OPERATING BUDGET OVERVIEW

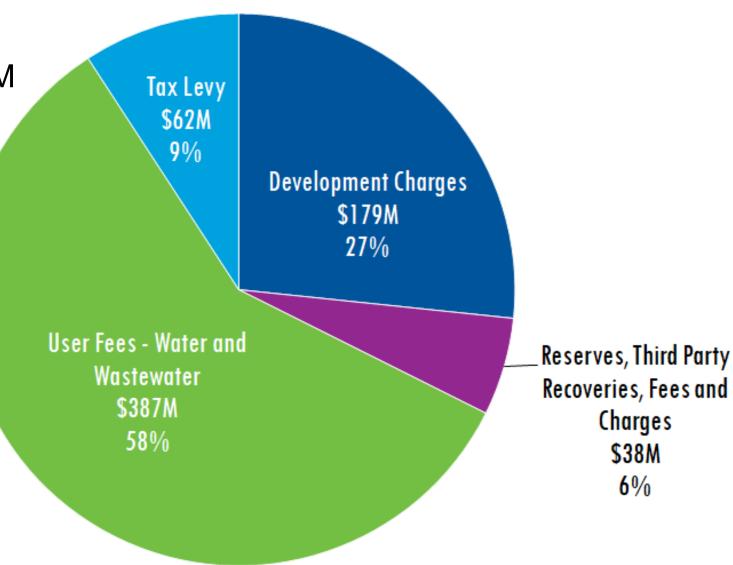


| | APPROVED* | PROPOSED | OUTLOOK | | |
|--|-----------|----------|---------|---------|---------|
| | 2022 | 2023 | 2024 | 2025 | 2026 |
| Gross Expenditures: | | | | | |
| Water and Wastewater | 552.1 | 568.9 | 593.0 | 619.2 | 649.3 |
| Waste Management | 84.5 | 78.8 | 81.8 | 84.2 | 64.1 |
| Forestry | 13.2 | 16.5 | 17.5 | 18.3 | 19.1 |
| Climate Change & Energy Conservation | 1.5 | 1.4 | 1.4 | 1.5 | 1.5 |
| | 651.3 | 665.6 | 693.6 | 723.2 | 734.0 |
| Non-Tax Revenues | (582.7) | (603.9) | (629.5) | (655.3) | (662.5) |
| Net Expenditures | 68.6 | 61.7 | 64.1 | 67.9 | 71.5 |
| Increase / (Decrease) - Year over Year | | -10.1% | 4.0% | 5.9% | 5.3% |
| FTEs - Total | 474.0 | 488.0 | 501.0 | 512.0 | 522.0 |
| - New | | 14.0 | 13.0 | 11.0 | 10.0 |

^{*} Includes in-year restatements

BUDGET IS FUNDED THROUGH TAX AND NON-TAX REVENUES

Environmental Services' gross spending of \$666M in 2023 is primarily user fee funded



INCREMENTAL ANNUAL BUDGET CHANGES

| (in \$M) | | PROPOSED | OUTLOOK | | |
|--|----|----------|---------|--------|--------|
| | | 2023 | 2024 | 2025 | 2026 |
| Opening Budget (Net) | | 68.6 | 61.7 | 64.1 | 67.9 |
| Status Quo | | 16.3 | 14.6 | 10.6 | 15.2 |
| Revenues | | (19.8) | (19.5) | (17.6) | (19.2) |
| Efficiencies, Reductions & Other Adjustments | | (2.0) | (2.8) | (0.7) | (3.5) |
| Debt Servicing Net of Development Charges | | (0.0) | (0.0) | (0.0) | (0.3) |
| Fiscal Strategy | | (1.3) | 9.1 | 10.0 | 9.9 |
| Maintaining Service Levels for Growth | | 1.4 | 1.9 | 1.5 | 1.5 |
| Impacts of COVID-19 Pandemic | | (1.5) | (0.9) | 0.0 | 0.0 |
| Proposed Budget (Net) | | 61.7 | 64.1 | 67.9 | 71.5 |
| Total Budget Change | \$ | (6.9) | 2.5 | 3.8 | 3.6 |
| Total Budget Change | % | -10.1% | 4.0% | 5.9% | 5.3% |

2023 BUDGET CHANGE HIGHLIGHTS

Status Quo

\$16.3M **1**

- Increasing contractor costs
- Inflationary increases including fuel and utility costs

Revenues

 Increasing Water Wastewater flow revenues \$19.8M

Efficiencies, Reductions and Other Adjustments

 Rationalizing budget to better reflect expected spending \$2.0M •



2023 BUDGET CHANGE HIGHLIGHTS

Fiscal Strategy

 Net decrease in contributions to capital replacement reserves \$1.3M ****

Maintaining Service Levels for Growth

\$1.4M **1**

Increasing contract maintenance costs for forestry

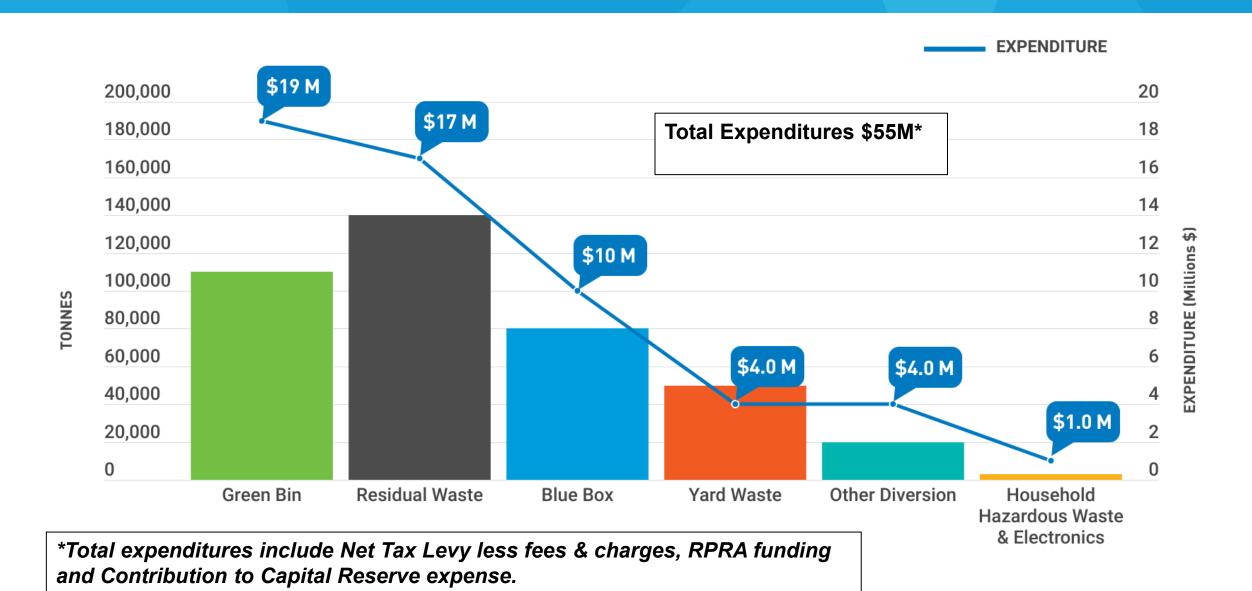
Impacts of COVID-19

Gradually reducing waste tonnes

\$1.5M ****

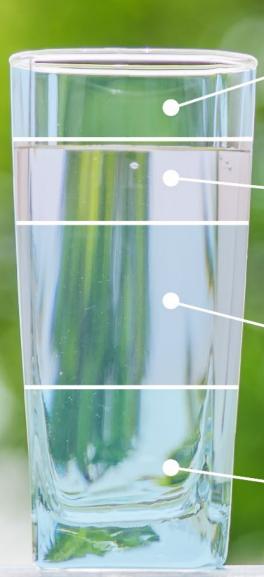


2023 WASTE MANAGEMENT COSTS



WATER AND WASTEWATER COSTS

TOTAL \$569M



\$77M OPERATING EXPENDITURES

Maintenance of infrastructure, running equipment and employing highly-trained staff

\$99M PURCHASED SERVICES

Purchasing more than 90% of our water from Toronto and Peel, and treating wastewater at Duffin Creek and Peel

\$193M FINANCING COSTS

Paying the principal and interest on money borrowed to build multi-billion dollar capital program

\$200M CONTRIBUTION TO RESERVES

Reserves help to ensure money is available to repair our assets and provide services for future generations

