



2023-2026 **BUDGET**

AS APPROVED ON FEBRUARY 23, 2023



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City of Markham



Regional Councillor
Michael Chan
City of Markham



Regional Councillor
Jim Jones
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Regional Councillor
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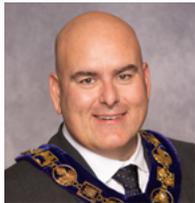
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City of Markham



Mayor
John Taylor
Town of Newmarket



Regional Councillor
Tom Vegg
Town of Newmarket



Mayor
Steven Del Duca
City of Vaughan



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Township of King



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Iain Lovatt
Town of Whitchurch-Stouffville



Chairman & CEO
Wayne Emmerson

A MESSAGE FROM YORK REGION CHAIRMAN AND CEO AND MEMBERS OF REGIONAL COUNCIL

York Regional Council is pleased to present the 2023-2026 budget for The Regional Municipality of York. The 2023 approved budget is made up of \$3.06 billion in operating spending and a capital plan of \$894 million, for a combined total of \$3.96 billion. It is based on a tax levy increase of 2.90% and a special levy of 1% to help fund York Region's portion of the Yonge North Subway Extension.

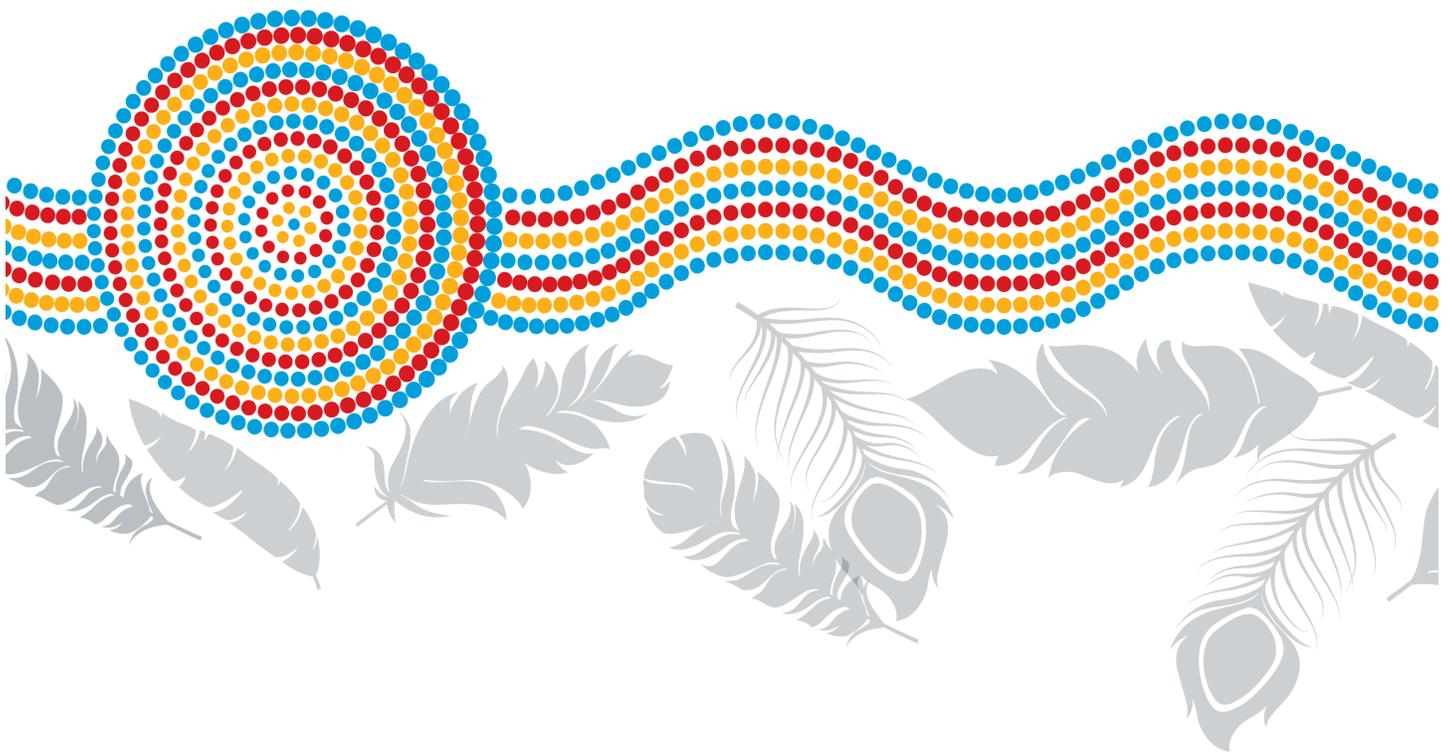
The multi-year budget supports the priorities outlined in the Region's Strategic Plan, which is updated every four years as a new Council takes office. The Strategic Plan's goal is to achieve Council's Vision of strong, caring, safe communities by ensuring decisions made today set a course for our desired future.

With continued pandemic recovery, York Region is focusing on its longstanding commitment to meet the needs of a growing and changing population. The approved budget reflects our decision to strengthen programs for our most vulnerable residents, with \$12.8 million in new operating spending for critical social infrastructure. At the same time, the capital plan will fund critical investments in Regional infrastructure, as well as our share of the Yonge North Subway Extension. We continue to build reserves for future needs to reduce reliance on debt and keep assets we depend on safe and reliable.

In 2022, S&P Global Ratings and Moody's Investors Service maintained the highest possible credit ratings for York Region. Both agencies noted the Region's financial strength backed by the Regional Fiscal Strategy, which balances debt levels, reserve needs and the capital investments needed for a prosperous future.

Land Acknowledgement

We acknowledge that York Region is located on the traditional territory of many Indigenous peoples including the Anishinaabeg, Haudenosaunee, Huron-Wendat and Métis peoples and the treaty territories of the Haudenosaunee, Mississaugas of the Credit First Nation and Williams Treaties First Nations. Today this area is home to many diverse Indigenous Peoples, and we recognize their history, spirituality, culture and stewardship of this land. We also acknowledge the Chippewas of Georgina Island First Nation as our closest First Nation community.



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*Numbers throughout the book may not add due to rounding



BUDGET RELATED MATERIALS

York Region website

[York.ca](https://www.york.ca)

York Region Budgets page, including:

[York.ca/Budgets](https://www.york.ca/Budgets)

- Budget Book
 - Budget Infographic
 - Capital Budget Backgrounder
 - Operating Budget Backgrounder
 - Fiscal Strategy Backgrounder
-

York Region December 2021 Council Highlights
(Video)

[Youtube.com > York Region February 2023
Council Highlights](https://www.youtube.com/watch?v=...)

York Region Media Release

[York.ca > Newsroom > News > search bar >
York Regional Council Approves 2023 Budget](https://www.york.ca/Newsroom/News/search-bar/york-regional-council-approves-2023-budget)

York Region COVID-19 web page

[York.ca/COVID19](https://www.york.ca/COVID19)

2023 to 2027 Strategic Plan

[York.ca/StratPlan](https://www.york.ca/StratPlan)

York Region Plans, Reports and Strategies

[York.ca > About >
Plans, Reports and Strategies](https://www.york.ca/About/Plans-Reports-and-Strategies)

York Region Transit website

[YRT.ca](https://www.yrt.ca)

York Regional Police website

[YRP.ca](https://www.yrp.ca)

York Region Rapid Transit Corporation website

[Vivanext.com](https://www.vivanext.com)



EXECUTIVE SUMMARY

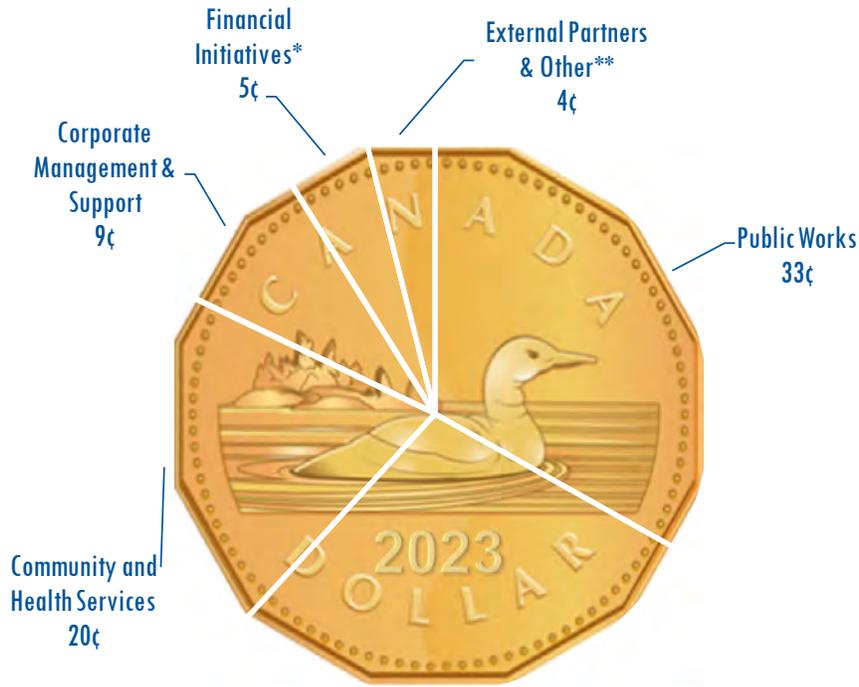
The 2023 budget includes \$3.1 billion in operating costs and a property tax levy increase of 2.90% plus a special infrastructure levy of 1.00%. The Region is planning capital investments of \$894 million in 2023, part of a 10-year capital plan of \$9.9 billion.



YORK REGION'S 2023 BUDGET

\$4.0 billion { **\$3.1 billion** Operating costs + **\$894 million** Capital costs

Operating Budget: How the tax dollar is spent



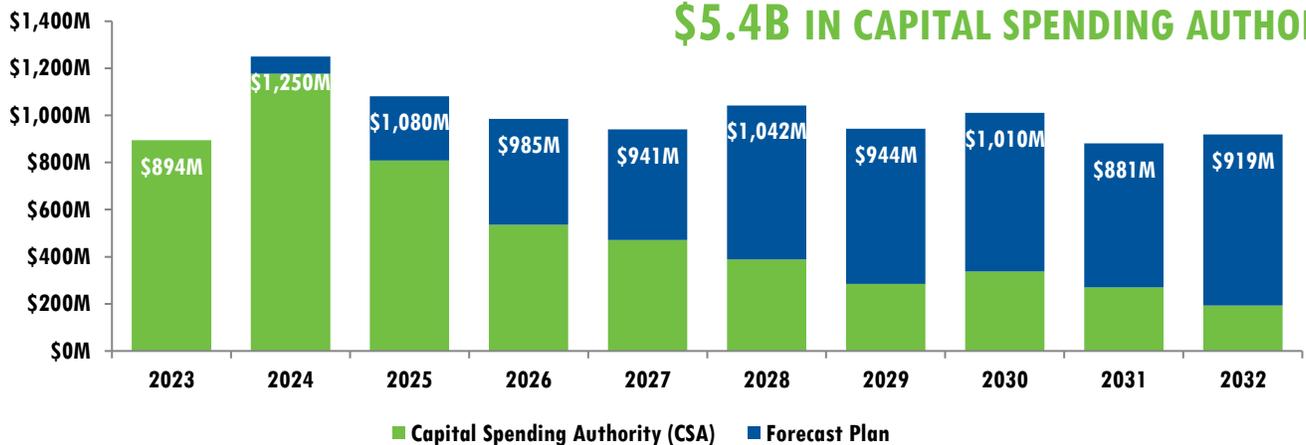
*Financial Initiatives includes the Rapid Transit / Infrastructure Levy

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

Capital Budget: 10-year capital plan

\$9.9B OVER 10 YEARS

\$5.4B IN CAPITAL SPENDING AUTHORITY



2023 BUDGET BALANCES CRITICAL PRIORITIES

Preparing the 2023-2026 multi-year budget for York Region required balancing several important priorities:

- Addressing cost pressures triggered by the highest inflation in decades and a spike in interest rates
- Investing an additional \$12.8 million a year to strengthen social supports for vulnerable residents, especially in the areas of housing, homelessness, mental health and victims of human trafficking, through the new [Supporting Critical Social Infrastructure](#) initiative
- Dealing with the lingering financial impacts of the COVID-19 pandemic as senior government support is phased out
- Paying for the Region's \$1.12 billion share of the costs of the Yonge North Subway Extension and making other growth-driven investments
- Ensuring that important community housing and bus rapid transit projects for which senior government support has not been confirmed will be ready to go when that support is available
- Meeting the renewal needs of a growing and aging asset portfolio with an estimated replacement value of \$19 billion
- Maintaining credit ratings that allow the Region to borrow at favourable rates.

Guided by the Regional fiscal strategy, the budget achieves the needed balance by:

- Managing the capital plan to ensure that related debt levels are within thresholds to maintain the Region's credit rating
- Continuing a special tax levy to help fund the subway extension and other critical infrastructure, with contributions going to the Rapid Transit Reserve
- Allocating part of the 2022 operating surplus, equal to 1% of the tax levy, to the Pandemic and Recovery Management Reserve Fund to fund the [Supporting Critical Social Infrastructure](#) initiative
- Not including some community housing and bus rapid transit spending in the 10-year capital plan until senior governments confirm support for the projects
- Identifying savings and decreasing contributions to some reserves in 2023 while planning to increase contributions as needed in the remaining years of the multi-year budget.

A key trend over the four years is a gradual increase in the share of the budget supported by property taxes. This reflects several factors, including slower growth in other revenue sources, inflation and “new normal” post-pandemic budget pressures, and the use of the special levy to build the Rapid Transit Reserve.

The budget was prepared against a backdrop of change and uncertainty related to provincial direction. The *More Homes Built Faster Act, 2022*, which was tabled in late October 2022 and received Royal Assent a month later, is expected to impact the Region in several areas, including infrastructure plans and development charge collections. The Budget Context chapter provides more details.

Because these measures were introduced late in the budget process, and in some cases still need to be clarified through regulations, the budget as laid out in this document does not reflect the potential impacts.



PRIORITY:

FOSTER ECONOMIC PROSPERITY

- Continuing the plan for the Region's \$1.12 billion capital contribution to the Yonge North Subway Extension and coordinating with the province and local municipalities as the project moves ahead
- Investing \$3.9 billion over the next 10 years in roads and transit infrastructure to support the efficient movement of people and goods
- Investing \$41.1 million in 2023 to build an additional 708 connections and 296 kilometres of fibre, including 443 residential and 265 local municipal 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 2,000 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.



PRIORITY:

SUPPORT COMMUNITY WELL-BEING

- Significantly increasing investment in human services, including child care and needs in the areas of housing, homelessness and mental health
- Maintaining COVID-19 vaccination operations, prevention and control measures while continuing to catch up on routine publicly funded immunizations for children and youth
- Delivering 122 billion litres of clean and safe drinking water annually to protect public health
- Adding 41 staff in 2023 to York Regional Police to ensure effective community response and maintain quality administrative services
- Adding 10 new and 21 replacement vehicles, completing two new paramedic stations, and adding 35 Paramedic staff in 2023 to ensure the Region continues to meet response time targets
- Addressing housing needs with 362 new community housing units already under construction and a further 1315 new units planned, contingent on securing funding from senior governments.



PRIORITY:

DRIVE ENVIRONMENTAL STEWARDSHIP

- Investing \$3.1 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 over 90%, and working with the province, local municipalities and producers to facilitate a smooth transition to full producer responsibility for the blue box

- Investing in streetscaping and green infrastructure, including planting 70,000 trees and shrubs in 2023, 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 2050, accelerated through support from the federal Zero Emission Transit Fund.



PRIORITY: EFFECTIVELY DELIVER TRUSTED SERVICES

- Maintaining 4,380 lane kilometres of urban and rural roads
- Leveraging technology to reduce the time it takes to hear and resolve matters in court or before a tribunal, improve the user experience, simplify and standardize processes to improve efficiency and productivity, and reduce dependency on physical locations
- Continuing to grow the Region’s asset base and ensuring financial sustainability through prudent debt and reserve management, today and long into the future.

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.

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CORE SERVICES

Legislated services provided directly to the public to help maintain a high quality of life for York Region residents.


 Children's Services


 Community Housing


 Court Services


 Development Services


 Economic Development


 Forestry


 Long-Term Care


 Paramedic Services


 Police Services


 Public Health


 Regional Roads


 Social Assistance


 Transit


 Waste Management


 Water

The operating and capital budgets support the areas of focus identified in *Vision*, the Region’s long-term vision for its future. The 2023 to 2027 Strategic Plan sets the Region’s priorities for this Council term and outlines the actions it will take to achieve *Vision*. 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 provides greater clarity about activities and funding in future years and improves fiscal discipline, while still allowing flexibility in case of unexpected developments. The preceding pages provide examples of alignment between budget items, *Vision* and the Strategic Plan.

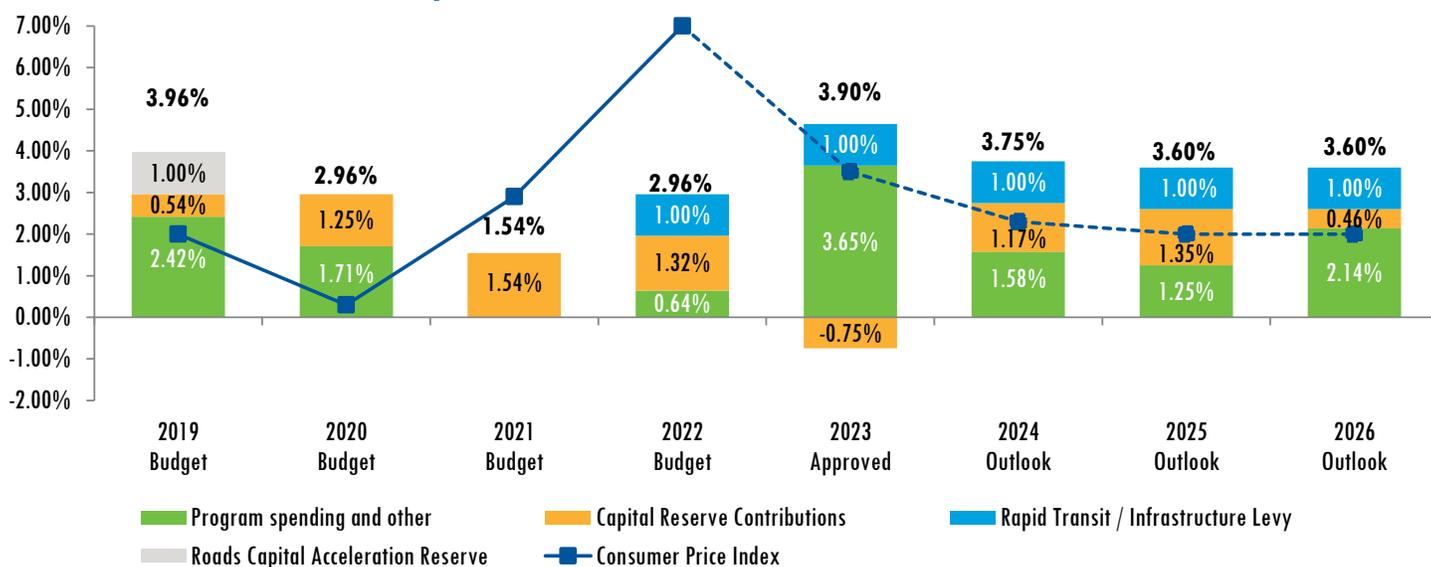
INFLATION HAD MAJOR IMPACT ON 2023 OPERATING BUDGET

The 2023 approved Regional operating budget includes total operating spending, also called gross spending, of \$3.1 billion in 2023.

Of that total, the tax levy will fund about 43.9%. The approved tax levy budget after assessment growth reflects an increase of 2.90%, with a further 1.00% increase for the special tax levy giving the total of 3.90% shown in the graph on the next page.

One of the main drivers of the increase is inflation, which reached a four-decade peak in 2022 and is expected to remain above pre-pandemic levels in 2023. The forecast is for it to then gradually decrease over the balance of the four-year budget.

Annual inflation and tax levy increases



Note: The solid Consumer Price Index line reflects Toronto Census Metropolitan Area actuals and an estimate for 2022 as of September 2022. The dashed line is a forecast from the Conference Board of Canada, as of September 2022.

Status quo, which includes inflation and other costs beyond the Region’s control, such as legislated requirements is expected to increase the 2023 tax levy budget by 15.6%. Most of this increase is a result of increased senior government funding for child care and other human service needs, and is offset by an increase in revenues. The additional funding was announced after the budget was tabled but before it was approved. In the tabled budget, tax levy spending under status quo was expected to increase by 4.57% in 2023, mostly due to inflation.

The continuing impacts of COVID-19 represent a further 2.14% pressure in 2023, decreasing to a minimal level by the end of the budget cycle. The pressure reflects a shift from relying on the Pandemic and Recovery Management Reserve Fund, set up in 2020 as a temporary emergency response, to the tax levy to manage impacts.

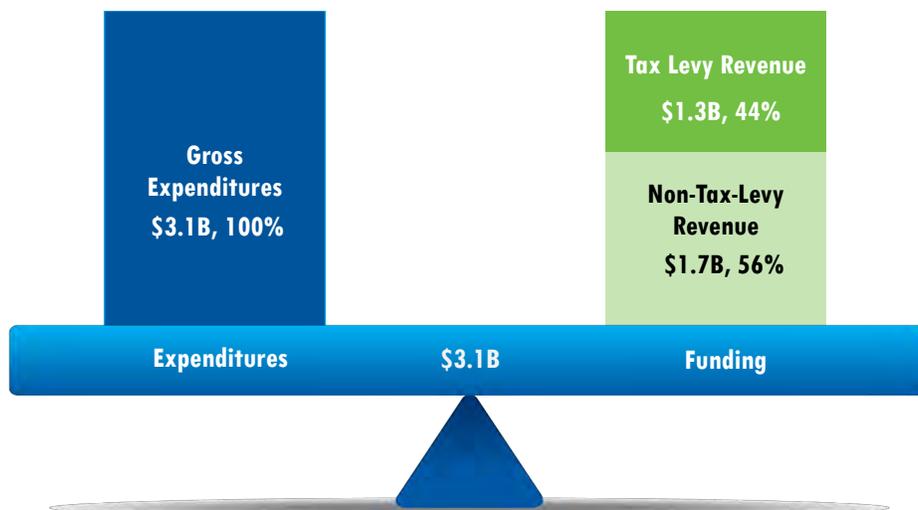
Savings, efficiencies and cost offsets are expected to provide \$7.8 million and the pressure would be further reduced by decreasing contributions to capital reserves by a total of \$9.5 million in 2023. The reduced contribution amount also accounts for a \$5.5 million increased contribution to Social Housing Development Reserve Fund related to the [Supporting Critical Social Infrastructure](#) initiative. Increased reserve contributions are planned for 2024 to 2026 to help address asset management funding needs.

Revenues from sources other than the tax levy are expected to amount to \$1.7 billion in 2023, an increase of 13.1% from 2022. Total funding from grants and subsidies, which largely reflect senior government support, is expected to increase in 2023. In 2024, after the end of pandemic support, grants and contributions are expected to fall by \$52.4 million, which would be followed by two years of minor change.

While still below pre-pandemic levels, Transit fare revenues are forecast to rise to \$54.8 million in 2023 from \$41.6 million in 2022 as ridership slowly recovers from the lows of 2020 and 2021, and to reach \$83.1 million in 2026.

Court and Tribunal Services fine revenues are expected to total \$23.0 million in 2023, up by \$7.0 million from 2022, also reflecting recovery from the pandemic. Starting in 2024, increased revenue related to expanded use of cameras in community safety zones and at traffic signals is forecast, with the funds being used to offset costs and support road safety.

York Region's operating budget summary



CAPITAL PLAN BUILDS FOR GROWTH AND RENEWS THE ASSET BASE

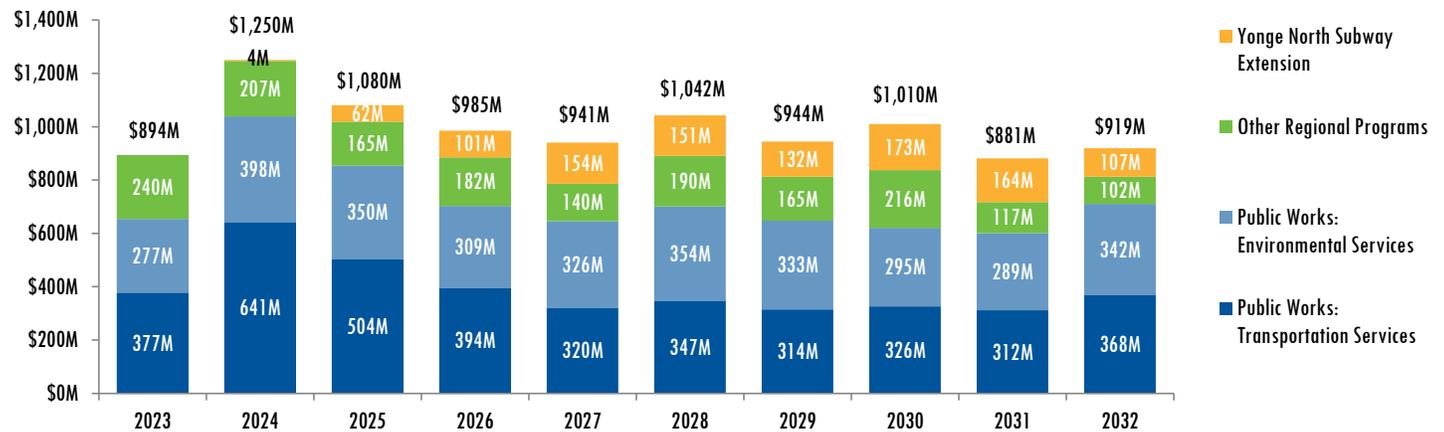
Outlining a 10-year capital plan of \$9.9 billion for 2023-2032, slightly higher than last year's, this budget continues the Region's commitment to meeting the Region's growing and evolving infrastructure needs.

The increase from the plan presented in the 2022 budget is about \$0.4 billion. It includes a slightly lower amount for the Region's \$1.12 billion share of the Yonge North Subway Extension, which is being led by the provincial transit agency Metrolinx. This reflects an updated timeline that will see the project extend beyond the 10-year plan.

Increases in the plan are the result of both growth-related and asset management projects moving forward. Growth-related investments are expected to make up more than 60% of the total plan, with asset rehabilitation and replacement, collectively called renewal, representing the balance. As noted, the plan would have been higher but the Region’s full share of funding for some community housing and bus rapid transit projects was left out pending confirmation of needed support from senior governments.

Capital Spending Authority is the authority from Council to commit funding to capital projects that may span several years. This budget requests \$5.4 billion in Capital Spending Authority, and includes \$894 million in approved spending for 2023.

Capital investment remains strong



FISCAL STRATEGY EMPHASIZES PRUDENT PLANNING

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 (also called “intergenerational equity”).

This means that in planning, the Region does not rely unduly on debt, especially debt that would be repaid from the tax levy or water and wastewater user rates, to pay for capital. Instead, it generally builds up reserves in advance of those needs.

Development charge debt is used prudently to bridge the timing difference between when a growth-related asset is built and when development charges are collected.

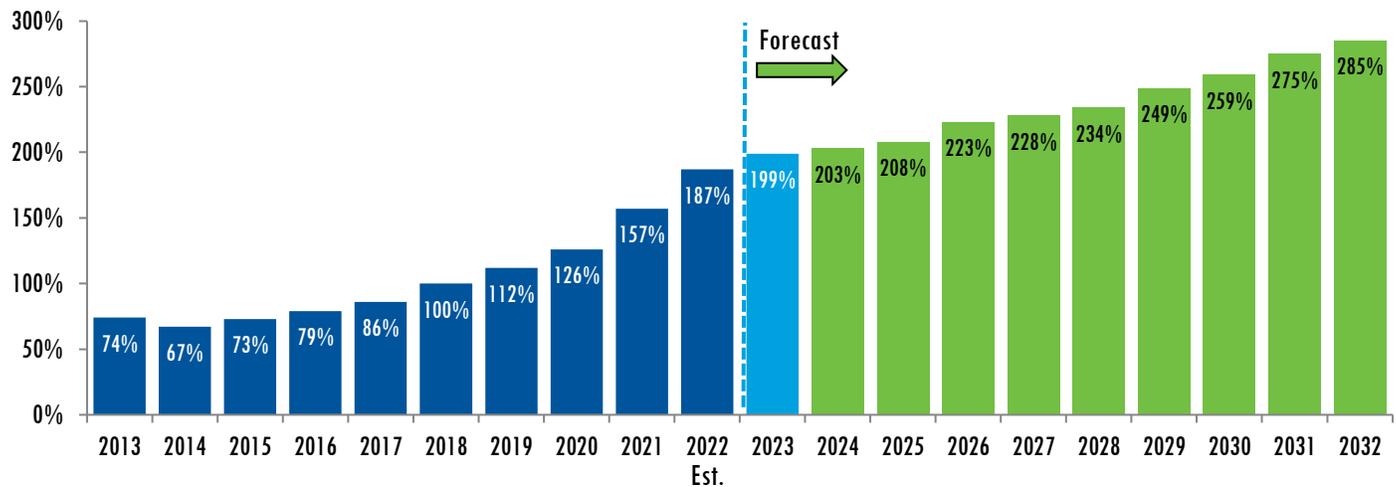
The Region plans to issue additional debt supported by development charges over the next several years to help fund its \$1.12 billion share of the Yonge North Subway Extension. This is expected to result in a new debt peak of roughly \$2.7 billion in 2032.

The Region, however, expects to continue to be a net investor, holding more in reserves than it owes in debt. It has been in that position since 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% and slowly increase each year. The current forecast is for reserves to reach \$7.6 billion in 2032, which would be almost three times the level of currently projected debt. Nonetheless, the projected balance in some reserves would be below the level needed to ensure fairness to future taxpayers, as discussed in the Long-Term Financial Planning chapter.

These debt and reserve forecasts do not reflect the impacts of recent provincial changes and proposals related to development charges and growth planning.

To keep debt at an appropriate level, the Region monitors the capital plan to ensure projects are built at a pace that closely matches population growth. As noted, the development charge regime is likely to change as a result of recent provincial measures. The Budget Context chapter provides more details.

Ratio of reserves to debt is expected to stay above 100%



REGION RECEIVES HIGHEST POSSIBLE CREDIT RATINGS

In 2022, S&P Global Ratings and Moody’s Investors Service both reaffirmed their ratings of the Region’s debt as AAA and Aaa respectively. These ratings are the highest possible. Both agencies cited the Region’s prudent financial management, including its commitment to fiscal sustainability, in their ratings. The Long-Term Financial Planning chapter provides details.

CHANGES AFTER TABLING LARGELY ADDRESS HUMAN SERVICE NEEDS

In finalizing the budget book tabled January 26, 2023, Regional Council made the following changes:

- Approving the [Supporting Critical Social Infrastructure](#) initiative and providing funding by allocating \$12.8 million of the 2022 operating surplus to the Pandemic Management and Recovery Reserve Fund, now renamed the Pandemic and Recovery Management Reserve Fund, to be drawn as needed
- Reflecting senior government funding changes that will increase the Community and Health Services budget by almost \$140 million, mainly as a result of increased funding for the Canada Wide Early Learning Child Care program, partially offset by reduced funding for Ontario Works
- Reducing budgeted fees to the Municipal Property Assessment Corporation by \$0.8 million and increasing the corporate contingency budget by the same amount.

None of the changes had an impact on the tax levy. Further details are provided in the Community and Health Services, Operating Budget, External Partners and Financial Initiatives chapters.

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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 the document that outlines Regional Council's commitment to *strong, caring, safe communities* in York Region and to realizing the quality of life its residents envision for the future. *Vision* guides the Region's activities, ensuring all York Region staff work in the same direction.

York Region's *Vision*, Strategic Plan, multi-year budget, departmental plans, and individual performance plans adhere to an Accountability Framework for consistent implementation.

Vision outlines four areas of focus: Economic Vitality, Healthy Communities, Sustainable Environment and Good Government. *Vision* also serves as the guiding document for the Region's provincially mandated plans such as the [Community Safety and Well-Being Plan](#).



WORKING TOWARDS THE VISION: THE STRATEGIC PLAN

Through the Strategic Plan, the Region sets priorities over each four-year term of Council that align with *Vision's* areas of focus. The Strategic Plan identifies the critical steps needed over the Council term to work towards achieving *Vision*. Each Strategic Plan is developed in parallel with a new four-year budget. The 2023 to 2027 Strategic Plan was approved with this multi-year budget.

The Strategic Plan identifies priorities and objectives for each area of focus, as shown on the next page. The Region uses performance measures for tracking and regular reporting. Activities support achievement of the Plan. To ensure consistent language across the organization, these terms are defined as follows:

- **Priority:** Specific area the Region will focus on within *Vision's* areas of focus during the Council term.
- **Objective:** Specific strategic direction the Region will focus on within priorities to support service delivery.
- **Performance Measure:** A measure of how well a Regional service and/or program is working, which may be expressed using \$ (value), # (number), or % (percentage). There are three types of performance measure:
 1. How much did we do?
 2. How well did we do it?
 3. Is anyone better off (customer results)?
- **Activity:** A specific action, project, or initiative to be accomplished within the Council term to maintain or improve a performance measure.

2023 to 2027 Strategic Plan - Areas of focus, priorities and objectives



ECONOMIC VITALITY

PRIORITY: Foster Economic Prosperity

OBJECTIVES:

1. Attract and retain businesses, grow employment opportunities and attract a skilled workforce
2. Invest in a safe, effective transportation system that connects people, goods and services



HEALTHY COMMUNITIES

PRIORITY: Support Community Well-Being

OBJECTIVES:

1. Protect and promote residents' well-being
2. Support safe communities
3. Sustain and increase affordable housing choices



SUSTAINABLE ENVIRONMENT

PRIORITY: Drive Environmental Stewardship

OBJECTIVES:

1. Deliver and promote environmentally sustainable services
2. Enhance and preserve green space



GOOD GOVERNMENT

PRIORITY: Efficiently Deliver Trusted Services

OBJECTIVES:

1. Improve customer experience by leveraging digital transformation
2. Deliver fiscally sustainable services
3. Attract and retain a skilled workforce

Regularly monitoring and reporting on the progress of performance measures in the Strategic Plan ensures legislative obligations and objectives are met. Annual progress reports to Council are publicly available at york.ca/stratplan. Variances are reported to Council annually in staying true to the Region's value of accountability towards achieving *Vision*.

Departmental chapters in this budget book reflect measures in the 2023 to 2027 Strategic Plan.

The image shows a laptop screen displaying a progress report table. The title is "2019 TO 2023 STRATEGIC PLAN YEAR 3 (2021) PROGRESS REPORT" with "ATTACHMENT 1" in the top right. The table has columns for "Performance Measure", "Fiscal Year", "2019", "2020", "YEAR 1 2021", "YEAR 2 2022", "YEAR 3 2023", and "Stratplan Target". The rows list various performance measures with corresponding numerical values and status indicators (green, red, grey).

THE BUDGET IS ALIGNED WITH THE 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 and plans, departments and other Regional entities 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, as shown below. 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.

- Children's Services
- Community Housing
- Court Services
- Development Services
- Economic Development
- Forestry
- Long-Term Care
- Paramedic Services
- Police Services
- Public Health
- Regional Roads
- Social Assistance
- Transit
- Waste Management
- Water

The Executive Summary chapter provides examples of how budget initiatives support the priorities and objectives in the Strategic Plan.

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.

York Region budgets on a multi-year basis that sets out, at the start of each Council term, a proposed budget for the upcoming year for Council to review, and an outlook for the remaining three years. In each of the following three years, an updated budget is presented with the outlook reduced by one year.

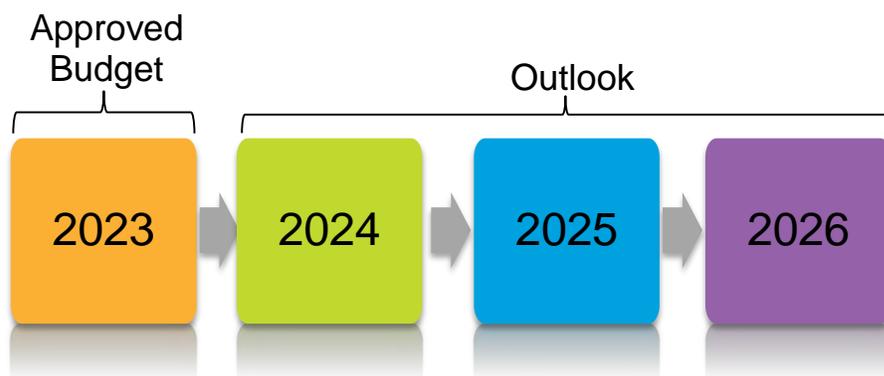
In addition to strengthening the links between budgets and the Strategic Plan, the benefits of multi-year budgeting include:

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

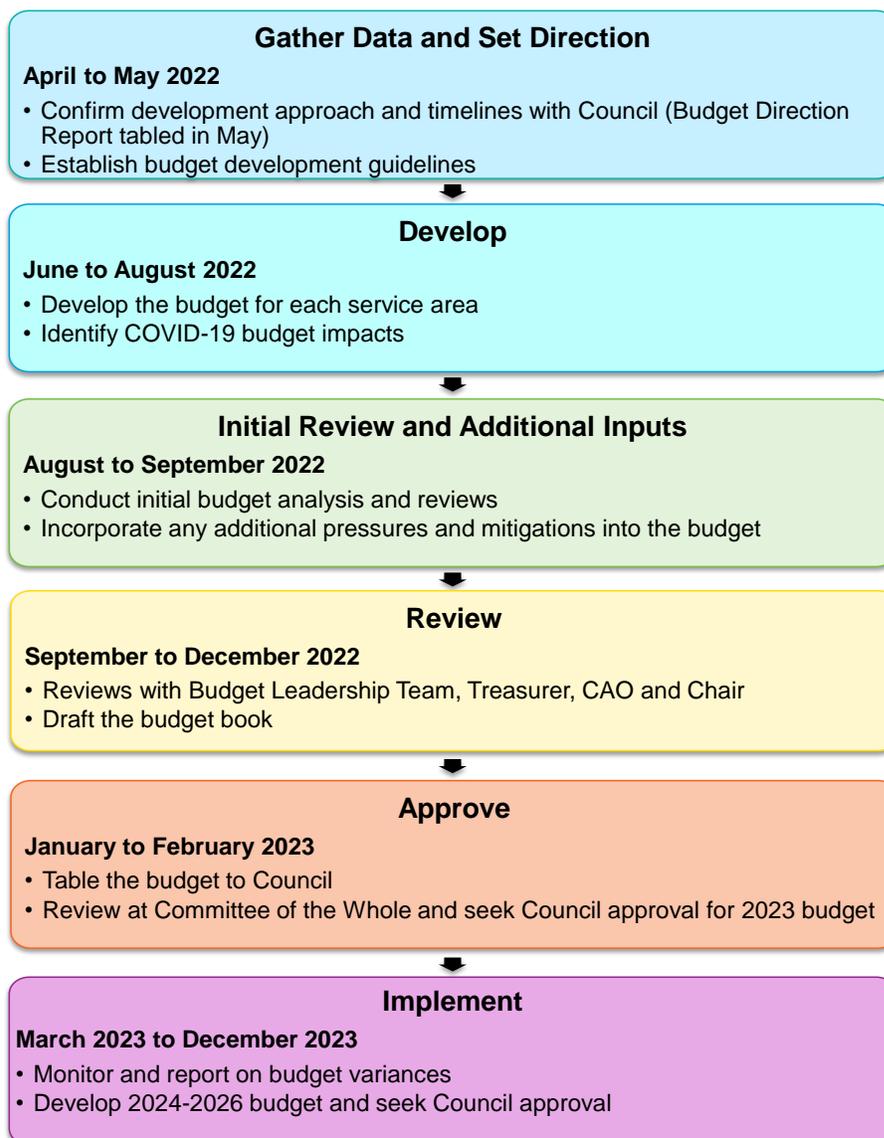
While multi-year budgeting provides a valuable planning framework, it also allows flexibility for Regional Council to make changes each year as needs and conditions change.

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

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 tax levy, but typically move budget amounts between capital projects, adjust authority to spend or respond to provincial funding announcements. The budget and related reports are available at York.ca.



2023 budget process at York Region



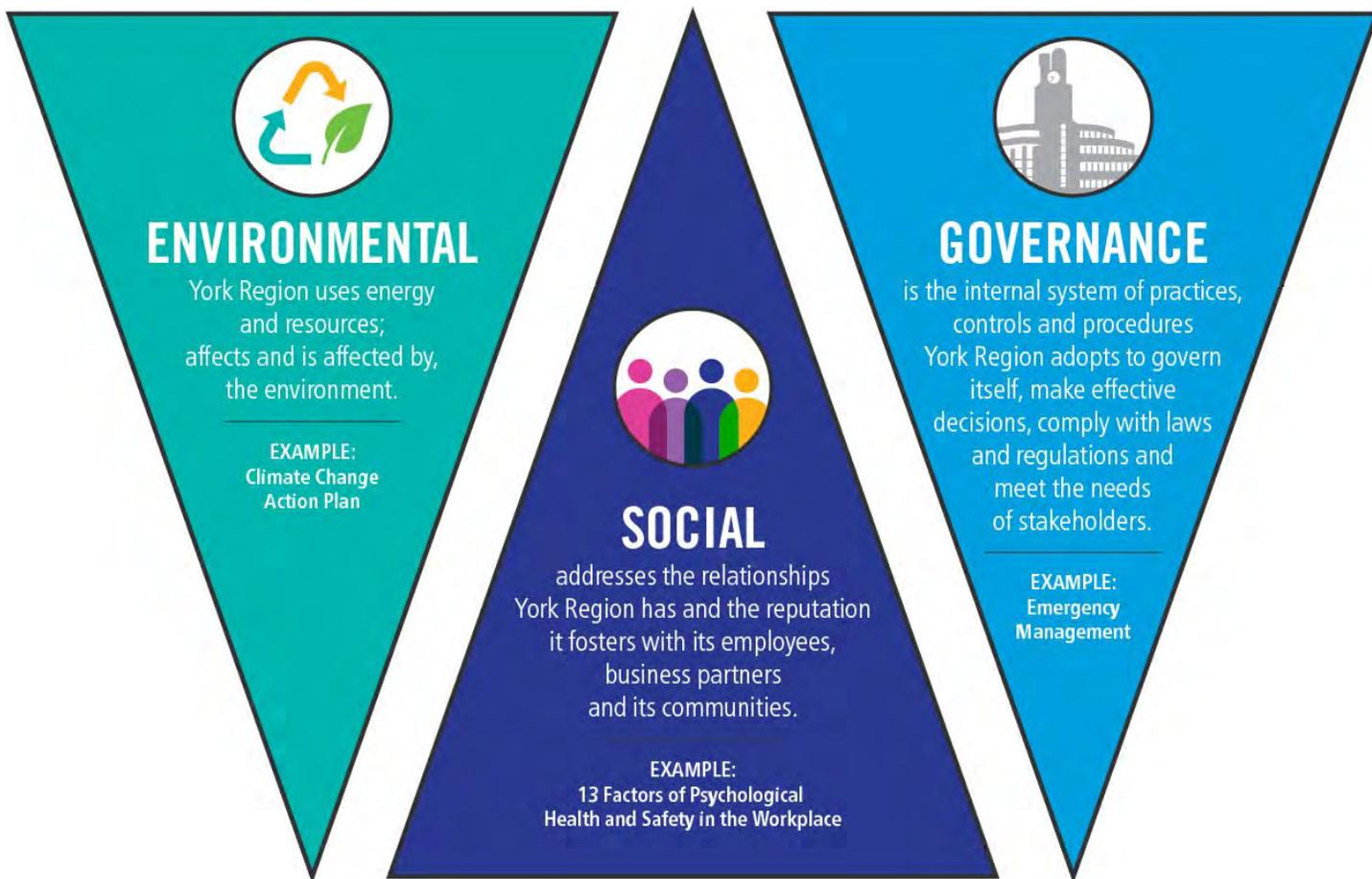
Note: As required by provincial legislation, the budget following a municipal election may only be adopted in the year to which the budget applies. A new Regional Council was elected in 2022 and this 2023-2026 budget was submitted to the new Council in 2023.