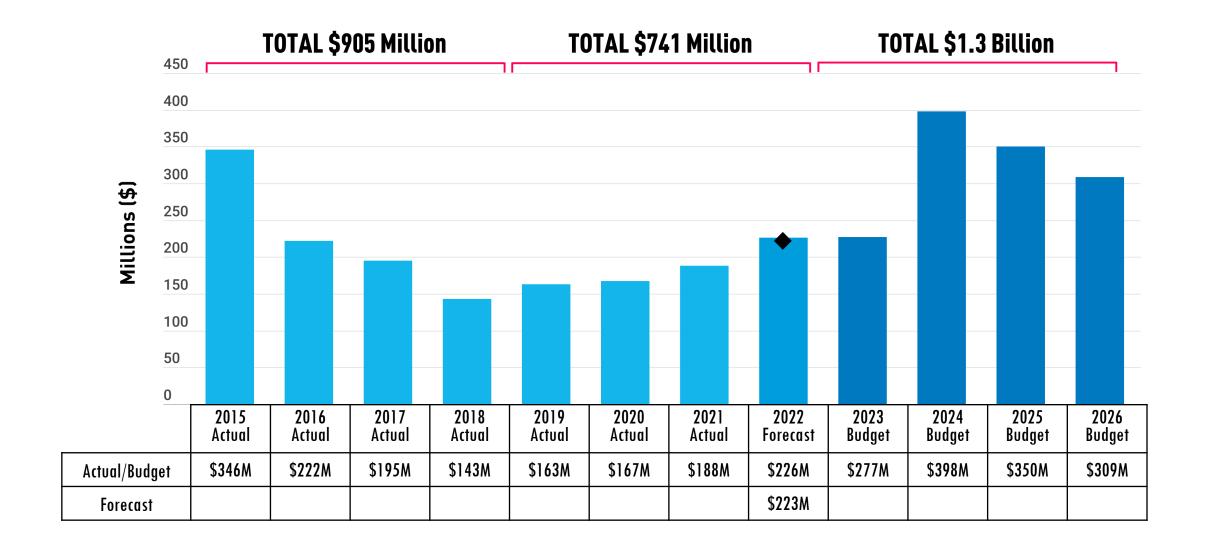
ENSURING AFFORDABLE WATER





CAPITAL BUDGET

ENVIRONMENTAL SERVICES' CAPITAL INVESTMENT



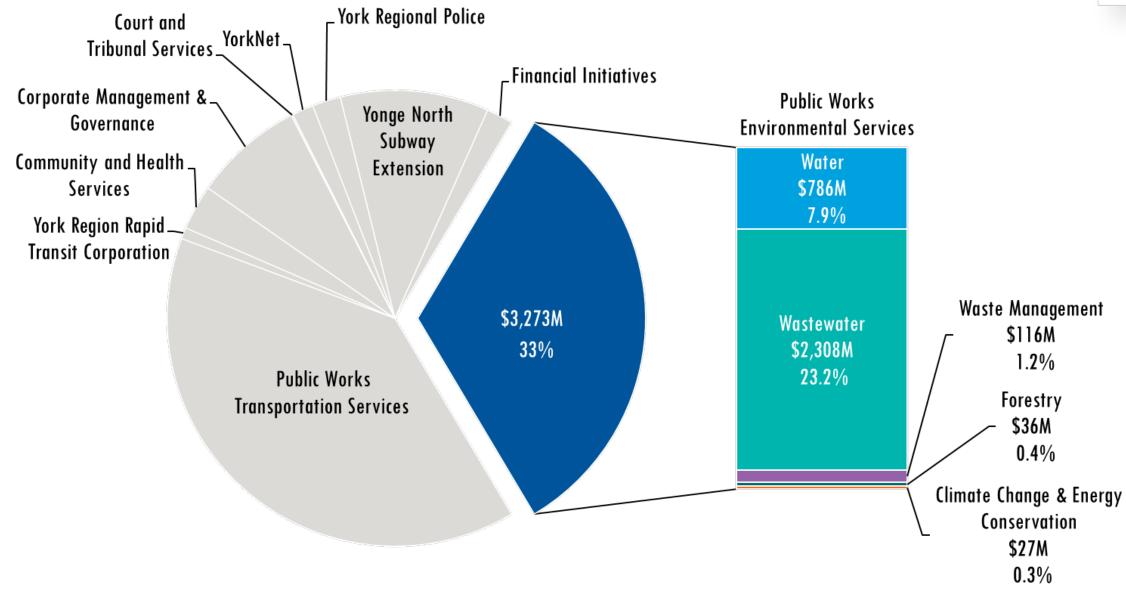
PROPOSED CAPITAL PLAN

| Capital Budget | Millions (\$) |
|----------------------------|---------------|
| 2023 Capital | 277.4 |
| 10-Year Capital Plan | 3,272.7 |
| Capital Spending Authority | 2,054.4 |

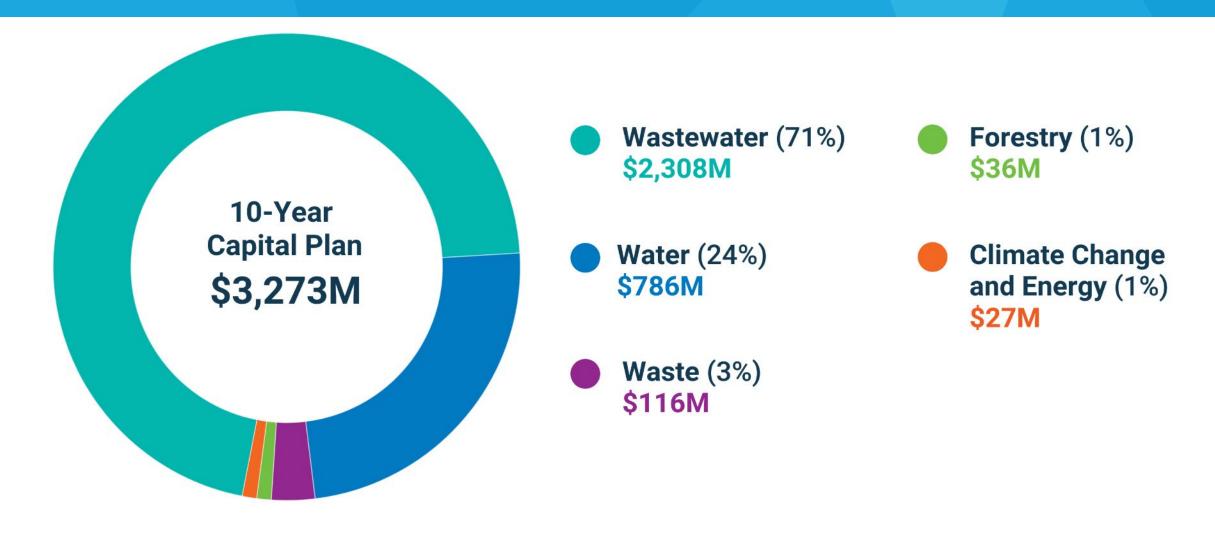


10-YEAR CAPITAL PLAN IS 33% OF REGION'S PLAN

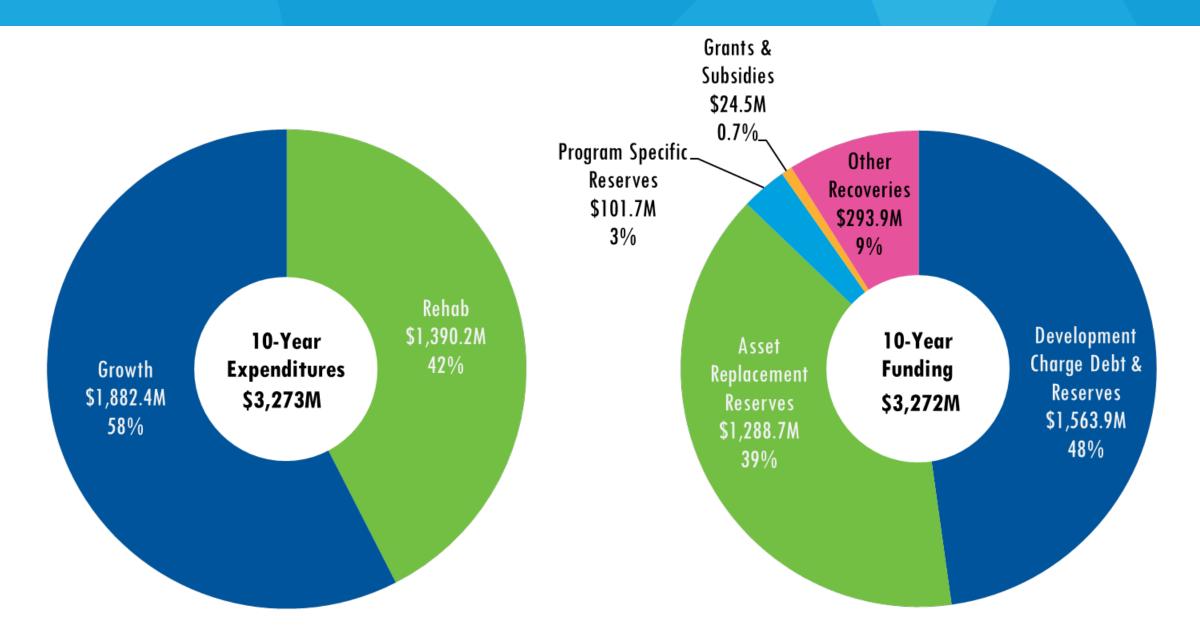




2023 PROPOSED 10-YEAR CAPITAL PLAN



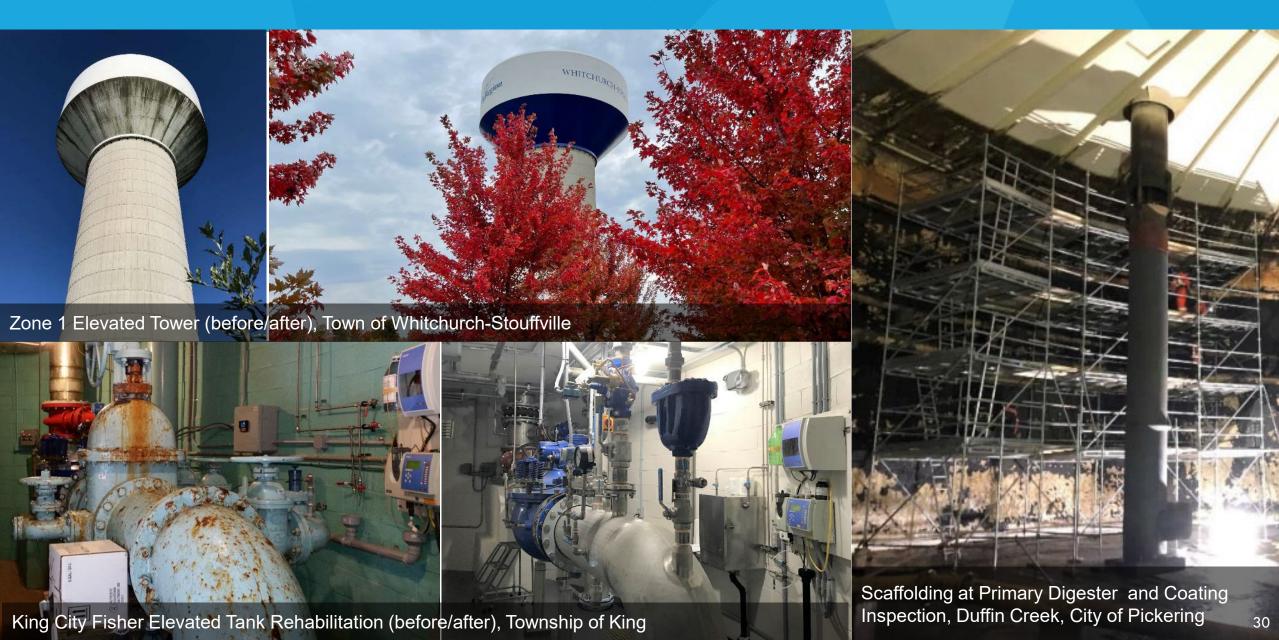
CAPITAL EXPENDITURES AND FUNDING



KEY DELIVERABLES IN PROPOSED 10-YEAR CAPITAL PLAN

| WASTEWATER | WATER | WASTE | FORESTRY | CLIMATE CHANGE AND ENERGY |
|------------|------------|------------|------------|------------------------------|
| \$2,308M | \$786M | \$116M | \$36M | \$27M |
| Total | Total | Total | Total | Total |
| \$880M | \$481M | \$16M | \$3M | \$11M |
| Asset | Asset | Asset | Asset | Asset |
| Management | Management | Management | Management | Management |
| \$1,428M | \$305M | \$100M | \$33M | \$16M |
| Growth | Growth | Growth | Growth | Growth |
| | | | | 29 |

ADDRESSING OUR AGING INFRASTRUCTURE



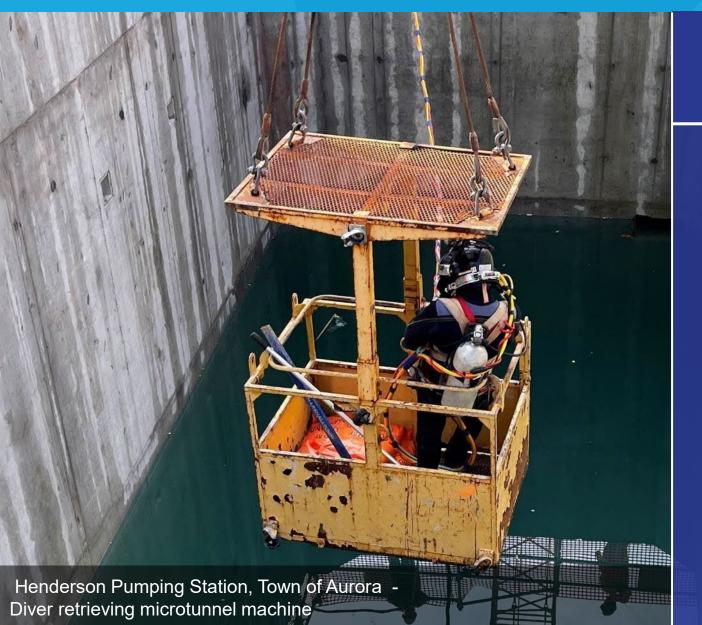
2023 PROPOSED 10-YEAR CAPITAL PLAN DELIVERABLES





- 19 km of watermain
- 15 km of sewer
- 10 km of forcemain
- 100+ chambers to be rehabilitated
- 11 wastewater facility upgrades
- 3 water facility upgrades
- 10 groundwater treatment facility upgrades
- 12 elevated tanks recoating and/or upgrades
- 8 in-ground storage reservoir rehabilitations

2023 PROPOSED 10-YEAR CAPITAL PLAN DELIVERABLES

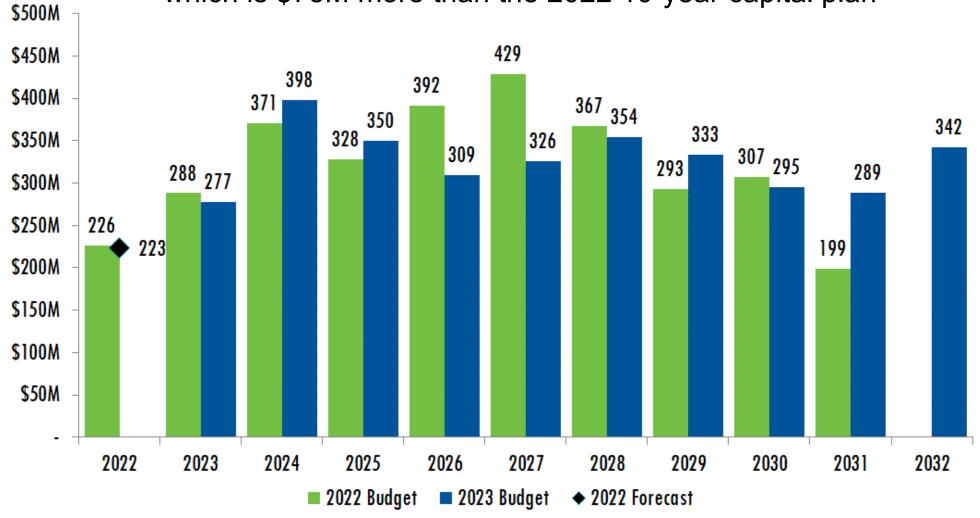




- •35 km of sewer
- 10 km of watermain
- 2 new sewage pumping stations
- 2 new water pumping stations
- •2 new elevated tanks
- 5 wastewater facility expansions
- 1 water facility expansion

2023 CAPITAL PLAN COMPARED TO 2022 CAPITAL PLAN

Environmental Services' 2023 10-year capital plan is \$3,273M which is \$73M more than the 2022 10-year capital plan



CAPITAL SPENDING AUTHORITY (CSA)





SUMMARY OF CAPITAL BUDGET

- \$3.3B 10-year capital plan balances growth and asset management investments totaling 33% of Region's 10-year capital plan
- 10-year capital plan funds commissioning of 5 major growth projects including Wastewater Servicing for the Towns of Aurora, East Gwillimbury and Newmarket
- Supply chain disruptions, cost escalation, approvals risk, potential
 misalignment between pace of growth and infrastructure timing, pressures to
 develop interim solutions are being monitored and mitigated where possible

BUDGET SUMMARY

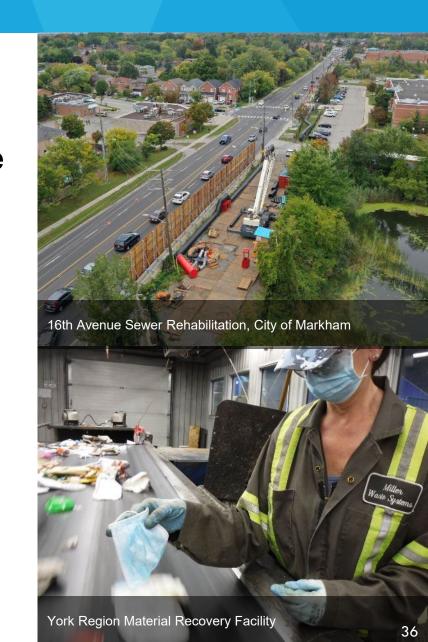
- Cumulative efficiencies and enhanced revenue of \$9M
- 10-year capital plan of \$3.3B delivers key projects while balancing growth and asset management
- Resource requests support continued service delivery excellence as well as on-going digital transformation
- COVID-19 pandemic related pressures and expenses are fully eliminated by end of 2024











DELIVERING VALUE FOR MONEY











MULTI-YEAR BUDGET OVERVIEW

| OPERATING BUDGET | | | | |
|----------------------------------|-----------------|---------|---------|---------|
| | PROPOSED | | OUTLOOK | |
| | 2023 | 2024 | 2025 | 2026 |
| Gross Expenditures (\$M) | 665.6 | 693.6 | 723.2 | 734.0 |
| Non-Tax Revenues (\$M) | (603.9) | (629.5) | (655.3) | (662.5) |
| Net Tax Levy (\$M) | 61.7 | 64.1 | 67.9 | 71.5 |
| FTEs - Total | 488.0 | 501.0 | 512.0 | 522.0 |
| - New | 14.0 | 13.0 | 11.0 | 10.0 |
| CAPITAL BUDGET | | | | |
| 2023 Capital Expenditures (\$M) | | | | 277.4 |
| 10-Year Capital Plan (\$M) | | | | 3,272.7 |
| Capital Spending Authority (\$M) | | | | 2,054.4 |

BUDGET RECOMMENDATION

- 1. Committee of the Whole recommends the budget as submitted for Public Works Environmental Services as follows:
 - a. The 2023 operating budget and 2024 to 2026 operating outlook as summarized in Attachment 1.
 - b. The 2023 capital expenditures and Capital Spending Authority, as summarized in Attachment 2.
- 2. The recommended budget be consolidated by the Commissioner of Finance and Regional Treasurer for consideration by Council on February 23, 2023.
- 3. The Regional Solicitor be directed to prepare the necessary water and wastewater rate bylaws to incorporate the discounted wastewater rates reflected in the budget.