NEW ENVIRONMENTAL, SOCIAL AND GOVERNANCE FRAMEWORK

York Region is working towards developing a framework for Environmental, Social and Governance (ESG) reporting. Investors now routinely look at ESG reporting and performance for private sector companies because of growing awareness of the impact their investments have in these areas.

Municipalities are increasingly being assessed through the ESG lens as well. Reporting on ESG is an important signal to residents and others as to how well a municipality is addressing environmental and social challenges and ensuring the quality of its governance. These three factors have a major impact on the long-term sustainability of a community and its quality of life.

An ESG framework is one of the tools to measure the impacts of work related to the public sector value chain, which has as its goal increasing people's trust and confidence in public sector institutions.



The Finance department is responsible for working with departments to develop the ESG framework. The steps involved are:

- Look at existing plans, objectives and activities to decide what can be leveraged and identify any gaps
- Determine what is most material to the organization and set goals and targets accordingly
- Develop a plan to engage stakeholders using a common set of terms and with a commitment to transparency
- Determine which recognized ESG framework is likely to be the best fit for the organization
- Integrate the framework into planning and reporting systems and monitor progress towards goals

Work on creating the framework is underway, it will align closely with the Environmental Sustainability, Healthy Communities and Good Government areas of focus of *Vision*. Through the public sector value chain, a strong commitment to ESG values will also support Economic Vitality by helping the Region continue to attract high-quality business investment and jobs.

REGION IS A LONG-TIME PARTICIPANT IN NATIONAL BENCHMARKING

The release of the 2021 Municipal Benchmarking Network Canada (MBNC) Performance Report represents the 16th year of York Region’s participation in this important benchmarking program.

The report reflects the joint efforts of 12 member municipalities in four provinces across Canada, including five regional governments in Ontario. It includes 167 public measures in 36 service areas. Measures fall under four categories: community impact, service level, efficiency and customer service.

In 2021, York Region reported 119 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 12 of them are included in the *2019 to 2023 Strategic Plan*.

The 2021 MBNC Performance Report can be found at mbncanada.ca

NEW MODEL FOR LEGAL COSTS WILL IMPROVE EFFICIENCY

In financial management, a “chargeback model” is a way of dividing up the expense of an internally provided service among clients inside an organization according to their use. This differs from more traditional models in which the costs of providing the service are treated as general overhead and are borne by the program area that provides it.

A chargeback model can help track which parts of the organization make the most use of a service. As a result, it’s clearer to internal clients how their needs affect costs to the organization as a whole.

Moving central costs into the budgets of internal clients helps them plan better and work to achieve their goals using resources more efficiently – just as they would for external costs like fuel for vehicles, for example. It also helps financial managers see what factors are driving centralized costs, which can help moderate growth.

The Region previously put in place a chargeback model for facilities. With this budget, it is introducing a chargeback model for the Legal Services branch, which provides advice on a wide range of increasingly complex matters to departments, Region-owned corporations and York Regional Police.

Going forward, the expected costs of legal professionals’ time will be included in the budgets of internal clients. In the case of internal clients with major ongoing legal needs, agreements were already in place with Legal Services, and this simplified estimating their needs.

The new budgeting model will be implemented over 2023 and 2024. In 2023, the approved Legal Services budget, as outlined on page 159, will reflect Legal Services’ costs for corporate-wide and other central expenses. Ultimately, the chargeback model will extend to all Legal Services costs.

BALANCING RESOURCES AND PRIORITIES

Under the *Ontario Municipal Act, 2001*, municipalities must present a balanced budget each year, with planned cash outflows matching expected inflows. Achieving this balance involves determining which activities are most aligned with the Region's priorities, which makes *Vision* and the Strategic Plan essential in financial planning. As the new ESG framework is put into place, it will further strengthen links between priorities and results.

About half the annual cash inflows for York Region come from the property tax levy. Other important sources include support from senior levels of government, water and wastewater user rate revenues, transit fares and other fees. The chapter on Long-Term Financial Planning provides more detail about trends in these sources of funding.

Budgeting requires a clear understanding of service needs and financial resources not just now, but well into the future. The individual chapters on departments and other parts of the organization that start on page 69, include "Looking Ahead" sections that discuss longer-term trends and their potential impacts.

As well, the Long-Term Financial Planning chapter looks at available resources against Region-wide needs in the future. 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.

YORK REGION IS RESPONSIVE AND ACCOUNTABLE TO ITS RESIDENTS

The organizational chart on page 26 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.
- Public Works engages with the public and gets feedback on transportation, water conservation, waste reduction and forestry programs, and carries out surveys on conservation attitudes and transit and road use.
- Community and Health Services will be rolling out a community engagement framework to strengthen and unify its outreach and consultation efforts. The department will also continue to leverage collaborative tables, such as Community Action Tables established as part of the Region's Community Safety and Well-being Plan, to help inform projects, programs and services.

- 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.
- Access York, the Region's call centre, maintains a dashboard that provides information on the types of calls and other measures to assess community needs. The dashboard is monitored regularly to assess trends and ensure community needs are met.
- Program areas follow requirements and guidelines for provincially mandated programs, often involving specific engagement protocols.

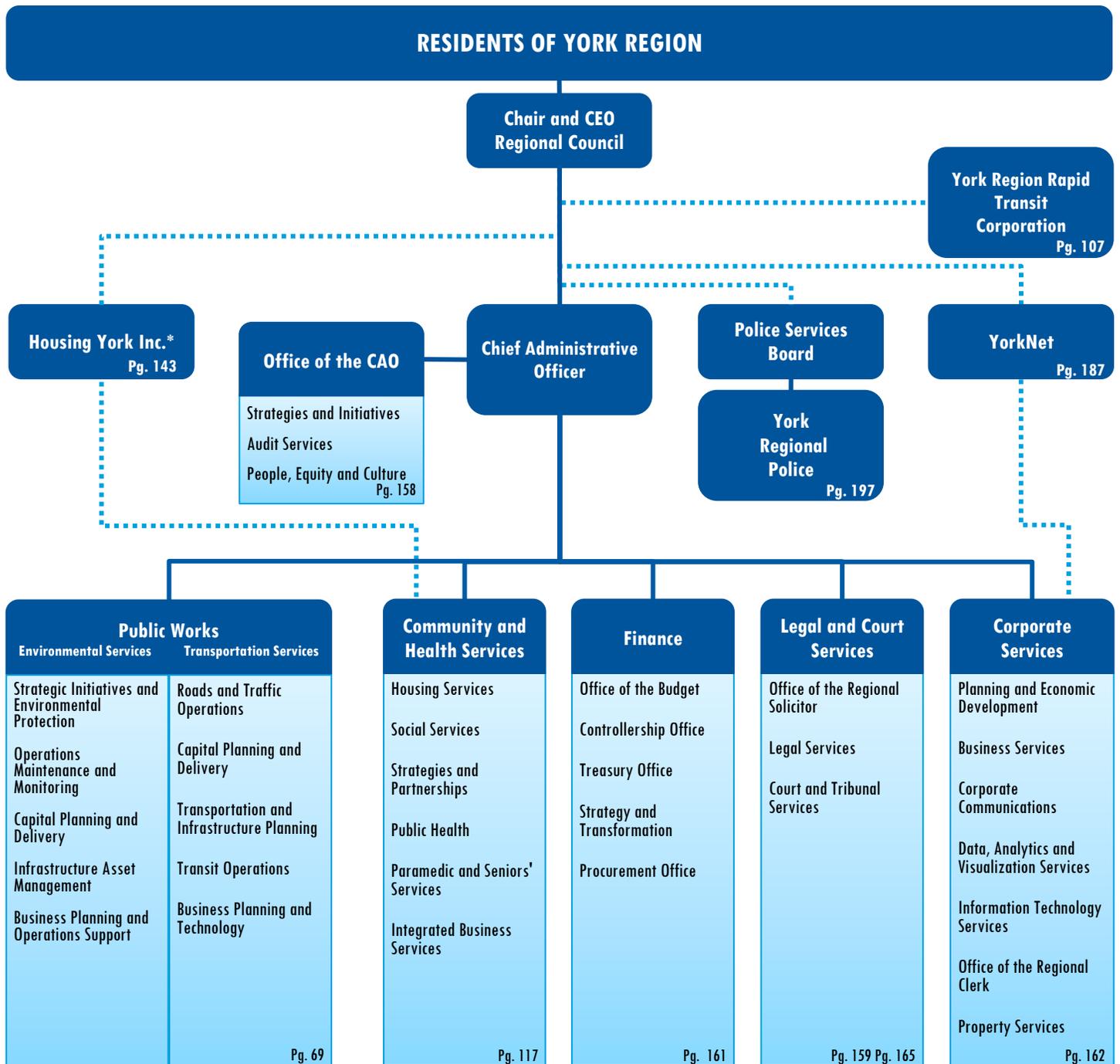
The organizational chart underscores that York Region is ultimately responsible and accountable to its residents. The Region's commitment to accountability is backed by openness and transparency.

Except where legislation allows otherwise, Council and committee meetings, including budget discussions, are open to the public and are streamed on the Regional website at York.ca. The website provides a wide variety of additional public material in the form of plans and reports.

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

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

York Region organizational structure



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



BUDGET CONTEXT

refers to external factors that have an impact on budgeting.



SOLID BASE UNDERPINS REGION'S RECOVERY

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.

This chapter provides an overview of the budgetary context by outlining significant developments and their implications for 2023 and beyond.

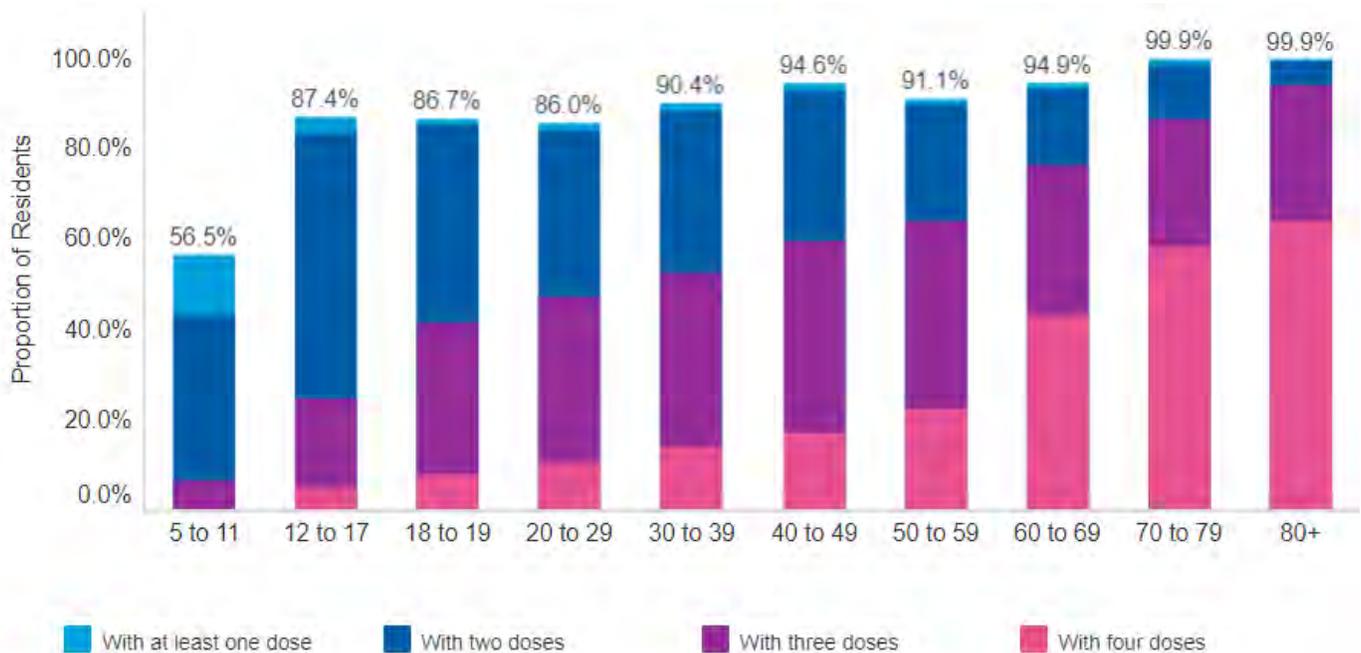
Region's economy expected to continue growing as key sectors recover

With high levels of vaccination and easing of pandemic-related restrictions, the Ontario and York Region economies continued to recover in 2022.

Emerging external factors, however, dampened earlier forecasts for Ontario as a whole. In its fall 2022 economic update, the provincial government projected that Ontario's real gross domestic product (GDP) would rise 2.6% in 2022, 0.5% in 2023, 1.6% in 2024 and 2.1% in 2025. These were slightly below the average of private-sector forecasts, and for 2022 and 2023 were much lower than projections made in the spring budget.

An outlook prepared for York Region in early 2022 by the Conference Board of Canada forecast that growth in the Regional economy would be higher than in the province as a whole, reflecting the pattern of the recent past.

High rate of vaccination and easing of restrictions help economy recover



Source: [York.ca](https://york.ca), COVID-19 In York Region Interactive Dashboard. Last updated January 3, 2023.

All forecasters recognized ongoing uncertainty and cost pressures related to Russia’s invasion of Ukraine and other global events, and higher interest rates as central banks tightened monetary policy. The impacts of these developments on businesses in York Region were mixed. Overall, however, the Region was expected to continue adding jobs in 2022.

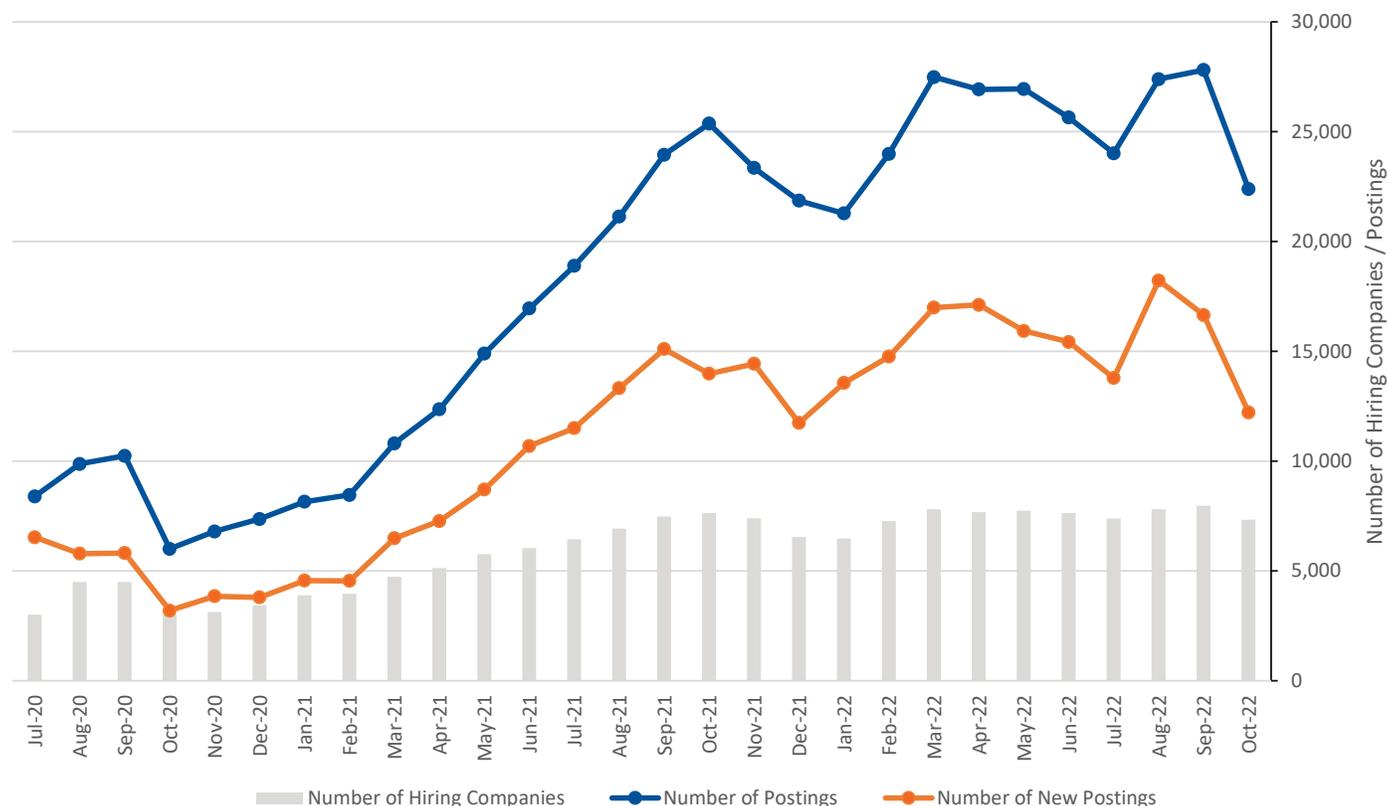
As the graph below shows, job postings rose sharply in 2021 and remained strong into 2022, driven by a recovering economy. The figures may also reflect challenges reported by employers across Canada in filling positions as an increasing number of workers appear to be leaving the labour force.

Two of the largest hiring sectors in the Region were retail and manufacturing.

- The demand in the retail sector reflected continuing recovery as more businesses expanded their hours and/or capacity with the easing of pandemic-related restrictions.
- For manufacturing and especially the auto parts sector, a key source of jobs in the Region, the rebound in 2022 was dampened somewhat by the impact of the Russia-Ukraine conflict on the supply side as well as soaring energy and commodity prices. Increased demand for electric vehicles, a focus of Ontario’s industry, is nonetheless expected to underpin continuing strength.

In the housing and real estate sectors, buying power shrank in 2022 as interest rates and prices of gas and other commodities spiked, causing the market to cool. The Toronto Regional Real Estate Board reported that house sales in York Region were roughly 11,500 from January to October 2022, down by 42% from the same period a year earlier.

Number of job postings and companies hiring by month in York Region



Source: Workforce Planning Board of York Region

New construction remained relatively strong. York Region's January-to-October housing starts were 9,551 in 2022, compared to 9,226 in 2021. Housing completions from January to October 2022 were just over 4,600, suggesting the total for the year would be below the roughly 6,400 recorded for 2021. Applications for subdivisions and higher-density housing both rose. These indicators suggest that growth in the construction sector is likely to continue, even before the impacts of the recent provincial measures to increase housing supply that are discussed below.

The small business sector providing personal services, accommodation, food, entertainment, recreation and similar services was hardest hit by the pandemic and its recovery is expected to extend into 2023 and possibly beyond. The Region allocated a portion of its Innovation Investment Reserve Fund to support businesses during the pandemic, as discussed in the External Partners chapter.

New provincial Act will likely reduce revenues while boosting infrastructure costs

In late October 2022, the provincial government tabled the *More Homes Built Faster Act*, which received Royal Assent on November 28, 2022. This legislation, which changed a number of existing statutes and introduced a new one specific to York Region, is expected to impact the Region in several areas:

- The act includes many changes to the *Development Charges Act, 1997* that would reduce the Region's development charge collections. As the budget was being finalized, the province had not announced the regulations needed to clarify the impacts. As a result, this budget does not reflect possible revenue changes resulting from the act.
- The *Supporting Growth and Housing in York and Durham Regions Act, 2022*, will require the Region to develop an alternative to wastewater servicing in northern communities that could cost more than a Regional solution included in previous capital plans. The Public Works chapter provides more details.
- *The Planning Act, 1990* now allows for higher housing density, including adding new units to an existing dwelling "as of right" (which means without needing municipal permission beyond a building permit). Through another provincial proposal, changes to the Greenbelt Plan, Greenbelt Area boundary regulation (O. Reg. 59/05), and Oak Ridges Moraine Conservation Plan (O. Reg. 140/02) would permit development on previously protected and now prescribed Greenbelt lands. These measures could require modifications to infrastructure master plans, which could impact the size, timing or prioritization of the capital plan in this budget.
- Through other amendments to the *Planning Act, 1990* the Region will no longer be the approval authority for local municipalities' official plans or amendments. Local municipalities' official plans will be updated to conform to the existing Regional Official Plan and once these updates are approved by the province, the Regional Official Plan will no longer be in force. The same provision applies to Simcoe County and other regional municipalities in south-central Ontario.

Regional staff will report to Council, particularly through the mid-year Fiscal Sustainability Report, as more information on impacts becomes available.

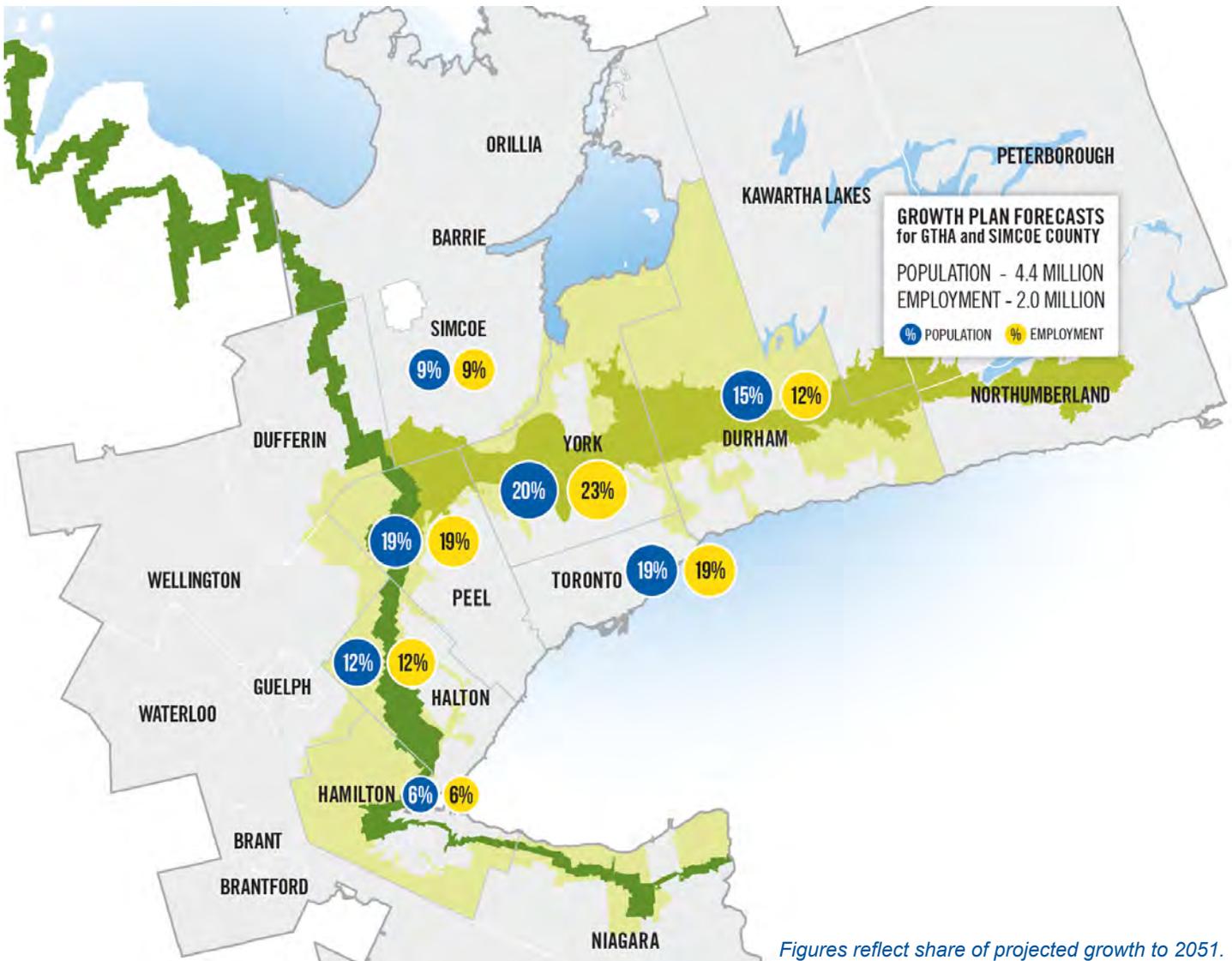
Higher density, growth targets and regulatory issues add to infrastructure costs and risks

Building density is increasing in York Region, as indicated by the larger share of its housing stock now made up by multi-residential buildings. While single detached homes still dominate, the stock of multi-residential units grew by 17.4% between mid-2016 and mid-2021. That was over three times the 5.1% growth rate observed in single detached homes.

As noted in the previous section, the province recently passed the *More Homes Built Faster Act*. This act enables both new greenfield development and higher urban density.

Under the *Places to Grow Act, 2005*, the province already has the power to create growth targets for the Greater Golden Horseshoe area, which encompasses more than 10,000 square kilometres of southern Ontario and includes York Region. Growth forecasts must be taken into consideration in planning infrastructure. In provincial forecasts updated in 2020, York Region is to grow to just over two million residents and slightly under one million jobs by 2051. As the map below indicates, this would be the highest share of growth assigned to any municipality in the plan's area. The province is undertaking a review of *A Place to Grow* and the Provincial Policy Statement, 2020 with the goal of merging the two documents. The province has said that the purpose is to leverage policies in both documents that support housing, including ensuring the appropriate amount and type of community infrastructure is in place.

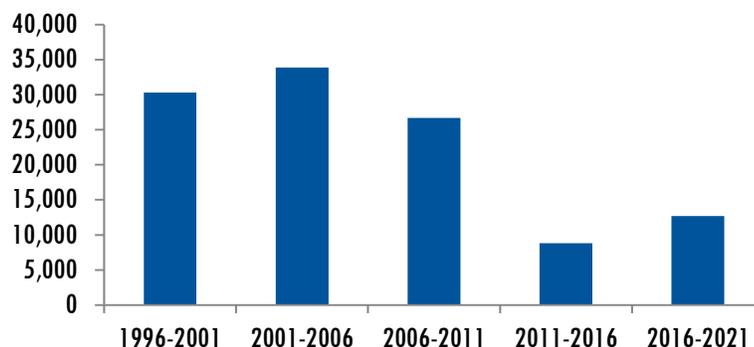
York Region maintains the largest population & employment growth share forecasts



The province has positioned *More Homes Built Faster Act* as supporting its recently announced goal of getting 1.5 million new homes built over the next 10 years. To help deliver on this commitment, the province has proposed targets to selected lower- and single-tier municipalities, including the cities of Markham, Richmond Hill and Vaughan and Town of Newmarket in York Region. Their targets are two to four times higher than their average annual housing starts over the past 10 years.

These factors contribute to the fiscal sustainability risks that are managed through the Region’s fiscal strategy:

- Infrastructure is frequently 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 or development charge collections are lower as a result of implementing the *More Homes Built Faster Act*, the fiscal impacts can include higher-than-planned levels of debt and ongoing interest expense.



Source: Statistics Canada

- York Region has been growing more slowly than projected under the previous growth forecast, achieving only about 60% of forecast growth over the past 10 years.
- The Region’s financial models assume that development activities and population growth will pick up in the medium term, supported by growth in public transit and other infrastructure as well as higher immigration. While this would be consistent with longer-term patterns, which have alternated between periods of higher and lower growth, actual results may be different.
- The full impact of the *More Homes Built Faster Act* on development charge collections is not yet known.

Senior governments’ regulatory requirements and approval processes for major projects also add uncertainties and costs. Delays risk constraining growth in some areas and, because of high inflation in the construction sector, can significantly boost the costs of projects. Uncertainty related to approvals makes it difficult to schedule projects efficiently, which also adds to costs.

Actions address challenges of climate change

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, the Region's roles include integrating climate change considerations into municipal planning and development tools, and assessing Regional infrastructure for vulnerability to climate change impacts.

The Region's recently adopted Climate Change Action Plan, discussed in more detail in the box to the right, reflects and builds on these measures.

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

The 2021 Canadian Census of Population found that York Region's residents remain well-educated, younger on average than the Canadian population, and relatively prosperous.

CLIMATE CHANGE ACTION PLAN

BUILDS ON A DECADE OF WORK

The York Region Climate Change Action Plan, adopted by Regional Council in 2022, builds on work and policies that have guided climate-related action for more than a decade.

The plan reflects the need to address climate change through both mitigation and adaptation. Mitigation refers to reducing greenhouse gas emissions to slow the rate of change, while adaptation refers to actions to reduce climate-related damage. Following from this, key outcomes for the Region are to:

- Reduce greenhouse gas emissions with a long-term goal of becoming a net-zero Region by 2050
- Increase resilience and capacity of the Region to withstand and respond to current and future climate events

The plan outlines actions in three priority areas where the Region would lead and/or act as partner:

- Resilient Communities and Infrastructure, focused on creating and maintaining strong, healthy communities and robust infrastructure
- Low Carbon Living, focused on accelerating the shift to active and eco-friendly travel, a no-waste circular economy and a vibrant local food sector
- Supporting an Equitable Transition, focused on understanding and addressing differing climate change impacts across communities, residents and businesses and promoting a low-carbon economy

The goals are to maintain residents' and workers' quality of life, minimize disruptions to the natural environment, avoid significant costs over the coming decades and ensure communities in York Region continue to thrive under changing climate conditions.

In acting on the plan, York Region will develop measures of performance and report annually on outcomes. Given ongoing changes in climate-related legislation and knowledge, the plan is designed as a living document that can be adjusted as needed.

The median household income was \$112,000, the second highest in the Greater Toronto and Hamilton Area after Halton Region. While the increase between 2016 and 2021 was 7.7%, consumer prices rose at a faster rate.

Housing costs remain a particular concern:

- Housing costs for owners, which include mortgage payments, property taxes, utilities, and condominium fees as applicable, increased by 11% from 2016 to 2021. Even with the recent cooling of the real estate market discussed above, the average home sale price in York Region was almost \$1.3 million in October 2022. Despite a 9% drop from a year earlier, this average price is still above pre-pandemic levels and among the highest in Ontario.
- Rental options are limited, as the Region’s share of purpose-built rental units is among the lowest in the province. Those who could find rental accommodation, whether purpose-built or in the secondary market, saw their housing costs jump by 34% between 2016 and 2021. For tenants, housing costs include rent and in some cases utilities.

These factors threaten the ability of residents living with low income to find housing they can afford. While roughly one-third of households have income over \$150,000, around one-sixth are below \$50,000, and one in ten young people (up to age 17) live in a low-income household. Responding to housing concerns, the Region established a housing affordability task force in February 2021.

Age distribution is also changing, as the graphs below show. According to the most recent census data, the Region’s seniors’ population is growing faster than any other age group. In 2021 there were more seniors than children in York Region for the first time, and by 2031, about one in five of the Region’s residents will be over the age of 65. Seniors, especially those over 75, are more likely to need multiple supports to continue living at home. The Community and Health Services chapter outlines the Region’s response.



Source: Statistics Canada (2013 to 2021) and York Region Official Plan (2022 to 2032)

The 2021 census recorded the arrival of almost 53,500 new immigrants to York Region since 2016. Close to 240 distinct ethnic origins were reported for the Region’s population, and almost 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.

Managing risks in a more wired world

Most of the Region's services and infrastructure now rely on information technology. The Region continues to improve processes and outcomes for residents through wider technology use, as the box on page 163 explains, to streamline services and make them easier to access. As a result, web-based interactions are rising among residents and across the Region's workforce.

Hand-in-hand with this is the increased risk of cyber attacks. Third parties constantly try to access systems, whether to take information, interrupt services or steal and extort funds, reflecting a problem that is global in scope and affects all organizations. The Region has developed a comprehensive set of protocols and practices to better understand, safeguard against and act quickly to address these risks and work to safeguard data. In the case of a breach, the Region's processes and quick action are able to limit access and mitigate damage.

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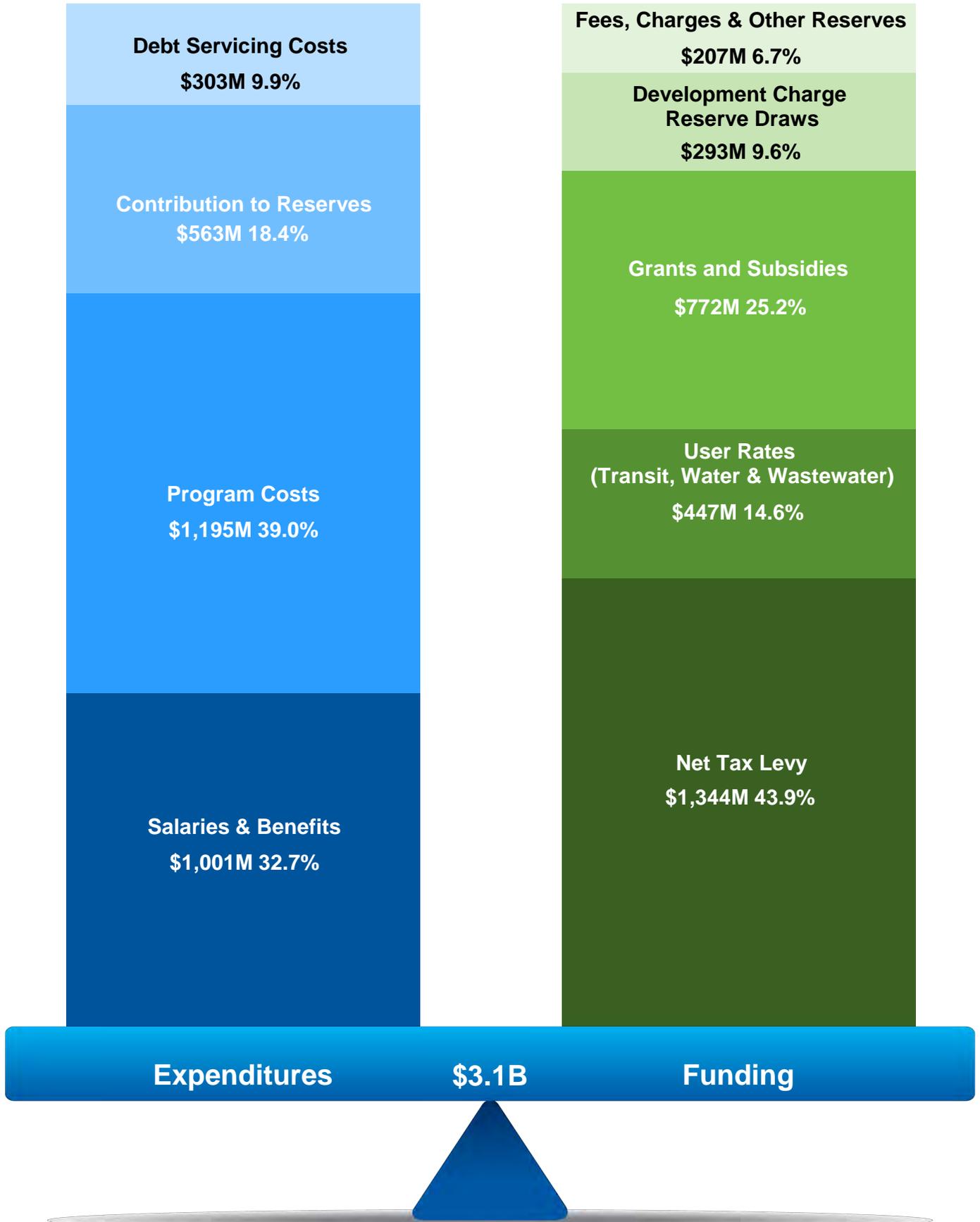


THE OPERATING BUDGET

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

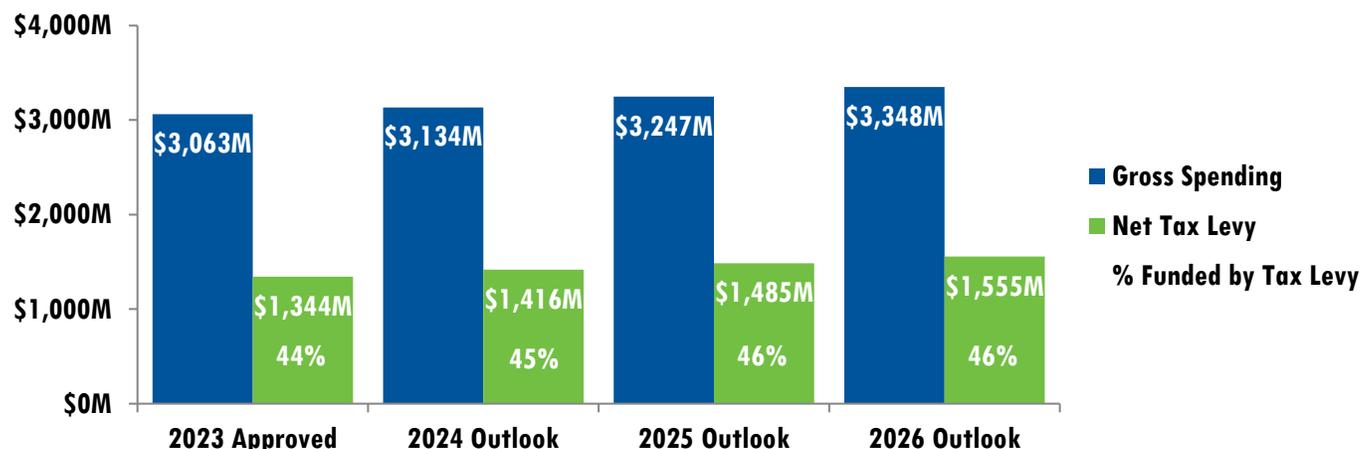


YORK REGION'S 2023 OPERATING BUDGET



BUDGET SUPPORTS RECOVERY, RENEWAL AND GROWTH

Increasing revenues help offset record-high inflation in 2023 and other pressures



The 2023 Regional operating budget includes total operating spending, also called gross spending, of \$3.1 billion in 2023. Of that total, the tax levy will fund about 44%. 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)	2023	2023 Tax	2024	2025	2026
	Approved	Levy Impact	Outlook	Outlook	Outlook
Status Quo	199.5	15.62%	27.7	30.2	38.3
Revenues	(166.3)	-13.02%	1.5	(1.4)	(2.7)
Efficiencies, Reductions & Other Adjustments	(7.8)	-0.61%	0.2	3.1	2.4
Impacts of COVID-19:					
Expenditure and Revenue Impacts	(10.2)	-0.80%	1.4	(10.5)	(9.7)
Pandemic and Recovery Management Reserve Fund Draw	37.5	2.94%	2.6	7.0	9.0
Subtotal	27.3	2.14%	4.0	(3.5)	(0.7)
Net Growth:					
Maintaining Service Levels for Growth	22.5	1.76%	15.0	12.9	14.5
Enhancements and Transformation	(2.6)	-0.21%	(6.1)	(5.3)	(4.1)
Assessment Growth Revenue	(16.8)	-1.32%	(21.5)	(17.9)	(17.0)
Subtotal	3.1	0.24%	(12.6)	(10.3)	(6.6)
Total Program Impacts	55.8	4.37%	20.8	18.1	30.7
Fiscal Strategy and Debt-related Impacts	(18.7)	-1.47%	16.1	18.7	7.9
Total Budget Change After Assessment Growth	37.0	2.90%	36.9	36.8	38.6
Rapid Transit / Infrastructure Levy	12.8	1.00%	13.4	14.2	14.8
Total Budget Change After Rapid Transit / Infrastructure Levy	49.8	3.90%	50.4	51.0	53.4

Notes:

The table excludes water and wastewater spending, which is funded by user rates.

The two lines under "Impacts of COVID-19:" exclude the \$12.8 million [Supporting Critical Social Infrastructure](#) initiative approved after budget tabling.

The “Status Quo” line of the table on the previous page reflects the cost of maintaining services before taking population growth into account. It also captures legislated and contractual requirements. For 2023 the expected increase in Status Quo spending is \$199.5 million, or 15.6%, mainly as a result of increased senior government funding for child care and other human service needs. This rise is largely offset by an increase in senior government funding reflected in the “Revenues” line. Years beyond 2023 assume that both the increased funding and related spending will continue.

The additional funding was announced after the budget was tabled but before it was approved. In the tabled budget, higher tax levy spending under Status Quo was expected to be \$58.4 million in 2023. This spending pressure, which reflects inflation that in 2022 reached the highest level since the 1980s, remains in the Status Quo line. Future years in the multi-year budget assume inflation closer to levels of the recent past.

The continuing impacts of the COVID-19 pandemic represent a further 2.14% pressure on the tax levy in 2023. The pandemic’s spending and revenue impacts generally decline over the budget cycle, including a decrease of \$10.2 million in 2023. This budget pressure and a smaller impact in 2024 reflect a shift from relying on the Pandemic and Recovery Management Reserve Fund, set up in 2020 as a temporary emergency response, to the tax levy to offset impacts as a “new normal” emerges post-pandemic.

The Region will receive higher revenues from senior governments, largely for social programs, starting in 2023. The major sources are federal funding under the new Canada-Wide Early Learning and Child Care program, most of which will flow through to child care providers, higher provincial grants for Paramedics and ambulance services, more funding for homelessness prevention and housing initiatives, and Housing York Inc. rent offsets as a result of higher Regional costs. Trends in non-tax revenue are discussed in more detail below.

Savings, efficiencies and cost offsets, as shown through the “Efficiencies, Reductions & Other Adjustments” line of the table, provide a \$7.8 million offset to pressures on the tax levy. These savings reflect ongoing efforts by departments to look for more cost-effective ways to deliver programs and services. In addition, formally shifting to a hybrid work model that allows some employees to attend meetings virtually is saving on mileage and other costs.

The line labelled “Fiscal Strategy and Debt-related Impacts” in the table largely reflects changes in contributions to reserves and corporate contingency amounts. The decrease totaling \$18.7 million in this line is for 2023 only. Higher reserve contributions are planned for 2024 to 2026 to help address capital funding needs. Contributions may need to be increased from the outlook in future years as the Region adjusts to the impacts of the *More Homes Built Faster Act* and the need to fund a greater share of growth capital from tax levy. Changes in contingency amounts are explained in more detail in the Financial Initiatives chapter.

Meeting the needs of an increasing population would add an expected \$22.5 million to the budget. This pressure would be reduced to \$3.1 million by offsets. In addition to growth in assessment, the “Enhancements and Transformation” line of the table shows reduced pressure on the tax levy from higher expected Court and Tribunal Services revenues. Details are provided in “Trends in non-tax revenue” on the next page.

As in 2022, the approved budget for 2023 and outlook for 2024 both include a special levy of 1.00% to help fund the Region’s contribution to the Yonge North Subway Extension. The levy will help to build the Rapid Transit Reserve, to which further incremental contributions of 1.00% are proposed in each of 2025 and 2026. More details as to how the reserve will be used appear in the Financial Initiatives and Long-Term Financial Planning chapters.