PUBLIC WORKS - TRANSPORTATION SERVICES



OPERATING BUDGET

DRIVING INNOVATION IN SERVICE DELIVERY









Recycled asphalt grindings used for shoulder repairs

LEVERAGING PRIVATE AND PUBLIC SECTOR EXPERTISE IN DELIVERY

TRANSIT



of direct costs are contracted services for providing transit service to travellers

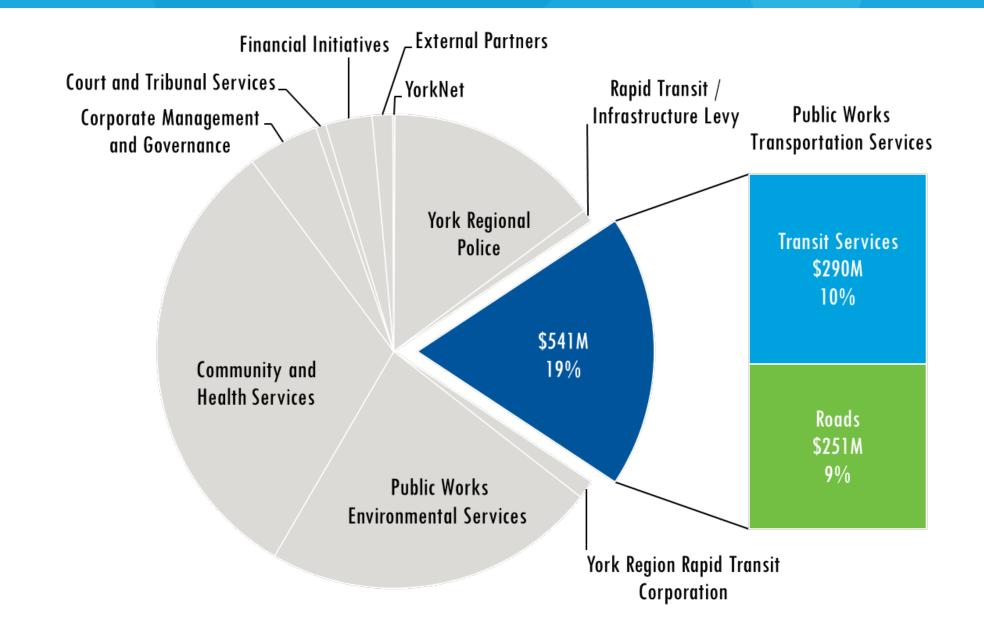
ROADS



of direct costs are contracted services for maintenance of road network

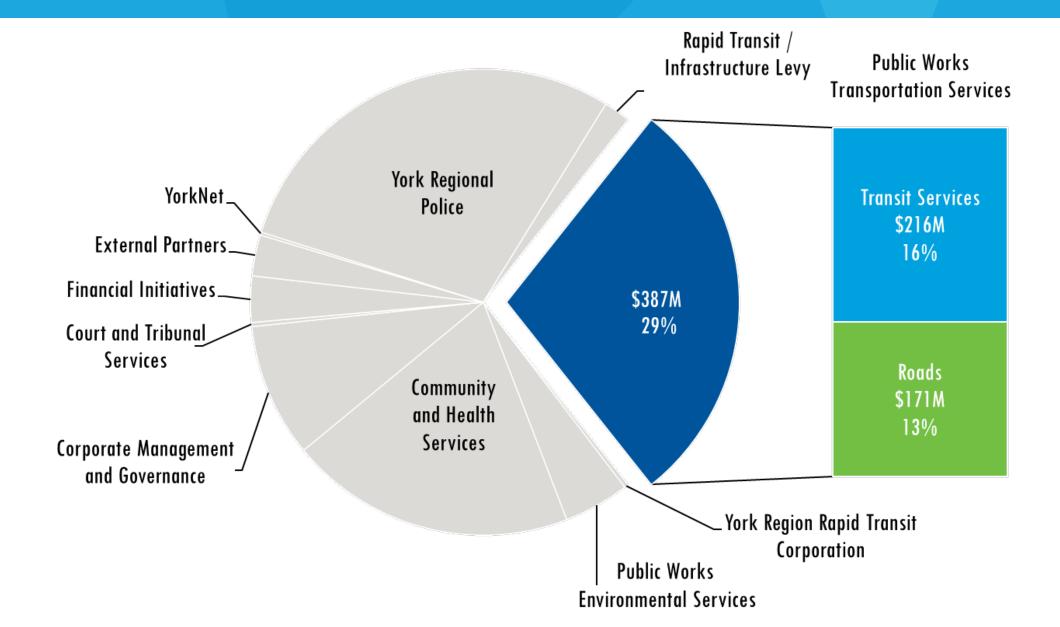
TRANSPORTATION SERVICES' IS 19% OF REGION'S EXPENDITURES





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TRANSPORTATION SERVICES' IS 29¢ OF REGION'S TAX DOLLAR



FOUR-YEAR OPERATING BUDGET OVERVIEW



| | APPROVED* | PROPOSED | | OUTLOOK | |
|--|-----------|----------|---------|---------|---------|
| | 2022 | 2023 | 2024 | 2025 | 2026 |
| Gross Expenditures: | | | | | |
| Transit Services | 250.8 | 289.4 | 305.6 | 319.9 | 333.1 |
| Roads | 267.9 | 251.4 | 272.5 | 284.2 | 286.7 |
| | 518.7 | 540.8 | 578.1 | 604.1 | 619.8 |
| Non-Tax Revenues | (132.3) | (153.6) | (173.8) | (184.5) | (192.1) |
| Net Expenditures | 386.4 | 387.2 | 404.3 | 419.6 | 427.7 |
| Increase / (Decrease) - Year over Year | | 0.2% | 4.4% | 3.8% | 1.9% |
| FTEs - Total | 543.6 | 562.4 | 578.6 | 590.6 | 593.6 |
| - New | | 18.8 | 16.2 | 12.0 | 3.0 |

^{*} Includes in-year restatements

BUDGET IS FUNDED THROUGH TAX AND NON-TAX REVENUES

Contribution From Reserves Transportation Services' \$19M 3% Development Charges gross spending of \$541M \$76M in 2023 is primarily tax 14% levy funded User Fees - Transit Fares and Advertising \$55M 10% Tax Levy _Fees, Charges and Third \$387M **Party Recoveries** 72% \$4M 1%

INCREMENTAL ANNUAL BUDGET CHANGES

| (in \$M) | PROPOSED | | OUTLOOK | | |
|--|----------|-------|---------|-------|-------|
| | | 2023 | 2024 | 2025 | 2026 |
| Opening Budget (Net) | | 386.4 | 387.2 | 404.3 | 419.6 |
| Status Quo | | 10.9 | (2.8) | 1.1 | 2.6 |
| Efficiencies, Reductions & Other Adjustments | | (1.7) | 2.4 | 4.8 | 6.0 |
| Fiscal Strategy | | (6.6) | 9.8 | 12.3 | 3.6 |
| Maintaining Service Levels for Growth | | 2.2 | 0.3 | 1.8 | 1.5 |
| Enhancement and Transformation | | 0.5 | 6.3 | 4.2 | 4.4 |
| Impacts of COVID-19 | | (4.6) | 1.2 | (8.9) | (9.9) |
| Proposed Budget (Net) | | 387.2 | 404.3 | 419.6 | 427.7 |
| Total Budget Change | \$ | 0.8 | 17.1 | 15.3 | 8.1 |
| | % | 0.2% | 4.4% | 3.8% | 1.9% |

2023 BUDGET CHANGE HIGHLIGHTS

Status Quo

- Increasing contractor costs
- Inflationary increases including fuel and utility costs

\$10.9M

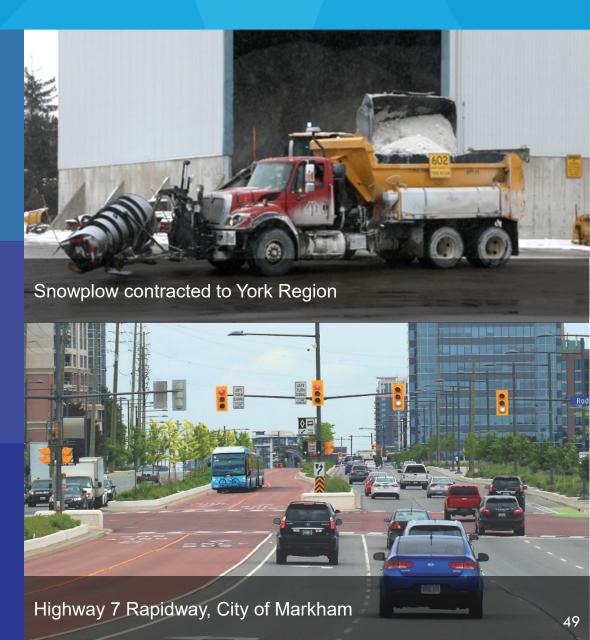
Efficiencies, Reductions and Other Adjustments