GROSS BUDGET REFLECTS ADDITIONAL SOURCES OF REVENUE

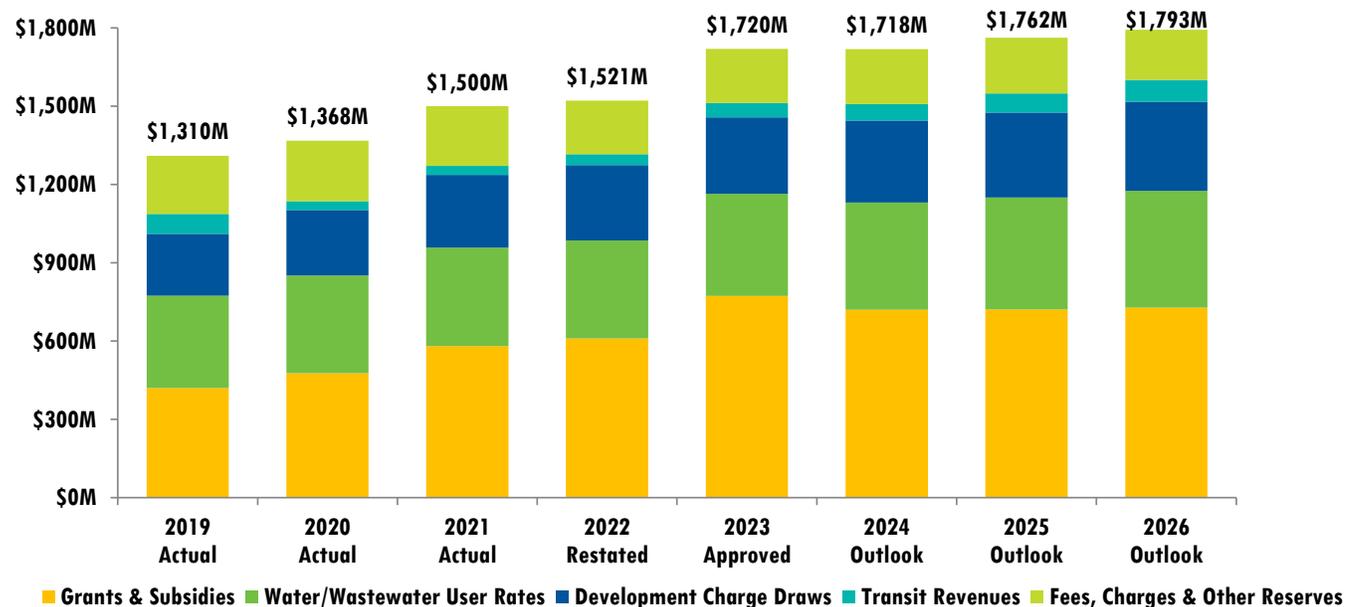
Trends in non-tax revenue

In 2023, some 56.1% of the Region’s total operating budget of \$3.1 billion is expected to be funded from sources other than the tax levy, down slightly from 54.4% in 2022. The Region has a degree of control over some of these non-tax sources, such as user rates for water and wastewater, transit fares and various fees and charges. Its ability to control others, including federal and provincial government grants and subsidies, is limited.

Changes in revenue sources over which the Region has greater control are included in the budget:

- Revenues from user rates for water and wastewater are expected to increase from \$376.0 million in 2022 to \$392.0 million in 2023, growing to a projected \$448.1 million by 2026. The projections reflect growth and the rate structure approved by Regional Council in 2021. The Public Works chapter provides more details.

Non tax revenues and contribution to gross expenditures



- Court and Tribunal Services fine revenues, which are included in “Fees, charges and other reserve draws” in the graph, are expected to total \$23.0 million in 2023, up by \$7.0 million from 2022 as the program area continues to recover from a sharp pandemic-related drop. Starting in 2024, this program area is projected to see an increase in revenue related to expanded use of cameras to enforce speed limits in community safety zones and reduce red light infractions. Fine revenues are expected to reach \$56.8 million by 2026, with the funds being used to offset operational costs and support road safety programs. The Public Works and Court and Tribunal Services chapters provide more detail.
- While still below pre-pandemic levels, Transit fare revenues are forecast to rise to \$54.8 million in 2023 from \$41.6 million in 2022 as ridership slowly recovers from the lows of 2020 and 2021, and to reach \$83.1 million in 2026. The Public Works chapter provides more detail.
- Operating draws from development charge reserves primarily for debt servicing costs and related debt transaction charges are expected to total \$292.8 million in 2023, up slightly from \$288.1 million in 2022, gradually increasing to \$341.4 million by the end of the multi-year budget.

Senior government funding for social programs will increase, while support for the pandemic response will taper off:

- This revenue source is expected to increase to \$772.5 million in 2023 from \$609.9 million in 2022, largely as a result of increased funding for child care and other social programs mentioned on page 40. Time-limited funding provided by senior governments to help relieve pandemic-related pressures will continue in 2023 but at a lower level, in line with parallel declines in Public Health and long-term care costs. In 2024, the Region projects a decline of \$52.4 million in senior government funding, owing largely to the end of pandemic-related support. This would be followed by minor changes in the final two years of the multi-year budget.

Funding from non-tax sources varies across service areas

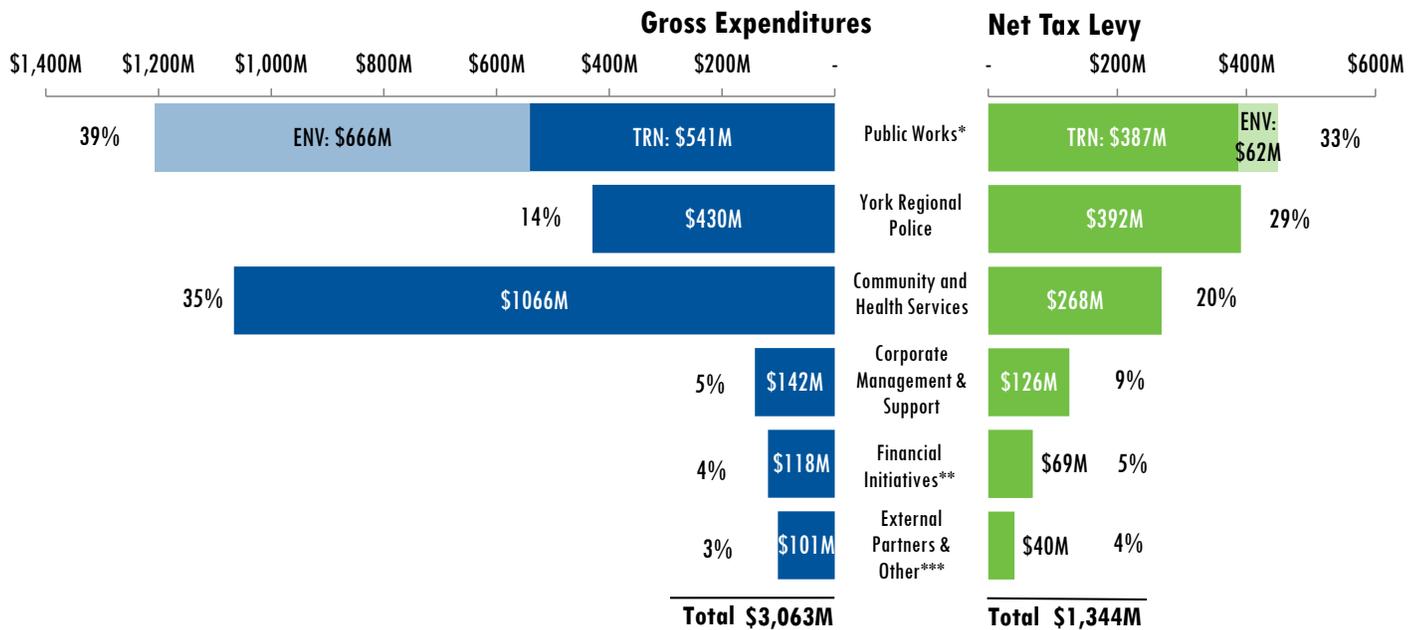
The figure on the next page shows the share of the total budget and the tax levy budget represented by various program areas in 2023.

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:

- In Public Works, operating costs in the water and wastewater program are fully funded from the user rates charged for those services. Transit is expected to be about 25% funded by fares and other transit-related revenues in 2023, growing to an expected 30% by 2026 as ridership continues to recover from the impacts of the pandemic.

- Community and Health Services expects to receive roughly 70% of its operating funding from senior governments, mainly the province, in 2023. This is expected to decline in 2024 and beyond with the end of pandemic-related funding. While funding from senior governments lessens the department’s reliance on the tax levy, it generally increases vulnerability to changes in their priorities. As well, when senior governments mandate new or expanded programs, any increased revenue they provide is typically offset by higher service delivery costs, in some cases leading to added pressure on the tax levy.
- 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 and from provincial grant funding, where available.
- The “other” category includes corporate departments and the fiscal strategy, which are largely funded by the tax levy. The exception is Court and Tribunal Services, which is funded by fine revenues.

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



*Public Works reflects two key operating areas: Environmental Services (ENV) and Transportation Services (TRN)

**Financial Initiatives includes the Rapid Transit / Infrastructure Levy

***Other includes Court and Tribunal Services, YorkNet, and York Region Rapid Transit Corporation

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. This means that serving more residents and keeping up with greater needs and expectations requires more staff.

Maintaining existing service levels as the population grows is the largest driver of staff increases at the Region. More staff are needed to operate new capital assets as they come into service and to provide better service.

A component within the “Status Quo” line of the operating budget is legislated requirements, which for example drives the need to add staff in long-term care homes to meet new direct daily contact requirements.

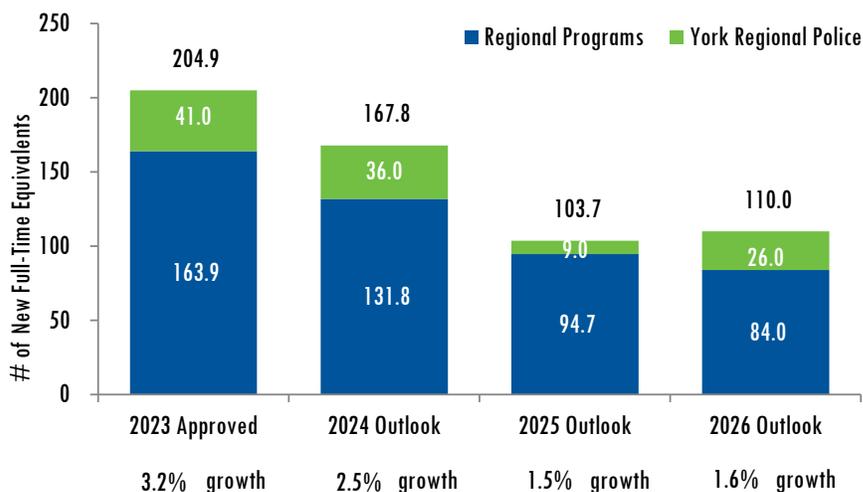
Court and Tribunal Services will add staff to manage the increased workload related to expanded use of automated speed enforcement and red light cameras, with costs to be recovered from additional revenues so that there is no tax levy impact.

The chapters on individual departments, York Regional Police and Regional corporations provide more details on staffing changes.

An estimated 69% of salaries and benefits are funded from the tax levy. Among non-tax levy sources, grants and subsidies cover 19%, and user rates and fees 9%, while 3% is recovered through capital.

In reporting its staff complement which includes York Regional Police, 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 6,379.8 at the end of 2022 is expected to grow to 6,584.7 by the end of 2023.

Staffing growth

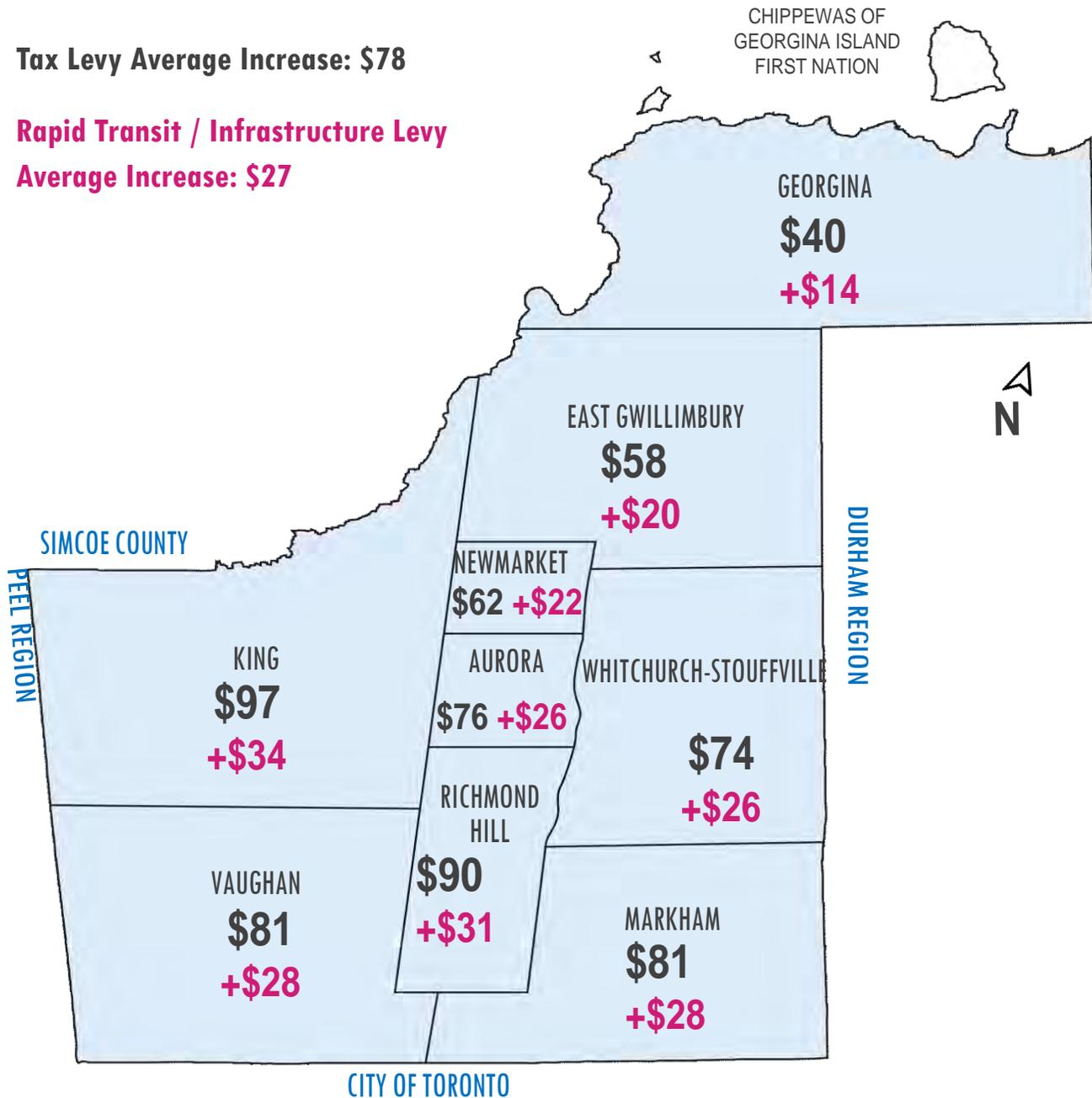


APPROVED BUDGET WILL INCREASE AVERAGE TAX BILL BY \$78

Based on the average assessed value of a home in York Region of roughly \$802,000, a tax levy increase of 2.90% for 2023 to cover the cost of programs and services and to build reserves will equate to about \$78 for the average household, as the map below shows. The impact of the 1.00% Rapid Transit / Infrastructure Levy will average \$27, ranging from \$14 in Georgina to between \$28 and \$31 in the Region's three southernmost communities. The amounts vary by local municipality because of differences in average assessed value.

Tax Levy Average Increase: \$78

**Rapid Transit / Infrastructure Levy
Average Increase: \$27**



2022 to 2024 operating budget

(in \$000s)	2022 Budget		2023 Approved		Budget Change		2024 Outlook		Budget Change	
	Gross	Net	Gross	Net	Net \$	Net %	Gross	Net	Net \$	Net %
Public Works										
Transportation Services										
Transit Services	250,821	193,682	289,419	215,873	22,191	11.46%	305,614	226,812	10,939	5.07%
Roads	267,887	192,706	251,372	171,295	(21,411)	(11.11%)	272,470	177,449	6,155	3.59%
Transportation Services Subtotal	518,708	386,388	540,791	387,168	780	0.20%	578,084	404,261	17,094	4.42%
Environmental Services										
Water and Wastewater	552,059	-	568,863	-	-	-	592,972	-	-	-
Waste Management	84,498	55,413	78,836	45,556	(9,857)	(17.79%)	81,772	46,914	1,358	2.98%
Forestry	13,220	11,821	16,476	14,898	3,078	26.03%	17,460	15,965	1,066	7.16%
Climate Change & Energy Conservation	1,541	1,366	1,386	1,211	(155)	(11.34%)	1,432	1,257	46	3.76%
Environmental Services Subtotal	651,318	68,600	665,562	61,666	(6,934)	(10.11%)	693,635	64,136	2,470	4.01%
	1,170,026	454,988	1,206,353	448,833	(6,154)	(1.35%)	1,271,719	468,397	19,564	4.36%
Community and Health Services										
Public Health	137,818	27,519	136,737	28,507	988	3.59%	88,238	29,831	1,325	4.65%
Paramedic Services	100,117	48,006	108,429	52,661	4,655	9.70%	113,904	55,448	2,787	5.29%
Long-Term Care/Seniors' Services	49,089	24,677	55,378	22,125	(2,552)	(10.34%)	58,632	23,313	1,188	5.37%
Social Assistance	124,024	10,875	122,995	11,309	434	3.99%	122,082	11,588	279	2.47%
Homelessness Community Programs	30,394	13,453	35,941	13,270	(183)	(1.36%)	37,186	13,868	598	4.51%
Children's Services	290,706	26,055	439,197	25,268	(787)	(3.02%)	437,244	25,585	316	1.25%
Housing Services	109,298	71,212	119,167	73,725	2,513	3.53%	117,740	76,427	2,702	3.66%
Strategies and Partnerships	15,527	14,199	20,113	14,453	254	1.79%	20,554	14,593	140	0.97%
Integrated Business Services	23,318	22,227	28,267	27,176	4,949	22.27%	29,259	28,168	992	3.65%
	880,290	258,222	1,066,225	268,494	10,272	3.98%	1,024,838	278,821	10,328	3.85%
Corporate Management and Governance										
Chair & Council	2,559	2,559	2,765	2,765	206	8.07%	2,816	2,816	51	1.84%
Office of the CAO	19,882	19,239	21,784	20,797	1,558	8.10%	21,917	21,556	759	3.65%
Legal Services	2,144	1,598	2,201	1,455	(142)	(8.91%)	2,089	1,316	(139)	(9.57%)
Finance	24,373	21,560	25,556	22,587	1,027	4.76%	26,693	23,680	1,092	4.84%
Information Technology Services	32,649	32,649	36,188	36,188	3,539	10.84%	39,084	39,084	2,895	8.00%
Communications, Information and Data	18,173	17,984	20,093	19,904	1,919	10.67%	20,281	20,093	189	0.95%
Planning and Economic Development	14,123	8,775	13,576	9,007	231	2.64%	13,705	9,211	204	2.27%
Property Services	6,507	5,037	19,387	18,217	13,180	261.64%	21,469	20,295	2,077	11.40%
Less: Recovery from Water and Wastewater (User Rate)		(5,300)		(5,391)	(90)	1.71%		(5,633)	(242)	4.50%
	120,410	104,102	141,549	125,530	21,428	20.58%	148,055	132,417	6,887	5.49%
Regional Programs	2,170,727	817,312	2,414,128	842,857	25,545	3.13%	2,444,612	879,636	36,778	4.36%
Court and Tribunal Services	17,879	635	20,294	(3,910)	(4,545)	(715.82%)	31,280	(5,924)	(2,014)	51.51%
Financial Initiatives	103,353	26,896	93,222	44,004	17,107	63.60%	88,598	47,561	3,557	8.08%
External Partners										
Property Assessment (MPAC)	21,800	21,800	21,700	21,700	(100)	(0.46%)	23,200	23,200	1,500	6.91%
Hospital Funding	7,041	7,041	7,134	7,134	93	1.32%	7,248	7,248	114	1.60%
Innovation Investment Reserve Fund	1,621	1,621	1,621	1,621	-	0.00%	1,621	1,621	-	0.00%
Conservation Authorities	6,598	6,598	7,179	7,179	581	8.81%	7,323	7,323	144	2.01%
GO Transit	2,500	-	2,500	-	-	-	2,500	-	-	-
	39,559	37,059	40,134	37,634	574	1.55%	41,892	39,392	1,758	4.67%
York Region Rapid Transit Corp.	36,869	3,713	36,434	3,835	122	3.28%	36,447	4,164	329	8.57%
YorkNet	3,161	2,422	4,109	2,824	401	16.56%	4,365	2,319	(505)	(17.87%)
Operating Programs	2,371,548	888,039	2,608,320	927,243	39,205	4.41%	2,647,194	967,147	39,904	4.30%
York Regional Police	414,698	376,910	430,018	391,544	14,634	3.88%	448,476	410,066	18,523	4.73%
Total Operating Budget	2,786,246	1,264,949	3,038,338	1,318,787	53,838	4.22%	3,095,670	1,377,213	58,426	4.35%
Less: Assessment Growth Revenue		(17,800)		(16,800)	(16,800)	(1.32%)		(21,500)	(21,500)	(1.60%)
After Assessment Growth Revenue	2,786,246	1,247,149	3,038,338	1,301,987	37,038	2.90%	3,095,670	1,355,713	36,926	2.75%
Rapid Transit / Infrastructure Levy	12,231	12,231	25,003	25,003	12,772	1.00%	38,441	38,441	13,438	1.00%
After Rapid Transit / Infrastructure Levy	2,798,477	1,259,380	3,063,341	1,326,990	49,810	3.90%	3,134,111	1,394,154	50,364	3.75%

2025 to 2026 operating budget

(in \$000s)	2025 Outlook		Budget Change		2026 Outlook		Budget Change	
	Gross	Net	Net \$	Net %	Gross	Net	Net \$	Net %
Public Works								
Transportation Services								
Transit Services	319,940	231,506	4,694	2.07%	333,060	234,475	2,969	1.28%
Roads	284,157	188,091	10,641	6.00%	286,710	193,225	5,134	2.73%
Transportation Services Subtotal	604,097	419,597	15,335	3.79%	619,769	427,699	8,103	1.93%
Environmental Services								
Water and Wastewater	619,230	-	-		649,267	-	-	
Waste Management	84,155	49,871	2,957	6.30%	64,147	52,773	2,901	5.82%
Forestry	18,327	16,745	781	4.89%	19,093	17,422	677	4.04%
Climate Change & Energy Conservation	1,488	1,313	57	4.52%	1,514	1,339	25	1.94%
Environmental Services Subtotal	723,200	67,930	3,794	5.92%	734,021	71,534	3,603	5.30%
	1,327,296	487,527	19,130	4.08%	1,353,790	499,233	11,706	2.40%
Community and Health Services								
Public Health	89,695	31,351	1,520	5.09%	91,219	32,788	1,437	4.58%
Paramedic Services	120,237	58,600	3,151	5.68%	126,039	60,478	1,878	3.20%
Long-Term Care/Seniors' Services	59,912	24,654	1,341	5.75%	61,368	25,647	994	4.03%
Social Assistance	121,531	11,937	349	3.01%	127,053	12,288	351	2.94%
Homelessness Community Programs	38,715	15,277	1,409	10.16%	39,440	15,972	694	4.54%
Children's Services	437,700	26,014	429	1.68%	438,165	26,452	438	1.69%
Housing Services	118,336	79,028	2,601	3.40%	121,851	84,958	5,931	7.50%
Strategies and Partnerships	20,984	14,885	292	2.00%	21,404	15,183	298	2.00%
Integrated Business Services	29,982	28,891	723	2.57%	31,145	30,054	1,163	4.03%
	1,037,092	290,637	11,815	4.24%	1,057,684	303,821	13,184	4.54%
Corporate Management and Governance								
Chair & Council	2,868	2,868	52	1.83%	2,921	2,921	53	1.85%
Office of the CAO	22,933	22,567	1,011	4.69%	23,992	23,621	1,054	4.67%
Legal Services	2,196	1,395	79	6.01%	2,116	1,282	(113)	(8.13%)
Finance	27,849	24,796	1,117	4.72%	29,382	26,060	1,264	5.10%
Information Technology Services	42,169	42,169	3,086	7.90%	44,185	44,185	2,015	4.78%
Communications, Information and Data	21,327	21,138	1,045	5.20%	22,807	22,618	1,480	7.00%
Planning and Economic Development	14,133	9,714	503	5.46%	15,554	9,935	221	2.28%
Property Services	24,091	22,903	2,608	12.85%	25,342	24,139	1,237	5.40%
Less: Recovery from Water and Wastewater (User Rate)		(5,976)	(343)	6.09%		(6,253)	(277)	4.64%
	157,565	141,574	9,157	6.92%	166,298	148,507	6,933	4.90%
Regional Programs	2,521,954	919,738	40,102	4.56%	2,577,772	951,560	31,823	3.46%
Court and Tribunal Services	38,213	(10,067)	(4,142)	69.92%	44,953	(12,329)	(2,263)	22.48%
Financial Initiatives	86,958	50,968	3,408	7.16%	93,756	61,000	10,032	19.68%
External Partners								
Property Assessment (MPAC)	24,500	24,500	1,300	5.60%	25,500	25,500	1,000	4.08%
Hospital Funding	7,339	7,339	91	1.26%	7,423	7,423	84	1.15%
Innovation Investment Reserve Fund	1,621	1,621	-	0.00%	1,621	1,621	-	0.00%
Conservation Authorities	7,469	7,469	146	2.00%	7,619	7,619	149	2.00%
GO Transit	2,500	-	-		2,500	-	-	
	43,429	40,929	1,538	3.90%	44,663	42,163	1,234	3.01%
York Region Rapid Transit Corp.	35,777	3,774	(390)	(9.36%)	36,347	3,870	95	2.53%
YorkNet	4,625	2,095	(224)	(9.64%)	4,923	1,428	(668)	(31.86%)
Operating Programs	2,730,957	1,007,438	40,292	4.17%	2,802,414	1,047,691	40,253	4.00%
York Regional Police	463,075	424,484	14,418	3.52%	478,466	439,819	15,334	3.61%
Total Operating Budget	3,194,032	1,431,923	54,710	3.86%	3,280,880	1,487,510	55,587	3.74%
Less: Assessment Growth Revenue		(17,900)	(17,900)	(1.26%)		(17,000)	(17,000)	(1.15%)
After Assessment Growth Revenue	3,194,032	1,414,023	36,810	2.60%	3,280,880	1,470,510	38,587	2.60%
Rapid Transit / Infrastructure Levy	52,598	52,598	14,157	1.00%	67,443	67,443	14,845	1.00%
After Rapid Transit / Infrastructure Levy	3,246,629	1,466,621	50,967	3.60%	3,348,324	1,537,953	53,433	3.60%

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THE CAPITAL BUDGET

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

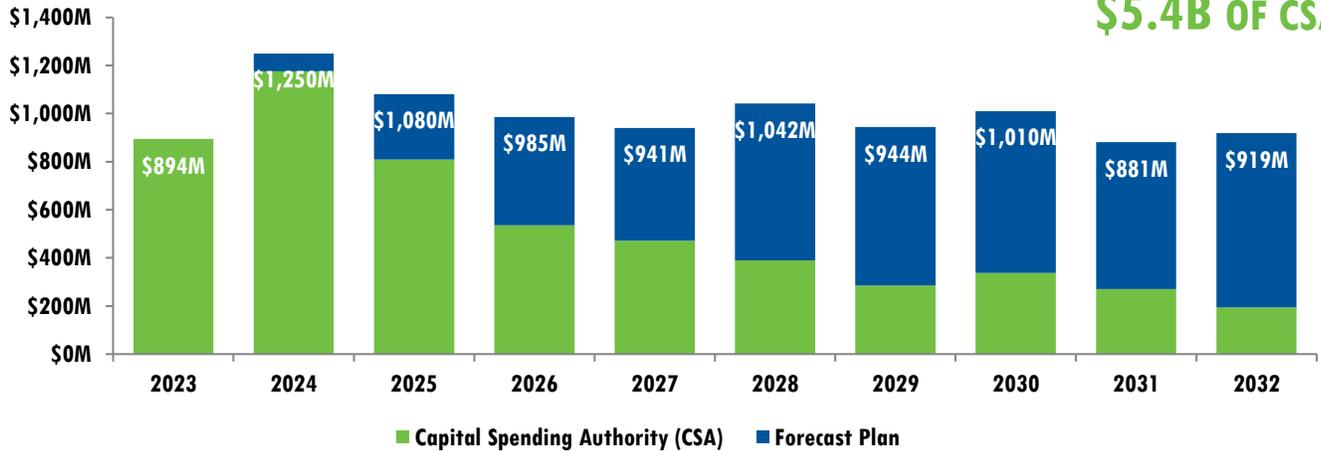


YORK REGION'S CAPITAL BUDGET

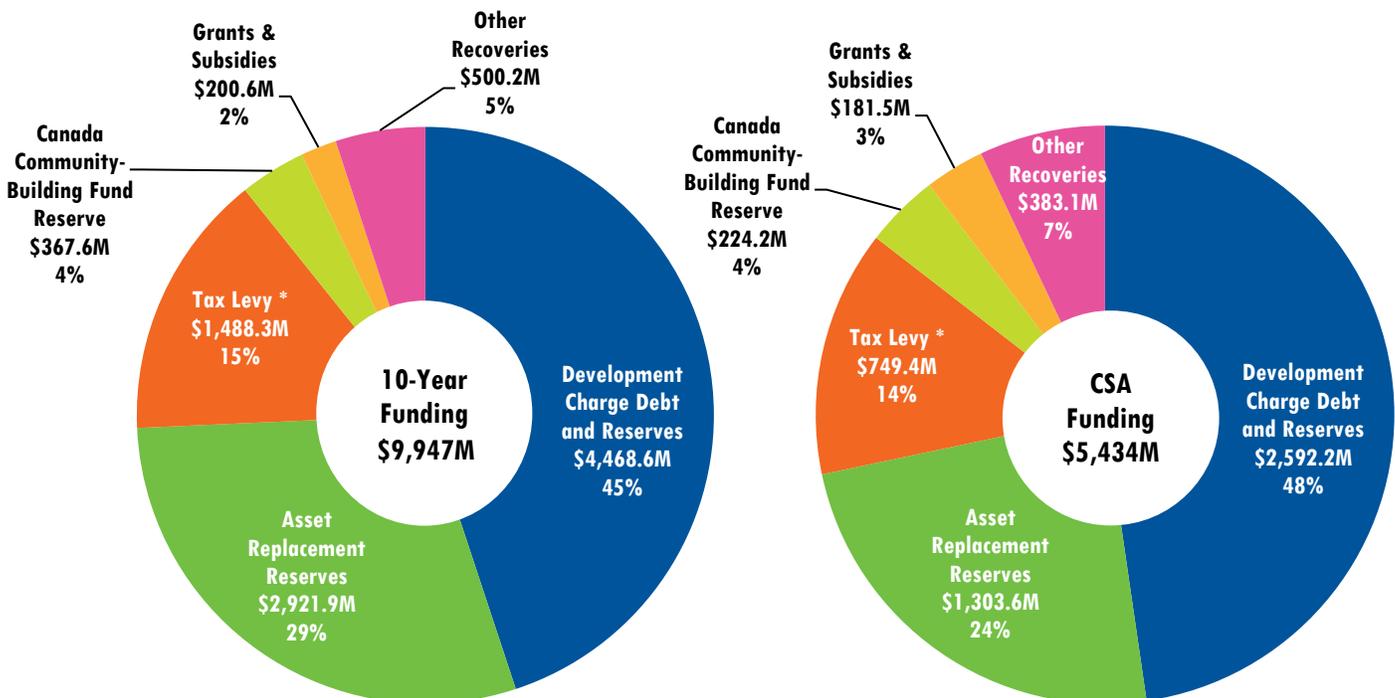
10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (CSA)

\$9.9B OVER 10 YEARS

\$5.4B OF CSA



CAPITAL FUNDING

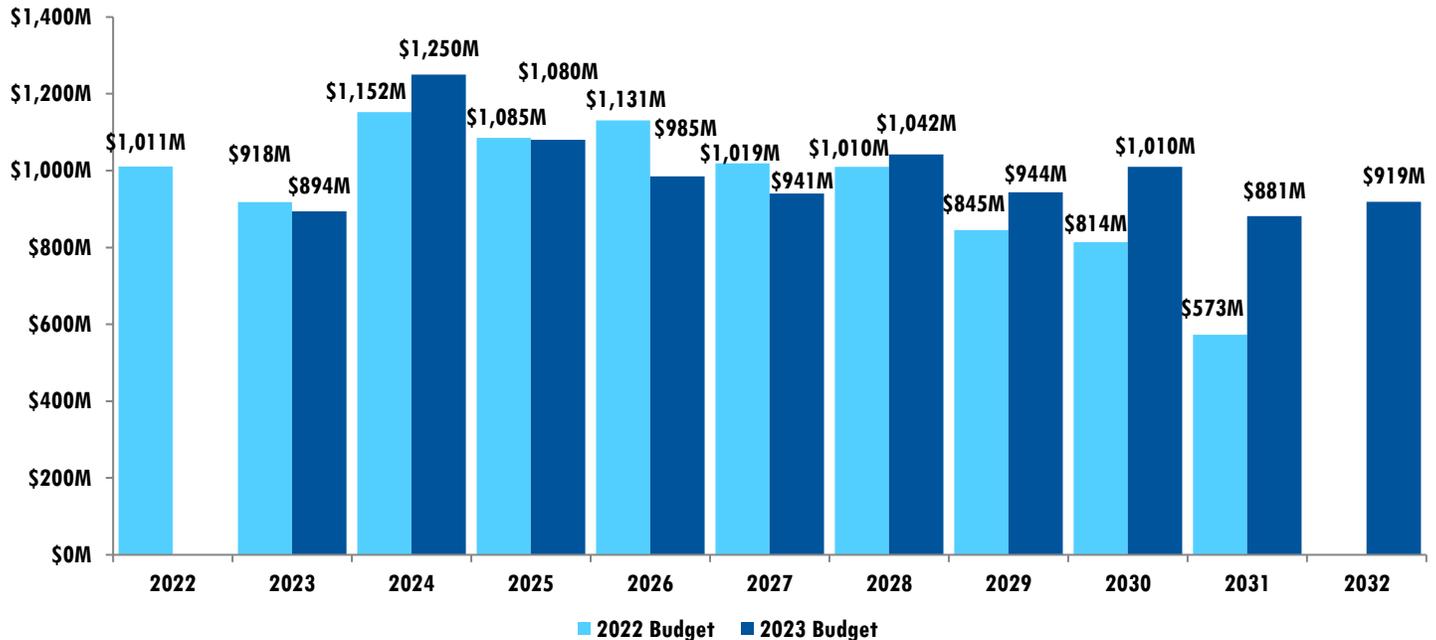


*Tax Levy includes: Debt Reduction Reserve, General Capital Reserve, Program Specific Reserves, and Tax Levy Debt related only to the Zero Emission Transit Fund Program

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 2023 to 2032 inclusive, totals \$9.9 billion, up by approximately \$0.4 billion from the \$9.6 billion 10-year plan outlined in the 2022 budget (inclusive of in-year budget adjustments).

10-year capital plan, 2023 budget compared to 2022 budget



More than 60% of the 10-year capital plan supports expected growth

Growth initiatives, which are generally undertaken to serve population growth, account for 61.9% of the 10-year capital plan, as the graph on page 52 shows. Investments to rehabilitate or replace existing assets, also referred to collectively as renewal, represent the balance. Renewal investments are made to ensure infrastructure is in place and in a state of good repair to serve ongoing needs.

- The total capital plan for Public Works, which is responsible for the largest asset portfolio, is about \$7.2 billion over 10 years or almost three-quarters of the Region’s entire plan. Of this about 56.2% would go to growth-related projects, focused mainly on roads and wastewater projects. Other important investments include ongoing electrification of the transit fleet.
- The Region’s share of Yonge North Subway Extension work over the next 10 years, amounting to \$1.0 billion, makes up 10.5% of the 10-year plan and is 100% growth-related.
- Corporate Services accounts for \$775.4 million or 7.8% of the total 10-year plan. Of this, \$499.5 million or 64.4% would be for property services, of which \$422.7 million would support growth. Investment in information technology assets would be \$276.0 million or 35.6% of the Corporate Services plan, and 100% would support renewal.

- The Community and Health Services 10-year capital plan is \$317.5 million or 3.2% of the Region’s total. Of this, 47.7% is for housing initiatives and most of the balance will go to implementing the Paramedics Master Plan, which includes investments in new stations, vehicles and equipment. The department plans to invest \$177.2 million or 55.8% of its total in growth-related projects.
- The capital budget for York Regional Police over the next 10 years is \$200.8 million or 2.0% of the total for the Region. Of this, \$53.1 million or 26.4% would be for growth-related capital and the balance for renewal. The high share of renewal spending reflects the relatively short service life of police vehicles and equipment compared to other Regional assets.
- YorkNet accounts for \$152.2 million, or 1.5% of the Region’s total plan. This is 100% driven by growth and reflects current plans to complete the fibre optic network within the next 10 years.
- The balance of roughly 3% of the 10-year plan is accounted for by York Region Rapid Transit Corporation, Court and Tribunal Services and capital contingency.

61.9% of planned 10-year capital spending will go to growth-related projects

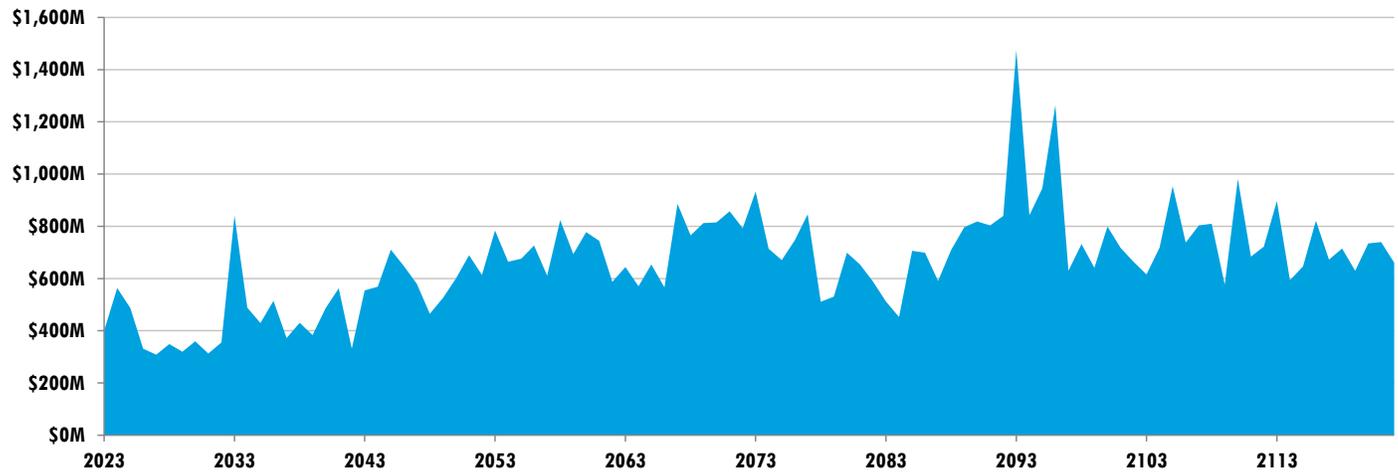


Renewal spending in the capital plan supports the Region’s extensive portfolio of existing assets, which have an estimated replacement value of \$19 billion. These investment needs are underpinned by the Region’s Corporate Asset Management Plan. The plan was first approved in 2018, based on estimates of the condition of core assets such as roads and water/wastewater systems at that time. An updated and expanded plan including both core and non-core assets, such as community housing, police facilities and information technology, is expected to be presented to Regional Council in early 2024.

The graph on the next 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.

The section on page 54 titled “Funding the capital plan” explains how different types of projects are funded.

Projected asset renewal needs (before inflation)



Public Works will undertake most of the Region's top initiatives

The table on page 54 lists the top initiatives in the current 10-year plan by dollar amount:

- Road expansions are planned throughout the Region, mainly to widen existing two-lane and four-lane roads. The Public Works chapter provides examples.
- The Yonge North Subway Extension is being led by Metrolinx, the provincial transit agency, with both the province and federal government committed to sharing the estimated \$5.6 billion total capital construction cost. The table includes most of York Region's \$1.12 billion share, but updated construction timelines have moved a small portion beyond the end of this 10-year plan. Further details appear in the Financial Initiatives and Yonge North Subway Extension chapters.
- Pavement renewal comprises a large portfolio of Public Works projects being done to maintain existing roads in a state of good repair.
- The transit fleet will be renewed by replacing and refurbishing diesel buses, with an increasing number of new vehicles expected to be electric. The box on page 84 in the Public Works chapter discusses new federal funding that could help cover the costs.
- Investments in wastewater servicing (Aurora, East Gwillimbury and Newmarket) are needed to service population growth in those communities. Given a recent provincial decision requiring an alternative to the Region's proposed solution based in the Lake Simcoe watershed, plans will need to be revised and new cost estimates developed. Pending those updates, the table shows the previously estimated budget, which is expected to change. The Public Works chapter provides details.
- Other wastewater initiatives in the table will meet the needs of growth in the City of Vaughan and ensure the existing York Durham Sewage System and associated Duffin Creek facility continue to provide safe and reliable service.
- Adding new transit facilities and a building to house services in the southern part of the Region, replacing leased space, will help ensure more efficient operations while meeting growth needs.

Top initiatives in the 10-year capital plan

Initiative	Category	10-Year Total
Road Expansions	Growth	\$1,101M
Yonge North Subway Extension	Growth	\$1,047M
Pavement Renewal	Renewal	\$718M
Transit Fleet	Renewal	\$585M
Wastewater Servicing (Aurora, East Gwillimbury and Newmarket)	Growth	\$433M
West Vaughan Sewage Servicing	Growth	\$372M
York Durham Sewage System Rehabilitation Program	Renewal	\$346M
Transit Facilities	Growth	\$299M
Development of New Regional Facilities	Growth	\$267M
Duffin Creek Incinerators	Renewal	\$211M

Funding the capital plan

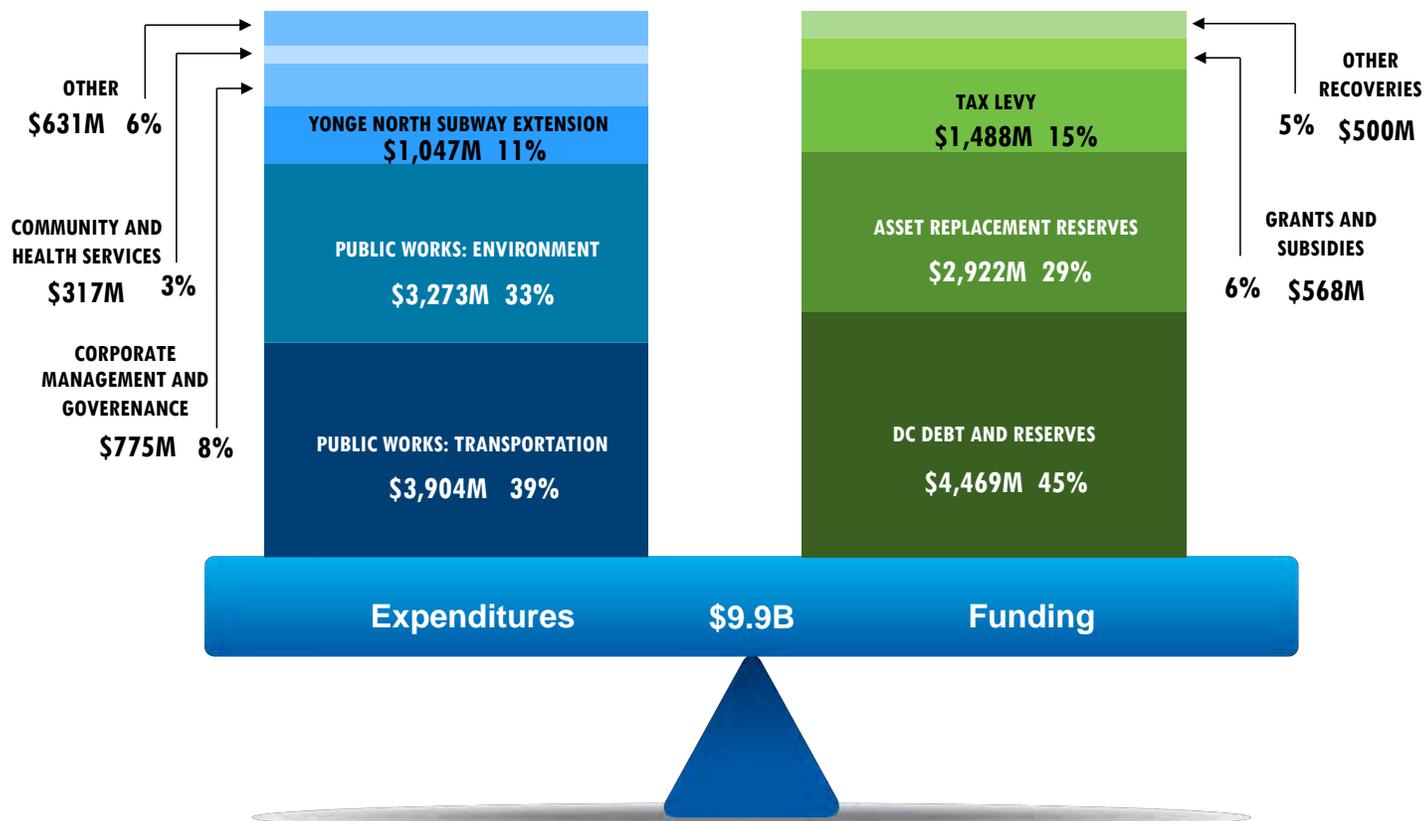
The figure on the next page shows planned capital spending by program area and expected sources of funding. Major sources include development charges and reserves funded from the tax levy, as well as user rates and other sources, in particular senior government support. The Long-Term Financial Planning chapter provides more details.

Development charges are a major source of funding for projects to meet the needs of growth, while funding for renewal projects comes mainly from asset management reserves.

Growth in some elements of the capital plan in this budget has been constrained by the need to fund the Region's \$1.12 billion share of the Yonge North Subway Extension while remaining fiscally sustainable. As a result, important Regional Council priorities, including some affordable housing projects and an expanded bus rapid transit network, are not included in the plan presented here. They can go forward only with the support of senior governments, and to date funding has not been committed. Expenditures to advance these projects to a state of readiness are included in the capital plan. Potential additional expenditures to deliver these unfunded priorities are shown at the bottom of the 10-year Capital Expenditures table found at the end of this chapter. The Community and Health Services and York Region Rapid Transit Corporation chapters provide more details.

It is also likely that the 2024 10-year capital plan will reflect the impacts of the provincial government's *More Homes Built Faster Act*. Changes following from the act introduced new or expanded exemptions, discounts for rental development and the phase-in of development charges, reducing the portion of the overall plan funded from development charges. This would require one or more other funding sources to increase to keep the plan in balance.

10-year capital expenditures and funding



Tax Levy includes: Debt Reduction Reserve, General Capital Reserve, Program Specific Reserves and Tax Levy Debt of \$136.9 million related to the Zero Emission Transit Fund Program

Grants and Subsidies includes Canada Community-Building Fund Reserve

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

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 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.
- As noted in the Budget Context chapter, the *More Homes Built Faster Act*, and other recent provincial steps will likely accelerate growth in York Region while changing planning roles. The Region is already subject to *A Place to Grow*, the provincial growth plan for the Greater Golden Horseshoe, which influences infrastructure plans. A new provincial goal of adding 1.5 million homes across Ontario over the next 10 years is expected to include some land in the Greenbelt and would also set specific housing targets for some local municipalities. The full impacts on capital planning are not yet known. Capital priorities in this budget were set in line with plans and roles in place before these recent changes were made or proposed.

- 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. As that chapter notes, accurate forecasting is needed to assess what regional infrastructure will be needed, when, and where, especially given the financial risks if actual growth is consistently below forecast.
- Infrastructure 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.
- Asset management needs are also important to the capital plan. As noted, these are driven by the Region's corporate asset management plan. The graph on page 53 shows the 100-year outlook that underlies annual contributions to asset management reserves.

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 and are critical to advancing community housing development and rapid transit. 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 that departments submit based on their own long-term infrastructure plans. Plans for growth-driven projects align with infrastructure master plans and the Development Charge bylaw to support the provincial growth plan. Asset management planning is based on a 100-year outlook, as mentioned above. During review a department might also indicate that the timing of projects in the previous plan has changed, for example for regulatory reasons.
- Evaluating project lists against available funds, borrowing capacity, established Regional Council priorities and legislated requirements to create a new 10-year plan. Borrowing capacity is key for growth-related investments because the Region often borrows to pay for infrastructure that is needed to enable growth and collects the development charges later, when new housing or other developments are built. As the Long-Term Financial Planning chapter discusses, this tool is used judiciously to limit debt service costs, which are paid from current development charge collections.

Capital plans may be adjusted from year to year to align with the Region's financial resources and evolving priorities.

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 \$5.4 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 maintain accountability 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 and Tribunal Services, YorkNet, and York Regional Police, 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 or 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 Region Rapid Transit Corporation, as its capital budget is 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)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-Year Total	Capital Spending Authority
Public Works												
Transportation Services												
Transit Services:												
Rehabilitation and Replacement	41,615	167,690	113,064	32,852	47,195	59,355	40,871	49,988	45,129	101,404	699,163	418,067
Growth	38,648	92,208	76,583	53,458	15,339	26,089	65,746	52,386	85,706	56,146	562,309	245,513
	80,263	259,898	189,647	86,310	62,534	85,444	106,617	102,374	130,835	157,550	1,261,472	663,580
Roads:												
Rehabilitation and Replacement	94,923	122,088	115,353	85,575	87,234	104,038	106,606	118,453	116,181	103,824	1,054,275	237,765
Growth	201,929	259,437	198,928	222,572	170,295	157,665	101,176	105,122	64,803	106,445	1,588,372	699,358
	296,852	381,525	314,281	308,147	257,529	261,703	207,782	223,575	180,984	210,269	2,642,647	937,123
Transportation Services Subtotal	377,115	641,423	503,928	394,457	320,063	347,147	314,399	325,949	311,819	367,819	3,904,119	1,600,703
Environmental Services												
Water:												
Rehabilitation and Replacement	60,817	72,739	68,095	63,290	54,664	42,032	31,911	29,910	27,588	29,638	480,684	302,868
Growth	19,423	70,008	37,180	14,580	29,915	25,016	8,569	15,512	24,372	60,935	305,510	183,335
	80,240	142,747	105,275	77,870	84,579	67,048	40,480	45,422	51,960	90,573	786,194	486,203
Wastewater:												
Rehabilitation and Replacement	103,663	118,887	114,121	83,623	67,367	77,138	89,520	96,621	57,730	71,645	880,315	574,870
Growth	83,666	124,845	120,585	139,155	167,528	203,580	197,579	145,192	127,885	117,485	1,427,500	964,871
	187,329	243,732	234,706	222,778	234,895	280,718	287,099	241,813	185,615	189,130	2,307,815	1,539,741
Waste Management:												
Rehabilitation and Replacement	3,131	3,249	2,296	688	440	506	730	769	2,837	1,143	15,789	8,154
Growth	322	102	102	102	102	102	102	102	42,797	56,198	100,031	424
	3,453	3,351	2,398	790	542	608	832	871	45,634	57,341	115,820	8,578
Forestry	5,244	4,957	4,921	4,740	2,667	2,429	2,551	2,367	2,842	2,707	35,425	15,827
Climate Change & Energy Conservation	1,178	2,829	2,466	2,625	2,901	2,938	2,108	4,818	2,974	2,586	27,423	4,007
Environmental Services Subtotal	277,444	397,616	349,766	308,803	325,584	353,741	333,070	295,291	289,025	342,337	3,272,677	2,054,356
Subtotal	654,559	1,039,039	853,694	703,260	645,647	700,888	647,469	621,240	600,844	710,156	7,176,796	3,655,059
Community and Health Services												
Public Health	1,100	850	-	-	-	-	-	-	-	-	1,950	1,950
Paramedic Services	27,133	29,234	14,145	7,786	5,925	7,811	11,683	11,846	11,830	10,405	137,798	58,117
Long-Term Care/Seniors' Services	10,959	1,931	2,854	572	2,269	1,769	752	804	2,722	1,560	26,193	12,985
Housing Services	36,471	33,854	15,321	16,365	18,694	17,421	4,718	5,138	2,013	1,513	151,508	66,976
Subtotal	75,662	65,870	32,320	24,722	26,889	27,001	17,153	17,788	16,565	13,479	317,450	140,028
Corporate Management and Governance												
Information Technology Services	33,134	38,943	33,020	32,603	22,074	29,073	17,964	24,590	26,025	18,556	275,982	188,847
Property Services:												
Rehabilitation and Replacement	11,724	3,456	9,807	4,985	4,444	10,663	7,574	8,836	11,656	3,620	76,763	14,352
Business Initiatives	37,189	27,345	16,170	57,535	18,990	66,138	71,536	101,766	12,930	13,104	422,703	50,352
	48,913	30,801	25,976	62,520	23,434	76,800	79,109	110,602	24,586	16,724	499,466	64,704
Subtotal	82,047	69,744	58,996	95,123	45,508	105,873	97,073	135,192	50,611	35,280	775,448	253,551
Court And Tribunal Services	1,427	3,827	3,827	1,327	427	127	127	127	127	127	11,469	1,427
Financial Initiatives	-	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	186,943	-
YorkNet	41,050	41,105	35,980	13,143	12,442	7,154	852	437	-	-	152,163	152,163
York Regional Police	26,867	16,307	14,626	20,547	15,897	16,705	19,821	20,918	17,226	31,888	200,802	32,557
Approval by Individual Project												
York Region Rapid Transit Corporation	12,497	9,990	8,348	8,762	11,693	6,198	6,248	10,348	3,013	2,232	79,330	79,330
Yonge North Subway Extension	-	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	1,046,881	1,120,000
York Region	894,109	1,250,074	1,080,352	985,485	940,502	1,042,098	943,978	1,010,280	881,261	919,141	9,947,281	5,434,115
Unfunded Priority Projects	-	19,655	86,733	75,816	335,975	307,267	317,017	295,850	274,349	249,294	1,961,956	-

Note: Expenditures in the "Unfunded Priority Projects" line include next phase Bus Rapid Transit construction and Housing projects that are not included in the 10-year plan as senior government funding commitments are required

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	Canada Community-Building Fund Reserve	10-Year Total
Public Works										
Transportation Services										
Transit Services:										
Rehabilitation and Replacement	-	-	235,692	-	-	-	-	131,955	331,516	699,163
Growth	102,972	-	-	-	378,486	75,898	-	4,953	-	562,309
	102,972	-	235,692	-	378,486	75,898	-	136,908	331,516	1,261,472
Roads:										
Rehabilitation and Replacement	4,090	-	736,946	-	111,908	-	24,614	176,717	-	1,054,275
Growth	273,560	-	-	-	918,179	-	166,517	230,116	-	1,588,372
	277,650	-	736,946	-	1,030,087	-	191,131	406,833	-	2,642,647
Transportation Services Subtotal	380,622	-	972,638	-	1,408,573	75,898	191,131	543,741	331,516	3,904,119
Environmental Services										
Water:										
Rehabilitation and Replacement	-	-	459,577	-	-	18,107	3,000	-	-	480,684
Growth	-	-	6,636	-	51,186	-	51,966	195,722	-	305,510
	-	-	466,213	-	51,186	18,107	54,966	195,722	-	786,194
Wastewater:										
Rehabilitation and Replacement	-	-	793,324	-	-	1,300	85,691	-	-	880,315
Growth	-	-	1,723	-	29,738	-	153,285	1,242,754	-	1,427,500
	-	-	795,047	-	29,738	1,300	238,976	1,242,754	-	2,307,815
Waste Management:										
Rehabilitation and Replacement	15,789	-	-	-	-	-	-	-	-	15,789
Growth	71,349	-	-	-	1,020	-	-	27,662	-	100,031
	87,138	-	-	-	1,020	-	-	27,662	-	115,820
Forestry	14,540	-	-	-	15,795	5,090	-	-	-	35,425
Climate Change & Energy Conservation	-	-	27,423	-	-	-	-	-	-	27,423
Environmental Services Subtotal	101,678	-	1,288,683	-	97,739	24,497	293,942	1,466,138	-	3,272,677
Subtotal	482,300	-	2,261,321	-	1,506,312	100,395	485,073	2,009,879	331,516	7,176,796
Community and Health Services										
Public Health	1,950	-	-	-	-	-	-	-	-	1,950
Paramedic Services	-	12,034	72,359	-	35,362	423	-	17,620	-	137,798
Long-Term Care/Seniors' Services	-	14,148	9,266	248	107	2,425	-	-	-	26,193
Housing Services	42,513	15,355	61,950	-	9,729	16,916	-	5,045	-	151,508
Subtotal	44,463	41,537	143,575	248	45,198	19,764	-	22,665	-	317,450
Corporate Management and Governance										
Information Technology Services	31,837	-	244,145	-	-	-	-	-	-	275,982
Property Services:										
Rehabilitation and Replacement	-	-	76,763	-	-	-	-	-	-	76,763
Business Initiatives	2,810	263,927	122,115	-	-	33,799	52	-	-	422,703
	2,810	263,927	198,878	-	-	33,799	52	-	-	499,466
Subtotal	34,647	263,927	443,023	-	-	33,799	52	-	-	775,448
Court And Tribunal Services	-	7,446	1,269	-	2,754	-	-	-	-	11,469
Financial Initiatives	46,736	-	-	-	-	-	-	140,207	-	186,943
YorkNet	-	52,824	-	3,345	-	44,923	15,001	-	36,070	152,163
York Regional Police	25,273	38,196	72,732	-	62,182	-	79	2,340	-	200,802
Approval by Individual Project										
York Region Rapid Transit Corporation	48,736	-	-	12	28,854	1,728	-	-	-	79,330
Yonge North Subway Extension	261,720	-	-	-	2,668	-	-	782,493	-	1,046,881
York Region	943,875	403,929	2,921,920	3,605	1,647,968	200,609	500,205	2,957,584	367,586	9,947,281

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ACCRUAL BUDGET PRESENTATION

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



RECONCILING BUDGETING AND REPORTING

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

As required by the provincial *Municipal Act*, municipal budgets must essentially balance cash inflows against cash outflows. This is described as the modified accrual basis of accounting. The property tax levy is 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 financial results for the year show 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 not considered an expense and is shown instead 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.

This chapter presents the 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, 2001*, and explains the differences.

The table below shows the 2023 budget for the Region presented on the full accrual basis, the same way the actual results are reported in the financial statements.

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

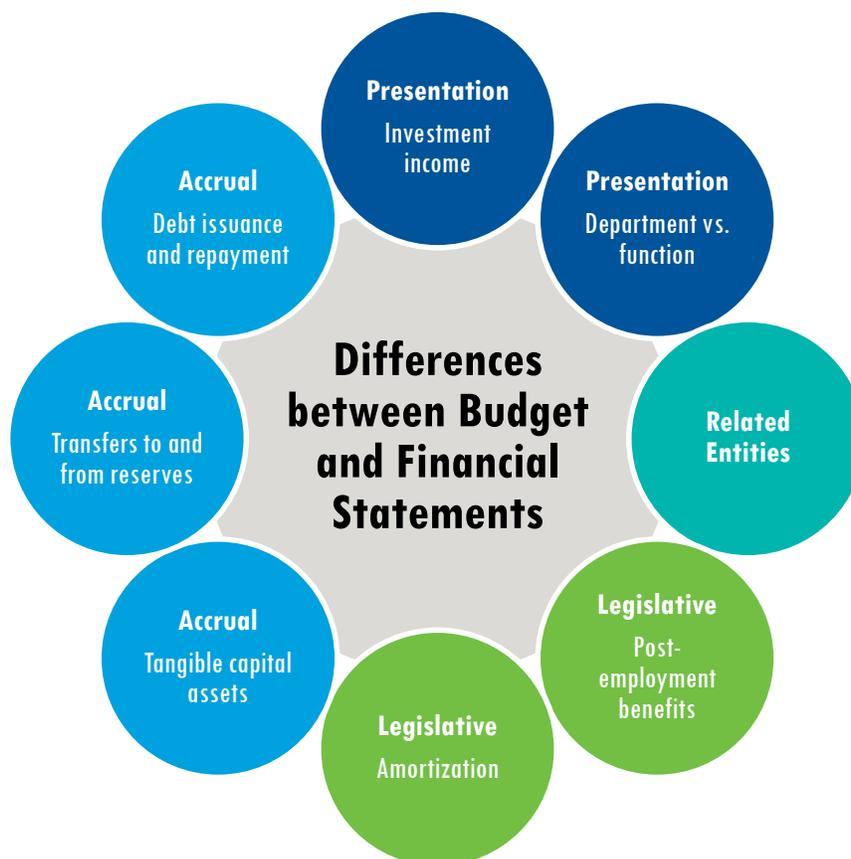
Full accrual 2023 budget statement of operations

(in \$000s)	2023 Approved
Revenues	
Net taxation	1,343,790
Transfer payments	902,484
User charges	386,647
Development charges	379,684
Fees and services	179,104
Interest and investment	135,000
Other revenues	49,951
Total Revenues	3,376,660
Expenses	
General Government	159,575
Protection to persons and property	473,163
Transportation Services	631,459
Environmental Services	529,296
Health and emergency services	295,145
Community Services	618,847
Social Housing	133,058
Planning and development services	17,489
Total Expenses	2,858,031
Annual Surplus	518,629

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

The consolidated financial statements combine the results of the Region with the results of its related entities, such as Region-owned corporations. In combining results, transactions between related entities and the Region are eliminated. This is because a payment from the Region to an entity is a cash outflow for the Region and a cash inflow for the entity. Eliminating such transactions avoids counting them twice. Budget figures for YTN Telecom Network Inc., known as YorkNet, and York Region Rapid Transit Corporation align with this treatment.

Housing York Inc., which provides community housing programs, meets the accounting test to be consolidated into the Region's financial statements as a related entity. The full accrual budget in this section therefore eliminates all expected transactions between Housing York Inc. and the Region. 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, which means these transactions are included rather than being eliminated. This requires an adjustment between the figures in this chapter and the Community and Health Services budget figures. The adjustment is shown in the table on page 66 titled "Reconciling the 2023 budget with PSAB standards."

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 items fall into this category. Both must be included in reporting under full accrual treatment, so they are included in the full accrual budget. In line with provincial guidance, they are not included in the modified accrual budget. They are:

- Amortization, which is explained in the box on page 62 under the entry for full accrual
- The expense for post-employment benefits, which are health benefits for retired staff. They 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 next section provides more details on how the related expense is reflected in the budget and financial reporting.

Accrual

Full accrual creates a balance sheet liability for employee benefit obligations 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 line labelled "Post employment and other benefit obligations" in the table on the next page shows the adjustment that results from these different approaches.

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.

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

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

Reconciling the 2023 budget with PSAB standards

(in \$000s)	Modified Accrual		Adjustments	Full Accrual
	Operating Budget	Capital Budget		Operating and Capital
Revenues				
Approved budget	3,063,341	894,109		3,957,450
Reclassification of investment income			135,000	135,000
Transfer from reserves			(490,733)	(490,733)
Proceeds of debt issued for Regional purposes			(242,316)	(242,316)
Housing York Inc.			48,480	48,480
Related entities adjustment			(31,220)	(31,220)
Total Revenues	3,063,341	894,109	(580,790)	3,376,660
Expenses				
Approved budget	3,063,341	894,109		3,957,450
Reclassification of investment income			135,000	135,000
Transfer to reserves			(712,173)	(712,173)
Acquisition of tangible capital assets			(707,497)	(707,497)
Debt principal repayments			(197,445)	(197,445)
Amortization			349,536	349,536
Post employment and other benefit obligations			22,190	22,190
Housing York Inc.			42,191	42,191
Related entities adjustment			(31,220)	(31,220)
Total Expenses	3,063,341	894,109	(1,099,419)	2,858,031
Surplus	-	-	518,629	518,629



Balanced Budget



Annual Surplus

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 previously, modified accrual allows the exclusion of two items that do not require an immediate outlay of cash, amortization and 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 budget as presented throughout this document provides much of the same information as the full set of statements in the annual report. The modified accrual approach 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 basis by function and by detailed revenue and expense item, which will allow an in-depth analysis of planned to actual results for the year.

2023 budget statement of operations by function (accrual basis)

(in \$000s)	General Government	Protection to Persons and Property	Transportation Services	York Region Rapid Transit Corporation	Environmental Services	Health and Emergency Services
Revenues						
Net taxation	183,848	394,813	412,171	3,835	61,666	129,930
Transfer payments	23,100	14,787	50,400	5,184	13,365	164,100
User charges					386,647	
Development charges	1,127	17,431	138,538	30,120	185,877	4,677
Fees and services	25,034	36,521	57,784	5,357	16,226	757
Investment income	135,000					
Other	381	2,243	964		42,147	312
Total Revenues	368,490	465,795	659,857	44,496	705,928	299,775
Expenses						
Salaries and benefits	118,110	398,797	80,243	6,006	77,069	229,474
Interest payments	444	1,979	19,874	10,097	71,895	525
Operating expenses	18,599	50,911	319,816	3,302	272,688	58,649
Government transfers		7,179	1,515		2,442	1,202
Amortization	22,422	14,297	190,605		105,201	5,295
Total Expenses	159,575	473,163	612,054	19,406	529,296	295,145
Annual Surplus	208,915	(7,368)	47,804	25,091	176,632	4,631

(in \$000s)	Community Services	Social Housing	Housing York Inc.	Planning and Economic Development	YorkNet	Related Entities	Total
Revenues							
Net taxation	58,702	86,995		9,007	2,824		1,343,790
Transfer payments	552,332	51,513		125	27,579		902,484
User charges							386,647
Development charges		1,434		480			379,684
Fees and services	5,775	12,078	25,771	3,452	1,285	(10,937)	179,104
Investment income							135,000
Other	1,292	50	22,709	136		(20,283)	49,951
Total Revenues	618,101	152,070	48,480	13,200	31,688	(31,220)	3,376,660
Expenses							
Salaries and benefits	75,358	23,618	9,210	11,766	3,035	(9,210)	1,023,475
Interest payments		1,238					106,053
Operating expenses	443,147	81,484	32,981	1,918	45	(22,010)	1,261,530
Government transfers	98,164	6,935					117,437
Amortization	2,177		8,813		725		349,536
Total Expenses	618,847	113,274	51,004	13,683	3,805	(31,220)	2,858,031
Annual surplus	(746)	38,796	(2,524)	(484)	27,883	-	518,629

Note:

- (1) York Region Rapid Transit Corporation, Housing York Inc., and YorkNet are presented in the Consolidated Financial Statements as part of Transportation Services, Social Housing, and Planning and Economic Development respectively
- (2) Numbers may not add due to rounding.



PUBLIC WORKS

delivers sustainable critical infrastructure and services that protect public health and the environment, and moves people and goods safely and efficiently across the Region's growing communities.

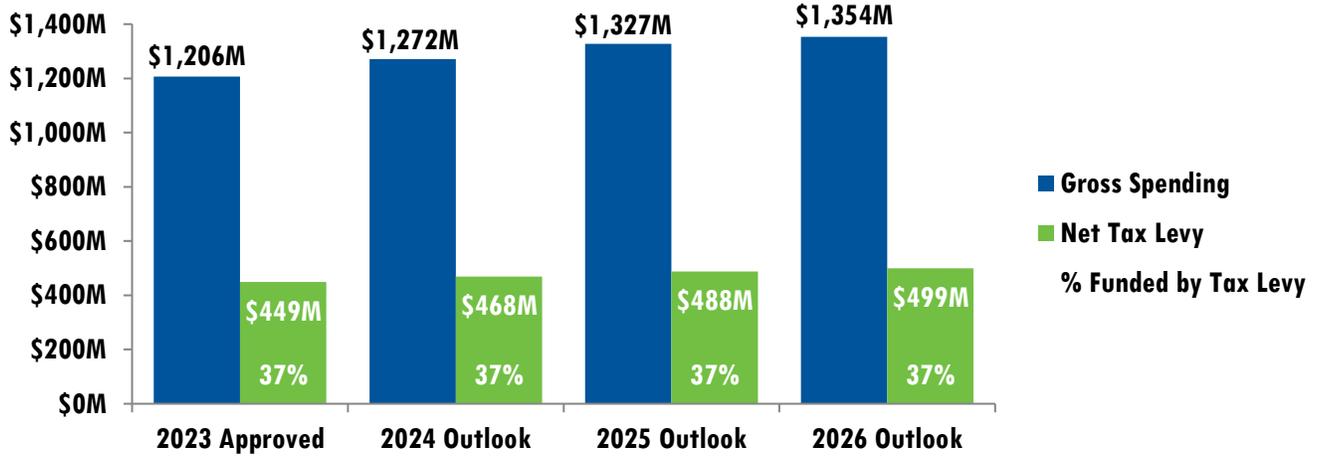


THE PUBLIC WORKS OPERATING BUDGET IS...

**39% OF TOTAL
REGIONAL EXPENDITURES**

**33¢ ON THE
TAX DOLLAR**

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



THE PUBLIC WORKS CAPITAL BUDGET IS...

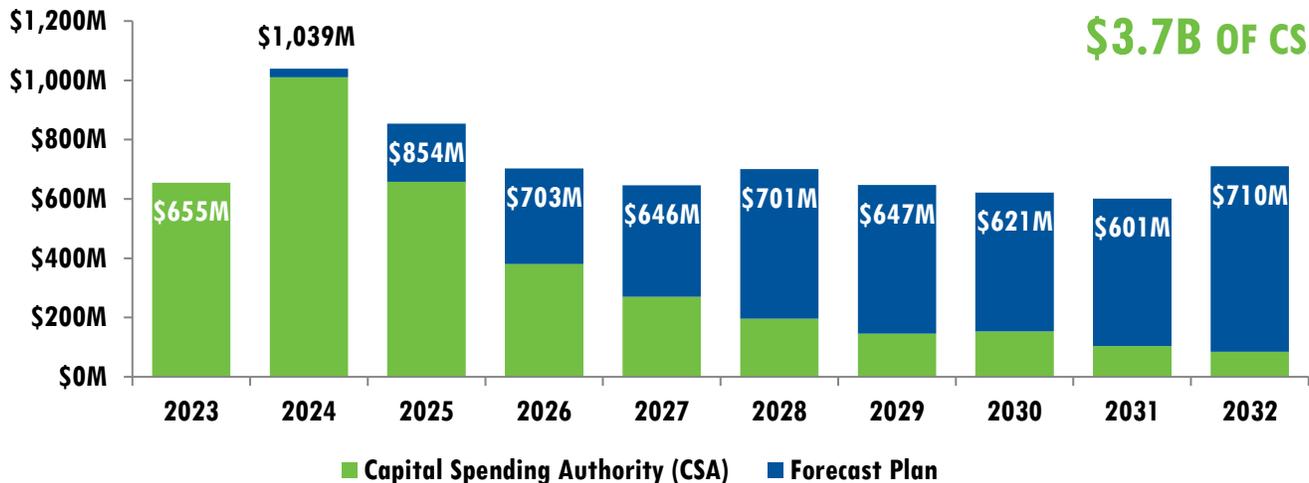
**72.1% OF THE
REGION'S 10-YEAR PLAN**

**67.3% OF
TOTAL CSA**

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

\$7.2B OVER 10 YEARS

\$3.7B OF CSA



SAFE AND RELIABLE SERVICES, FOCUS ON EXCELLENCE

Public Works was formed in 2022 by bringing together the former Transportation Services and Environmental Services departments. This new department is responsible for a broad range of services delivered directly to residents: transit, roads, water and wastewater, waste management, and forestry. It also guides energy conservation and asset management for Regional government as a whole and co-led development of the Region’s Climate Change Action Plan.

A key goal of integration was to provide services more efficiently, including innovative new approaches to capital projects, while maintaining a focus on operational excellence. The box on page 79 provides more details. To provide transparency and support Regional Council decision-making, the table below summarizes key budget items for the former service areas:

Budget highlights by former service area

(\$ in Millions)	Operating Budget								Capital Budget	
	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook		Total Capital	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	2023	CSA
Transportation Services	540.8	387.2	578.1	404.3	604.1	419.6	619.8	427.7	377.1	1,600.7
Environmental Services	665.6	61.7	693.6	64.1	723.2	67.9	734.0	71.5	277.4	2,054.4
Total	1,206.4	448.8	1,271.7	468.4	1,327.3	487.5	1,353.8	499.2	654.6	3,655.1

York Region is required to follow the guidance of *A Place to Grow*, the provincial growth plan for south-central Ontario, which aims to ensure infrastructure is in place to serve expected growth. New provincial forecasts out to 2051 informed updates to the Region’s Official Plan and the major Public Works master plans for infrastructure.

Public Works partners with the Region’s nine local municipalities in numerous areas, including:

- Coordinating how transit and road networks are planned and delivered
- Working to make the transportation network better connected and safer
- 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
- Working closely on initiatives to strengthen green infrastructure, increase the tree canopy and enhance access to green spaces

Other important partners include York Regional Police, the Public Health branch of Community and Health Services, provincial and federal governments, two conservation authorities that operate in the Region, and neighbouring municipalities.

2022 ACCOMPLISHMENTS

Public Works accomplishments in the past year included:

- Coordinating with the City of Vaughan and provincial government to provide residents with better access to the Cortellucci Vaughan Hospital by building a new York Region Transit (YRT) terminal that links to a pedestrian underpass, elevator pavilion and multi-use path and continuing the widening of Major Mackenzie Drive to six lanes and better connecting it to Highway 400
- Successfully piloting automated speed enforcement and planning for a major expansion in school and community safety zones to further improve road safety
- Developing a new inflow and infiltration standard to improve watertightness of pipes in new developments and keep more rainwater, snowmelt and groundwater out of wastewater pipes and treatment plants
- Continuing to monitor the presence of the COVID-19 virus, including variants, through wastewater sampling and sharing information with Public Health as an early alert mechanism
- Updating the Transportation Master Plan and the Water and Wastewater Master Plan to guide infrastructure investments as the Region grows, with details provided on pages 82 and 92 respectively
- Achieving the top overall score among GTA municipalities in the 2021 report of the province's chief drinking water officer, with a 100% inspection rating and 100% of water quality tests meeting standards
- In a total of 7,374 lab tests carried out in 2021, having no wastewater sample exceed provincial standards
- Completing a circular economy roadmap to reduce waste generated in the Region, as discussed in the box on page 97
- Updating the Region's Greening Strategy, with details in the box on page 100
- Starting the process of integrating the Region's two largest infrastructure-focused departments
- Receiving recognition from many notable organizations, including Ontario Public Works Association, Transportation Association of Canada, Ministry of Transportation, Municipal Engineers Association, Forests Ontario and Association of Municipalities of Ontario.

WHAT SHAPES THE DEPARTMENT’S BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region’s *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Public Works supports *Vision’s* areas of focus and Strategic Plan priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table below, which continues on the next page, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 Economic Vitality	Foster Economic Prosperity	Invest in a safe, effective transportation system that connects people, goods, and services	# of York Region Transit service passenger trips per capita		Advance efforts to make transit easier and more accessible by advancing service improvements and through fare integration efforts with the province to encourage ridership.
			# of people living and jobs within 500 metres of a transit stop		Enhance the transit network through YRT’s 5-Year Business Plan implementation. Increase access for riders across the Region by matching service with demand through current and planned subways lines, Bus Rapid Transit and fleet electrification projects.
			% of traffic signals reviewed and optimized annually		Optimize road network by tendering contracts for major/minor construction projects as identified in 10-year capital plan and expanding road safety measures. Continue to carry out arterial signal timing reviews to optimize current signal capacity as traffic trends continue to evolve
 Sustainable Environment  Healthy Communities	Drive Environmental Stewardship	Deliver and promote environmentally sustainable services	# of megalitres of treated water consumed per 100,000 population		Implement updated Long Term Water Conservation Strategy, focusing on reducing demand for water.
	Support Community Well-Being	Support safe communities	% of municipal drinking water samples meeting Ontario Drinking Water Standards		Monitor, report and sustain drinking water quality and optimize water system performance through integrated management system and implementing multi-year capital and operating budget.

Legend  = Trending in the desired direction  = Not trending in the desired direction  = Trend data not available for reporting
 = Strategic plan  = Departmental plan

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Drive Environmental Stewardship	Deliver and promote environmentally sustainable services	% of wastewater receiving treatment		Optimize wastewater system performance through implementation of Integrated Management System and inflow and infiltration reduction programs/standard to achieve reduction targets.
			% of residential solid waste diverted from landfill		Advance waste service delivery efficiencies by implementing and monitoring Public Works' annual and multi-year capital and operating budgets, while maintaining spending targets. Implement circular economy approaches to reduce waste going to landfill while managing blue box transition.
		Enhance and preserve green space	# of trees and shrubs planted annually through the Regional Greening Strategy		Advance natural heritage and forestry service delivery by implementing and monitoring Public Works' multi-year capital and operating budgets in alignment with spending targets. Continue to advance technology solutions and leverage partnerships to implement the Greening Strategy.
		Deliver and promote environmentally sustainable services	# of tonnes of greenhouse gas emissions across Regional operations per capita		Update Energy Conservation and Demand Management Plan and take inventory of planned initiatives over the coming years to update milestone emission targets to 2050.

Legend	 = Trending in the desired direction	 = Not trending in the desired direction	 = Trend data not available for reporting
	 = Strategic plan	 = Departmental plan	

Public Works directly provides Transit, Regional Roads, Water (including wastewater), Waste Management and Forestry, which are services identified in the Strategic Plan. Through its roles in energy conservation and asset management, the department supports more sustainable and efficient delivery of all Regional services.

These investments are essential to mitigate climate change impacts, ensure sustainability and maintain quality of life now and into the future:

- Roads that integrate active and eco-friendly ways of travel and a well-thought-out transit network help to manage traffic congestion and reduce greenhouse gas (GHG) emissions while giving travellers more options to seamlessly make connections and reach key destinations
- Well-run water and wastewater services reduce environmental impacts of treating and distributing drinking water and collecting and treating wastewater, as well as 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 while keeping resources out of landfill

- Growing, preserving and protecting the Region’s trees and forests combats climate change, gives residents access to green space, and creates diverse and healthy ecosystems for native species
- Working to conserve energy across the organization reduces costs and emissions, improving air quality and helping to mitigate climate change
- Leading 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, ensuring safe and reliable service to the Region’s residents and businesses.

Operating budget

At \$1.2 billion, the department’s approved 2023 gross operating budget accounts for 39.4% of the Region’s total. Because transit services are partially funded by fares and user rates fully support water and wastewater, the department’s approved net tax levy budget is \$448.8 million or 33.4% of the total for the Region.

The tax levy budget is expected to decrease by \$6.2 million or 1.35% in 2023 from 2022. Higher expenses driven largely by inflation will be offset by higher transit revenues as ridership continues its post-pandemic recovery, as well as lower pandemic-related costs and other savings.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	1,170,026	454,988	1,206,353	448,833	1,271,719	468,397	1,327,296	487,527
Status Quo	28,264	27,193	11,447	11,820	11,470	11,754	6,722	17,848
Revenues:								
Revenues (excl. senior government funding)	-	(19,704)	-	(19,329)	-	(17,651)	-	(19,160)
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	-	(19,704)	-	(19,329)	-	(17,651)	-	(19,160)
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	(2,975)	(3,752)	(1,407)	(2,199)	(697)	(697)	469	469
Program and Service Level Adjustments	-	-	1,774	1,774	5,341	4,791	(10,051)	2,062
Subtotal	(2,975)	(3,752)	367	(425)	4,644	4,094	(9,583)	2,531
Debt Servicing Net of Development Charges	5,062	19	21,124	(61)	8,833	(21)	8,407	(309)
Fiscal Strategy	(4,287)	(7,850)	15,307	18,871	22,371	22,371	13,455	13,455
Maintaining Service Levels for Growth	2,967	3,576	2,197	2,154	3,329	3,285	2,928	2,928
Enhancements and Transformation	500	500	6,250	6,250	4,150	4,150	4,350	4,350
Impacts of COVID-19	6,795	(6,135)	8,675	285	780	(8,852)	214	(9,937)
Approved Budget	1,206,353	448,833	1,271,719	468,397	1,327,296	487,527	1,353,790	499,233
Total Budget Change	36,326	(6,154)	65,367	19,564	55,577	19,130	26,493	11,706
	3.10%	(1.35%)	5.42%	4.36%	4.37%	4.08%	2.00%	2.40%

Staffing changes

(Full-Time Equivalents)	2023		2024		2025		2026	
	FTE	% Change						
Opening	1,017.6		1,050.4		1,079.6		1,102.6	
New	29.8	2.93%	27.2	2.59%	20.0	1.85%	13.0	1.18%
Conversions	3.0	0.29%	2.0	0.19%	3.0	0.28%	-	-
Program Reductions	-	-	-	-	-	-	-	-
Approved Budget	1,050.4		1,079.6		1,102.6		1,115.6	
Budget Change	32.8	3.22%	29.2	2.78%	23.0	2.13%	13.0	1.18%

All program areas are experiencing impacts of inflation that reached its highest point in four decades in 2022. Costs of inputs, including fuel and water treatment chemicals, have risen sharply since 2021. Bids for contracted third-party services, such as waste haulage, have skyrocketed owing to labour shortages in addition to higher input costs. Activities are hampered by continuing problems in sourcing materials and equipment. Impacts are reflected in the line labelled “Status Quo” in the table on the previous page, which tracks costs of maintaining services to the base population. Impacts are expected to lessen in 2024 and beyond.

Impacts of COVID-19 will generally decline starting in 2023, as indicated by that line of the table. Services most affected by the pandemic are transit and waste management. Their respective sections below provide details.

As the department responsible for the Region’s largest asset portfolio, Public Works must keep asset management contributions at a level that meets significant long-term rehabilitation needs. Contributions are recorded in the “Fiscal Strategy” line of the table on the previous page. The reserve contributions will decline in 2023 to help offset other pressures and because other funding sources will be available for some assets. Contributions are expected to grow over the balance of the budget cycle, with most of the funds going towards water and wastewater assets, roads, and transit and other vehicles and facilities.

The “Enhancements and Transformation” line of the table reflects a new program aimed at making Regional roads safer for all users, with costs projected to be offset by revenues from traffic violations. The Roads Budget Overview section provides details.

Public Works’ expected staff complement by the end of 2022 on a full-time equivalent basis was 1,017.6, including engineers, traffic signal technicians, YRT customer service agents, water and wastewater plant operators, and foresters. It plans to add a total of 32.8 permanent new positions on a full-time equivalent basis in 2023, three of which would be the result of converting temporary staff already at work to permanent status. Over the four-year budget, the department plans to add a total of 98 positions, of which eight in total would be conversions from temporary. While new positions are needed mainly to serve population growth, other drivers include regulatory requirements and delays in approvals, more complex technology and more extreme weather events.

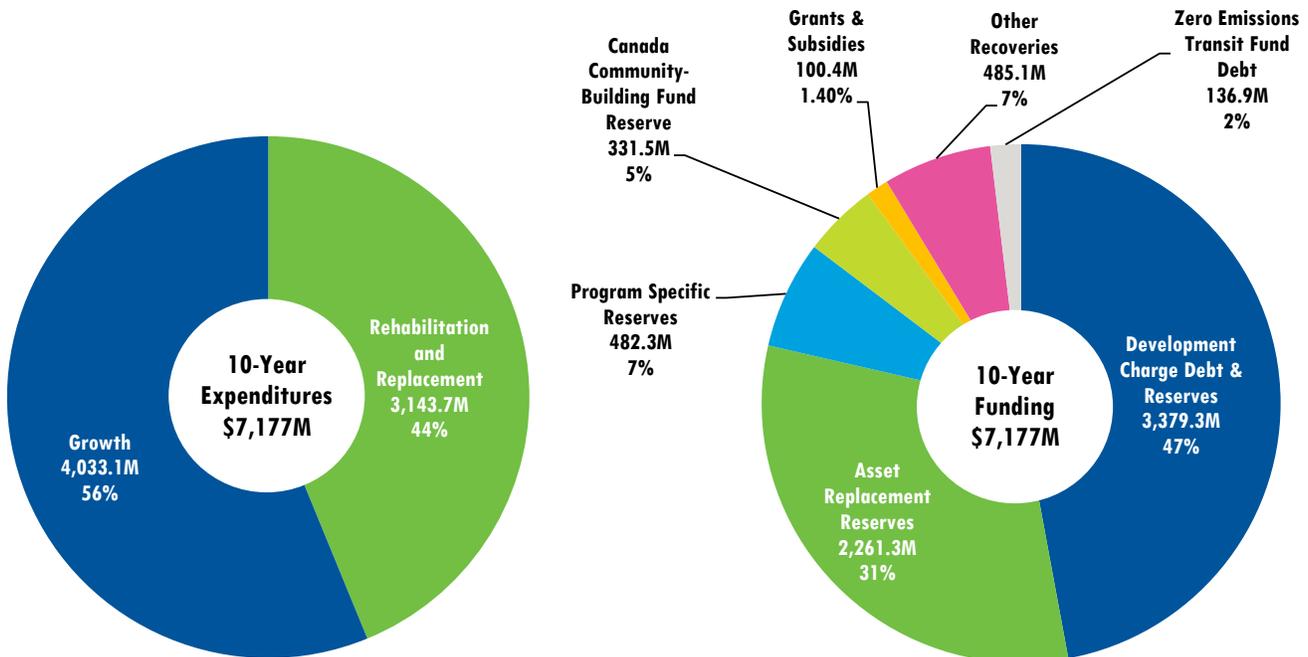
Capital budget

Public Works is responsible for building, operating and overseeing a major infrastructure portfolio with a replacement value of roughly \$16.4 billion. This includes built facilities and equipment such as fleet garages, buses, treatment plants and pumping stations, linear assets such as roads and bridges, watermains and sewers, and living infrastructure such as street trees, other plantings and forests. It includes innovative assets that help Public Works meet its goals in increasingly complex urban settings — for example, engineered soil cells for trees in built-up areas and remote monitoring to ensure their water needs are met.