 Rationalizing budget to better reflect expected spending \$1.7M ****

Fiscal Strategy

Decrease in contributions to capital replacement reserves

\$6.6M ****



2023 BUDGET CHANGE HIGHLIGHTS

Maintaining Service Levels for Growth

\$2.2M

· Operating impact of capital

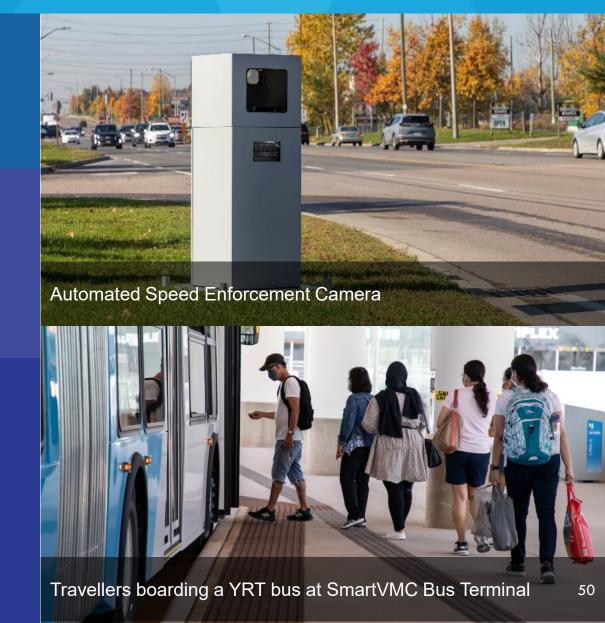
Enhancement and **Transformation**

 Adding two cameras for Automated Speed Enforcement program \$0.5M

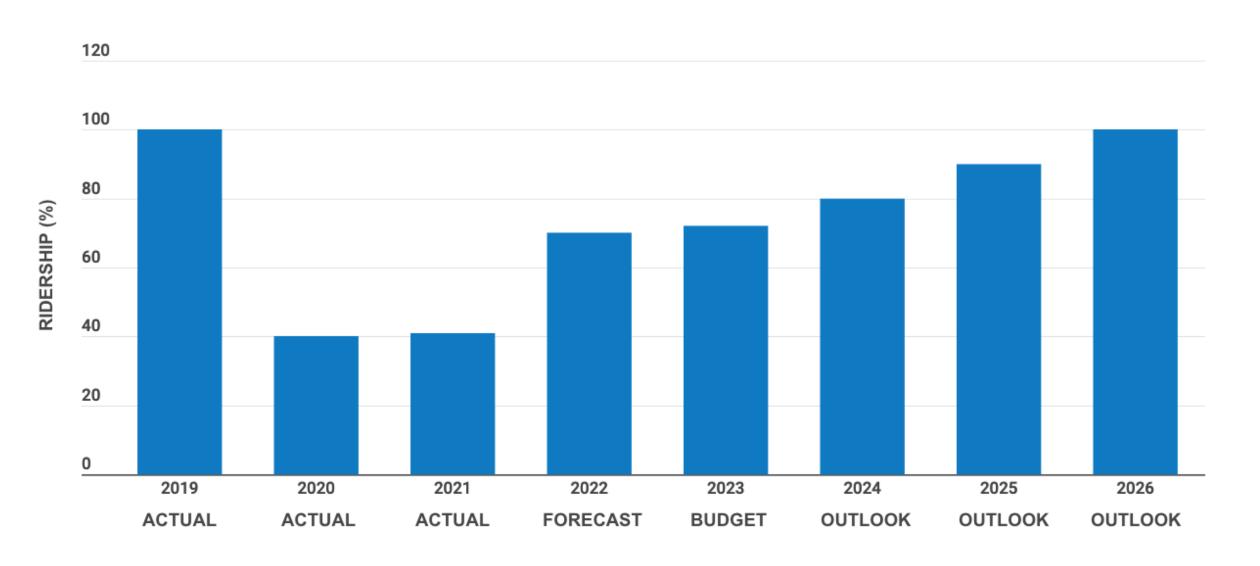
Impacts of COVID-19

- Reducing enhanced cleaning at transit facilities and on buses
- Higher transit fare revenues due to increasing ridership

\$4.6M ****



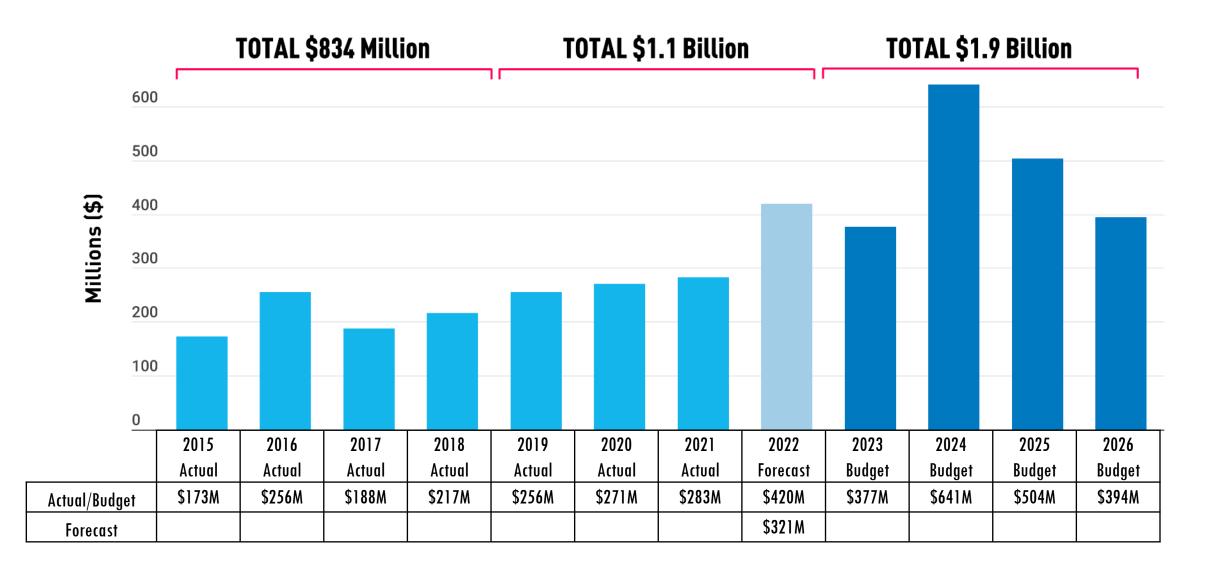
RECOVERING TRANSIT RIDERSHIP (TO PRE-COVID LEVEL)





CAPITAL BUDGET

TRANSPORTATION CAPITAL INVESTMENT



PROPOSED CAPITAL PLAN

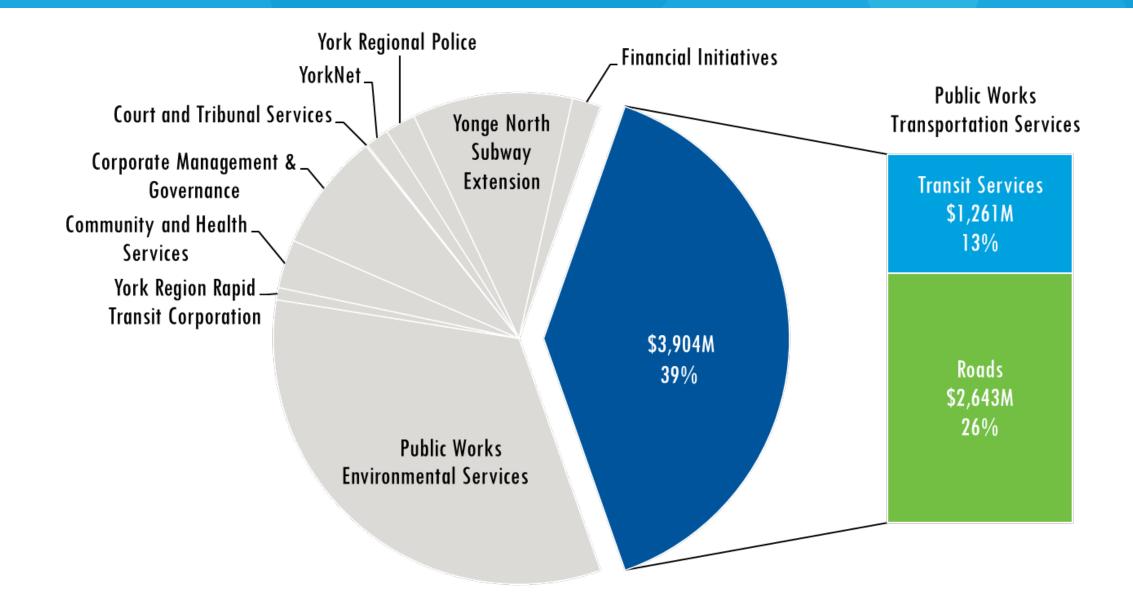
| Capital Budget | Millions (\$) |
|----------------------------|---------------|
| 2023 Capital | 377.1 |
| 10-Year Capital Plan | 3,904.1 |
| Capital Spending Authority | 1,600.7 |