The department’s capital projects are expected to total \$7.2 billion over the next 10 years, accounting for 72.1% of the Region’s total capital plan. About half of the \$516 million increase from the 10-year plan presented last year reflects higher investment in growth-related projects, with the balance attributable to asset management needs. Despite the increase, many planned projects were rescope or deferred in preparing the 2023 plan because of inflationary pressures, including bids on construction projects coming in much higher than expected.

10-year capital budget by program group

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
Transit Services:								
Rehabilitation and Replacement	41,615	167,690	113,064	32,852	47,195	296,747	699,163	418,067
Growth	38,648	92,208	76,583	53,458	15,339	286,073	562,309	245,513
	80,263	259,898	189,647	86,310	62,534	582,820	1,261,472	663,580
Roads:								
Rehabilitation and Replacement	94,923	122,088	115,353	85,575	87,234	549,102	1,054,275	237,765
Growth	201,929	259,437	198,928	222,572	170,295	535,211	1,588,372	699,358
	296,852	381,525	314,281	308,147	257,529	1,084,313	2,642,647	937,123
Water:								
Rehabilitation and Replacement	60,817	72,739	68,095	63,290	54,664	161,079	480,684	302,868
Growth	19,423	70,008	37,180	14,580	29,915	134,404	305,510	183,335
	80,240	142,747	105,275	77,870	84,579	295,483	786,194	486,203
Wastewater:								
Rehabilitation and Replacement	103,663	118,887	114,121	83,623	67,367	392,654	880,315	574,870
Growth	83,666	124,845	120,585	139,155	167,528	791,721	1,427,500	964,871
	187,329	243,732	234,706	222,778	234,895	1,184,375	2,307,815	1,539,741
Waste Management:								
Rehabilitation and Replacement	3,131	3,249	2,296	688	440	5,985	15,789	8,154
Growth	322	102	102	102	102	99,301	100,031	424
	3,453	3,351	2,398	790	542	105,286	115,820	8,578
Forestry	5,244	4,957	4,921	4,740	2,667	12,896	35,425	15,827
Climate Change & Energy Conservation	1,178	2,829	2,466	2,625	2,901	15,424	27,423	4,007
Total Public Works	654,559	1,039,039	853,694	703,260	645,647	3,280,597	7,176,796	3,655,059



The provincial government's *More Homes Built Faster Act*, will have a major impact on the department's capital plan. Schedule 10 to the act included the *Supporting Growth and Housing in York and Durham Regions Act*, which will require the Region to develop an alternative to wastewater servicing in northern communities. The following Water and Wastewater section provides more details.

Beyond the impact of Schedule 10, the act will bring greater intensification across the Region, allow more development on currently protected Greenbelt lands and change the development charge regime. These measures significantly alter infrastructure needs and the Region's ability to pay for them. The proposed legislation is discussed in more detail in the Budget Context and Long-Term Financial Planning chapters.

Over the next 10 years, 56% of capital spending on Public Works infrastructure will be to support growth, with development charge revenues the main source of funding. Spending on new capital projects is guided by master plans for transportation, water and wastewater, and waste management and by individual capital plans for remaining program areas. Regional Council endorsed updates to the Transportation Master Plan and Water and Wastewater Master Plan in 2022. Further details are provided in the sections that follow.

The Region's asset management plan outlines needed timing of rehabilitation projects and asset replacements for all program areas. Asset rehabilitation and replacement, which is collectively referred to as renewal, accounts for 44% of the 10-year capital plan and is largely funded by draws from asset management reserves.

The department expects to invest \$654.6 million in capital projects in 2023, with just over half going to growth-related projects and the balance to renewal. Its 2023 capital spending would be 73.2% of the year's total for the Region.

Operating impacts of capital

From 2015 to 2022, the 10-year capital plans for the departments that now make up Public Works grew by 51% to reach \$6.6 billion, triggered by the need to act on growth priorities in the Region's master plans and invest in keeping the Region's larger and older asset base safe and reliable. This increasing level of capital investment has major implications for operating costs.

While costs to acquire new assets often receive more attention than ongoing costs to operate and maintain them, the latter can be higher over the asset's lifetime. As the department is responsible for acquiring and operating the bulk of Region-owned assets, long-term impacts of projects are carefully considered in planning.

While every effort is made to capture economies of scale as infrastructure networks grow, the department is also subject to factors that make some operating cost increases related to new capital unavoidable:

- A more urban transportation network means higher operating costs per kilometre. Multiple lane types, particularly transit rapidways, signals, medians and landscaped boulevards involve complex and costly needs
- The water and wastewater system must be operated to increasingly rigorous standards required by stringent legislation, particularly in drinking water services
- Green assets like street trees require more care to survive in urban areas

Investment decisions of other parties also affect operating costs. For example:

- Even though the Metrolinx-led Yonge North Subway Extension will not be complete in this decade, the Region will experience operating impacts much sooner because of the need to mitigate construction impacts.
- Planters along bus rapidways require more complex and frequent maintenance, which has significantly increased the Forestry operating budget. Through a partnership with Sustainable Development Technology Canada, York Region is looking to leverage new sensor technology to reduce these costs.

The department looks constantly at how to offset rising costs linked to capital. One way is by investing in assets that use new technology to reduce operating costs. Examples include LED lighting and electric vehicles. Another is to invest in digital transformation to make all activities more efficient.

These approaches boost performance and service quality, and many resulting investments support other important Regional priorities:

- The Region has committed to replacing its corporate and transit fleets with electric vehicles by 2050. Operating costs for electric vehicles are currently about one-third less than for equivalent fossil-fuel vehicles. As discussed in more detail on page 84, federal funding will further decrease electric bus lifecycle costs and help accelerate the move to electrification.
- Upgrading the traffic signal control system and installing more sensors and cameras enables better management of traffic flow in real time. Data is shared with applications like Google Maps or Waze, allowing travellers to better plan their routes.

BRINGING EXPERTISE TOGETHER SPARKS INNOVATIVE APPROACHES

A key reason for integrating the former Transportation Services and Environmental Services departments to create Public Works was to leverage expertise and experience in building and caring for the Region's largest systems of assets.

The new department has already started to explore how integration can spark innovation and synergies. Through the exercise it's also looking at more strategic approaches to developing and managing projects.

Participants across the department have highlighted the value of:

- Focusing on high-level strategic goals, such as addressing climate change and moving to a circular economy, so they are built right into the process for developing capital projects
- Thinking beyond individual projects and considering greater integration across project types, geographic areas and over time
- Recognizing procurement as a crucial aspect of innovation
- Developing better ways to manage projects, including building financial partnerships and having more flexibility with funding.

Public Works staff recognize the high value provided by the department's ongoing shift from manual to digital processes, which is already saving time and money and improving system safety and reliability. Several potential new initiatives have been suggested, for example digitizing and automating repeated steps in site inspections.

To support greater ability to innovate, participants suggested working towards a more agile approach to projects that would allow emerging ideas and approaches to be considered even after a project was underway. Partnerships with academia and others were put forward as a way to explore and possibly pilot new approaches to capital delivery.

- Similar remote monitoring that shows where high flows happen in sewers during storms helps to pinpoint priority areas for infiltration and inflow prevention.
- Continued mining and analysis of data from the water and wastewater system is improving efficiency while reducing service delivery risk.

The department's Climate Change & Energy Conservation group has a corporate mandate to promote investment in energy-saving technology. Benefits include lower operating costs for fuel and electricity, and often lower repair and maintenance expense. Some investments yield additional savings by reducing wear because equipment does not run as often. As the upfront costs of these investments continue to fall, savings over the entire life cycle grow.

Looking ahead

As the steward of the Region's largest asset portfolio, Public Works plays a critical role in ensuring safety of residents, resiliency of infrastructure and protection of the environment. This role is carried out in the face of growing challenges, including rising costs, tighter regulatory constraints and a changing, less predictable climate.

Addressing these challenges was a key reason behind integration of the two departments responsible for most Region-owned infrastructure. With a clear line of sight to all relevant networks and operations, the integrated department is already at work finding efficiencies, sharing knowledge and developing innovative approaches, as the box on the previous page explains.

The department will be guided in this work by comprehensive plans for infrastructure, including the recently updated Water and Wastewater Master Plan and Transportation Master Plan. Both plans, as well as those developed for other Public Works programs, recognize that long-term financial sustainability needs, climate change and other challenges will require Public Works to do things differently. Important new directions include:

- Reusing resources to reduce waste and save money. Recognizing the continuing value of resources is the basis of the One Water concept central to the Region's water and wastewater planning. It is exemplified by efforts to move the Region to a zero-waste circular economy. And it is becoming part of day-to-day operations, for example by recycling asphalt for road shoulders.
- Reducing the burden and costs of built infrastructure by exploring innovative alternatives. For example, more residents are walking and cycling or using micromobility options like e-scooters. Providing more multi-use paths and looking at how micromobility can best integrate into the transportation network opens the door to moderating demand on Regional roads. In a similar fashion, green solutions like street trees and rain gardens are less costly than underground pipes to collect runoff.
- Being realistic and clear about how best to meet growth needs. On the one hand, the provincial government is pushing for more housing and appears to understand the resulting need for more roads, but on the other has moved to prevent the Region from servicing growth through a state-of-the-art wastewater solution. The province needs to recognize that all new infrastructure takes years to plan and deliver, making it critical to avoid unreasonable delays or changes in direction, and that imposing costly alternatives to the Region's plans can put fiscal sustainability at risk.

- Pacing investments to actual growth as much as possible. While the Region is required to meet the infrastructure needs of provincially mandated growth, it must weigh the considerable risk to its borrowing program if infrastructure is built for growth that doesn't happen. Its major infrastructure plans include flexibility to adjust as needed to limit financial exposure.
- Transforming processes by moving to digital platforms. This shift, which has been underway for several years, is enabling Public Works to collect more data in real time, analyze it more quickly and effectively, and share critical information with workers in the field so they can do their jobs more safely and efficiently. Given how much more complex and sophisticated systems are becoming, there is an increasing need to make the best use of all available data.
- Ensuring resiliency. Climate change is bringing more extreme weather events as well as overall warmer temperatures. Infrastructure plans and operating practices are being updated to help ensure assets can handle impacts that include increased storm run-off, ice build-up, and strong winds. For example, a recent update to the Region's inflow and infiltration reduction strategy aims to double the volume of water it diverts from sewers that could otherwise be overwhelmed by a major storm.

The final point above underscores the pivotal role that Public Works plays in climate change action. As co-lead on the Climate Change Action Plan discussed on page 103, the department helped to shape the Region's approach both in terms of mitigation by reducing GHG emissions and adaptation by strengthening assets and networks. Through its Energy Conservation and Demand Management Plan and Greening Strategy, its work informs decisions by other parts of Regional government and encourages climate change action among residents and businesses. These activities will make Public Works a central part of the Region's new Environmental, Social and Governance framework and reporting being led by the Finance department, discussed in the chapter starting on page 17.

In all its activities, the department pursues continuous improvement in its services and systems with the overarching goal of excellence.

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Transit Services	289.4	215.9	305.6	226.8	319.9	231.5	333.1	234.5	
Roads	251.4	171.3	272.5	177.4	284.2	188.1	286.7	193.2	
Water and Wastewater	568.9	(0.0)	593.0	0.0	619.2	(0.0)	649.3	(0.0)	
Waste Management	78.8	45.6	81.8	46.9	84.2	49.9	64.1	52.8	
Forestry	16.5	14.9	17.5	16.0	18.3	16.7	19.1	17.4	
Climate Change & Energy Conservation	1.4	1.2	1.4	1.3	1.5	1.3	1.5	1.3	
Total Operating Budget	1,206.4	448.8	1,271.7	468.4	1,327.3	487.5	1,353.8	499.2	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2023	CSA	10-Year	2023	CSA	10-Year	2023	CSA	10-Year
Transit Services	41.6	418.1	699.2	38.6	245.5	562.3	80.3	663.6	1,261.5
Roads	94.9	237.8	1,054.3	201.9	699.4	1,588.4	296.9	937.1	2,642.6
Water and Wastewater	164.5	877.7	1,361.0	103.1	1,148.2	1,733.0	267.6	2,025.9	3,094.0
Waste Management	3.1	8.2	15.8	0.3	0.4	100.0	3.5	8.6	115.8
Forestry	0.6	0.9	2.5	4.7	15.0	32.9	5.2	15.8	35.4
Climate Change & Energy Conservation	0.2	1.3	10.9	1.0	2.7	16.5	1.2	4.0	27.4
Total Capital Budget	304.9	1,543.9	3,143.7	349.6	2,111.2	4,033.1	654.6	3,655.1	7,176.8

PROGRAM AREAS

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

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

TRANSIT

Well-planned transit services help shape and connect communities. The Region's continuing investment in public transit provides travellers with an 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 similar destinations. Buses also provide express service to major destinations such as the Toronto Transit Commission (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.

TRANSPORTATION MASTER PLAN

OUTLINES KEY PRIORITIES

The Region's 2022 [Transportation Master Plan](#), approved by Council in September 2022, lays out a path to a more sustainable transportation and transit network by 2051.

Outreach done for the update showed that residents understand the link between transportation options and how livable a community is. Walking or cycling are becoming more popular, especially for shorter and non-work-related trips. Despite the pandemic-related disruption, there has been a trend towards greater use of transit. Residents' responses showed that making these other modes of travel more convenient and comfortable would help expand their use.

Reflecting feedback and responding to projected growth, the plan's three main priorities are:

- An integrated network of bike lanes, trails and multi-use paths to support active and eco-friendly travel and help manage congestion
- Additional rapid transit corridors, including new and improved bus rapid transit
- Targeted road investments to manage traffic flow in the most congested areas, improve roads in new development areas and enhance existing links to freeways, rapid transit, Regional centres and employment areas

The 2022 update identifies five focus areas that will involve additional research and discussion with Regional partners: safety for all travellers; transportation equity and inclusion; reduce car travel, especially during rush hours; fiscal and environmental sustainability; and the role and function of Regional corridors.

While many Public Works investments and actions reflect priorities in the update, further work and study will identify opportunities for new or improved approaches. Proposed actions and initiatives will be brought forward to York Regional Council for review and endorsement through annual capital plans in the budget.

The transit system and its website comply fully with the provincial *Accessibility for Ontarians with Disabilities Act, 2005*. Passengers can transfer easily from one type of transit service to another for greater efficiency and timeliness. Customer service support for trip planning and traveller concerns are available by email and telephone.

YRT works with Metrolinx, the provincial agency responsible for rapid 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 in March 2020, the province designated transit as an essential service. To help offset impacts of lower revenues from a drop in ridership and new pandemic-related costs, YRT used on-request options in low-demand areas, reduced conventional service, and found internal savings. In 2022, as in the two previous years, YRT fares remained frozen at 2019 levels.

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 over 63% in overall ridership in July 2022 compared to the same period in 2021. This put the level at nearly 73% of July 2019 pre-pandemic ridership. YRT forecasts ridership to gradually increase over the next four years, achieving a return to pre-pandemic levels in 2026.

The provincial government has identified transit fare and service integration as a vital tool in supporting the economy of the Greater Toronto and Hamilton Area.

NEW SOUTH YORK GREENWAY TO SUPPORT ECO-FRIENDLY TRAVEL

A new trail more than 50 kilometres long will help York Region leverage new options for urban travel to moderate traffic congestion, benefit the environment and get residents outdoors.

The planned South York Greenway for cycling, pedestrians and micromobility will parallel Highway 407, providing connections to subway stations, other major mobility hubs and communities. When complete, it will run from Vaughan through Richmond Hill to the eastern limits of Markham.

Active transportation – walking, cycling and other human-powered ways of moving – is closely linked to better health. Residents are adopting micromobility choices like e-bikes and e-scooters, which offer convenience as well as environmental benefits: devices allow users to cover longer distances than by walking or cycling, they can be used for shopping, are easier to park than a car, and produce no fossil fuel emissions. Safely integrating micromobility with active transportation is a key consideration for the project.

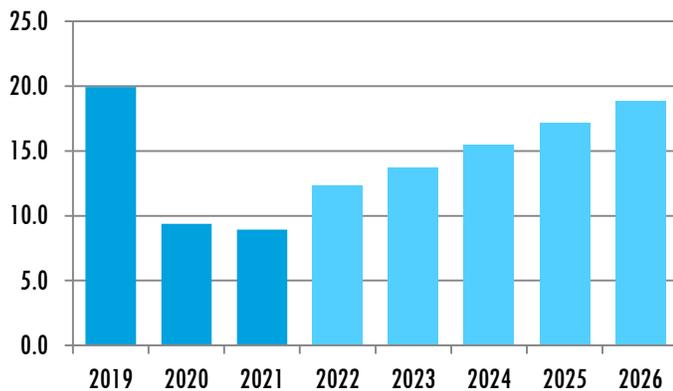
The South York Greenway will connect to other key corridors, including the north-south Lake to Lake Cycling Route and Walking Trail that will ultimately provide a multi-use link between Lake Simcoe and Lake Ontario. The York Region portion, roughly paralleling Yonge Street for most of its length, is close to completion.

Other key connections for the South York Greenway include trails to the Rouge National Urban Park at the eastern end and, at the western end, part of a planned future link between the Humber Valley Trail and the Vaughan Metropolitan Centre

Once in place, the South York Greenway and other trails will provide a largely separated travel network for potentially thousands of cyclists, pedestrians and micromobility users in the most heavily populated areas of the Region, which would help reduce automobile pressure on major arterial roadways.

On March 1, 2022, the province announced that GO Transit fares would be harmonized with those of other transit providers in the Greater Toronto and Hamilton Area and made it cheaper to ride GO Transit. Later that month, it made local transit free for riders connecting to and from GO Transit on municipal transit systems with co-fare agreements, including YRT. These and other initiatives marked the first phase of full fare and service integration across the area led by a provincial-municipal round table. YRT continues to work with the TTC on a cross-boundary service integration pilot for the Dufferin Street corridor.

OF YORK REGION TRANSIT SERVICE PASSENGER TRIPS PER CAPITA



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

Transit ridership per capita is total transit trips taken each year divided by the number of people living within 500 metres of a transit route or in a Mobility On-Request zone. This measure decreased significantly in 2020, mainly because the pandemic forced school and workplace closures and curtailed other travel. The rate is forecast to gradually increase over the next four years as total ridership returns to pre-pandemic levels.

NEW FEDERAL PROGRAM WILL ACCELERATE MOVE TO E-BUSES

A new federal program will allow YRT to achieve electrification of its bus fleet a decade sooner than planned.

The move to e-buses was approved by Regional Council in late 2020 as part of a plan that would see all Region-owned vehicles converted to electric power by 2050. Since then, the federal government has provided details of its Zero Emission Transit Fund, a combined grant and loan program supporting the purchase of 5,000 zero-emission transit and school buses across Canada.

York Region’s application for a grant of \$76 million was approved in December 2022, and the Region will borrow a further \$137 million from the Canada Infrastructure Bank at favourable rates under the federal program.

YRT currently operates 14 e-buses, which to date have reduced GHG emissions by over 200 tonnes. Overall reliability of the buses and related charging equipment has improved from early 2020, when YRT trialled its first six e-buses.

Progress also continues on electrification of the corporate fleet of more than 450 vehicles. At present, it includes 26 hybrid, 13 plug-in hybrid and two fully electric cars and SUVs. Other vehicle types are being added as they become available, with pickup trucks and vans slated next for conversion.

Monitoring shows that largely because electric engines have far fewer moving parts, operating costs are much lower than for internal combustion engines. Fuel costs are a factor, as there is no carbon tax on electricity as there is on fossil fuels.

Global market conditions are likely to have an impact on YRT’s electric vehicle acquisitions. Like many industries, e-bus and other vehicle manufacturers in Canada are affected by supply chain and inflationary pressures. This makes federal funding particularly helpful in advancing the important goal of electrification.

In 2023, 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.

The Region, in partnership with the City of Markham and Canadian Urban Transit Research and Innovation Consortium, is working on a feasibility study for an electric low-speed automated shuttle pilot in Markham City Centre. 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.

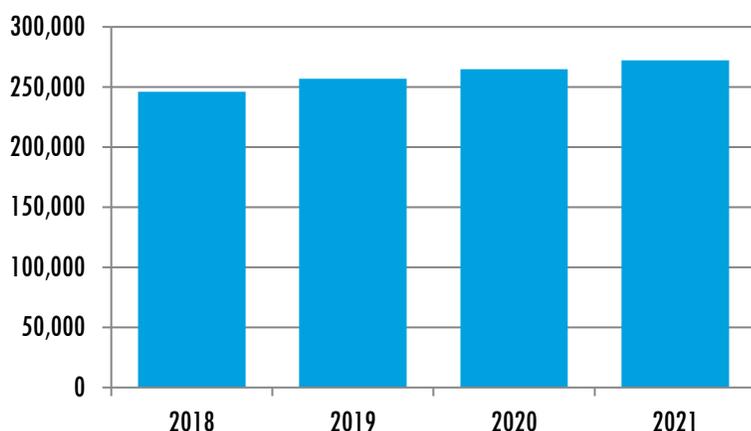
Budget overview

The budget for 2023 through 2026 is based on the following assumptions:

- Ridership will average 70% of the pre-pandemic level in 2023, up from 40% in 2020 and 2021, and will increase gradually to reach 100% by 2026
- Fares are slated to increase by 3% annually starting July 1, 2024
- The expense for enhanced cleaning on buses and transit facilities will not continue after 2022

While fare revenues are expected to rise and pandemic-related costs to fall, positive impacts on YRT's budget will be partially offset by major increases in costs of fuel and operating contracts. As well, over the ridership recovery period there will be no senior government support as there was during the pandemic. As a result, transit will rely more heavily on funding from the tax levy than before the pandemic, although reliance will gradually fall from almost 80% in 2022 to slightly over 70% by 2026.

OF PEOPLE LIVING AND JOBS WITHIN 500 METRES OF A TRANSIT STOP



Areas of Focus and Related Priority: Economic Vitality
- Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

Public transit close to homes and jobs encourages greater use, which helps manage road congestion. This in turn helps the Region's economy because workers, goods and services all move more quickly and easily. Growth in the number of people and jobs within 500 metres of transit slowed starting in 2020 as the pandemic disrupted the building of new homes and workplaces. The full impacts will not be apparent until at least 2023 because of long lead times for construction.

Transit Services

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$250.8M	\$289.4M	\$305.6M	\$319.9M	\$333.1M
Net	\$193.7M	\$215.9M	\$226.8M	\$231.5M	\$234.5M
Budget Change		\$22.2M	\$10.9M	\$4.7M	\$3.0M
FTE - Total	213.0	219.1	227.2	233.6	235.0
- New		6.1	8.1	6.4	1.4
CAPITAL BUDGET					
2023 Budget					\$80.3M
Capital Spending Authority					\$663.6M
10-Year Capital Plan					\$1,261.5M

Service plans will support post-pandemic recovery in 2023 and beyond. 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.

Transit plans \$80.3 million in capital spending in 2023 and \$1.26 billion over the course of the current 10-year capital plan. Major capital investments in 2023 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 diesel and electric buses and adding to the conventional bus, Mobility On-Request and Viva fleets to meet new demand

As noted in the box on page 84, the application for a federal loan and grant program to accelerate electric bus adoption was approved in late 2022. Funds received previously under the federal Investing in Canada Infrastructure Program are being used to rehabilitate transit assets, including a pedestrian bridge, garages, and electrical and mechanical systems at a terminal.

Looking ahead

Future direction for the transit system will largely be shaped by the increasing integration of systems in the entire Greater Toronto and Hamilton Area. As the box on page 82 notes, adding more rapid transit corridors is one of the priorities identified in the 2022 Transportation Master Plan. These include the Yonge North Subway Extension, discussed in the chapter starting on page 209, as well as possible further subway extensions in York Region and additions to the bus rapidway network.

Evolving technology in the transportation sector will also have a major impact in the coming years. Numerous jurisdictions have approved the testing of autonomous vehicles on their roads, with conditions designed to ensure safety.

Public Works will continue to partner with other levels of government and organizations in the public and private sectors to ensure its systems and operations reflect ongoing evolution in public transit.

ROADS

At the end of 2021, the road network operated and maintained by this program area totalled 4,382 lane-kilometres, 4,140 of which were owned by the Region and the balance by local municipalities and the province. The program area is also responsible for related assets such as traffic signals and signage.

The Roads program area:

- Carries out hundreds of traffic studies and issues more than 3,000 road permits every year
- Monitors and maintains roughly 890 signalized intersections, with about 790 owned by the Region and the balance by local municipalities and the Ontario Ministry of Transportation

- Operates a comprehensive network to track travel on arterial roads, with 439 Bluetooth sensors and 319 closed circuit cameras as of August 2022 providing real-time data
- Uses a range of technologies to keep the road system operating as intended in all conditions, including severe weather.

The program area works with the police, local municipalities and other partners on campaigns to educate travellers on the transportation network and improve safety.

About one-third of fatal collisions on Regional roads are related to speeding. The provincial government enabled automated speed enforcement in 2019 as a tool to improve road safety and change driver behaviour, similar to red-light cameras already in use. York Region began a two-year pilot program in late 2020 and is now expanding the program. The Budget Overview section provides more details.

Investing in the growth and renewal of transportation assets is fundamental to strengthening links across communities. Public Works continues to monitor post-pandemic traffic patterns to ensure the cost-effectiveness of its capital program over the long term.

In 2022, major construction projects completed included:

- Replacing the Canadian Pacific Rail Bridge on Highway 27, south of Rutherford Road, to support a future six-lane roadway
- Widening Rutherford Road from four to six lanes from Westburne Drive to Peter Rupert Avenue and constructing a new grade separation.

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

POLLINATOR MEADOWS TO HELP AT-RISK BUTTERFLIES AND BEES

An innovative initiative aims to help butterflies and bees by turning grass boulevards on Regional roads into biodiverse, pollinator-friendly meadows.

Around the world, pollinators – including the Monarch butterfly, recently declared endangered at the global level – face stress, often from loss of natural habitat. Some 85% of flowering plants rely on bees, butterflies, hummingbirds and other pollinators to reproduce, so their decline is a huge threat to biodiversity. It presents a risk to food security, since more than one-third of food-producing plants need a pollinator.

A pilot along Bayview Avenue south of Bethesda Sideroad in Richmond Hill is the first of nine sites, one in each local municipality, planned across the Region to counter loss of pollinator habitat.

For the pilot, roughly 1,000 native plants, including black-eyed Susan, wild bergamot, butterfly milkweed, blue vervain, asters and grasses, were planted in June 2022 with the help of volunteers from the local community and schools.

Residents and staff involved in the planting expressed hope that the initiative would inspire more native gardens around homes, businesses and other locations. At each Regional site, signage will educate visitors as to why bees and butterflies are critical to biodiversity and a healthy environment.

Meadows will stabilize soils and provide greater protection from severe weather. Replacing grass with larger native plants will produce more oxygen, absorb more GHGs and filter out local air pollution.

In addition to providing these benefits, the meadows will help manage costs. Maintenance needs are not expected to be great, because native plants are well adapted to local conditions. Plants will be sustained through self-seeding as pollinators discover and use them for food and habitat.

The meadows will eliminate costs of cutting grass with diesel-powered lawn mowers, as well as related emissions and noise.

Under the asset management program, which renews existing assets, \$93.3 million was expected to be invested in roads and related infrastructure in 2022. Planned work included:

- Keeping the Region’s assets in good condition by rehabilitating and preserving 243 lane-kilometres of existing Regional roads across all local municipalities, including Bathurst Street in the Towns of Aurora, King and Newmarket and Old Homestead Road and Vivian Road in the Town of Georgina
- Renewing structures, including replacing the Loyd-town-Aurora Road culvert east of Jane Street in the Township of King and rehabilitating the Woodbine Avenue culvert south of Denison Street in the City of Markham
- Improving intersections, for example by adding new traffic signals at Vivian Road and Kennedy Road in the Town of Georgina.

Budget overview

Total approved operating spending for Roads in 2023 is \$251.4 million, or 8.2% of the Region’s total for the year. The net budget would be \$171.3 million. Both the gross and net budgets are expected to decline from 2022 as a result of the decrease in contributions to asset management reserves discussed on page 76. Both budgets will resume growth in 2024 and beyond.

In addition to organization-wide inflation pressures, higher costs in this program are driven by a larger and more complex road network, with the share classified as urban growing from 54% in 2009 to 61% in 2022. With this evolution, the cost per kilometre to keep the network operating safely and reliably has gone up. To help manage costs, the department continues to find efficiencies and is exploring service delivery options, including better coordination with local partners.

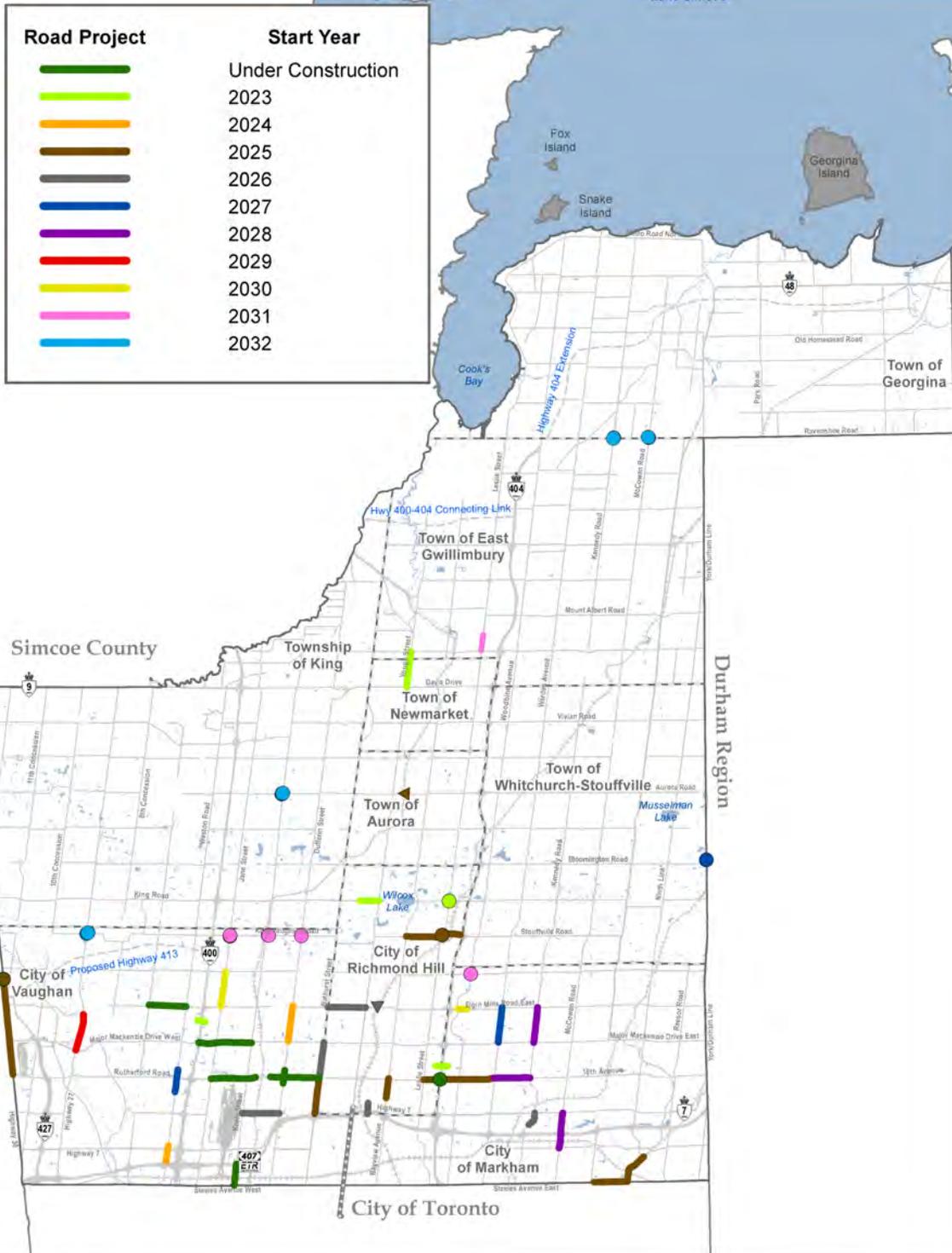
The Region expects to collect more revenue from expanding its automated speed enforcement program. As explained in the Court and Tribunal Services chapter, a tribunal will be set up to manage the new workflow as more cameras are installed in community safety zones, including around schools. Together with its public safety partners, Public Works is developing a Traveller Safety Plan to go to Council for review in late 2023. The plan will draw on new insights, data and science to support better traveller behaviour. In 2024 and beyond, it would receive funding from administrative penalties collections after the tribunal’s costs are covered.

Over the next 10 years, the Roads capital plan is \$2.6 billion or 26.6% of the total plan for the Region. Of this, about 60% will fund growth projects, while the balance will go to replacing or extending the life of existing assets. The map on the next page shows approved dates for capital growth projects over the next 10 years. As well as widening roads in the most congested urban areas and near new development, important components of the 10-year plan include mid-block crossings over 400-series highways, improved intersections, new multi-use paths and streetscaping.

Roads

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$267.9M	\$251.4M	\$272.5M	\$284.2M	\$286.7M
Net	\$192.7M	\$171.3M	\$177.4M	\$188.1M	\$193.2M
Budget Change		(\$21.4M)	\$6.2M	\$10.6M	\$5.1M
FTE - Total	330.6	343.3	351.4	357.0	358.6
- New		12.7	8.1	5.6	1.6
CAPITAL BUDGET					
2023 Budget					\$296.9M
Capital Spending Authority					\$937.1M
10-Year Capital Plan					\$2,642.6M

2023 10-Year Roads and Transit Growth Capital Construction Program



BASE MAP INFORMATION

- Bridge Replacement/Improvement
- Interchange/Intersection Improvement
- Yonge Street North Subway Extension (YNSE)
- Provincial Freeway
- Provincial Highway
- Regional Road
- Railway
- Chippewas of Georgina Island First Nation
- Water Bodies



Produced by: Transportation and Infrastructure Planning
Public Works - December 2022
Base map data: King's Printer for Ontario 2003-2022



Last Updated: 8 December 2022

The capital program for 2023 is budgeted at \$296.9 million, which is 33.2% of the Region’s total for the year. The following major capital projects are currently underway or scheduled to begin in 2023:

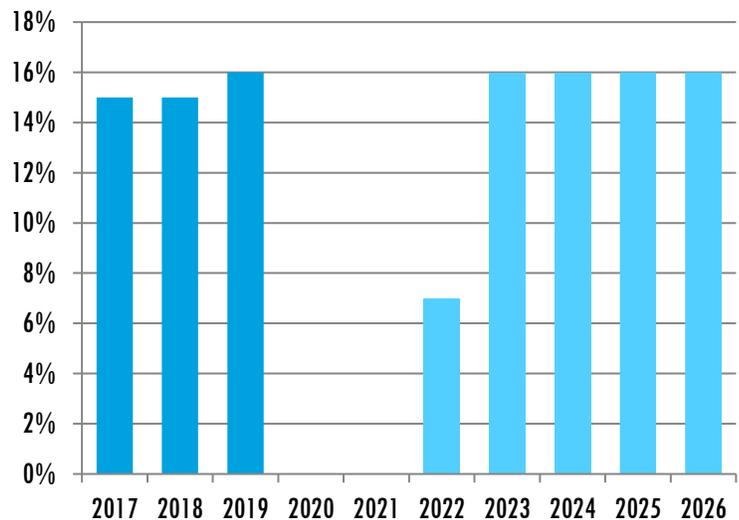
- Widening Teston Road from Pine Valley Drive to Weston Road from a rural two-lane road to an urban four-lane road, including building a new bridge at Purpleville Creek and eliminating the jog at Pine Valley Drive
- Building a new crossing over Highway 404 north of 16th Avenue to link Orlando Avenue in the City of Richmond Hill with Markland Street in the City of Markham
- Widening Rutherford Road between Peter Rupert Avenue and Bathurst Street from four to six lanes between Keele and Dufferin streets to accommodate growth and improve transit, walking and cycling facilities

The department will work with residents and stakeholders through the environmental assessment process for the following 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 road-over-rail grade separation
- Improving Warden Avenue from Major Mackenzie Drive to Elgin Mills Road
- Improving Kennedy Road from Major Mackenzie Drive to Elgin Mills Road

The network outlined in the 2022 Transportation Master Plan includes grade separations between Regional roads and rail lines used by provincial GO Transit commuter trains. These separations support GO Transit’s expansion plans, but are costly to build and disruptive to communities. Negotiation will be needed to determine roles, responsibilities and cost contributions, the last of which will be subject to assessing priorities in the Region’s capital and operating budgets.

% OF TRAFFIC SIGNALS REVIEWED AND OPTIMIZED ANNUALLY



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

To improve traffic flow in key corridors, Roads and Traffic Operations reviews traffic signals each year and adjusts their timing as needed. The goal of this proactive program, part of the Travel Smart Traffic Management Initiative, is to cover 16% of total Region-owned signals each year. This means all are reviewed over a 6-to-7-year cycle. The program can be adjusted for construction or specific resident concerns. In 2020 and 2021, pandemic disruptions caused traffic volumes to fall and patterns fluctuated unpredictably. These conditions would have rendered any data collected ineffective for timing signals to manage normal traffic, so planned reviews were cancelled. At the start of the 2022 school year, the Region phased in a return to the pre-pandemic rate.

Looking ahead

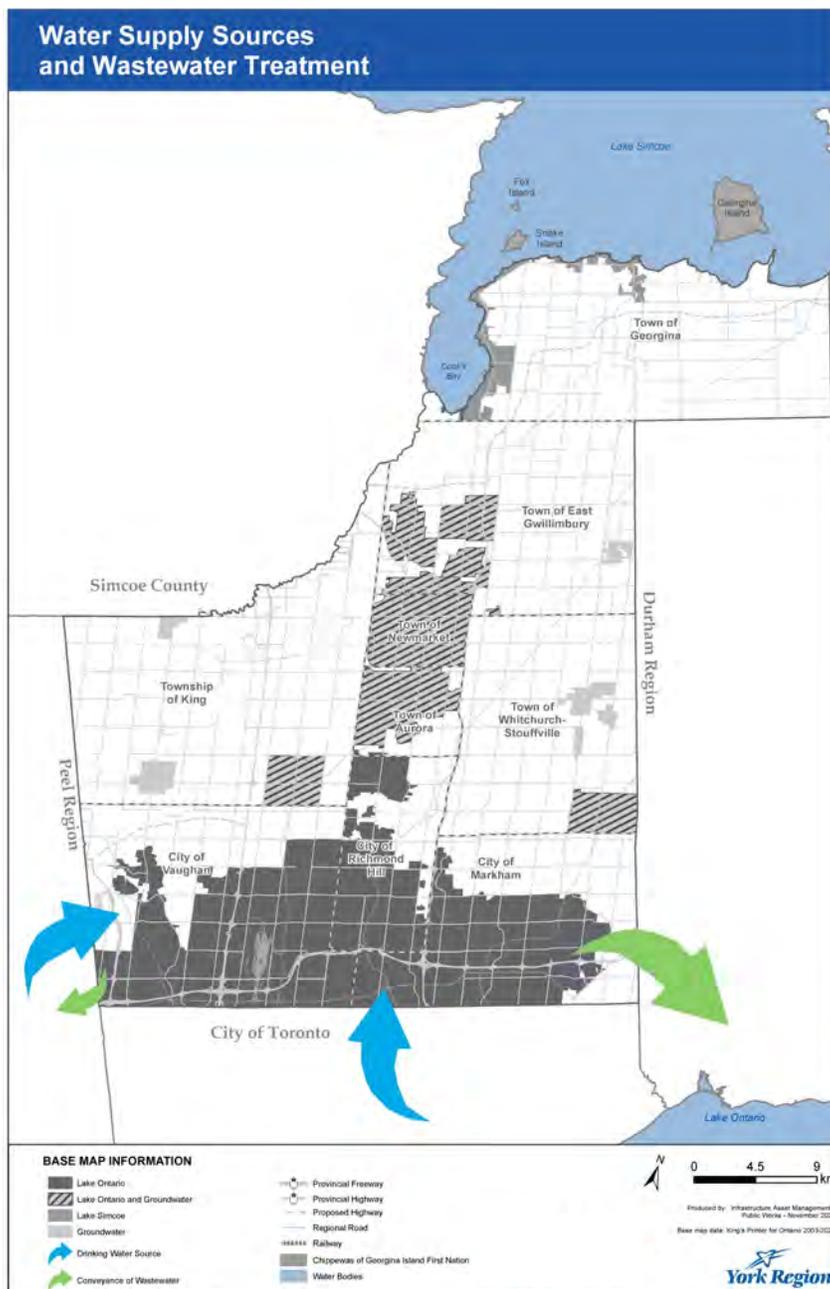
Shifting preferences for travel options will play an increasing role in the Region’s plans for the transportation network. A more urban network can better supply options like transit, active transportation and micromobility, and travellers are already moving in that direction. The Region increasingly sees these options as part of its broader travel network and is including them in its plans. Provincial priorities will also help to shape the Regional road network. The Region welcomes plans to expand higher-order travel infrastructure, including freeways, subway lines, GO Transit rail service and other rapid transit. The Region must assess impacts of these investments on the roads capital budget, however, against its fiscal capacity.

WATER AND WASTEWATER

High standards of water and wastewater treatment are essential to human health and protection of the environment. These services operate under a complex system of provincial legislation and requirements. Some aspects are subject to federal and transnational requirements, as well. 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 contributes to the cost of renewing and/or replacing existing assets. Growth-related capital projects are funded largely by development charges.

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



Nonetheless, the Region must take into account the infrastructure needed to service provincially mandated growth. With no direct access to Lake Ontario, it 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.

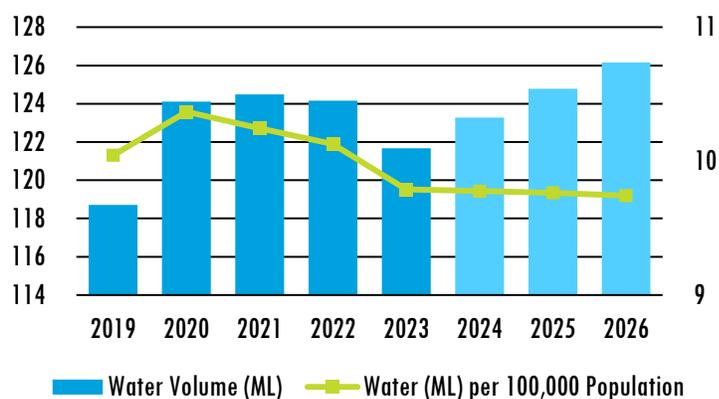
The bulk of the wastewater collected by the Region is conveyed south for treatment at the Duffin Creek Plant in Pickering, which the Region co-owns with Durham Region. An additional amount goes to Peel Region. The balance is treated within the Region, including at facilities in the Lake Simcoe watershed.

Based on provincial direction in 2010, the Region proposed Upper York Sewage Solutions to meet the needs of growth in three of its northern communities — East Gwillimbury, Aurora and Newmarket, which make up the Upper York service area. The Region submitted an environmental assessment in 2014 but no decision was forthcoming. The 2022 Water and Wastewater Master Plan continued to identify Upper York Sewage Solutions as the preferred alternative. Its two key elements yet to be approved were a new water reclamation centre to treat water in the Lake Simcoe watershed and a phosphorus offset program to meet water quality standards for Lake Simcoe. The master plan also set out a number of required additional projects related to Upper York.