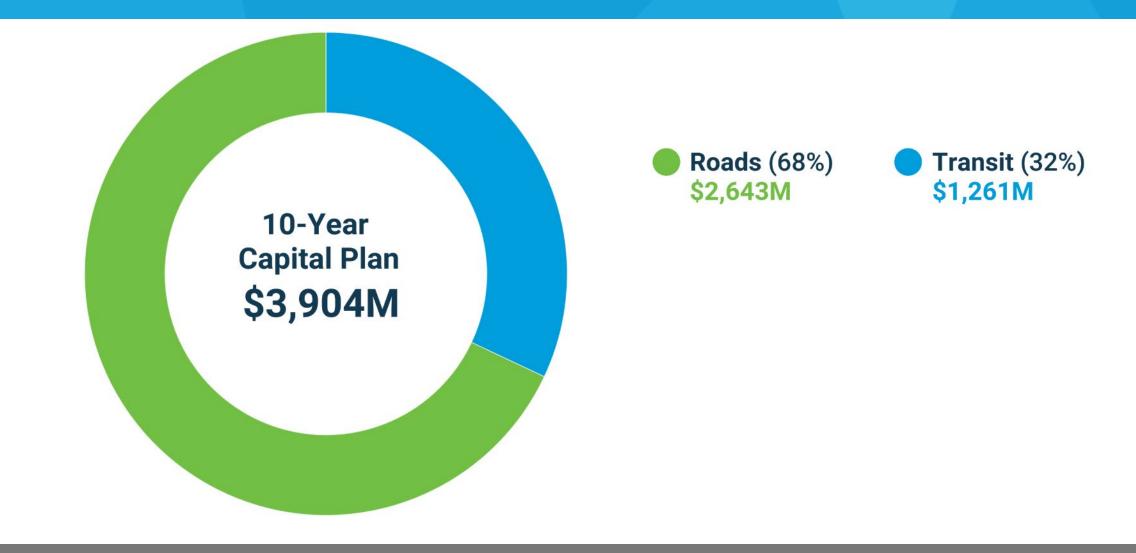


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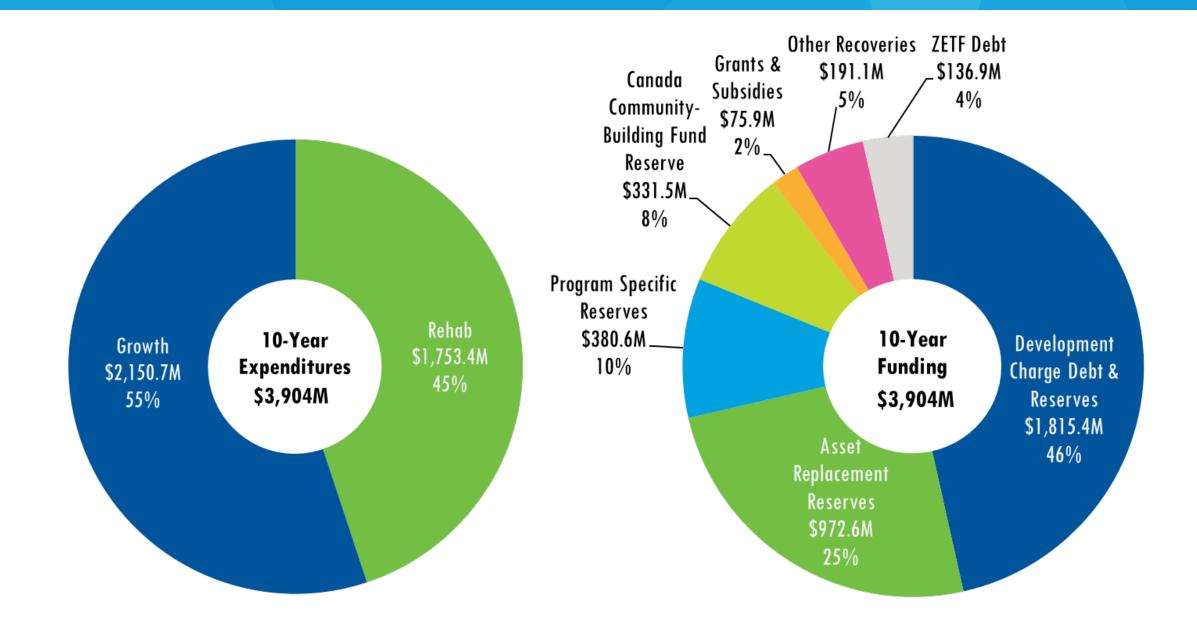
10-YEAR CAPITAL PLAN IS 39% OF REGION'S PLAN



2023 PROPOSED 10-YEAR CAPITAL PLAN



CAPITAL EXPENDITURES AND FUNDING

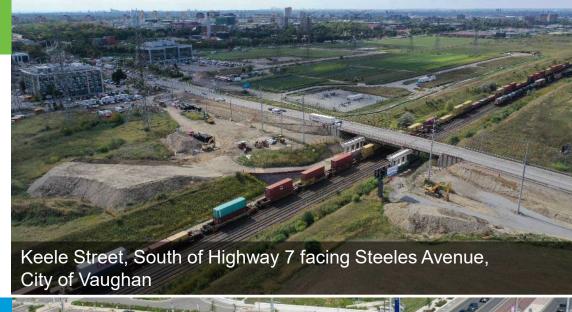


KEY DELIVERABLES IN PROPOSED 10-YEAR CAPITAL PLAN

ROADS

\$1,589MGrowth

\$1,054M Asset Management **\$2,643M**Total

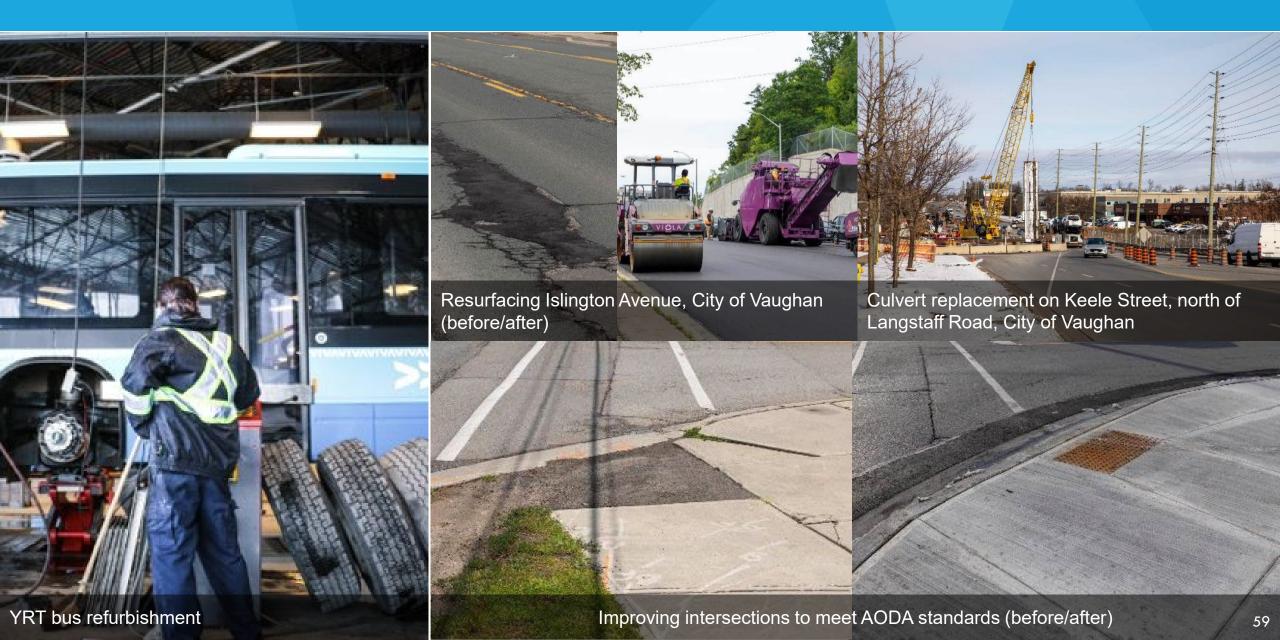


TRANSIT

\$562M Growth \$699M Asset Management \$1,261M Total



ADDRESSING OUR AGING INFRASTRUCTURE



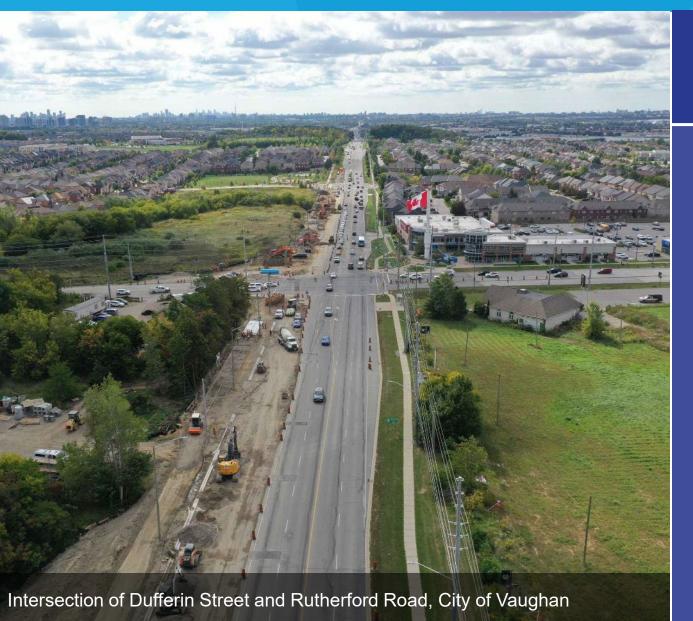
2023 PROPOSED 10-YEAR CAPITAL PLAN DELIVERABLES