In 2021, the provincial *York Region Wastewater Act, 2021* put a hold on any decision. The province set up an advisory panel to consider all options for additional wastewater capacity and received its report in September 2022.

As outlined in the Budget Context chapter, the province passed Bill 23, the *More Homes Built Faster Act* on November 28, 2022. The act’s Schedule 10, *Supporting Growth and Housing in York and Durham Regions Act*, is described by the province as being intended to “expedite planning, development and construction of a proposed York Region sewage works project.” The legislation requires York Region and Durham Region to work together to enlarge and improve the existing York Durham Sewage System to convey sewage from the Upper York service area to the Duffin Creek Plant in Durham Region for treatment and discharge into Lake Ontario. This approach replaces the Upper York project.

OF MEGALITRES OF TREATED WATER CONSUMED PER 100,000 POPULATION



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

In 2020, water use went up largely because of hotter-than-expected spring and summer weather. A similar pattern in 2021 and 2022 kept total water use at a relatively high level, although use per capita has moderated. For 2023 and onward, average weather is assumed. If that assumption is correct, the major drivers of water use will be population growth and response to prices. Keeping per-capita use flat will increasingly depend on the Region’s efforts to encourage water conservation.

The Budget Overview section below discusses the potential impacts on the Region’s capital plan.

While awaiting clarity on provincial direction, the Region was forced to adopt interim solutions that added to its costs. For example, in 2022 it continued work on two interim projects in Aurora by completing upgrades at the Aurora Sewage Pumping Station and starting to build the new Henderson Sewage Pumping Station.

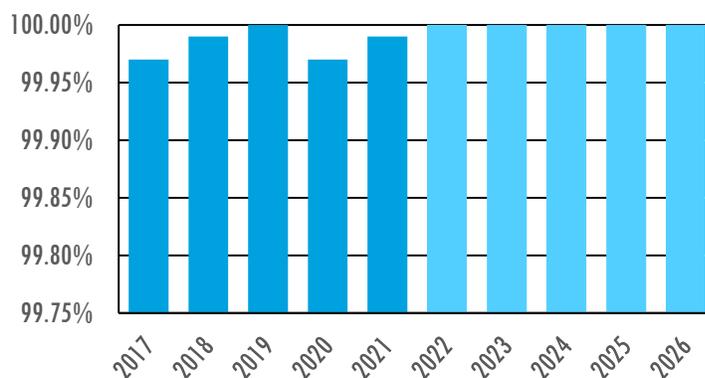
Public Works remains on track to provide capacity for the growing population elsewhere in the Region in the medium term: as of year-end 2021, about five years of water and wastewater capacity in northern communities and about six years in southern communities was available for allocation by the local municipalities in coming years, enough for roughly 160,000 additional people in total. These figures include specific wastewater capacity to accommodate more than 21,000 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.

In addition to the interim projects in Aurora, other growth-related projects in 2022 included completing upgrades to the outfall at the Duffin Creek wastewater facility in Durham Region, advancing construction of the Richmond Hill / Markham Regional Centre trunk sewer at Yonge Street and Highway 7, and undertaking projects to expand water and wastewater capacity in Vaughan. The balance of capital investment went to renewing existing assets.

Budget overview

Approved operating spending for water and wastewater for 2023 is \$568.9 million. Because operations are funded by user rates, water and wastewater has no impact on the net tax levy budget.

% OF WASTEWATER RECEIVING TREATMENT



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

Effective wastewater treatment is vital to building sustainable communities and protecting the environment. York Region continues to safeguard the environment by ensuring that wastewater collected receives suitable treatment before discharge to the environment.

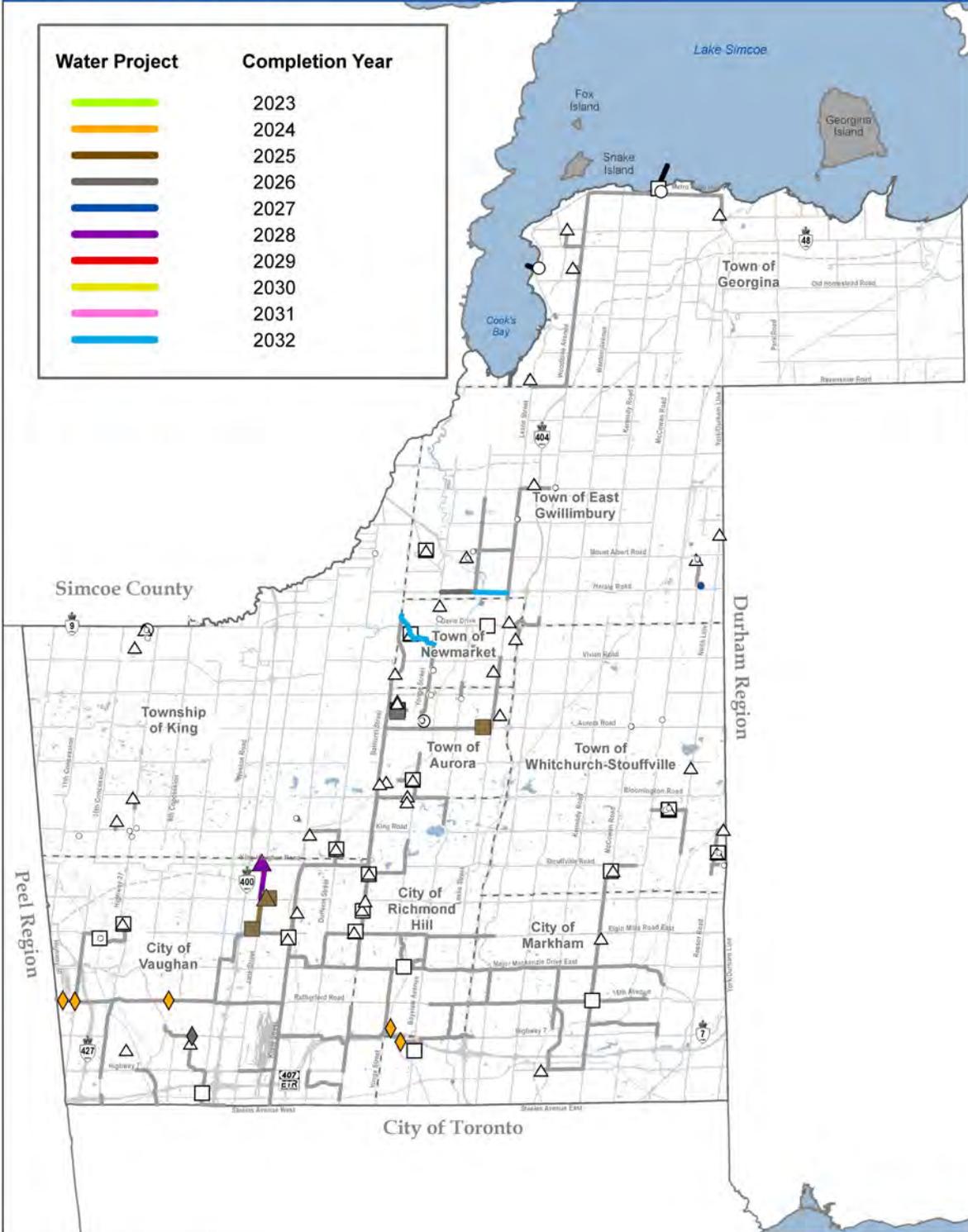
This metric reflects spilled wastewater volumes that were not successfully recovered and treated. The spilled volume in 2021 resulted from an unplanned infrastructure failure while testing new pumping station equipment before commissioning.

Water and Wastewater

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$552.1M	\$568.9M	\$593.0M	\$619.2M	\$649.3M
Net	-	-	-	-	-
Budget Change		-	-	-	-
FTE - Total	411.0	423.0	435.0	445.0	455.0
- New		12.0	12.0	10.0	10.0
CAPITAL BUDGET					
2023 Budget					\$267.6M
Capital Spending Authority					\$2,025.9M
10-Year Capital Plan					\$3,094.0M

2023 Water 10-Year Capital Plan (Growth Projects)

Water Project	Completion Year
	2023
	2024
	2025
	2026
	2027
	2028
	2029
	2030
	2031
	2032



BASE MAP INFORMATION

- Existing Watermain
- Existing Raw Water Intake
- Storage
- Pumping Station
- Production Well
- Water Treatment Plant
- Interconnection Improvements
- Provincial Freeway
- Provincial Highway
- Proposed Highway
- Regional Road
- Railway
- Chippewas of Georgina Island First Nation
- Water Bodies

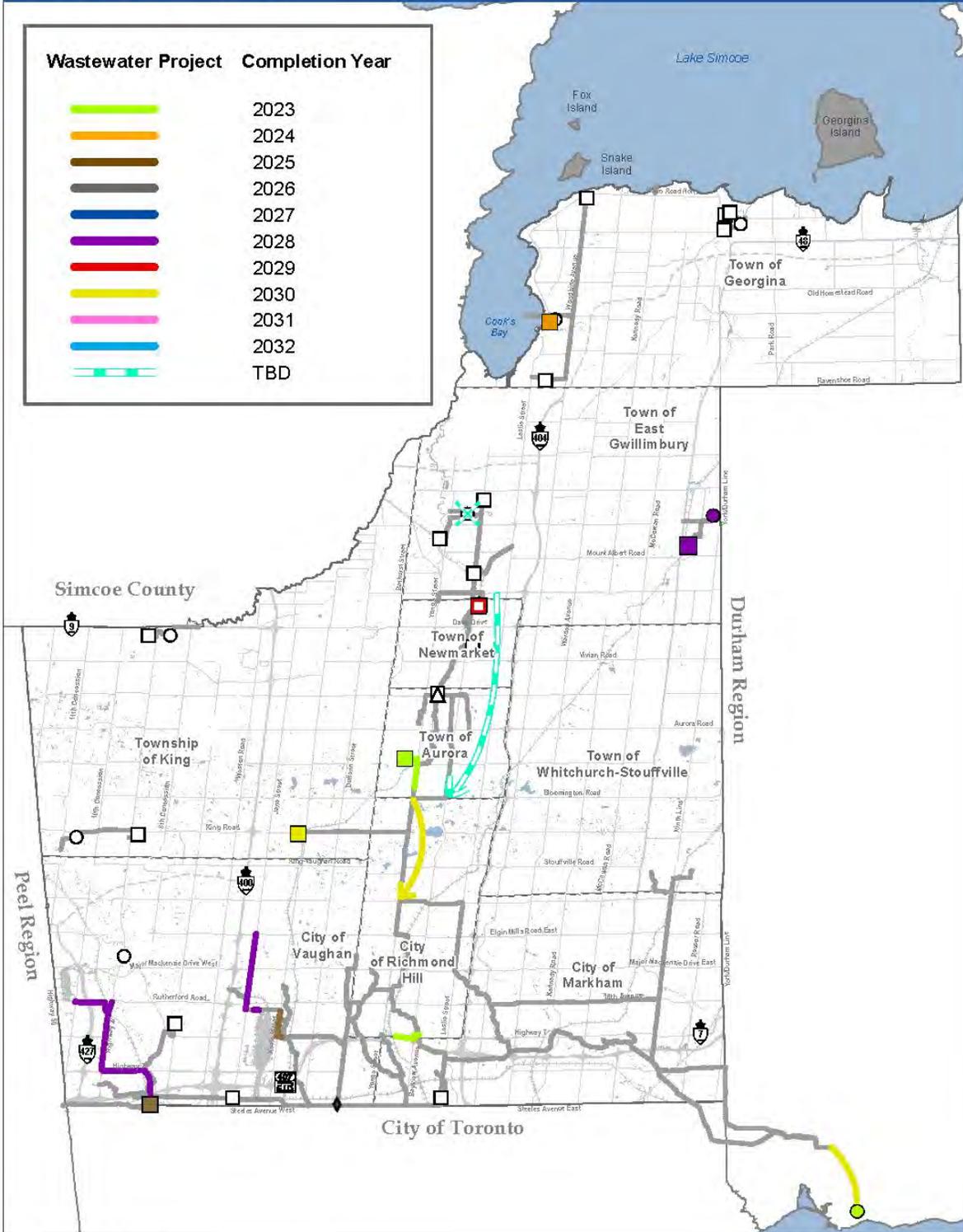


Produced by: Infrastructure Asset Management - Public Works - November 2022
Base map data: King's Printer for Ontario 2003-2022



2023 Wastewater 10-Year Capital Plan (Growth Projects)

Wastewater Project	Completion Year
	2023
	2024
	2025
	2026
	2027
	2028
	2029
	2030
	2031
	2032
	TBD



BASE MAP INFORMATION

- Existing Trunk Sewer
- Sewage Equalization Tank
- Sewage Pumping Station
- Water Resource Recovery Facility
- Flow Control Gate
- To Be Decommissioned
- Provincial Freeway
- Provincial Highway
- Proposed Highway
- Regional Road
- Railway
- Chippewas of Georgina Island First Nation
- Water Bodies



Produced by: Infrastructure Asset Management -
Public Works - November 2022
Base map data: King's Printer for Ontario 2003-2022



In September 2021, Regional Council approved new user rates for the period April 1, 2022 to March 31, 2028 with the goal of ensuring rates cover all costs of providing the services. The consumption forecast underlying rates is based on past experience and projected population growth, expectations about water conservation, and average summer weather. Combined with approved rates, this provides an estimate of revenue. Forecast costs reflect operating expenses, including asset management contributions. Reserves help to manage annual variation from forecast, typically resulting from weather that differs from the long-term average.

In 2023, the gross operating budget is expected to increase by \$16.8 million or 3.0% from the previous year. Higher costs are due largely to ongoing increases in the price of treatment chemicals, energy, hardware, software and transportation, as well as the impacts of supply chain disruptions. The program area found savings to partially offset these pressures, which are expected to continue over the budget cycle.

Predicting water and wastewater flows is becoming harder as population and systems grow and the Region sees more extreme weather. Hydraulic modelling to create “digital twins” of real-life assets provides invaluable insights and offers new ways of managing risk.

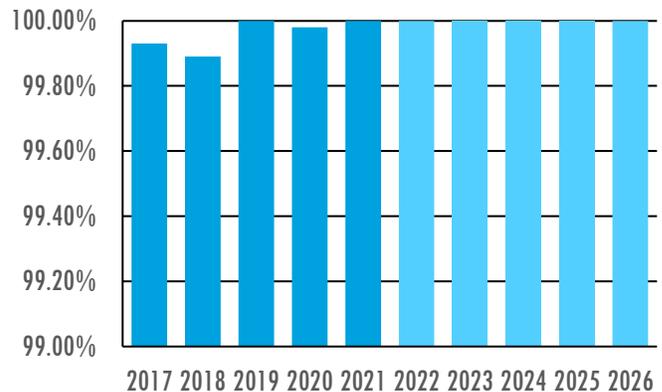
The Region will continue to manage costs through data analytics that help identify issues early and prevent serious impacts and look for other opportunities to improve processes. Sophisticated software, for example, is providing a better picture of equipment downtime, helping ensure right-sized inventory at the best cost and optimize energy use while ensuring capacity. The Region also worked recently with local municipalities to streamline water and wastewater billing, saving staff time for both levels of government.

About 56% of the approved capital budget of \$3.1 billion for the next 10 years will go to serving growth, with the balance for rehabilitation and replacement.

Expected growth in northern communities is driving much of the need for new wastewater investment. To meet that need, York Region’s 2022 10-year capital plan included \$506 million for Upper York Sewage Solutions, which was to be completed in 2029.

By requiring a completely different approach to servicing growth in the northern communities, the new legislation discussed above will significantly impact capital planning and budgeting. It was passed too late in the Region’s budget process for impacts to be reflected in this document. Since considerable time and resources will be needed to provide preliminary cost estimates and timelines for the new approach, the approved capital budget includes \$1.1 million for planning work in 2023.

% OF MUNICIPAL DRINKING WATER SAMPLES MEETING ONTARIO DRINKING WATER STANDARDS



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Support safe communities

About the graph:

Safe drinking water is vital to the health of the Region’s communities. York Region continues to achieve high scores for drinking water quality while conducting a comprehensive sampling program that exceeds regulatory requirements.

In December 2021, the Ministry of the Environment, Conservation and Parks published the Ontario Chief Drinking Inspector's Annual Report for the preceding fiscal year. The report confirmed that York Region achieved an average score of 100% for regulated samples that meet Ontario's Drinking Water Standards during the period of April 1, 2020 to March 31, 2021.

In addition, the Region's development charge framework, which was recently updated based on Upper York's expected costs, will be impacted if costs for the legislated wastewater servicing alternative are higher.

Looking ahead

Water and wastewater services are becoming more costly as treatment standards rise, more of the Region urbanizes, and the need for climate change resiliency grows. The Region is addressing this challenge through continuous efforts to build and operate more efficiently, including leveraging the benefits of integration.

It is also encouraging conservation and new attitudes to water management, for example through the One Water concept. The goal is to reduce the intensity of infrastructure systems needed to deliver drinking water and collect wastewater. This is essential for both financial and environmental sustainability.

WASTE MANAGEMENT

The Region's overarching waste management goal is to ensure that as little waste as possible goes to landfill. This involves strong continuing efforts to reduce the amount of waste generated in the Region and to manage as efficiently as possible the waste that is collected.

These dual responsibilities form the basis of the Integrated Waste Management Master Plan, which is also known as the SM4RT Living Plan. A key component of the plan is encouraging a move to the circular economy, in which sustainability, reuse and recycling are designed into products to eliminate waste. The box on the right explains the concept and its application in York Region in more detail.

NEW ROADMAP AIMS TO GUIDE MOVE TO CIRCULAR ECONOMY

With adoption of a Circular Economy Roadmap, York Region is bringing together efforts to dramatically reduce waste for the sake of communities, the environment and the bottom line.

The concept of a circular economy aims to address unsustainable growth in the volume of waste being created, which is boosting waste management costs and GHG emissions. It calls for a shift from the old model of extracting resources, making products, and then discarding them to one in which products can be repaired, reused and/or repurposed endlessly.

The Region's SM4RT Living plan provides overall guidance for the move to a more circular economy within York Region. The new roadmap aims to bring together all interested parties to discuss and share ideas, focus efforts and ignite further action.

It highlights five cross-cutting action areas: sustainable food systems; reuse and sharing; community capacity and connections; procurement that focuses on circularity; and asset management and the built environment.

For the first three areas, which have a strong community component, York Region will work with community partners and local municipalities. In the other two areas, the Region will take action internally and lead by example.

The Region's efforts are underpinned by actions by senior levels of government to encourage greater circularity, including the federal Strategy on Zero Waste Plastic and the provincial move to making producers responsible for their products' waste.

The Region will also apply learnings from taking part in the Canadian Circular Cities and Regions Initiative 2021 pilot project, which advanced the sharing of circular economy knowledge and built capacity across municipal governments in Canada.

The roadmap is guided by a three-year workplan outlining specific actions. It will be updated annually to reflect departmental priorities, outcomes and new opportunities as they arise.

The provincial government provides a legislated framework for waste management, including recycling and organic waste composting. In York Region, local municipalities collect blue box and green bin materials, yard waste and residual waste at the curbside from residences and deliver them to Regional 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.

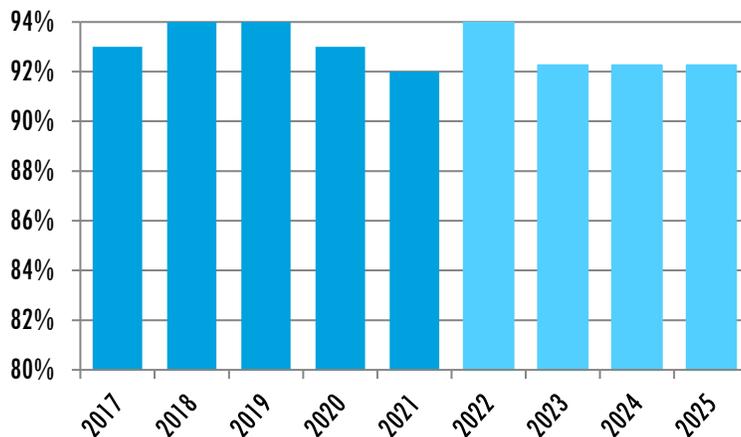
After sharp pandemic-related increases in 2020, waste generation largely stabilized in 2021. Residents continued to work remotely and had more purchases and meals delivered to their homes. Garbage tonnage fell by about 1% and curbside green bin amounts went up by roughly the same amount. In 2022, as more people returned to workplaces full-time or under a hybrid model, the pattern began to shift back towards the pre-pandemic split between residential waste, which is municipally managed, and business waste, which is privately managed.

Blue box tonnage was slightly lower in 2021, a trend that continued in 2022. The impact was more than offset by higher revenues per tonne, which went from roughly \$70 in 2020 to over \$180 in 2021. In 2022, revenues hit a peak of \$276 a tonne in May and then began to trend downward, with an average of just over \$170 expected for the year as a whole.

Ontario is moving to a new framework under which producers will be responsible for the blue box. To ensure the effectiveness of Region’s transition, which is scheduled for December 31, 2025, the Region and local municipalities continue efforts to improve the quality of materials entering the waste stream.

York Region achieved 92% diversion from landfill in 2021, 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. For several years, York Region has led large urban municipalities in Ontario in diversion as reported by the Resource Productivity and Recovery Authority, which excludes energy from waste.

% OF RESIDENTIAL SOLID WASTE DIVERTED FROM LANDFILL



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

This metric measures the percentage of waste diverted from landfill. By the end of 2025, producers will be responsible for the blue box, which is the most recyclable stream and therefore has the highest diversion rate. This will require the Region to change the formula for calculating the metric, and years beyond 2025 will not be comparable. With the Region responsible for remaining streams that are harder to divert, emphasis will be on reducing waste produced as the most sustainable option, both financially and environmentally. This is the aim of the SM4RT Living Plan, which promotes the Strategic Plan Priorities of Sustainable Environment and Good Government.

Budget overview

Waste management has budgeted for total operating costs of \$78.8 million in 2023, a decrease of roughly 7% from 2022. The net tax levy budget is projected at \$45.6 million, dropping by almost 18% from 2022. In both cases, the decline from 2022 reflects the reduced reserve contributions discussed on page 76.

The underlying trend in waste generation is expected to change with recovery from the pandemic, but only gradually. Although workplaces are reopening, higher tonnage related to working from home is expected to continue in 2023 as workers and employers adopt more flexible policies after the pandemic. For 2024 and beyond, the pattern is expected to stabilize and tonnage related to working from home is not forecast to have a major impact on the Region's costs.

Expected revenues from the blue box in 2023 are based on a forecast price of \$90 a tonne, reflecting continued decline from a peak in 2022, and lower marketable tonnage than the previous year. After 2025, assuming the move to producer responsibility for the blue box goes ahead as scheduled, the Region's gross budget will decline to reflect loss of blue box revenues. Costs related to the remaining waste streams, especially green bin organics, will present a continuing pressure.

The 10-year capital budget for this program area includes a possible Region-owned facility for processing green bin waste.

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 other remaining waste.

The cost of managing these streams falls almost entirely on the tax levy. Together, they account for about 60% of the current budget and three-quarters of waste by tonnage.

The green bin is the most expensive stream to process, at \$178 a tonne. In 2021 more than 114,000 tonnes of organics were processed. While residual waste tonnage went down slightly in 2021, green bin waste continued to grow.

Several factors are likely to contribute to a continued rise in the cost to manage the remaining streams, which would cut into any gains from the shift to producer responsibility for the blue box.

Waste Management

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$84.5M	\$78.8M	\$81.8M	\$84.2M	\$64.1M
Net	\$55.4M	\$45.6M	\$46.9M	\$49.9M	\$52.8M
Budget Change		(\$9.9M)	\$1.4M	\$3.0M	\$2.9M
FTE - Total	30.0	30.0	30.0	30.0	30.0
- New		-	-	-	-
CAPITAL BUDGET					
2023 Budget					\$3.5M
Capital Spending Authority					\$8.6M
10-Year Capital Plan					\$115.8M

Among other concerns, the new blue box framework could make organic waste processing more expensive. Materials used for packaging are sometimes labelled as “compostable,” so consumers add them to the green bin. But in many cases these materials cannot be easily processed as organic waste and instead must be removed from the green bin and treated as residual waste. Provincial rules do not set performance targets or management requirements for packaging labelled as compostable, so the Region and other Ontario municipalities will need to monitor their use and the impact on costs.

Given these pressures, the only sustainable option is to reduce the volume of waste, especially food waste, that is generated. York Region’s Integrated Waste Management Master Plan, 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.

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 of 40% and 25%, respectively, 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. Recent survey work indicates that cover is greater than when the targets were set in 2016, with canopy cover at 33.4% and woodland cover at 23.6%.

WIDER VIEW OF SUSTAINABILITY INFORMS NEW GREENING STRATEGY

The 2022 update of York Region’s Greening Strategy takes a wide look at how to protect and enhance nature in the Region. Approved by Regional Council in May 2022, it supports key climate change actions:

- It encourages and funds planting of trees and shrubs, the most cost-effective means of capturing carbon across the Region, and protects wetlands, ponds and grasslands that also store large amounts of carbon. These natural assets and areas help prevent floods by absorbing runoff, an important role as extreme weather becomes more common.
- By encouraging greater use of green infrastructure, the strategy reduces reliance on built infrastructure and the energy it uses.
- By promoting plantings, especially of native species, on many different types of land, it nurtures native wildlife that is more vulnerable to threats as the climate changes.

While the strategy maintains a focus on enhancing tree and shrub cover, it also stresses the importance of growing native flowers, grasses and other plants in gardens, meadows, prairies and wetlands. It encourages giving space to suitable native species of all types around homes, businesses and public institutions and on farms.

This reflects growing understanding that providing habitat for bees, butterflies, birds and other wildlife in as many settings as possible, on both public and private land, is crucial in holding together a natural landscape fragmented by urbanization.

To achieve this, the update commits to broader community involvement. This includes giving residents more information about how they can help build biodiversity. It involves acknowledging and embracing the heritage of Indigenous peoples, and engaging often and meaningfully with the Region’s agricultural community. The strategy recognizes that public green spaces should be accessible to everyone in the Region and should feel welcoming to all who want to enjoy them.

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 an increasing 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.

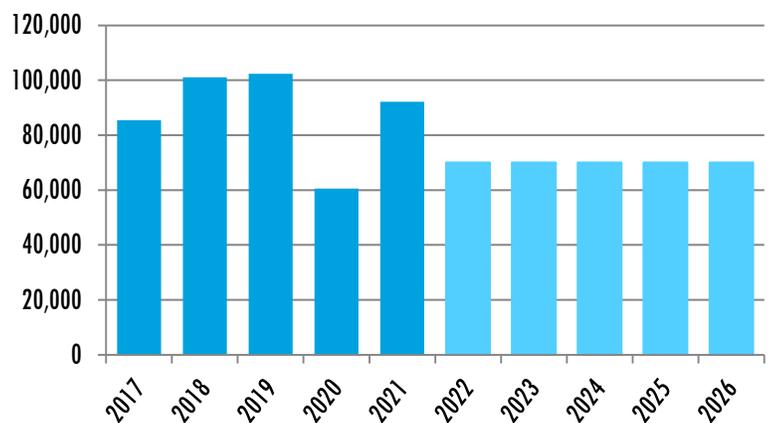
The pandemic experience served as an important reminder of the documented mental and physical benefits of spending time in nature. As the Region grows and becomes more urban, maintaining and adding to greenspaces will be critical in meeting the Region’s commitment to healthy communities. In 2022, Council approved an update to the Region’s Greening Strategy, reaffirming the Region’s commitment to on-the-ground action to support its goal of a sustainable natural environment.

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.

OF TREES AND SHRUBS PLANTED ANNUALLY THROUGH THE REGIONAL GREENING STRATEGY



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Enhance and preserve green space

About the graph:

The annual planting target set out in the 2022 refined Greening Strategy is a minimum of 70,000 trees and shrubs a year. Between 2012 and the end of 2021, a total of 773,193 trees and shrubs were planted. In 2022, the Region and its partners were on track to plant more than 85,000. These are Greening Strategy delivery totals and do not include plantings associated with infrastructure projects.

In 2020 and 2021, southern Ontario, including York Region, saw a periodic outbreak of the invasive *Lymantria dispar dispar* or spongy moth (formerly referred to as 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. While surveys originally predicted significant defoliation in 2023, the moth’s population began to collapse in 2022, resulting in low to moderate defoliation. Population decline is now expected to continue into 2023, and the Region is monitoring egg-laying to confirm this.

Budget overview

The approved gross operating budget for Forestry in 2023 is \$16.5 million. About 90% is supported by the tax levy, with the balance funded by permits, timber harvest revenues and reserves.

Higher costs in Forestry are largely due to the increasingly urban location of forestry assets. The Region has commissioned 34 kilometres of bus rapidways and 7 kilometres of Great Regional Streets with enhanced streetscaping. Ongoing annual costs to maintain streetscapes range from \$2,000 a kilometre for standard care of trees growing in a boulevard to \$131,000 a kilometre for rapidway corridors with trees, landscaped centre medians and boulevard planters that require a water truck and manual watering. Moving the most recently completed rapidway segments into Forestry’s operating budget is the major reason behind an expected increase of \$3.1 million, or about 26%, in the 2023 tax levy budget.

Forestry

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$13.2M	\$16.5M	\$17.5M	\$18.3M	\$19.1M
Net	\$11.8M	\$14.9M	\$16.0M	\$16.7M	\$17.4M
Budget Change		\$3.1M	\$1.1M	\$0.8M	\$0.7M
FTE - Total	27.0	28.0	29.0	30.0	30.0
- New		1.0	1.0	1.0	-
CAPITAL BUDGET					
2023 Budget					\$5.2M
Capital Spending Authority					\$15.8M
10-Year Capital Plan					\$35.4M

New technology is expected to help Forestry address the high costs of maintenance in complex settings. A pilot project in 2023 will use remote sensors to transmit soil moisture data, reducing the need for staff to take on-site tests. As more data is collected, it will be used to schedule waterings as needed, which could reduce costs compared to regular weekly watering while maintaining the health of plantings.

Forestry’s approved capital budget for 2023 is \$5.2 million. Over the remainder of the 10-year capital plan it will average roughly \$3.4 million a year. 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.

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 protect and 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. 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.

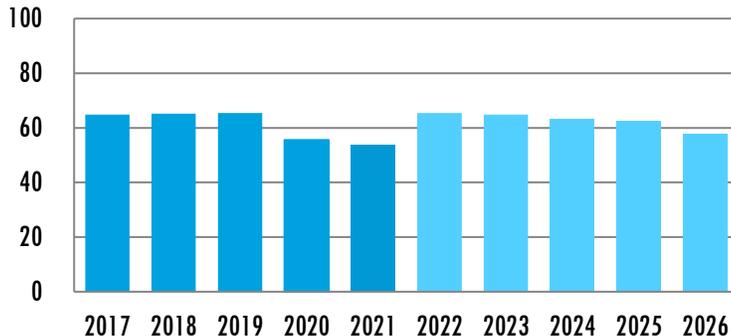
At a broader level, the Region is looking to better integrate green infrastructure into all capital plans and projects to serve residents more cost-effectively. This is in line with several important Regional directions that emphasize both fiscal and environmental sustainability as growth continues.

CLIMATE CHANGE & ENERGY CONSERVATION

With the United Nation’s Intergovernmental Panel on Climate Change reporting that “the rise in weather and climate extremes has led to some irreversible impacts as natural and human systems are pushed beyond their ability to adapt”, the work of the Climate Change and Energy Conservation team is more critical than ever.

Guided by the 2019 Energy Conservation and Demand Management Plan and the Regional Climate Change Action Plan approved in September 2022, as well as other policy documents, the team tracks and works to reduce the Region’s energy use, GHG emissions and impacts on the environment. Its work also helps to reduce operating costs and demands on infrastructure. In 2023 the program area will begin an update of the 2019 Energy Conservation and Demand Management Plan for tabling at Regional Council in 2024, as required by provincial legislation.

OF TONNES OF GREENHOUSE GAS EMISSIONS ACROSS REGIONAL OPERATIONS PER CAPITA



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Deliver and promote environmentally sustainable services

About the graph:

Conservation and new technologies have helped to curb GHG emissions across Regional operations even though population has grown. On top of this, pandemic-related declines in transit ridership caused a major drop in emissions in 2020 that largely continued in 2021. While ridership has rebounded, the Region’s efforts are expected to continue to manage growth in tonnage per capita. The Energy Conservation and Demand Management Plan recommends low-carbon solutions, such as electric fleet and transit vehicles, to achieve net-zero carbon emissions by 2050 in line with federal and Regional goals.

The 2021 report on Regional government’s energy use showed that GHG emissions dropped by 710 tonnes from 2020 and remained well below the target level set in 2019. The major reason was changes to transit services in response to low ridership, which averaged about 60% of pre-pandemic levels in 2021. Despite lower fuel consumption and emissions, total fuel costs rose by 5% owing to fuel price recovery from the lows of 2020 and increases in the federal carbon tax.

While Regional government’s fossil fuel consumption is likely to rise with the end of the pandemic as transit ridership grows, it is not expected to return to pre-pandemic levels. This is largely because of the Region’s consistent efforts over the past several years to curb energy use through conservation, innovative practices and greater use of low-carbon sources of energy.

For example:

- As satellite office leases expire, space is being consolidated into better performing facilities like the newly opened 17150 Yonge Street building, which in 2021 reduced energy costs by nearly \$300,000 and avoided 210 tonnes of greenhouse gas emissions.
- Continuing virtual meetings and other digital processes reduced employee mileage by 73% from pre-pandemic levels in 2021, saving 660 tonnes of greenhouse gas emissions and \$1.5 million in mileage reimbursements.
- Other initiatives like electric vehicle adoption, building system upgrades and use of hybrid patrol vehicles by York Regional Police are also producing immediate and measurable emission and cost reductions. The box on page 84 provides more details on electric vehicle transition in the transit and corporate fleets.

Regional government’s emissions have fallen by 2% per capita as population has grown, which is consistent with the *2019 to 2023 Strategic Plan*.

Budget overview

Climate Change and Energy Conservation’s approved total operating expense of \$1.4 million for 2023 represents 0.1% of the department’s total. It would be down slightly from \$1.5 million budgeted for the previous year. The tax levy budget is lower than the total, reflecting revenue from sales of solar-generated electricity to the grid. The tax levy budget is also expected to decline slightly. In both cases the change is owing to the decrease in contributions to asset management reserves discussed on page 76. Beyond 2023, both the total and tax levy budget are expected to be stable.

The approved 10-year capital budget totals \$27.4 million. The program area invests in energy efficiency retrofit projects and renewable energy projects, leveraging additional support from external grants and incentives where available.

Climate Change & Energy Conservation

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$1.5M	\$1.4M	\$1.4M	\$1.5M	\$1.5M
Net	\$1.4M	\$1.2M	\$1.3M	\$1.3M	\$1.3M
Budget Change		(\$0.2M)	\$0.0M	\$0.1M	\$0.0M
FTE - Total	6.0	7.0	7.0	7.0	7.0
- New		1.0	-	-	-
CAPITAL BUDGET					
2023 Budget					\$1.2M
Capital Spending Authority					\$4.0M
10-Year Capital Plan					\$27.4M

Looking Ahead

Reducing GHG emissions is key to limiting further damage to the environment. To that end, the Region is focusing on achieving net-zero carbon emissions by 2050, in line with the federal government's *Canadian Net-Zero Emissions Accountability Act*.

The federal carbon tax acts as a strong and growing incentive. In 2021, the tax was \$40 a tonne; by 2030, it will grow to \$170 a tonne and cost York Region an estimated \$9.7 million annually even after taking into account currently planned conservation measures. Global events have also underscored the risks and costs of continued reliance on fossil fuels.

Switching to low-carbon, locally generated electricity for vehicles, buildings and other needs reduces the Region's financial exposure and its GHG emissions. The Region is already committed to low-carbon vehicles. Work is underway guide similar efforts for other Regional assets.

The Region is concerned, however, that its efforts will be hampered by provincial policies. Ontario must have enough electricity supply to meet rapidly increasing demand. Nuclear generating output, however, will fall over the next several years as plants are refurbished or shut down.

To avoid potential shortages, Ontario is purchasing more natural gas generation. The Region has expressed concerns that this decision runs counter to efforts to achieve net-zero targets through electrification and would quintuple provincial reliance on natural gas by 2040.

In 2021, in response to advocacy by municipalities and the public, the provincial Minister of Energy put a temporary moratorium on additional natural gas generation. The moratorium, however, has since been lifted. Using natural gas to fill the gap from reduced nuclear capacity would increase York Region's corporate emissions by a forecast 145% by 2030, assuming the same level of electricity use as at present.

The Region continues to advocate for alignment between provincial and municipal energy planning goals and for supply solutions such as expanded imports from Quebec that rely less on fossil fuels.

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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.

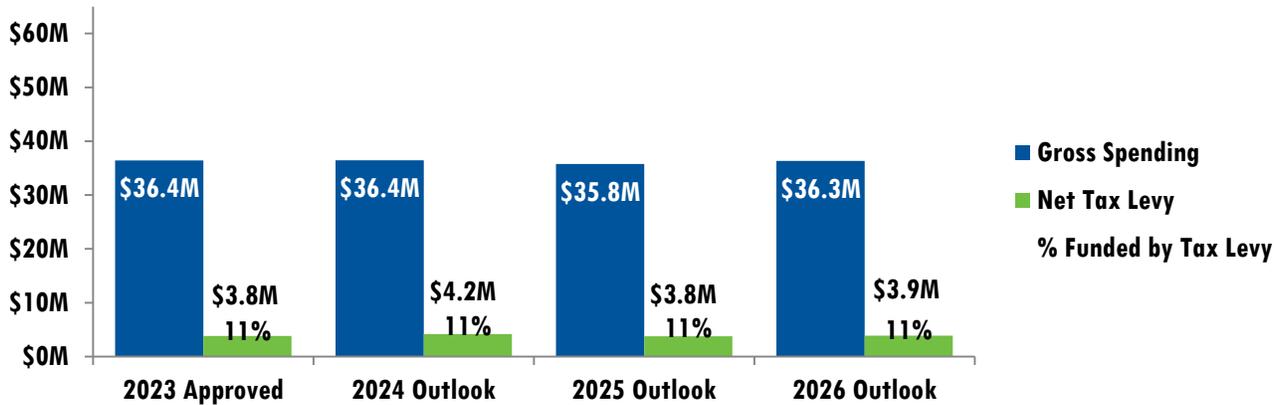


THE YORK REGION RAPID TRANSIT CORPORATION OPERATING BUDGET IS...

**1.2% OF TOTAL
REGIONAL EXPENDITURES**

**0.3¢ ON THE
TAX DOLLAR**

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



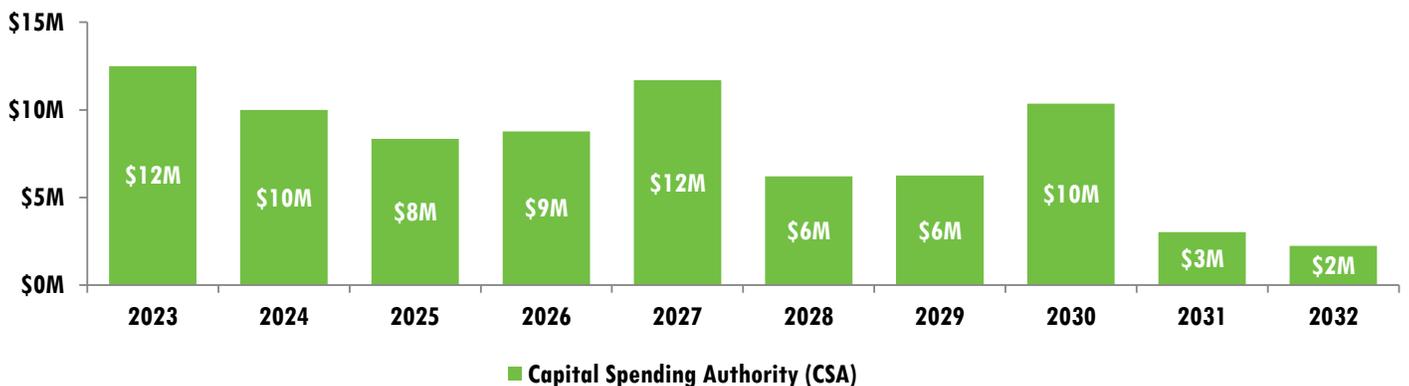
THE YORK REGION RAPID TRANSIT CORPORATION CAPITAL BUDGET IS...

**0.8% OF THE
REGION'S 10-YEAR PLAN**

**1.5% OF
TOTAL CSA**

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

\$79.3M OF CSA AND SPENDING OVER 10 YEARS



BRINGING RAPID TRANSIT SOLUTIONS TOGETHER

York Region Rapid Transit Corporation has a key role in bringing together ideas, stakeholders and different levels of government to reimagine communities and connect people and places. As well as advocating for investments in higher-order transit projects on behalf of York Region, the corporation leads or partners in the planning, design and delivery of the rapid transit network.

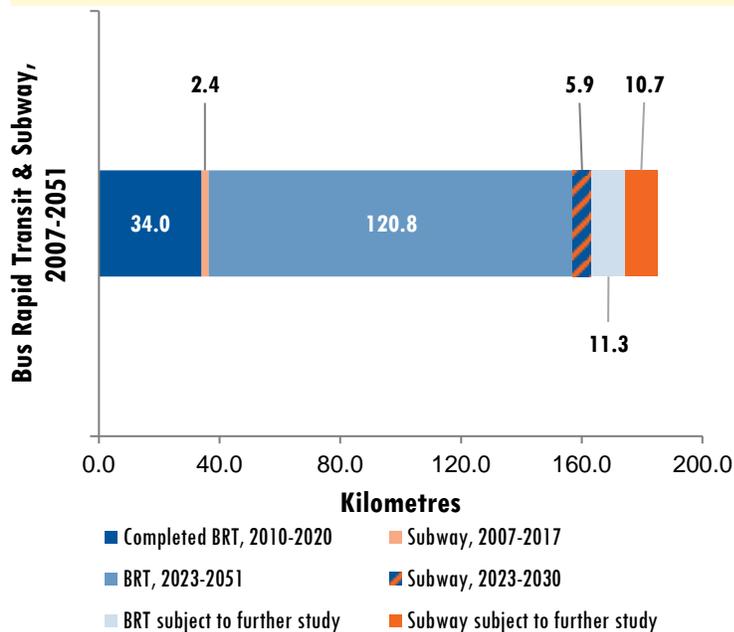
As the Region continues to grow, it's important to provide transit options to support new jobs and a wider range of housing types. Transit infrastructure also makes sustainable growth possible, helping to meet climate change targets by reducing GHG emissions from private vehicles.

The corporation is supporting and advancing the Yonge North Subway Extension, York Region's top transit priority, working with the cities of Richmond Hill, Markham and Vaughan as well as Infrastructure Ontario and Metrolinx, the project lead.

The subway extension will be a key part of York Region's award-winning transit system, contributing to a stronger economy and supporting a sustainable future. It will run north from Finch Avenue to the Richmond Hill/Langstaff Urban Growth Centre at Highway 7. The Yonge North Subway Extension chapter explains the Region's approach to funding its share of the costs.

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. The combined subway and bus rapid transit connections attracted significant development, resulting in a mixed-use community with housing options, businesses, shopping, dining and services connected by transit and walkable urban spaces. As of 2021, the area had already attracted almost twice the population and jobs originally targeted for 2031.

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



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity, Healthy Communities - Support Community Well-being and Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

Sustain and increase affordable housing choices

Deliver and promote environmentally sustainable services

About the graph:

This metric shows the kilometres (km) of rapid transit completed in the first phases of York Region's Rapid Transit Plan, and kilometres of bus rapid transit and subway planned. Close to 34 km of rapidways were completed by 2020 and the 2.4-km subway extension to Vaughan Metropolitan Centre opened in 2017. Over 132 km of bus rapid transit are planned, including a short segment in Markham Centre starting work in 2023. The Yonge North Subway Extension project is underway, and 10.7 km of additional subway extensions to Major Mackenzie Drive are planned by 2051, subject to further study.

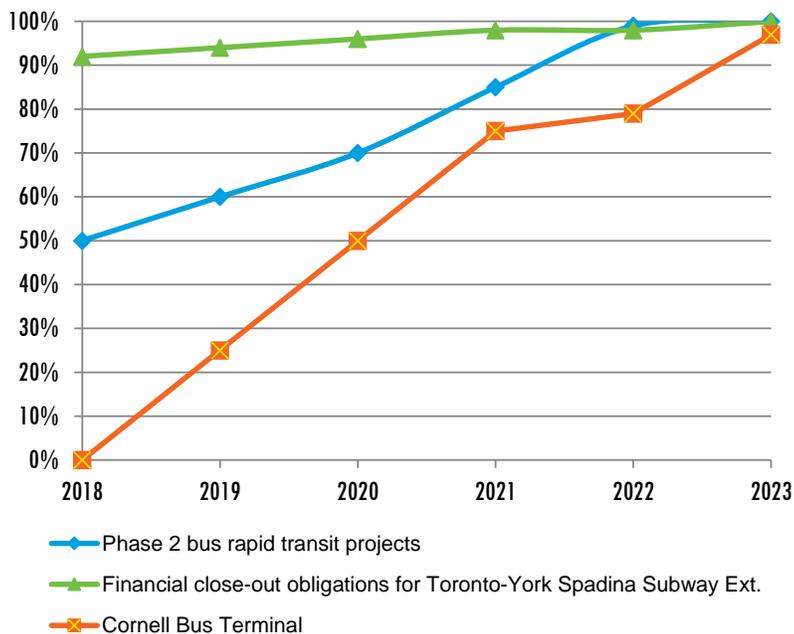
Subway infrastructure projects play a key role in helping York Region catch up to the existing travel demand and meet growth expectations. These and other future extended subway lines will integrate with existing and planned bus rapid transit to create a seamless travel network.

With bus rapid transit, high-capacity vehicles travel on dedicated bus lanes called rapidways, moving customers faster than pre-rapidway curbside service. Rapidways have been shown to make roads safer from collisions, likely due to eliminating inherently risky mid-block left turns. The dedicated lanes also provide a traffic-free option for emergency service vehicles.

Bus rapid transit is a critical component of connecting the Region’s urban centres and adding to the housing supply along key corridors. York Region’s Rapid Transit Network Plan includes roughly 132 kilometres of additional bus rapid transit along busy roads such as Highway 7 and Jane Street. To date, 34 kilometres of rapidways have been built in the Region.

Transit infrastructure provides a high return on investment. According to *How Transit Impacts Our Economy*, a research study prepared by Conversations for Responsible Economic Development, more direct and indirect jobs are created for every dollar invested in mass transit infrastructure than any other type of infrastructure spending. A provincial government study found that for every \$100 million of investment in infrastructure, 1,600 jobs are created for one year and there is a \$114 million boost to Ontario’s Gross Domestic Product.

% IN COMPLETING PHASE 2 OF THE RAPID TRANSIT PROGRAM



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity, Healthy Communities - Support Community Well-being and Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

Sustain and increase affordable housing choices

Deliver and promote environmentally sustainable services

About the graph:

This metric shows the progress of the remaining work needed to complete the first two phases of York Region's rapid transit program. Work warranted by contractors of the bus rapidway projects was completed in 2022. Cornell Bus Terminal was completed in 2022. Work related to closing out financial obligations of the Toronto-York Spadina Subway Extension to Vaughan Metropolitan Centre will continue in 2023.

Rapid Transit Network Plan

\$12.1
billion

\$5.6B



Yonge North
Subway Extension
to York Region

\$6.5B*



over 132 km
of Bus Rapid Transit

- 1 Highway 7 West
Highway 50 to Bruce Street
- 2 Jane Street
Major Mackenzie Drive to Highway 7
- 3 Major Mackenzie Drive
Highway 50 to Donald Cousens Parkway
- 4 Steeles Avenue
Highway 27 to York/Durham Line
- 5 Leslie Street
Major Mackenzie Drive to Steeles Avenue
- 6 McCowan Road
Major Mackenzie Drive to Steeles Avenue
- 7 Highway 7 East
Andre De Grasse Street to York-Durham Line
- 8 Yonge Street
19th/Gamble Road to Savage Road North
- 9 Yonge Street North and Green Lane
Davis Drive to East Gwillimbury GO Station
- 10 Future Subway Extension—Jane Street
Highway 7 to Major Mackenzie Drive
- 11 Future Subway Extension—Yonge Street
High Tech Road to Major Mackenzie Drive
- 12 Yonge North Subway Extension
Finch Station to High Tech Road



*\$6.5B includes half the cost of Steeles Ave. BRT and is in 2019 dollars. 132 km is approximate and includes Steeles Ave.

Map numbering is not by priority. The map is not to scale, and was last revised in September 2022. vivanext.com

York Region Rapid Transit Corporation has delivered or overseen construction of rapid transit projects that cost over \$3.6 billion to build, much of which was funded by the provincial and federal governments. These projects provide major benefits to York Region residents and businesses, and as of the end of 2022 have resulted in:

- Bus rapid transit stations and lanes
- Subway infrastructure
- Facilities and terminals
- Updated and/or expanded infrastructure, including fibreoptic cable, watermains, bridges and culverts, sidewalks, bike lanes and tree-lined streetscapes

2022 ACCOMPLISHMENTS

In 2022, York Region Rapid Transit Corporation continued to work to advance the Yonge North Subway Extension in collaboration with the provincial government and local municipalities.

The open-air Cornell Bus Terminal in the City of Markham was completed, with 11 bus bays serving YRT, planned Durham Region and GO Transit bus routes, a pedestrian plaza, passenger pick-up and drop-off area, and space for future retail.

Also in 2022, York Region Rapid Transit Corporation received awards for excellence that included:

- project of the year awards for the Yonge Street bus rapid transit project from the American Public Works Association and the Ontario Public Works Association
- a silver award from the Canadian Council of Public-Private Partnerships for the Highway 7 West bus rapid transit project
- platinum and gold communications awards for MarCom, Hermes Creative, and AVA Digital for its digital annual report.

WHAT SHAPES THE CORPORATION'S BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how York Region Rapid Transit Corporation supports *Vision's* areas of focus and the Strategic Plan's priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table on the next page, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 Economic VITALITY  Healthy COMMUNITIES  Sustainable ENVIRONMENT	Foster Economic Prosperity	Invest in a safe, effective transportation system that connects people, goods, and services	# of rapidway and subway kms completed for the full rapid transit network		Advance the next generation of rapid transit projects to increase the kilometres of rapid transit in York Region
	Support Community Well-Being	Sustain and increase affordable housing choices	% in completing Phase 2 of the rapid transit program		Complete the Phase 2 rapid transit projects to improve connections for travellers and provide sustainable alternative modes of travel
	Drive Environmental Stewardship	Deliver and promote environmentally sustainable services			

Legend  = Trending in the desired direction  = Not trending in the desired direction  = Trend data not available for reporting
 = Strategic plan  = Departmental plan

York Region Rapid Transit Corporation’s budget is shaped by the need for York Region to remain shovel ready for the next generation of bus rapid transit. Most of the corporation’s capital spending is needed to advance planning, design and procurement for these projects, recognizing that large infrastructure projects like these can take seven to ten years to build from environmental assessments through to commissioning.

Investing in transit infrastructure projects is important for the Region to help grow jobs and the economy and to provide more housing options for residents. For example, 2021 saw permits issued for a record 4,435 apartment units in the Region’s transit-oriented urban centres and corridors. This was 87% of total apartment unit permits issued across York Region for the year. Transit investment also supports the goal of encouraging sustainable growth in built-up areas by helping to attract new residents and businesses, while reducing traffic congestion and helping to curb climate change by reducing GHG emissions.

Operating budget

Total approved 2023 operating spending, at \$36.4 million, represents 1.2% of the Region’s gross budget. The approved net tax levy budget is \$3.8 million, or 0.3% of the Region's total and an increase of 3.3% from a year earlier. The two positions shown in the table on the next page will support the corporation's core functions. Spending pressures in 2023 were partially offset by deferral of planned spending to later years and reduced reserve contributions.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	36,869	3,713	36,434	3,835	36,447	4,164	35,777	3,774
Status Quo	143	143	(48)	(48)	59	59	(50)	(50)
Revenues:								
Revenues (excl. senior government funding)	-	-	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	(388)	(182)	484	63	(219)	47	312	141
Program and Service Level Adjustments	374	374	314	314	(495)	(495)	5	5
Subtotal	(14)	192	799	377	(715)	(448)	317	145
Debt Servicing Net of Development Charges	138	489	(738)	0	(14)	-	304	-
Fiscal Strategy	(814)	(814)	-	-	-	-	-	-
Maintaining Service Levels for Growth	112	112	(0)	(0)	0	0	-	-
Enhancements and Transformation	-	-	-	-	-	-	-	-
Impacts of COVID-19	-	-	-	-	-	-	-	-
Approved Budget	36,434	3,835	36,447	4,164	35,777	3,774	36,347	3,870
Total Budget Change	(435)	122	12	329	(670)	(390)	570	95
	(1.18%)	3.28%	0.03%	8.57%	(1.84%)	(9.36%)	1.59%	2.53%

Staffing changes

(Full-Time Equivalents)	2023		2024		2025		2026	
	FTE	% Change	FTE	% Change	FTE	% Change	FTE	% Change
Opening	30.0		32.0		32.0		32.0	
New	2.0	6.67%	-	0.00%	-	0.00%	-	0.00%
Conversions	-	-	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Approved Budget	32.0		32.0		32.0		32.0	
Budget Change	2.0	6.67%	-	-	-	-	-	-

Capital budget

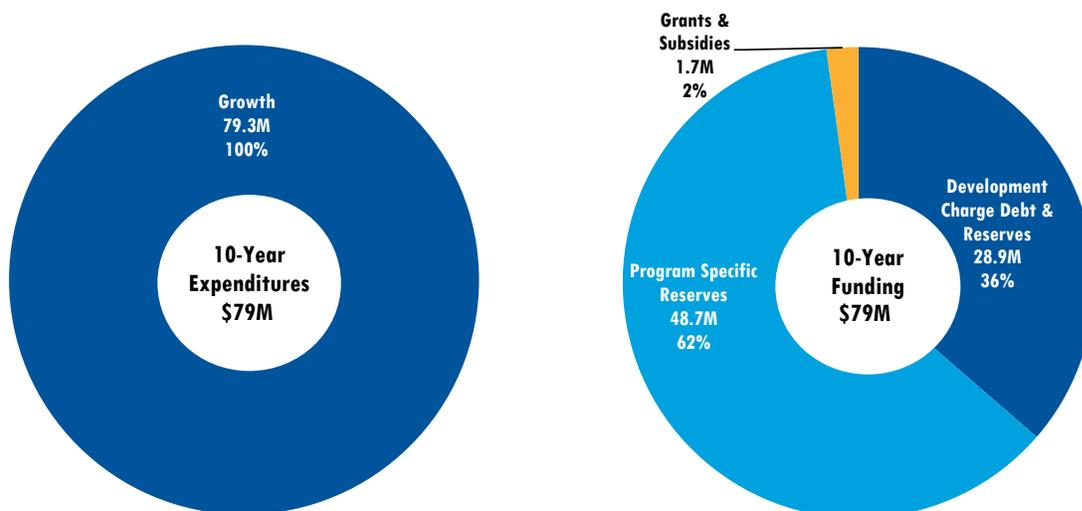
Approved 2023 spending included in this budget is \$12.5 million, while the 10-year capital plan total for the corporation is \$79.3 million. Capital spending in the early years will advance the subway extension and ensure bus rapid transit projects can quickly move into construction as funding is confirmed. Further details of capital spending related to the subway project appear in the Yonge North Subway Extension chapter beginning on page 209.

As the table on the next page shows, the totals for York Region Rapid Transit Corporation represent funding within the Region's expected fiscal capacity. The bottom line of the table outlines needs related to Council priority projects that are contingent on support from senior governments. In 2027 and beyond, for example, additional funding could come from the federal Permanent Public Transit Fund.

10-year capital budget

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
York Region Rapid Transit Corporation								
Total Project Expenditures	12,497	9,990	8,348	8,762	11,693	28,039	79,330	79,330
Unfunded Priority Projects								
Bus Rapid Transit	-	-	7,000	7,000	255,267	1,269,861	1,539,128	-

Note: Expenditures under the “Unfunded Priority Projects” line include next phase Bus Rapid Transit construction projects that are not included in the 10-year plan as senior government funding commitments are required



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. 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 Public Works department operates bus services, clears snow, maintains stations on the provincially owned rapidways and cares for related trees and other plantings. It also directly owns transit facilities, terminals and vehicles, operates and maintains them, and contributes to asset management reserves for Region-owned assets. The Public Works chapter provides more details.

Looking ahead

York Region's ability to absorb the continued population and job growth projected under the provincial growth plan depends on funding for the 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, affordable housing and jobs while managing traffic congestion, reducing GHG emissions and building complete communities. That is why the Region continues to advocate for additional senior government investment in the rapid transit program, including the more than 132 kilometres of bus rapid transit remaining to complete the network.

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 some of the future bus rapid transit segments in the next phase of the program, so those corridors will be able to move quickly into preliminary engineering and construction.

By creating a fully connected network, the subway extension and next generation of bus rapid transit projects will support York Region's 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 this generation of bus rapid transit from the federal and provincial governments and possibly other sources.



COMMUNITY AND HEALTH SERVICES

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

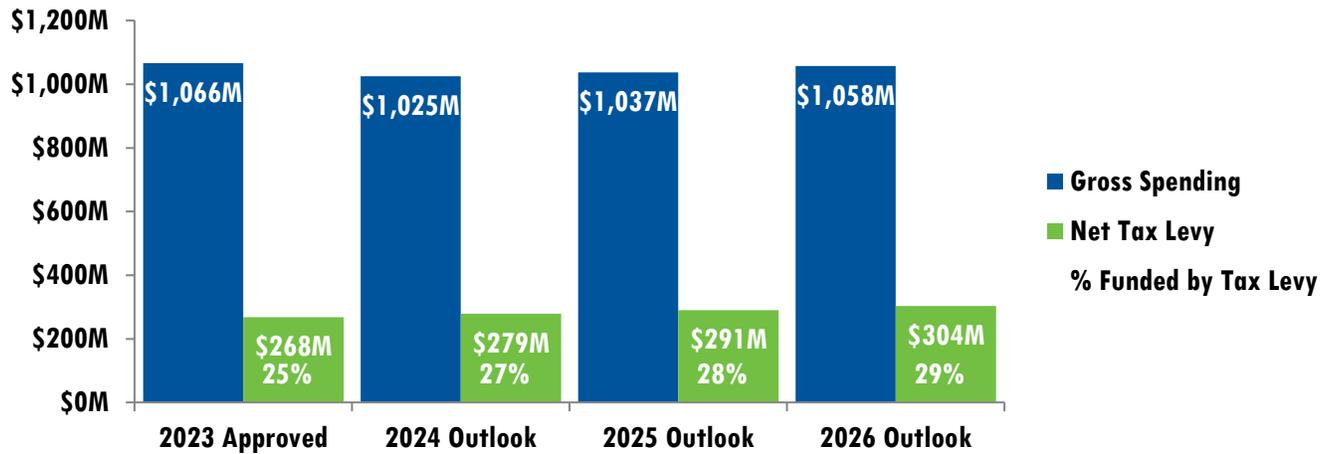


THE COMMUNITY AND HEALTH SERVICES OPERATING BUDGET IS...

35% OF TOTAL REGIONAL EXPENDITURES

20¢ ON THE TAX DOLLAR

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY

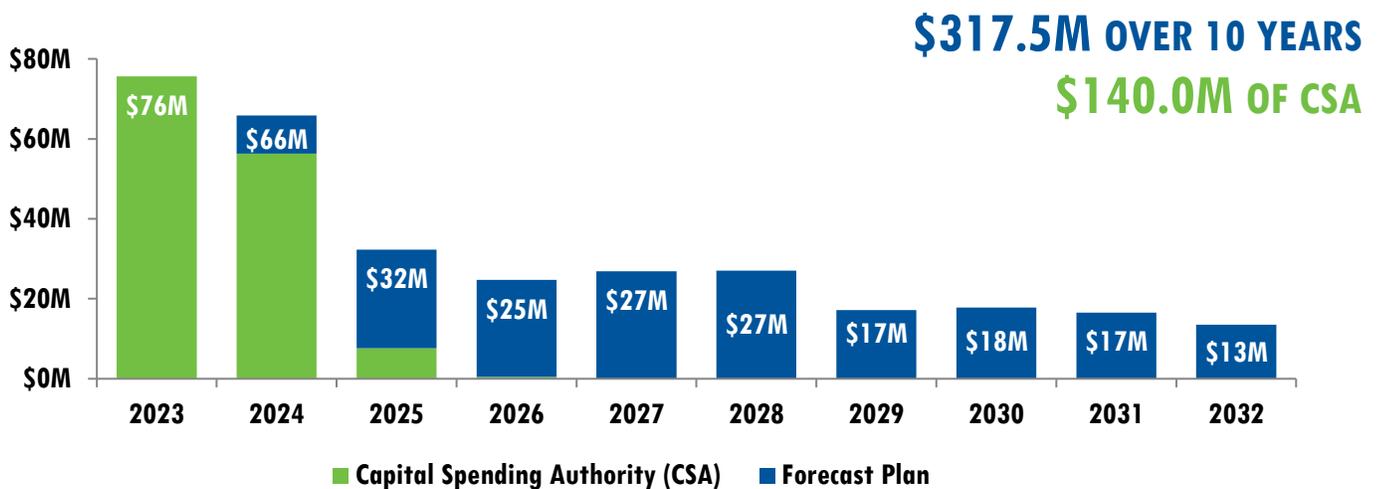


THE COMMUNITY AND HEALTH SERVICES CAPITAL BUDGET IS...

3.2% OF THE REGION'S 10-YEAR PLAN

2.6% OF TOTAL CSA

10-YEAR CAPITAL PLAN AND CAPITAL SPENDING AUTHORITY (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 through community housing, rent subsidies and eviction prevention programs
- 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.

2022 ACCOMPLISHMENTS

The department achieved a number of accomplishments in 2022, including the following:

- Regional Council approval of the York Region Paramedic Services Master Plan 2021 to 2031 and the Community Safety and Well-Being Plan for York Region
- The completion of two new transitional housing sites with a total of 28 beds in the Town of East Gwillimbury and the Town of Georgina
- The Homelessness Community Programs' COVID-19 Response Team received the 2021 Ontario Municipal Social Services Association Local Municipal Champion Award
- York Region's Ontario Child Care Management System and York Region EarlyON Child and Family teams received the 2022 Ontario Municipal Social Services Association Local Municipal Champion Award for the EarlyON registration tool
- The launch of the Region's Inclusive Language Guide, in partnership with the Municipal Diversity and Inclusion Group

- Implementation of initiatives to help those displaced by the conflict in Ukraine arriving in York Region
- Child and Family Health maintained its designation in 2022 as a Best Practice Spotlight Organization with the Registered Nurses Association of Ontario
- Development of a digital solution to swiftly integrate licensed child care operators into the new Canada-wide Early Learning and Child Care system in the Region
- York Region won an Early Adoption award in the 2022 Water's Next Awards for its work, together with York University, on COVID-19 wastewater surveillance.

WHAT SHAPES THE DEPARTMENT'S BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Community and Health Services supports *Vision's* areas of focus and Strategic Plan priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table on the next two pages, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

For 2023, Community and Health Services used the following principles to guide development of its budget:

- Continue to safely deliver critical core programs and services
- Maintain a long-term COVID-19 response, including high vaccination coverage across York Region
- Maximize new and existing provincial and federal funding to reduce impact on the tax levy and deliver services sustainably
- Respond effectively and efficiently to provincial transformation initiatives and new provincial program requirements
- Pursue efficiencies that result in more responsive programs focusing on best possible customer service.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Support Community Well-Being	Protect and promote residents' well-being	% of 17 year old students in compliance with <i>Immunization of School Pupils Act, 1990</i> among designated cohorts of students	▲	Continue improving compliance with the <i>Immunization of School Pupils Act</i> among designated cohorts of students
			Paramedic response time for emergency response services to meet Council approved targets (CTAS 1 Patients – Paramedics arriving on scene within target time of 8 minutes)	●	Expand Paramedic Services to meet the growing needs of the Region Support integration of paramedic services into the broader health care sector
			# of hours of care per resident day in long-term care	●	Maintain quality seniors' services programs to meet the needs of the Region's seniors. Oversee planning, coordination, and monitoring of the 2023-2027 Plan for Seniors
			# of customers who were supported to file their income taxes	●	Provide stability supports to help people overcome barriers and reach their financial and life goals
			% of those chronically homeless who stayed housed for six months	●	Strengthen homelessness services and supports to prevent and reduce homelessness, and support housing stability

Legend	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Trend data not available for reporting
	■ = Strategic plan	■ = Departmental plan	

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Support Community Well-Being	Protect and promote residents' well-being	# of children with an immediate need waiting for subsidized childcare	●	Provide programs and services to foster early child development and support families
		Sustain and increase affordable housing choices	# of community housing units administered by York Region	●	Support creation of new community housing rental units Strengthen and sustain the community housing system
		Target gaps in human services delivery through strategic use of Community Investment Fund	# of residents accessing services funded by the Community Investment Fund	●	Incorporate program changes to the administration of the Community Investment Fund
	Effectively Deliver Trusted Services	Ensure the people the department serves receive the best experience by enhancing an integrated contact centre approach	# of resident inquiries made through Access York	●	Implement Access York Roadmap recommendations, and enhance navigation support and referrals for Access York customers

Legend	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Trend data not available for reporting
	■ = Strategic plan	■ = Departmental plan	

Operating budget

The department's approved 2023 gross operating budget is \$1.1 billion, or 34.8% of the Region's total. This represents a 21.1% increase over the 2022 budget. The major drivers of the budget include:

- Implementation of the Paramedic Services Master Plan
- Ongoing pandemic-related staffing costs
- New senior government funding to support implementation of the Canada Wide Early Learning Child Care program (CWELCC)
- The new [Supporting Critical Social Infrastructure](#) initiative totaling \$12.8 million funded via the Pandemic and Recovery Management Reserve Fund
- New permanent positions to meet mandated requirements in long-term care
- New permanent positions in Integrated Business Services to implement improvements to Access York and develop digital solutions supporting the department's program delivery.

Senior government funding will cover roughly 70% of the department's 2023 operating spending. As a result, Community and Health Services' approved net operating budget is \$268.5 million, representing about 20% 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 \$10.3 million, or 3.98%, from \$258.2 million in 2022.

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 1,911 full-time equivalent staff. The pandemic response required staffing up, especially in Public Health, with both temporary and permanent positions. By the end of 2022, as pandemic-related needs evolved, Community and Health Services had roughly 2,079 full-time equivalent positions. To fulfill mandated requirements and ensure service delivery, the department is requesting an additional 72.1 positions in 2023.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	880,290	258,222	1,066,225	268,494	1,024,838	278,821	1,037,092	290,637
Status Quo	164,444	163,473	596	(288)	6,527	5,945	8,468	7,828
Revenues:								
Revenues (excl. senior government funding)	-	202	-	27	-	(35)	-	(36)
Senior Government Funding	(94)	(160,882)	(121)	3,310	-	(1,373)	(144)	(1,584)
Subtotal	(94)	(160,681)	(121)	3,337	-	(1,408)	(144)	(1,620)
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	(2,914)	(1,452)	(785)	408	(886)	14	37	37
Program and Service Level Adjustments	(857)	(857)	(1,646)	(1,646)	(589)	(589)	-	-
Subtotal	(3,771)	(2,308)	(2,430)	(1,238)	(1,475)	(575)	37	37
Debt Servicing Net of Development Charges	503	155	1,420	606	228	290	153	0
Fiscal Strategy	2,391	2,151	1,197	1,437	1,384	1,384	728	728
Maintaining Service Levels for Growth	10,184	9,959	6,614	6,614	6,108	6,035	11,210	6,040
Enhancements and Transformation	12,241	150	(214)	(89)	(156)	(31)	(157)	(32)
Impacts of COVID-19	37	(2,627)	(48,450)	(51)	(363)	175	298	204
Approved Budget	1,066,225	268,494	1,024,838	278,821	1,037,092	290,637	1,057,684	303,821
Total Budget Change	185,935	10,272	(41,388)	10,328	12,254	11,815	20,593	13,184
	21.12%	3.98%	(3.88%)	3.85%	1.20%	4.24%	1.99%	4.54%

Staffing changes

(Full-Time Equivalents)	2023		2024		2025		2026	
	FTE	% Change						
Opening	2,079.2		2,151.3		2,212.9		2,257.5	
New	87.8	4.22%	53.6	2.49%	39.7	1.79%	40.0	1.77%
Conversions	4.0	0.19%	8.0	0.37%	5.0	0.23%	-	-
Program Reductions	(19.7)	(0.95%)	-	-	-	-	-	-
Approved Budget	2,151.3		2,212.9		2,257.5		2,297.5	
Budget Change	72.1	3.47%	61.6	2.86%	44.7	2.02%	40.0	1.77%

Capital budget

The 10-year capital plan for Community and Health Services amounts to \$317.5 million, or 3.2% of the Region's total.

This is a decrease of 39.2% from the 10-year capital plan presented in 2022. The decrease reflects the removal from the plan of housing projects requiring senior government funding that has not yet been confirmed. These project costs are reflected in a separate line under the table below.

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

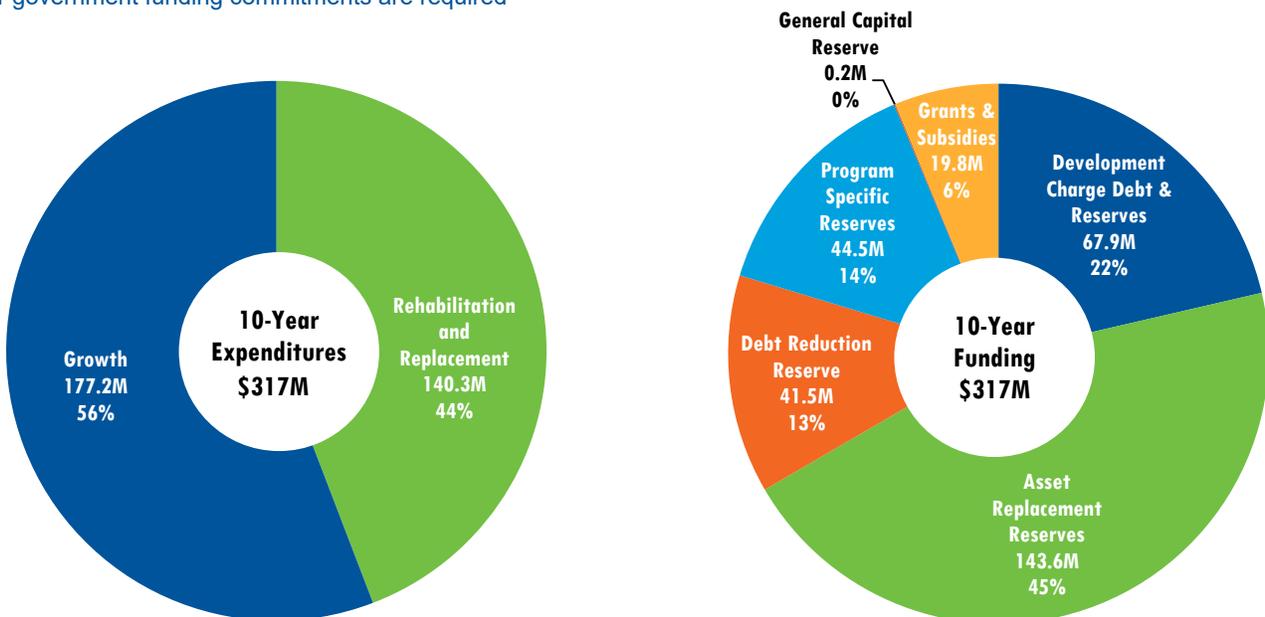
Capital spending in 2023 breaks down as follows:

- Housing Services' share of the 10-year capital budget equals 47.7% of the plan. This is largely to cover construction costs for approved and funded projects.

10-year capital budget by program group

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
Public Health	1,100	850	-	-	-	-	1,950	1,950
Paramedic Services	27,133	29,234	14,145	7,786	5,925	53,575	137,798	58,117
Long-Term Care/Seniors' Services	10,959	1,931	2,854	572	2,269	7,608	26,193	12,985
Housing Services	36,471	33,854	15,321	16,365	18,694	30,803	151,508	66,976
Total Community and Health Services	75,662	65,870	32,320	24,722	26,889	91,986	317,450	140,028
Unfunded Priority Projects								
New Affordable Housing Units	-	19,655	79,733	68,816	80,708	173,916	422,828	-

Note: Expenditures under the "Unfunded Priority Projects" line include Housing projects that are not included in the 10-year plan as senior government funding commitments are required



- Paramedic Services accounts for 43.4% of the total capital plan. This share is due to the stations, vehicles and equipment required to implement the Paramedic Services Master Plan.
- Capital spending for the Region’s long-term care homes and seniors’ community programs, mostly for facility upgrades and equipment and technology replacement, makes up 8.3%.
- Public Health spending on capital assets, specifically an expanded vaccine depot for COVID-19 vaccine requirements, accounts for the small remaining balance.

Capital spending for Paramedic Services, the two long-term care homes owned and operated 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.

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 positively 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. All these 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, including investing in energy-efficient housing units and retrofits that reduce operating costs.

Looking ahead

The COVID-19 pandemic required Community and Health Services to change the way it provided services so it could meet needs while keeping everyone safe. Many services went online, prompting the development of electronic tools and other features to support service delivery and enable timely and nimble response. The department will continue to use these improved approaches in the future.

The pandemic response also fostered stronger relationships with community partners through coordination on critical issues. These connections will continue to support response and recovery efforts and will help inform the development of upcoming Regional plans and strategies in other areas. The Region’s Community Investment Fund will also remain available to help community agencies address critical gaps in services under the priorities set by Council, reinforced by additional funds from the Pandemic and Recovery Management Reserve Fund.

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.

Several provincial and federal initiatives have recently been initiated with impacts for the Department's work in 2023 and beyond:

- The federal government launched the *Canada-wide Early Learning and Child Care System* to make child care more affordable.
- The provincial government passed the *Fixing Long-Term Care Act, 2021*, mandating wide-reaching changes intended to improve resident safety, quality of care, accountability and transparency.
- The provincial government launched its modernization of social assistance delivery, shifting responsibilities so that municipalities will take on a greater role in connecting people receiving Ontario Works to a range of services and supports, with other services to be centralized or provided by other parties.

The sections that follow provide more details on the impacts of senior government directions, where known, on specific program areas.

Other potential provincial initiatives remain outstanding, but would come with resource implications for the Region, such as dispatch modernization for Paramedic Services, or broad reorganization of Public Health units.

Community and Health Services plays a pivotal role in addressing long-term social issues in support of community health and well-being. These include seeking to expand available and affordable housing choices; ensuring equitable access to health services, including mental health services, for a diverse, growing and aging population; supporting vulnerable populations; fostering early child development and supporting families. These activities will make Community and Health Services a central part of the Region's new Environmental, Social and Governance framework and reporting, discussed in the chapter starting on page 17.

Operating and capital budget by program

OPERATING BUDGET (\$ in Millions)	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Public Health	136.7	28.5	88.2	29.8	89.7	31.4	91.2	32.8	
Paramedic Services	108.4	52.7	113.9	55.4	120.2	58.6	126.0	60.5	
Long-Term Care/Seniors' Services	55.4	22.1	58.6	23.3	59.9	24.7	61.4	25.6	
Social Assistance	123.0	11.3	122.1	11.6	121.5	11.9	127.1	12.3	
Homelessness Community Programs	35.9	13.3	37.2	13.9	38.7	15.3	39.4	16.0	
Children's Services	439.2	25.3	437.2	25.6	437.7	26.0	438.2	26.5	
Housing Services	119.2	73.7	117.7	76.4	118.3	79.0	121.9	85.0	
Strategies and Partnerships	20.1	14.5	20.6	14.6	21.0	14.9	21.4	15.2	
Integrated Business Services	28.3	27.2	29.3	28.2	30.0	28.9	31.1	30.1	
Total Operating Budget	1,066.2	268.5	1,024.8	278.8	1,037.1	290.6	1,057.7	303.8	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2023	CSA	10-Year	2023	CSA	10-Year	2023	CSA	10-Year
Public Health	-	-	-	1.1	2.0	2.0	1.1	2.0	2.0
Paramedic Services	15.6	23.1	80.3	11.5	35.0	57.5	27.1	58.1	137.8
Long-Term Care/Seniors' Services	10.5	11.4	24.6	0.5	1.5	1.5	11.0	13.0	26.2
Housing Services	2.2	22.3	35.3	34.3	44.7	116.2	36.5	67.0	151.5
Total Capital Budget	28.3	56.8	140.3	47.4	83.2	177.2	75.7	140.0	317.4

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.

PUBLIC HEALTH

The mandate of the Public Health branch is to keep York Region residents healthy through health promotion, health protection and disease prevention. It delivers on this mandate through five divisions:

- Child and Family Health
- Healthy Living
- Health Protection
- Infectious Diseases Control
- Temporary COVID-19 Infection Prevention and Control Division.

COVID-19 continues to circulate in the community, though to a lesser degree because of widespread vaccination and previous infection.

PUBLIC HEALTH VIRTUAL SERVICES

Public Health had to adapt quickly to COVID-19. Many staff members were redeployed from their usual jobs to deal directly with the effects of the pandemic. For those remaining, the requirements for physical distancing meant finding novel virtual ways of carrying out the department's other important functions.

For example, the Healthy Babies, Healthy Children program took advantage of the Ontario Tele-Health Network to conduct virtual home visits, breast-feeding appointments and even emergency children's dental examinations, making life easier for hard-pressed parents and ensuring children could quickly get the essential care they needed.

Similar innovations were implemented across Public Health:

- the Sexual Health Clinic created a virtual clinic to make sure clients could continue to renew contraceptive prescriptions, undergo assessments, or satisfy a variety of other health needs. By offering a convenient additional option for residents seeking sexual health services and allowing Public Health to reach potential clients who might otherwise be reluctant to seek help for questions of a sexual nature, the program has been able to expand its reach – 50% of the patients using the virtual clinic since January 2021 have been new clients.
- Health Protection implemented virtual rabies investigations, using email and phone consultations to notify clients and animal owners about the quarantine and the post-exposure safety processes. People could upload videos of their animals for examination by inspectors, who also used online applications to view the animals after their time in quarantine. Early detection, ease of transmitting information and the convenience offered by online tools contributed to animal health and owners' peace of mind.

As face-to-face contact resumes, the department will continue to use many of these effective new approaches developed during COVID-19 in order to serve the residents of York Region better.

The COVID-19 vaccination drive continues, with over 85% of York Region residents having received at least one dose of COVID-19 vaccine, and over 82% of residents having received two doses. Three doses have been administered to 59% of eligible residents aged 12 years and older. Administration of fourth doses began in April 2022 and children under 5 years are now eligible for immunization.

York Region continues to monitor and support highest-risk settings – hospitals and congregate settings – with case, contact and outbreak management. An emergency operations centre has been wound down, and its facilities, staff and resources have returned to pre-pandemic operations or been realigned to support the ongoing response.

Provincial funding for extraordinary costs for COVID-19 response started in 2020 and is confirmed to the end of 2023.

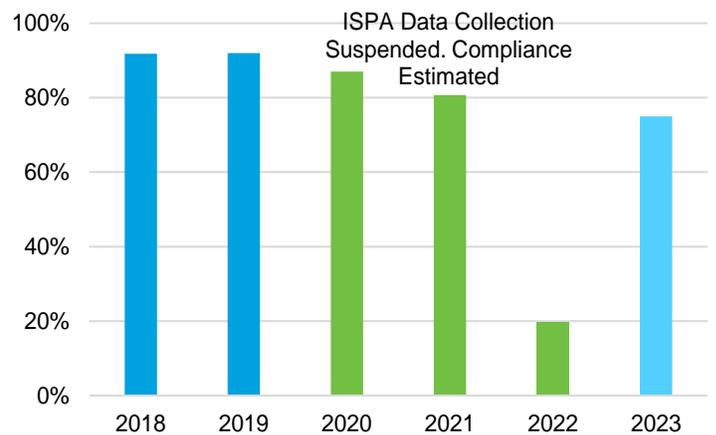
To better focus resources, many mandated Public Health programs and services were suspended or reduced when the pandemic was declared. For example, many York Region children and adolescents could not get their publicly funded routine immunizations while resources and staff were redeployed to support COVID-19 efforts.

Ensuring catch-up on Hepatitis B, Human papillomavirus and meningococcal disease immunizations is a priority for Public Health. Community immunization clinics resumed in May 2022 and school-based clinics in fall 2022. The branch anticipates the catch-up will continue into the 2023-2024 school year.

After evaluation, the branch has begun to resume suspended and scaled-back activities, balancing the safe return to regular programs with the ongoing COVID-19 response.

The pandemic brought issues of health equity to the forefront. Health equity refers to the goal of eliminating unjust differences in health status and needs. Health equity is critical to enabling all people to live as long and as healthily as possible regardless of their race, ethnicity, religion, gender, age, social class, income or other socially determined circumstance.

% OF 17-YEAR-OLD STUDENTS IN COMPLIANCE WITH IMMUNIZATION OF SCHOOL PUPILS ACT AMONG DESIGNATED COHORTS OF STUDENTS



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

Immunization compliance estimates are presented for 2020, 2021, and 2022. They are not comparable to data available for previous years, as data collection related to the *Immunization of School Pupils Act* declined during the pandemic due to school closures and redeployment of staff. Regular data collection together with enhanced immunization efforts will resume in 2023.

For groups disproportionately affected by COVID-19, Public Health and community partners worked together to ensure equitable access to vaccines. Approaches used included supplementing mass immunization clinics with clinics aimed specifically at groups facing higher health inequity risks. For example, partnerships were created with:

- Three Welcome Centres to improve vaccination uptake for newcomers
- Barrie Area Native Advisory Circle and a Community Health Nurse for the Chippewas of Georgina Island to plan culturally appropriate vaccination clinics for the Indigenous Community
- Black-led community organizations to support a health promotion and vaccination clinic event for the Black community.

In recent years, the Ontario government has made several proposals relating to changes in public health. These include changing the funding formula to increase the municipal share, reorganizing and consolidating health units, and changing their governance. These proposals were put on hold at the onset of the pandemic and currently it is not known when or if the province will proceed with these plans.

Budget overview

The approved gross operating budget for the branch in 2023 is \$136.7 million. This represents a slight decrease from 2022, although pandemic-related needs remain significant. The approved tax levy budget is \$28.5 million.

York Region’s growing population means demand for Public Health services will continue to increase across all program areas. Base funding from the provincial government has not kept pace with the Region’s population growth and inflationary pressures, increasing the tax levy required for these provincially mandated services. As the 2023 base funding from the province has not yet been confirmed, the budget uses an estimate of provincial funding.

Public Health

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$137.8M	\$136.7M	\$88.2M	\$89.7M	\$91.2M
Net	\$27.5M	\$28.5M	\$29.8M	\$31.4M	\$32.8M
Budget Change		\$1.0M	\$1.3M	\$1.5M	\$1.4M
FTE - Total	541.2	544.9	545.9	546.9	546.9
- New		3.7	1.0	1.0	-
CAPITAL BUDGET					
2023 Budget					\$1.1M
Capital Spending Authority					\$2.0M
10-Year Capital Plan					\$2.0M

Public Health plans to add a net 3.7 positions after reviewing vacancies and existing staff positions and having reclassified some existing positions to improve service delivery of mandatory programs.

The 2023 capital budget for Public Health is \$1.1 million, a decrease of \$0.9 million from 2022. The Region plans to expand its current vaccine depot facilities to provide capacity for COVID-19 vaccine, equipment, supplies and staff.

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.

Region-wide 911 demand is increasing faster than the rate of population growth, driven mainly by the Region's aging demographic, and is projected to grow by 119% over 10 years. Paramedics responded to 91,625 incidents in 2021 and are forecast to respond to 163,606 incidents by 2031.

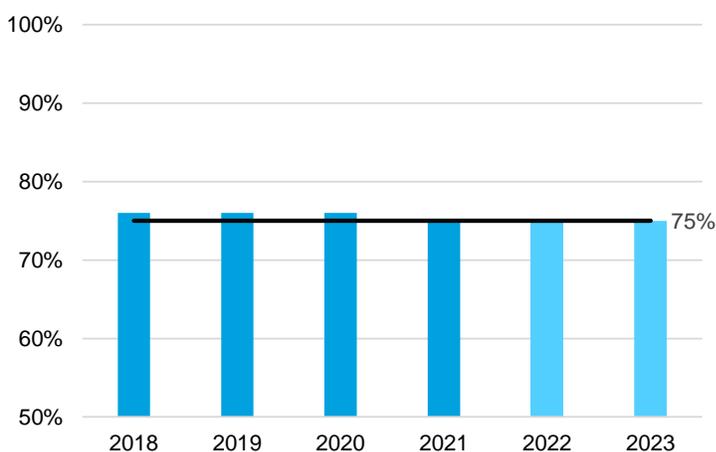
While Paramedic Services currently meets 911 response time targets set by the Region and the province, much of this success relies on having the right people and equipment in the right locations. It is essential that Paramedic Services be able to continue meeting response time targets despite much higher demand for service.

In June 2022, Council approved the Paramedic Services Master Plan 2021 to 2031. The 2021-2031 plan is based on current demand forecasts, including population growth and aging. Its goal is to specify the resources needed over the next decade to enable Paramedic Services to achieve legislated response time targets and make the most efficient use of personnel and equipment.

A significant improvement in the 2021-2031 plan in comparison to prior plans will be achieving equitable response times for all local municipalities. The resources identified in the plan will support a paramedic response within eight minutes or less, 70% of the time, regardless of which municipality the 911 call comes from. Currently an eight minute/75% target is applied as an average across the Region, meaning that some municipalities can experience slower response times than others.

The 2021-2031 plan also identifies opportunities to mitigate costs. Many of these are system-wide, such as dispatch modernization, new models of care and increased community paramedicine initiatives, and would require changes that only the province can make, through legislative reform and/or additional investments.

PARAMEDIC RESPONSE TIME FOR EMERGENCY RESPONSE SERVICES TO MEET COUNCIL APPROVED TARGETS



Note: Canadian Triage and Acuity Scale (CTAS) 1 Patients – Paramedics arriving on scene within target time of 8 minutes

Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

From 2018 to 2021, Paramedic Services met or exceeded its target response times for arrival on scene within 8 minutes 75% of the time. Projections for 2022 and 2023 will not be available until year-end, but will be based on the ministry's minimum target for CTAS level 1 (which includes sudden cardiac arrest or other major trauma) of 8 minutes or less 75% of the time.