- 3,580 lane kms to be rehabilitated
- 100 structures to be rehabilitated
- 180 replacement: diesel to diesel
- 229 replacement: diesel to electric
- 305 bus rehabilitations and refreshes

2023 PROPOSED 10-YEAR CAPITAL PLAN DELIVERABLES

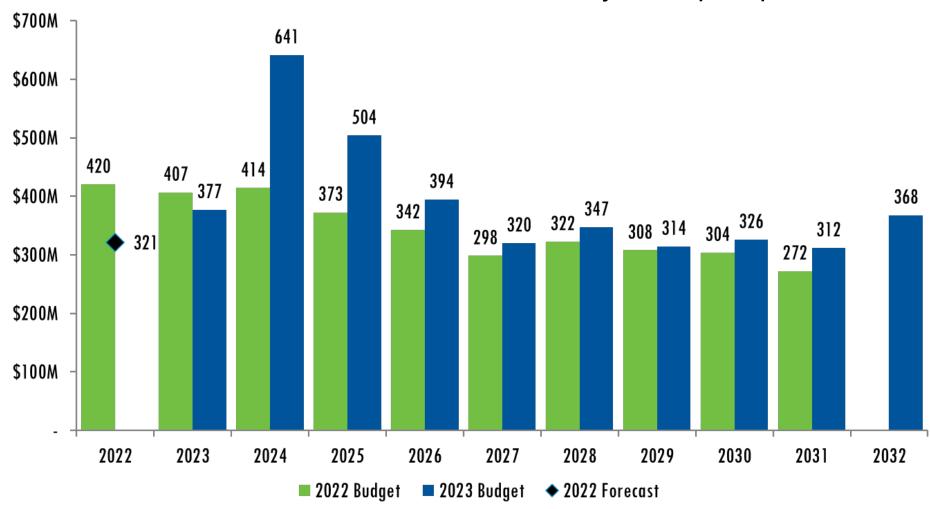




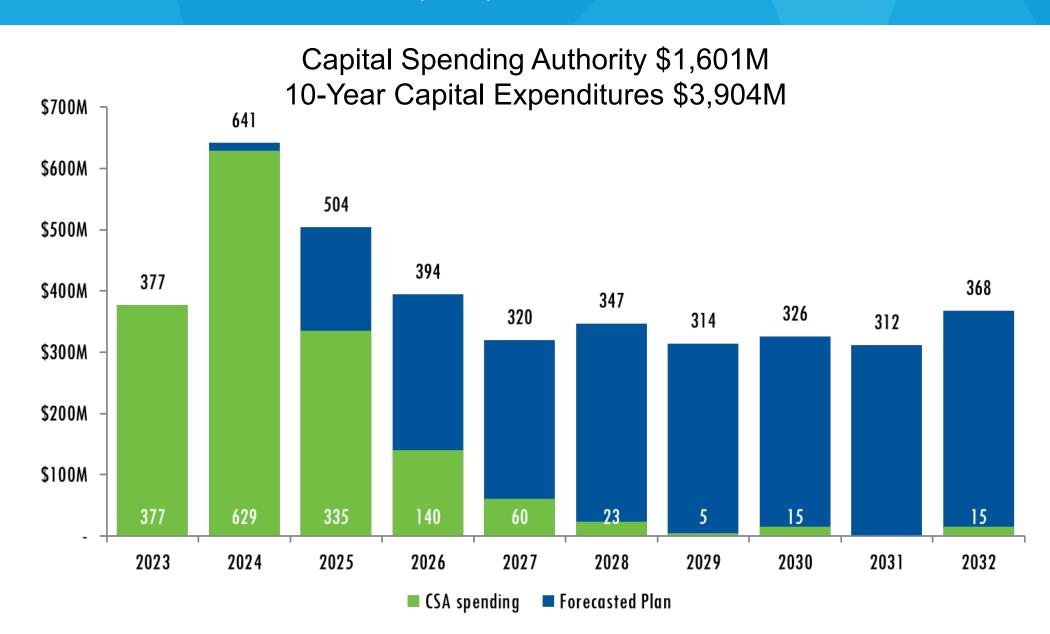
- 133 new lane kms
- 2 new grade separations
- •2 new mid-block crossings
- 130 intersection improvements
- 109 diesel buses
- 106 electric buses
- 182 electric charging stations
- 3 transit garage expansion projects
- 6 roads facilities projects

2022 CAPITAL PLAN COMPARED TO 2023 CAPITAL PLAN

Transportation Services' 2023 10-year capital plan is \$3,904M which is \$443M more than 2022 10-year capital plan



CAPITAL SPENDING AUTHORITY (CSA)



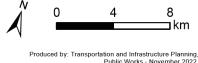
2023 10-Year Roads and Transit Growth Capital Construction Program and 5-Year **Asset Management Program**

Regional Road

Water Bodies

Railway

Program Type Growth Capital Program (2023-2032) Asset Management (2023-2027)



Base map data: King's Printer for Ontario 2003-2022

BASE MAP INFORMATION

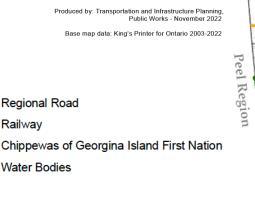
Structure

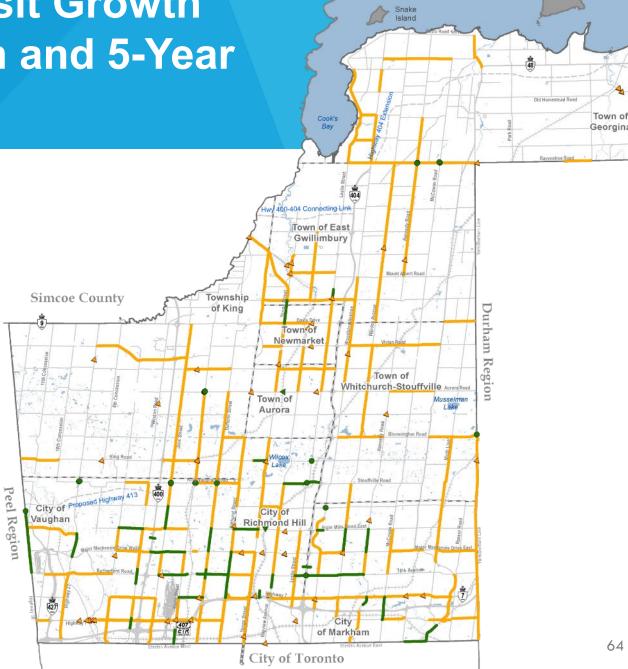
Interchange/Intersection

Yonge Street North Subway Extension (YNSE)

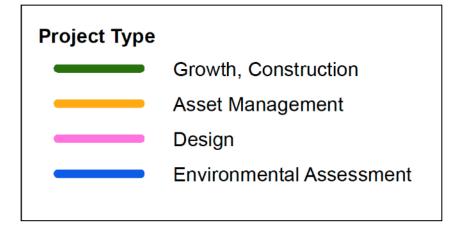
Provincial Freeway

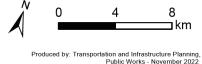
Provincial Highway





2023 Transportation Initiatives



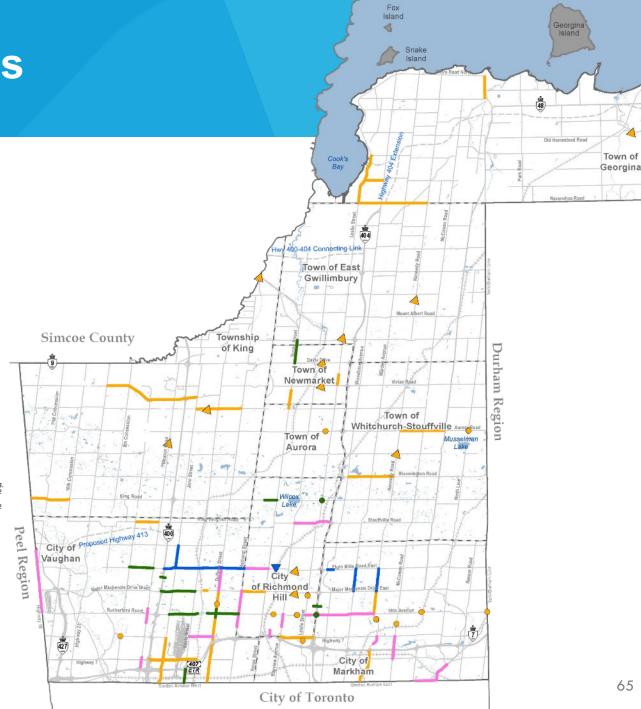


Base map data: King's Printer for Ontario 2003-2022

BASE MAP INFORMATION

△ Bridge/Retaining Wall
O Interchange/Intersection
Provincial Freeway
Provincial Highway





SUMMARY OF CAPITAL BUDGET

- \$3.9B 10-year capital plan balances growth and asset management investments totaling 39% of Region's 10-year capital plan
- 10-year capital plan reflects acceleration of electric bus adoption
- Significant inflationary pressures on Roads expansion projects and Transit fleet electrification offset by deferring facilities and reduced Transit fleet purchases
- Supply chain disruptions, cost escalation, approvals risk, potential
 misalignment between pace of growth and infrastructure timing are being
 monitored and mitigated where possible

BUDGET SUMMARY

- Cumulative efficiencies of \$1.1M
- 10-year capital plan of \$3.9B delivers key projects while balancing growth and asset management
- Resource requests support continued service delivery excellence as well as the on-going digital transformation
- COVID-related pressures and expenses are fully eliminated by end of 2026





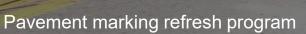


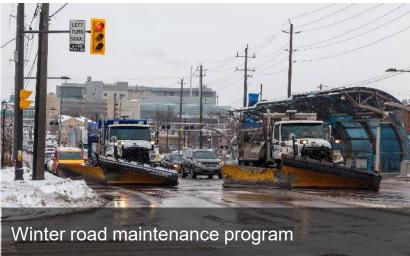




DELIVERING VALUE FOR MONEY













MULTI-YEAR BUDGET OVERVIEW

| OPERATING BUDGET | | | | | |
|----------------------------------|----------|---------|---------|---------|--|
| | PROPOSED | OUTLOOK | | | |
| | 2023 | 2024 | 2025 | 2026 | |
| Gross Expenditures (\$M) | 540.8 | 578.1 | 604.1 | 619.8 | |
| Non-Tax Revenues (\$M) | (153.6) | (173.8) | (184.5) | (192.1) | |
| Net Tax Levy (\$M) | 387.2 | 404.3 | 419.6 | 427.7 | |
| FTEs - Total | 562.4 | 578.6 | 590.6 | 593.6 | |
| - New | 18.8 | 16.2 | 12.0 | 3.0 | |
| CAPITAL BUDGET | | | | | |
| 2023 Capital Expenditures (\$M) | | | | 377.1 | |
| 10-Year Capital Plan (\$M) | | | | 3,904.1 | |
| Capital Spending Authority (\$M) | | | | 1,600.7 | |

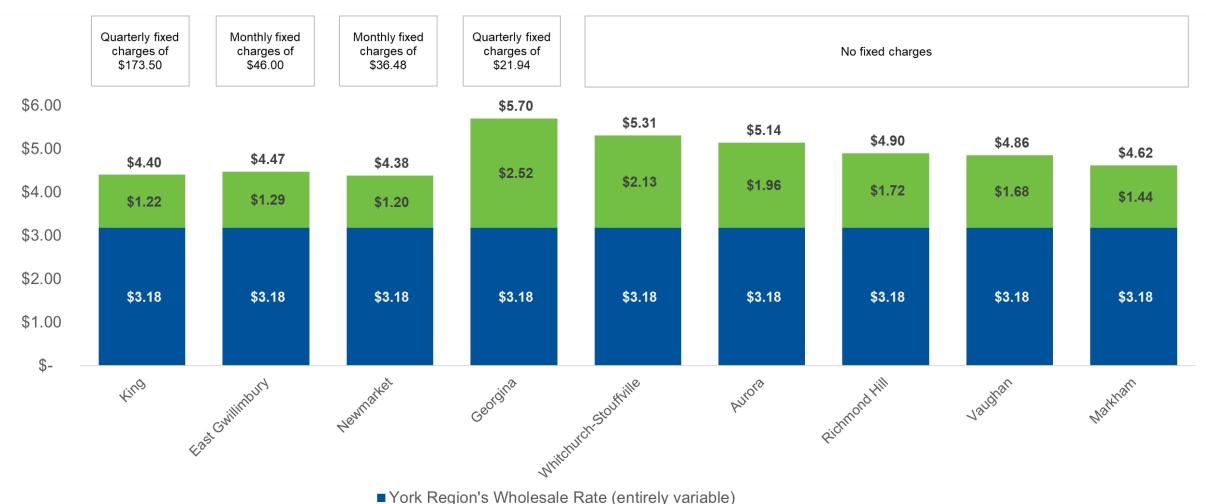
BUDGET RECOMMENDATION

- Committee of the Whole recommends the budget as submitted for Public Works - Transportation Services as follows:
 - a. The 2023 operating budget and 2024 to 2026 operating outlook as summarized in Attachment 1.
 - b. The 2023 capital expenditures and Capital Spending Authority, as summarized in Attachment 2.
- 2. The recommended budget be consolidated by the Commissioner of Finance and Regional Treasurer for consideration by Council on February 23, 2023.

ADDITIONAL SLIDES

COMPARISON OF LOCAL RETAIL RATES IN YORK REGION

2022 Combined Water and Wastewater Retail Rates



■ Local Portion of Retail Rate (variable component)

AVERAGE W/WW BILL ACROSS YORK REGION

Average household bill in 2022*

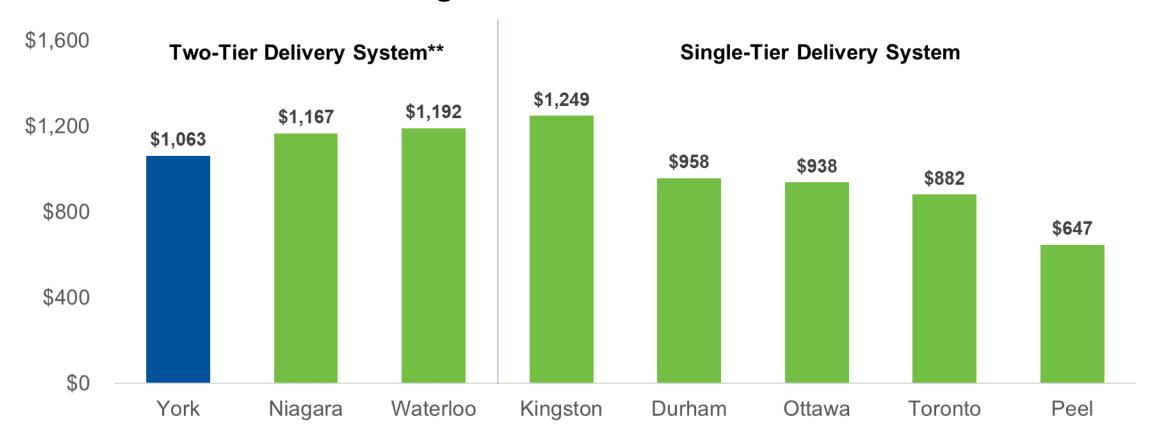


^{*} Bills based on published 2022 retail rates (including any fixed charges) and water consumption of 207 m³ per year

^{**} Weighted average bill across lower-tier municipalities by population

AVERAGE W/WW BILL IN SELECT ONTARIO MUNICIPALITIES

Average household bill in 2022*



^{*} Bills based on published 2022 retail rates and water consumption of 207 m³ per year

^{**} Weighted average bill across lower-tier municipalities by population

2021 GTHA FARE COMPARISON CHART

| PAYMENT METHOD | AGENCY | ADULT | YOUTH | SENIOR | CHILD (6-12) | CHILD (0-5) |
|----------------|----------------------|--------|--------|--------|--------------|-------------|
| PRESTO | YRT | 3.88 | 3.03 | 2.40 | 2.40 | FREE |
| | TTC | 3.20 | 2.25 | 2.25 | FREE | FREE |
| | DRT | 3.25 | 2.90 | 2.15 | FREE | FREE |
| | MiWay | 3.10 | 2.35 | 2.10 | 1.75 | FREE |
| | Brampton Transit | 3.10 | 2.55 | 1.60 | 2.00 | FREE |
| | Oakville Transit | 3.20 | 2.50 | 2.05 | FREE | FREE |
| | Burlington Transit | 2.75 | 1.90 | 1.90 | FREE | FREE |
| | YRT | 4.25 | 4.25 | 4.25 | 4.25 | FREE |
| | TTC | 3.25 | 2.30 | 2.30 | FREE | FREE |
| CASH | DRT | 4.00 | 4.00 | 2.75 | FREE | FREE |
| | MiWay | 4.00 | 4.00 | 1.00 * | 4.00 | FREE |
| | Brampton Transit | 4.00 | 4.00 | 4.00 | 4.00 | FREE |
| | Oakville Transit | 4.00 | 4.00 | 4.00 | FREE | FREE |
| | Burlington Transit | 3.50 | 3.50 | 3.50 | FREE | FREE |
| | UNT | 154.00 | 118.00 | 65.00 | 65.00 | FREE |
| MONTHLY PASS | TTC | 156.00 | 128.15 | 128.15 | FREE | FREE |
| | DRT | 117.00 | 93.50 | 46.00 | FREE | FREE |
| | MiWay | 135.00 | | 65.00 | | FREE |
| | Brampton Transit | 128.00 | 107.00 | | 84.00 | FREE |
| | Oakville Transit | 133.85 | 85.50 | 64.15 | FREE | FREE |
| | Burlington Transit * | 101.75 | 74.10 | 60.80 | FREE | FREE |

^{*}MIWay select service hours seniors cash fare

^{*}Burlington Transit loyalty fare product