The Medical Priority Dispatch System, a modernized system for triaging 911 calls, would ensure the most effective and efficient use of paramedic resources. This new model is based on medical need and evidence, and would be overseen by a provincially appointed medical director. Its implementation in York Region has been delayed by COVID-19, but is expected by the second quarter of 2023.

Ontario's Dedicated Offload Nurse Program provides municipalities with funding for dedicated nurses in emergency departments who can receive low-acuity patients brought by ambulance. This reduces the time needed to get a patient into care to 30 minutes or less, freeing up paramedics to respond to new 911 calls. Funding, however, has not kept pace with increases in demand, and no additional funding has been provided to support the new emergency department at the Cortellucci Vaughan Hospital. The Region requested \$2.35 million to cover the costs of the program in 2022, but has received confirmation for only \$1.2 million, an amount unchanged since 2015. The Region will continue to advocate for continued provincial funding in line with actual needs.

Throughout the COVID-19 response, Paramedic Services has supported congregate settings such as emergency housing and group homes, and supported first responders with surveillance testing and vaccinations. The COVID-19 Omicron surge in early 2022 resulted in paramedics continuing to experience higher than usual call volumes, with 20% more calls from private residences and 26% more calls from long-term care and retirement homes in January 2022 than in January 2021.

COMMUNITY PARAMEDICINE

Community Paramedicine helps people access a range of community health and social services. It reduces emergency call demand by helping people get the care they need before it is urgent. York Region Paramedic Services provide help to residents in clinics (CP@clinic) and through home visits (CP@home). Clinics take place in seniors' housing, long-term care homes, subsidized and emergency housing and drop-in centres.

Paramedics focus on the patient, offering intervention and prevention services such as health assessments and chronic condition monitoring, and provide referrals to other medical professionals where appropriate. They coach and educate patients about their health and help them navigate the health care system.

In 2021, approximately 500 residents in seven seniors' buildings across the Region participated in the CP@clinic program, and the program is set to expand to further residences.

Community paramedicine home visits help seniors stay in their own homes for longer, where they are often most comfortable, while reducing pressure on the wait list for long-term care beds. They also support seniors with limited mobility, people with multiple chronic conditions or individuals who make frequent use of 911 services.

On average, Ontario's community paramedicine programs reduce 911 calls by 19-25%, and some York Region seniors' buildings have seen emergency calls drop by as much as 35-45%. The programs have also improved patient quality of life and reduced the overall risk of chronic disease, such as high blood pressure or diabetes. Participants are involved in their own health management, including setting health goals.

Community paramedicine is cost-effective and efficient. Studies show that for every dollar spent on the CP@clinic program, the emergency care system sees two dollars in benefits, mainly through the reduction in 911 calls. Proactive non-emergency services improve the quality of life of residents while reducing pressure on the health-care system.

Budget overview

Paramedic Services' approved gross operating budget for 2023 stands at \$108.4 million, representing 10.2% of the department's total and an increase of \$8.3 million over 2022. Just under half of the approved total budget, or \$52.7 million, is funded by the tax levy and the balance by the provincial Land Ambulance Service Grant and other sources. The tax levy would increase by \$4.7 million over 2022.

The approved capital budget for Paramedic Services is \$27.1 million for 2023 and \$137.8 million over the next 10 years. The latter represents an increase of \$37.2 million over the 2022 10-year capital plan.

The increases in the 2023 operating budget and in the 10-year capital budget estimate reflect additional personnel, including a net 35 permanent full-time positions, station and equipment needs identified in the Paramedic Services Master Plan, and additional supports to paramedic operations.

Over the outlook period 2024-2026, Paramedic Services would require increases between approximately \$2 million and \$3 million in net operating budgets per year to implement the Master Plan and support operations.

Together with provincial support this would fund an additional 105 frontline paramedics and program support positions as well as other operating costs.

Capital expenditures in 2023 will include 10 new and 21 replacement vehicles. Construction is expected to begin in 2023 on two new paramedic stations in Vaughan, and land is to be purchased for a further station.

LONG-TERM CARE / SENIORS' SERVICES

This program area supports seniors, adults with disabilities, their caregivers and healthcare providers as well as other community organizations serving seniors 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 offer 232 beds: 34 for convalescent care, six for short-stay respite, and 192 long-stay beds, including four veterans' priority access beds.
- Five adult day programs in Maple and Keswick that provide supervised activities, supports and enrichments for people with age-related illnesses, cognitive impairment or acquired brain injury to enable them to remain in their homes for as long as possible, and give their caregivers much-needed respite.
- 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.

Paramedic Services

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$100.1M	\$108.4M	\$113.9M	\$120.2M	\$126.0M
Net	\$48.0M	\$52.7M	\$55.4M	\$58.6M	\$60.5M
Budget Change		\$4.7M	\$2.8M	\$3.2M	\$1.9M
FTE - Total	556.0	591.0	625.0	661.0	696.0
- New		35.0	34.0	36.0	35.0
CAPITAL BUDGET					
2023 Budget					\$27.1M
Capital Spending Authority					\$58.1M
10-Year Capital Plan					\$137.8M

- The York Region Seniors Strategy, which defines areas for action on Regional programs and services, and provincial advocacy to support seniors to age in place as long as possible.
- The Vulnerable Seniors Network Pilot, which brings together a range of service providers through a 'situation table' to help identify and act on exceptional cases of elevated risk, complexity or persistent crisis early on. The box on the next page provides more detail.

Long-term care was the sector hit hardest by COVID-19 in Ontario and across Canada in part because elderly people who contract COVID-19 are likely to experience more severe symptoms.

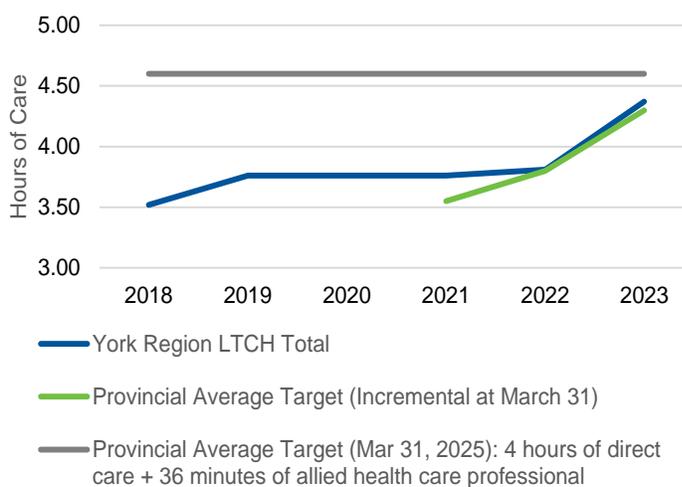
Like most long-term care homes in Ontario, the Region's two homes were affected by the COVID-19 Omicron surge. Both homes experienced outbreaks in early 2022 and again later in the year. By September 2022, over 90% of eligible residents at the two homes had received a third dose of a COVID-19 vaccine and over 80% had a fourth dose.

York Region's Long-Term Care program received \$15.3 million in provincial funding in 2022 to date for its COVID-19 response. This included funds to cover infection containment, support for personal protective equipment, supplies for seniors' programs and wage enhancement for Personal Support Workers in long-term care homes and seniors' community programs.

The conditions in many long-term care homes were a focus of concern during the COVID-19 pandemic. In response, the provincial government created an independent Long-Term Care COVID-19 Commission, which submitted its final report on April 30, 2021. In April 2022, Ontario's *Fixing Long-Term Care Act* came into force. The Act focuses on reinforcing staffing and care; accountability, enforcement and transparency; and building modern, safe, comfortable homes for seniors.

The provisions of the act mean that hours will need to increase in both Region-run homes to meet provincial targets for direct care. The province is also putting in place a new and improved inspections program, including proactive inspections. The homes are doing additional work in the areas of planning, policies and training to ensure they comply with the new legislation.

OF HOURS OF CARE PER RESIDENT DAY IN LONG-TERM CARE



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

Calculations for the total number of hours of care per resident per day differed in 2018-2020. Following the implementation of Ontario's Staffing Plan (culminating in provincial targets of direct care and allied health care professional hours set in the *Fixing Long-Term Care Act, 2021*), the Region's calculations for total number of hours of care per resident per day will align with the Ministry of Long-Term Care's reporting requirements. Projections assume master schedule changes are implemented following budget approval.

The province is funding new construction and redevelopment of long-term care homes to address long wait lists across Ontario, including an estimated 3,506 net new long-term care beds in York Region.

While this responds to the Region's advocacy efforts for more long-term care beds, it does not fully address wait lists and the needs of the people on those lists. As shown in the Region's Forecast for Long-Term Care and Seniors' Housing Implications, there will be an unmet need for almost 15,000 long-term care beds across York Region by 2041.

York Region's senior population is growing faster than any other age group. The 2021 federal census showed an increase of 23% in the number of residents over the age of 65 since 2016, and by 2051 close to one in four residents will be a senior.

The York Region Seniors Strategy, first created in 2016, is being renewed to ensure it reflects current needs and future opportunities to support seniors. Consultation and engagement with key stakeholders to identify common priorities and actions took place in early 2022. Work was underway in late 2022 to get the input of those who were not able to take part earlier owing to pandemic-related restrictions and to reflect recent provincial announcements. The proposed 2023-2027 York Region Plan for Seniors will be presented to Council in spring 2023 for approval.

VULNERABLE SENIORS NETWORK PILOT

Mr. C's adult nephew moved in with him during the first COVID-19 lockdown. Recently, neighbours heard screaming from his home and called 911. First responders found Mr. C had been beaten by his nephew, and his furniture and possessions destroyed. After the nephew's arrest it was discovered he had been financially, emotionally and physically abusing his uncle for months.

After medical treatment, Mr. C came home to heartache, damage, unpaid rent and debt. York Regional Police did their best to support him, but the help he needed was beyond what they alone could provide. So as one of twelve partners in the Region's Vulnerable Seniors Network (VSN), they referred Mr. C to the VSN for additional assistance.

Mr. C's case was handled by a VSN intervention team with representatives from York Regional Police and the Social Services, Homelessness, Housing and Seniors Community programs to provide the immediate protective, financial and housing support he needed. This assistance meant Mr. C was able to remain safely in his home.

The VSN is a Regional 18-month pilot program supporting vulnerable seniors in crisis. It complements existing programs and services whenever the assistance the senior needs exceeds the scope of the supports they already use. The network does this by drawing together different groups and agencies to create an intervention team, which addresses the immediate crisis, hands over follow-up to services already involved and connects the client to other services in the community they may need. The pilot is closely linked to the renewed Plan for Seniors currently under development.

VSN partners include York Regional Police, York Region Transit, and other health, housing and social services of the Region. Persons over the age of 50 may be eligible for VSN assistance.

Older adults in crisis can be connected to the programs or services they need, including the VSN if required, via Access York.

Budget overview

The approved 2023 gross operating budget in this program area is \$55.4 million, an increase of \$6.3 million from 2022. The net operating budget will decrease by \$2.6 million to \$22.1 million.

In 2023, 24.8 new permanent positions are requested to enable the Region's two long-term care homes to meet requirements of the provincial *Fixing Long-Term Care Act* by providing increased daily hours of care for residents, implementing restorative care programs, promoting staff well-being and adhering to enhanced safety and infection prevention and control measures. The budget also includes the addition of 2.0 full-time equivalents in 2023 to support programming.

The approved capital budget for this program area is \$11.0 million for 2023 and \$26.2 million over the next 10 years. The 2023 amount represents an increase of \$3.3 million over 2022 and will be used to replace equipment and invest in technology to improve service, such as a nurse call system, and provide free Wi-Fi to long-term care home residents.

Over the 3-year outlook period from 2024-2026, Seniors' Services is requesting from \$1.0-\$1.3 million in annual net operating budget increases. This is in part to cover requests for additional permanent staff to meet the *Fixing Long-Term Care Act* requirements.

SOCIAL ASSISTANCE

This program area administers the provincial Ontario Works program, which provides financial support for basic living costs and shelter to unemployed or marginally employed residents. As of August 2022, York Region's Ontario Works program supported roughly 15,000 people in 8,600 households, an increase of 29% from a year earlier.

The provincial government is acting on a multi-year plan to transform and streamline how social assistance is delivered in Ontario. This includes making changes to roles and responsibilities. As a first step, the province has begun to centralize intake of applications. The municipal role will be to provide intensive case management services to help people receiving Ontario Works supports connect to services such as housing, mental and primary health services, child and other dependent care, settlement and refugee services, legal support, basic skills and literacy and transportation.

As part of the plan, the province has put in place MyBenefits, an online portal that allows customers to contact their caseworker directly and upload documents. As of August 2022, 69% of Ontario Works customers in York Region had signed up for MyBenefits, the highest share in the province.

Long-Term Care / Seniors' Services

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$49.1M	\$55.4M	\$58.6M	\$59.9M	\$61.4M
Net	\$24.7M	\$22.1M	\$23.3M	\$24.7M	\$25.6M
Budget Change		(\$2.6M)	\$1.2M	\$1.3M	\$1.0M
FTE - Total	279.6	306.4	316.0	319.6	319.6
- New		26.8	9.6	3.7	-
CAPITAL BUDGET					
2023 Budget					\$11.0M
Capital Spending Authority					\$13.0M
10-Year Capital Plan					\$26.2M

In 2022, York Region enabled the use of provincial e-signatures and electronic document management to reduce paperwork and make access simpler for customers. York Region also developed new tools and policies to support staff and customers, including a toolkit enabling caseworkers to make digital referrals and allowing staff to track, monitor and analyze the outcomes.

The Region continues to offer such supports as tax filing, programs to build financial literacy and empowerment, emergency financial help, and subsidized transit. For example, the program area helped 437 Ontario Works customers file 788 years' worth of tax returns in 2021, resulting in a total of \$2.74 million in tax refunds and ongoing benefits, such as the GST/HST refund, Ontario Trillium Benefit, and Canada Child Benefit. As well, as of October 2022, 1,135 eligible residents had taken over 97,000 discounted trips through the Transit Assistance Program.

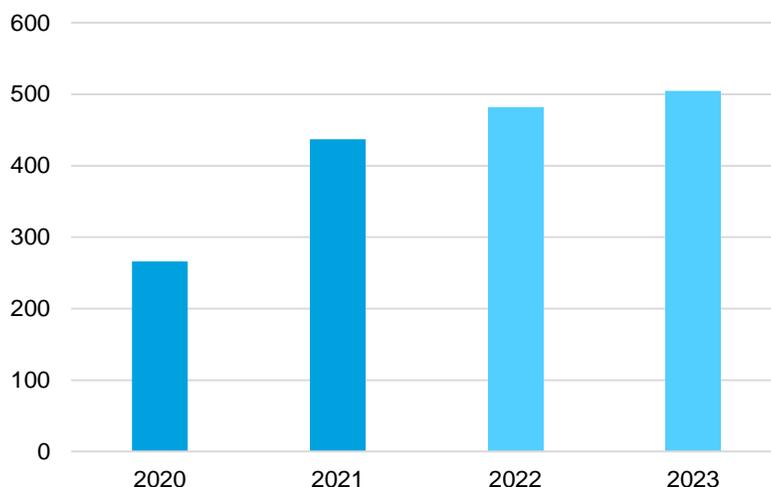
The province has also launched its Employment Services Transformation initiative that aims to ensure employment services better respond to the needs of job seekers, businesses, and local communities. It will bring together existing programs and supports into one program under a local system manager. WCG Services has been selected for that role in York Region.

Budget overview

The approved 2023 total operating budget for Social Assistance is \$123.0 million, a decrease of \$1.0 million from 2022. The approved 2023 tax levy budget is \$11.3 million, an increase of \$0.4 million from the 2022 budget. This program area is 9.2% funded from the tax levy, with the balance coming from provincial funding.

In 2023, 18 full-time positions will be removed due to reduced funding for Ontario Works.

OF CUSTOMERS WHO WERE SUPPORTED TO FILE THEIR INCOME TAXES



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

The Transitional and Financial Supports (TFS) team began providing tax-filing supports in July 2019. As the team's role shifted to providing virtual tax filing they were able to support more customers. It is anticipated that the number of customers this team will serve will continue to increase as further approaches are explored, such as small group tax-filing workshops.

Social Assistance

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$124.0M	\$123.0M	\$122.1M	\$121.5M	\$127.1M
Net	\$10.9M	\$11.3M	\$11.6M	\$11.9M	\$12.3M
Budget Change		\$0.4M	\$0.3M	\$0.3M	\$0.4M
FTE - Total	147.0	129.0	129.0	129.0	129.0
- New		(18.0)	-	-	-

HOMELESSNESS COMMUNITY PROGRAMS

Homelessness Community Programs helps people at risk of or experiencing homelessness to find and keep stable housing. Supports and services include:

- Prevention programs aimed at helping people to remain housed. The Housing Stability Program provides financial assistance to residents receiving Ontario Works or Ontario Disability Support Program benefits. This program served 643 individuals/households in 2021. The York Region Homelessness Prevention Program, which provides support for other low-income residents, served 245 individuals/households in 2021.
- Diversion programs that help residents who are at imminent risk of or experiencing homelessness to find alternative housing options before accessing emergency housing. In 2021, 218 individuals were diverted from emergency housing through this program.
- The Outreach Team, which works with community and municipal partners to provide crisis and case management, help people navigate the system and put them in touch with diversion, primary care and a range of other social services. These can include accommodation options if they are unsheltered. In 2021, the team supported 595 individuals.

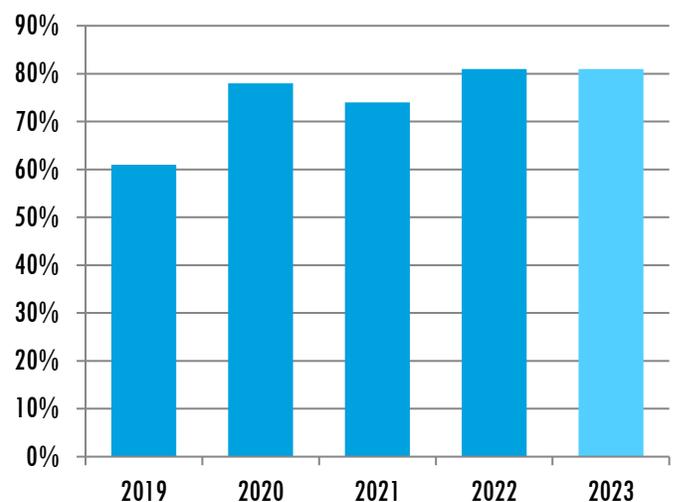
The Region funds community agencies to provide emergency and transitional housing at six locations that in 2021 served 544 unique individuals.

Two new transitional housing sites will open in fall 2022/winter 2023. A project in the Town of East Gwillimbury offers 18 one-bedroom units with independent living options for men, while in the Town of Georgina eight new units provide independent living options for youth aged 16 to 26.

Residents of these sites can get help with housing searches, counselling, life skills and family reunification, be referred to community and medical resources, and get connected to employment, training and education programs.

In 2023, the department will also continue to seek planning approvals for a new Men’s Emergency and Transitional Housing development in Aurora that will be owned and maintained by Housing York Inc.

% OF THOSE CHRONICALLY HOMELESS WHO STAYED HOUSED FOR SIX MONTHS



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

This measure reflects the number of individuals experiencing chronic homelessness who remained housed for 6 months, as well as the proportion of clients who remained housed relative to the number of clients in the program for at least 6 months during the calendar year. A slight decline (4%) was observed between 2020 and 2021 that may have been a result of reduced in-person supports during the COVID-19 pandemic, however increases are expected in 2022 and 2023.

The Region also funds community agencies to operate two seasonal shelters between November and April each year. In 2021, 367 unique individuals used these shelters. In September 2022, Regional Council approved a \$1.0 million capital investment to Inn from the Cold to support the development of a new emergency and transitional housing facility.

The Housing with Supports Program funds permanent homes in the community for people whose daily living activities require supervision. Residents are generally frail and elderly or have a mental health diagnosis, physical disability and/or developmental disability. In 2021, this program provided support for 402 people.

Starting in April 2020, the Region has received roughly \$48 million from the province’s time-limited Social Services Relief Fund to support the pandemic response. This helped to fund primary care, mental health and addiction supports, homelessness prevention programs (such as rent/utility arrears support), personal protective equipment for community service providers and improvements to existing congregate living settings. It was also applied to building the transitional housing projects discussed above.

In response to the pandemic, the Region and partners set up and ran a temporary transitional shelter at the Kingbridge Centre. Between May 2020 to July 2022 it provided 1,372 people experiencing homelessness, and without a suspected or confirmed case of COVID-19, a place to self-isolate for up to 14 days. A shelter elsewhere in the Region allowed 158 people experiencing homelessness and with a suspected or confirmed case of COVID-19 to isolate safely.

On June 1 and 2, 2021, the Region and the United Way of Greater Toronto conducted I Count, a point-in-time homelessness count mandated by the province and the federal government. Staff and volunteers visited 10 outdoor unsheltered locations, several emergency and violence-against-women shelters, including COVID-19 isolation facilities, and other locations such as hospitals and police custody. The count identified a total of 329 people experiencing homelessness and its findings were reported to Council in May 2022.

Budget overview

In 2023, the Region will develop an Emergency and Transitional Housing System Plan for 2023 to 2026. The Plan will help assess emergency and transitional housing needs over the next four years and will support the objectives of the Region’s new 10-year housing and homelessness plan, also to be developed over the course of 2023.

Homelessness Community Programs

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$30.4M	\$35.9M	\$37.2M	\$38.7M	\$39.4M
Net	\$13.5M	\$13.3M	\$13.9M	\$15.3M	\$16.0M
Budget Change		(\$0.2M)	\$0.6M	\$1.4M	\$0.7M
FTE - Total	55.0	56.0	57.0	57.0	57.0
- New		1.0	1.0	-	-

The approved 2023 total operating budget for Homelessness Community Programs is \$35.9 million, an increase of \$5.5 million from 2022. Between budget tabling and approval, Regional Council committed \$4.1 million as part of the [Supporting Critical Social Infrastructure](#) initiative to address urgent needs of residents experiencing homelessness. Funds will be made available through the Pandemic and Recovery Management Reserve Fund. Specific measures will include targeted supports to those living in outdoor spaces, increased capacity in seasonal shelters, enhanced extreme weather services, and expanded access to rent subsidies. The balance of the increase reflects higher provincial funding under the Homelessness Prevention Program that was announced in 2022.

The approved tax levy budget is \$13.3 million, 36.9% of the overall budget. This is a decrease of \$0.2 million from the 2022 budget as new Homelessness Prevention Plan funding replaces Ontario Priority Housing Initiative funding previously allocated from Housing Services.

Tax levy support of \$1.4 million will be added to the budget in 2024 and 2025 for the operation of the new men’s emergency and transitional facility set to open in late 2024, increasing total emergency beds by seven and adding 31 new transitional beds to the system.

One full-time position for a hostel program supervisor will be transferred to Homelessness Community Programs from Children’s Services, with no impact on the department’s overall budget.

CHILDREN’S SERVICES

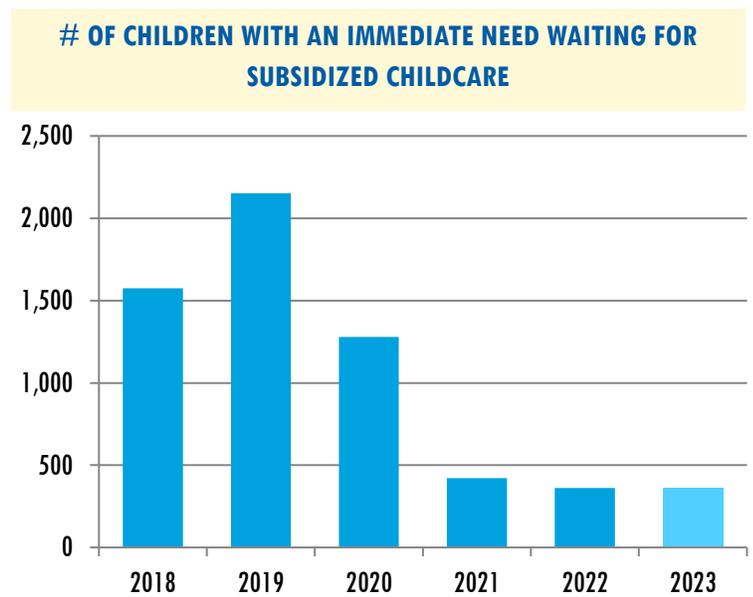
This program area supports children, families, child care providers and the community in delivering high-quality services so children can have the best start in life and families can stay socially and economically engaged. Its roles include:

- Overseeing more than 500 licensed child care centres and providing funding to make child care more affordable for families with low incomes
- Directly delivering early intervention services to children with special needs
- Managing a range of drop-in early learning and parenting programs, including EarlyON, for families with children from birth to 6 years of age
- Providing subsidies for recreation programs.

In its 2021 budget, the federal government committed to making child care more affordable by investing in a new Canada-wide Early Learning and Child Care System with provinces, territories and Indigenous organizations. The sidebar on the next page explains how York Region is working with its partners to put the new system in place.

The Region also provides a subsidy for licensed child care to eligible low- and moderate-income families. As of October 31, 2022, 7,971 children in 5,320 families had benefited.

Early Intervention Services support children with special needs at home and in child care settings through both virtual and in-person services, helping more than 4,300 children in 2022. The new Resources for Inclusion Support for Early Learning Settings (RISE) program, launched in 2022, is intended to make early learning and child care settings more inclusive by providing staff training and strategies and funding additional classroom support, as needed.



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Protect and promote residents' well-being

About the graph:

Due to the ongoing impact of COVID-19, including temporary closures of school-aged child care programs, many people still working from home and ongoing staffing shortages in the sector, enrolment in child care programs continued to be below pre-pandemic levels in 2021 and 2022, and is not projected to recover significantly in 2023.

A new portal offers families in York Region easy online registration and access to the child care fee subsidy and EarlyON programs. It allows secure two-way communication and document sharing. The portal also provides Regional staff with insights on program use and trends, which will help tailor future programs to families' needs. Over 9,500 children benefitted from EarlyON programs in 2022.

Virtual services were put in place in response to the pandemic and will continue to be offered, in addition to resumed in-person service, resulting in enhanced service delivery options. As an example, sessions to build capacity in the sector are now provided virtually as well as in person. Virtual sessions reached over 4,200 staff in 89 sessions by October 30, 2022, far more than in-person sessions alone could achieve. More than 900 early learning and child care professionals will benefit from a further 39 sessions to promote retention and recruitment.

Children's Services also offers subsidies so children and youths from families living with low income can take part in recreation programs, day camps and youth overnight camps. In 2022, 932 young people benefitted from these programs.

Budget overview

The Children's Services budget is 5.8% tax levy, 0.3% third party and 94.0% provincially funded. The total approved operating budget for Children's Services is \$439.2 million in 2023, an increase of \$148.5 million from 2022. The main reason for increased spending is additional funding from the province for the Canada-wide Early Learning and Child Care System, with York Region to receive an additional \$142.1 million in 2023 to subsidize child care fees and wages. This is partially offset by the phasing out of one-time funding to support the retention and recruitment of a high-quality child care and early years workforce.

The approved net budget is \$25.3 million, a decrease of \$0.8 million from the 2022 amount, mainly related to changes in facility costs.

THE NEW CANADA-WIDE EARLY LEARNING AND CHILD CARE SYSTEM

Investing in child care supports children's lifelong learning and healthy development, creates jobs and enables parents to reach their full economic potential.

In its 2021 budget, the federal government committed to investing in a national child care system, the Canada-wide Early Learning and Child Care plan (CWELCC). Federal and provincial governments agreed in March 2022 that Ontario will receive \$13.2 billion over six years to implement the CWELCC plan.

In April 2022, York Region received \$103 million to begin to put the plan into effect, with a further \$154 million in additional funding for 2023. The principal aim is to reduce child care fees for parents. Ninety percent of licensed child care operators across the Region have opted to participate in CWELCC.

This means most York Region families with children under six years old have already received reductions in their child care fees; by 2025 these fees will be lowered further to an average of \$10 per day. As this will still be out of reach for some families, the existing Child Care Fee Subsidy program will help them by making the cost of child care more affordable.

In addition to reduced parent fees, CWELCC will:

- Create approximately 86,000 new child care spaces for children five years old and younger in Ontario
- Introduce province-wide reforms that support the needs of diverse and underserved populations, including low-income, francophone, Indigenous, Black, other racialized and newcomer communities, as well as vulnerable and special needs children.

By increasing the wages for all registered early childhood educators working in licensed child care, CWELCC will help the Region attract skilled workers and keep them in jobs. This will boost the early learning and child care system and support healthy child development and families.

Four permanent full-time positions will be added in 2023: two to support the inclusion of increasing numbers of children in child care, one to support Children’s Services programming and one to support the Children’s Treatment Network. One existing position will be transferred to Homelessness Community Programs. These new positions will have no impact on the tax levy.

Children’s Services

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$290.7M	\$439.2M	\$437.2M	\$437.7M	\$438.2M
Net	\$26.1M	\$25.3M	\$25.6M	\$26.0M	\$26.5M
Budget Change		(\$0.8M)	\$0.3M	\$0.4M	\$0.4M
FTE - Total	165.0	168.0	168.0	168.0	168.0
- New		3.0	-	-	-

HOUSING SERVICES

Under the *Housing Services Act, 2011*, York Region is the service manager and funder for 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 funding and oversight of the community housing system in York Region, including ensuring compliance with provincial requirements and local rules. It provides tools, training and other support to strengthen the capacity of non-profit and co-operative housing providers.

In addition, Housing Services manages the Region’s subsidized housing wait list, delivers rent subsidy programs, provides support to residents with low and moderate incomes, and oversees development of new community housing projects.

The Region’s mix and range of housing is not well matched to current or forecast needs. Housing prices are high and the Region has the lowest share of purpose-built rental in the Greater Toronto and Hamilton Area. As a result, many residents, especially those living with low incomes, can’t find the housing they need at a price they can afford.

NEW ONLINE HOUSING PROCESS

Starting in October 2022, Housing Services launched a new online process to better match applicants on the Region’s subsidized housing wait list to available units and benefits.

In the past, after applying for subsidized housing, applicants had to phone or fax the Region with any changes in their circumstances (such as a new family member) or preferences about where they wanted to live that would require an update to their record. Keeping information up to date was challenging for many applicants and updating the wait list and contacting applicants by mail used up a large amount of staff time and energy. As a result, when a subsidized unit became available, locating eligible applicants was a time-consuming, frustrating exercise for Housing York Inc. and other housing providers. This increased costs because units remained vacant while providers looked for the right applicant.

The new system is changing this. In 2021, York launched an online portal where people can apply for subsidized housing and update their records as needed. Building on this, Housing Services has created a new online offer process. Housing providers can now enter their available units into the portal. Applicants can check the portal to learn about vacancies they are eligible for. Applicants can then decide in real time whether they want to be put in line to receive an offer from the housing provider.

This means that the most suitable subsidized units and housing benefits can be quickly matched with households in need. These changes also free up Housing Services employees to focus more on connecting applicants who need immediate help with other Regional and community services.

Ten community housing buildings started using the online offer process during the initial rollout in fall 2022. All other community housing buildings are expected to have it in place by June 2023.

The subsidized housing wait list has more than doubled over the past decade to over 15,000 households, with wait times ranging from seven to 10 years. Over one third of the households on the wait list are families, and another 40% are seniors. On average, about 350 households on the list are housed annually, but over 750 new applications are received.

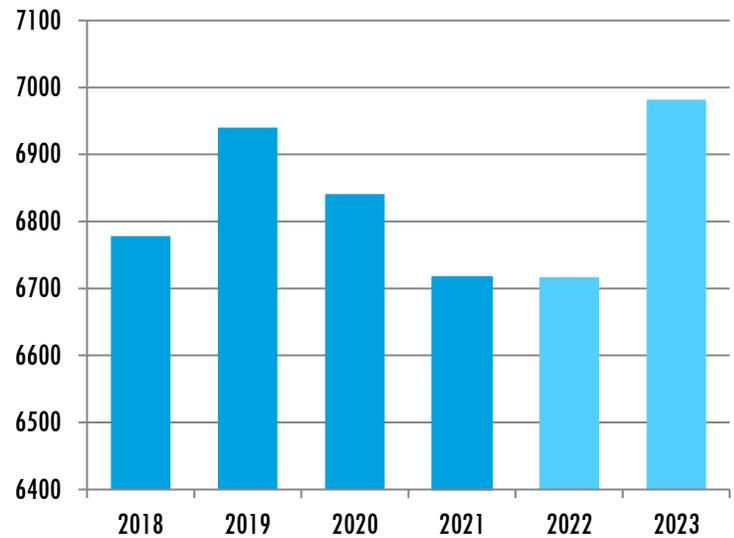
In 2022, staff updated processes and policies to improve service for wait list applicants and housing providers, with the sidebar on the previous page providing details. The Region also continued to use the Canada-Ontario Housing Benefit to provide a portable rent subsidy to more than 400 households on the wait list.

More supply is clearly needed. Since 2006, the Region has funded just under half of capital costs for new community housing from the municipal tax base. The Region can no longer carry this financial burden, especially at the scale and speed of construction now required. The only way needs can be met is with higher federal and provincial funding that is stable and sustained over the long term.

In 2023, Regional Council will be asked to approve a Community Housing Development Master Plan covering the next 40 years that will outline long-term community housing needs and plans in more detail and support advocacy for better funding from senior governments.

As York Region’s first 10-year housing and homelessness plan, Housing Solutions, nears completion, work has started on the next one. It will continue to focus on increasing the supply of affordable housing of all types, including private sector development, and enhancing community housing and homelessness supports. Staff are currently working with internal and external partners to assess needs. This input will help shape the new plan, which will be aligned to other Regional strategies, such as the refreshed Seniors’ Strategy and the Community Safety and Well-Being Plan.

OF COMMUNITY HOUSING UNITS ADMINISTERED BY YORK REGION



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Sustain and increase affordable housing choices

About the graph:

This graph shows the trends since 2018 in the number of legacy social housing and newer affordable rental housing units in York Region, owned and operated by Housing York Inc. (HYI) and non-profit and co-operative housing providers. The number includes both market and subsidized units available to low and moderate income households.

The Region has funded the construction of 459 new community housing units since 2018, including the 265-unit HYI Unionville Commons development, currently scheduled for completion in 2023.

The number of community housing units in the Region’s portfolio decreased between 2019 and 2021 as two federal non-profit housing providers exited the system once their operating agreements expired.

The number of units is forecast to increase with new supply being developed beyond 2023, including 97 units from the HYI Whitchurch-Stouffville development currently scheduled for completion by the end of 2024, and future proposed developments in the Town of Newmarket and City of Markham.

The province set out new regulations for the community housing system in 2022 that will change the relationship between York Region as service manager and the Region's housing providers. The new rules open the door to less complexity and greater long-term sustainability for providers, as well as further growth in housing options. The Region will develop a service agreement framework reflecting these regulatory changes in 2023.

Housing stability is not just about having a roof over one's head. Housing Services also works to ensure that residents feel settled and connected to other programs and supports. Examples include diversity and inclusion initiatives in community housing and programs to support employment, mental health and wellness.

Housing York Inc.: Managing Region-owned housing communities

Quality housing that residents can afford is the foundation of vibrant and healthy communities. As housing prices escalated over the past several years, the Region has been strategically investing to provide more affordable housing options.

Housing York Inc., a corporation set up under the *Ontario Business Corporations Act, 1990* with the Region as its sole shareholder, is responsible for Region-owned community housing. While the Region takes the lead on project development, Housing York Inc. assumes responsibility for completed buildings, including their management and operation. It directly operates 2,762 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 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 rate of growth for community housing in the Region. These investments would be part of the Housing Services capital budget, and as such will feed into the Community Housing Development Master Plan now being developed. Many of 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. Among the projects currently underway:

- An apartment building for seniors at the Unionville Home Society campus that will include 265 apartments, as well as a hub for programs and activities for all seniors in the community. The project is slated to be completed by the end of 2023.
- A six-storey apartment building with 97 residential units and ground-floor non-residential space in Whitchurch-Stouffville. The building will contain a mix of one-, two-, and three-bedroom rental apartments for seniors, families and individuals. This project is expected to be completed by 2024.
- A new emergency and transitional housing building in Aurora to replace an existing facility, Porter Place, in the Town of East Gwillimbury. The new location will provide space for more inclusive, diverse and flexible supports for adult men experiencing or at risk of homelessness.

While planning began in 2022 for a new housing development on Bayview Parkway in Newmarket, construction will be contingent on securing senior government funding, as is the case for four other housing projects.

All the projects listed above include units at both market and subsidized rents.

Housing York Inc. also oversaw the building of the two new transitional housing sites discussed in the Homelessness Community Programs section.

The board of directors of Housing York Inc. is drawn from and appointed by Regional Council. A new board is appointed at the start of each new term of 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.

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
- \$151.5 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 and related expenditures are recorded in the Region’s budget as a gross expense, amounting to \$12.0 million for 2023. Housing York Inc. fully reimburses the Region for these costs, resulting in a zero net tax levy impact.

The results of Housing York Inc. are fully consolidated in the Region’s annual financial statements. The Accrual Budget chapter shows the impact of presenting its budget on the same basis.

Budget overview

The total approved gross operating budget for this program area is \$119.2 million in 2023, an increase of \$9.9 million from 2022. The Pandemic and Recovery Management Reserve Fund will provide \$5.5 million to increase, sustain and enhance community housing through the new [Supporting Critical Social Infrastructure](#) initiative.

The approved net operating budget for 2023 is \$73.7 million, an increase of \$2.5 million from 2022, mainly due to increased reserve contributions, new permanent positions and inflationary increases. This net budget represents 27.5% of the department’s total.

Five new positions are requested to improve service delivery, support new housing projects and staff the new Stouffville affordable housing development.

A current funding challenge is that federal funding allocations to social housing providers (“Gazette funding”) will reduce by over \$4.0 million annually by 2026 and be phased out completely by 2032.

Housing Services

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$109.3M	\$119.2M	\$117.7M	\$118.3M	\$121.9M
Net	\$71.2M	\$73.7M	\$76.4M	\$79.0M	\$85.0M
Budget Change		\$2.5M	\$2.7M	\$2.6M	\$5.9M
FTE					
- Total	121.0	126.0	131.0	132.0	135.0
- New		5.0	5.0	1.0	3.0
CAPITAL BUDGET					
2023 Budget					\$36.5M
Capital Spending Authority					\$67.0M
10-Year Capital Plan					\$151.5M

The capital budget for housing in 2023 is \$36.5 million. This represents a decrease of \$66.8 million from 2022. The approved 10-year capital budget stands at \$151.5 million, down from the 2022 10-year estimate of \$399.4 million, due to the removal of several projects that are at the planning stage, but that still have not received committed funding from senior levels of government. They are reflected separately in the table on page 124. Funding to take the projects to the “construction-ready” phase continues to be included in the 10-year capital plan.

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.

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 two committees appointed by Council: the Human Services Planning Board and the Newcomer Inclusion Table (formerly the Community Partnership Council). It also administers the federally funded Local Immigration Partnership program as well as partnerships with the three Ontario Health Teams in York Region.

The branch provides strategic services and supports to advance Community and Health Services programs and services, including emerging cross-sectoral and strategic policy and programs, data services, strategic communications and engagement, emergency management and business continuity planning. Having played an important role in the Region’s pandemic response, the branch is now focused on addressing emerging needs through recovery.

In 2022, Regional Council approved the Community Safety and Well-Being Plan for York Region, which was developed in consultation with residents, community organizations, local municipalities, York Regional Police and other stakeholders. The box to the right provides details.

YORK REGION’S NEW COMMUNITY SAFETY AND WELL-BEING PLAN

Putting communities at the heart of planning helps them to address the challenges that affect their safety and well-being. Locally developed solutions are often the best answer to local problems, as they build on community knowledge, expertise and resources. Reinforcing local capacity to act can lead to stronger and more cohesive communities.

In May 2022, Regional Council approved the Community Safety and Well-Being Plan for York Region. It aims to keep residents safe by strengthening community well-being, focusing on social development and prevention.

Taking a place-based approach, the plan gives communities that can benefit most a central role in planning and helps them identify and respond locally to priority risks. The four communities selected using data and community consultation are northern Georgina, central Newmarket, south-central Richmond Hill and south-central Markham.

Residents and community partners have identified mental well-being, housing stability and economic stability as the issues they want to address through community initiatives and collaboration.

The plan grew out of consultation with residents, community organizations, local municipalities, York Regional Police and other stakeholders.

Community Action Tables and other collaborative initiatives bring together partners and strengthen community leadership. These initiatives use current data and draw on existing community assets to bring the plan to life. Preventative action is key – upstream action is always more effective than downstream remedies – and data helps bring to light any existing gaps in services.

York Region plays a stewardship role, working with partners to implement the plan, attract funding, and monitor and report on progress.

The branch is responsible for the Community Investment Fund, which provides targeted, time-limited funding to local initiatives delivered by not-for-profit agencies and other organizations to address gaps in community needs. Regional Council approved adding a temporary \$1.0 million annual investment in 2021 and 2022 to help organizations address critical pandemic-related needs.

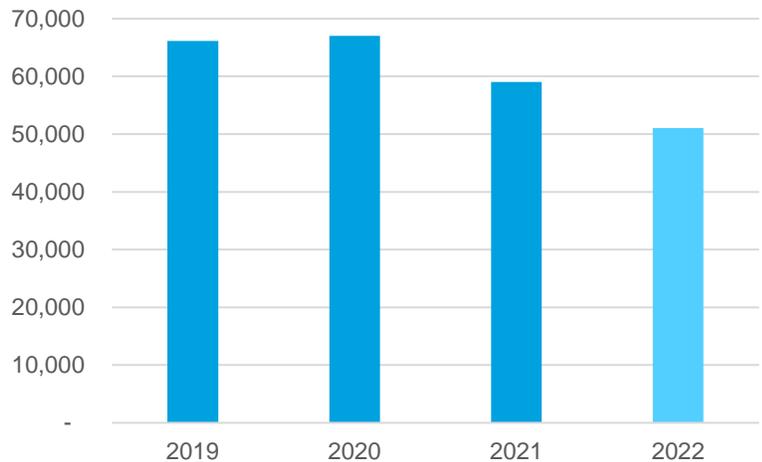
Over the past two decades, the Community Investment Fund has supported projects that improved the well-being of residents. In 2022, it provided funding of about \$4.5 million (excluding one-time COVID-19 funding). As part of the new [Supporting Critical Social Infrastructure](#) initiative, an additional \$3.2 million will be available in 2023 from the Pandemic and Recovery Management Reserve Fund to address gaps in critical community services, such as mental health support and aid to victims of human trafficking. In 2023, Regional Council will be asked to approve priorities for the Community Investment Fund for 2023-2026.

With York Regional Police, the branch co-chairs the York Region Municipal Diversity and Inclusion Group, which also includes the nine local municipalities, hospitals, school boards, conservation authorities and other agencies. The group is bringing the Inclusion Charter for York Region to life and is currently addressing two priority areas: increasing the sense of community belonging among York Region residents and decreasing the incidence of hate crimes. As part of these actions, the group launched York Region’s Inclusive Language Guide in 2022 and has begun work to increase awareness and understanding of the impact of hate crimes and hate-related incidents.

Through the Local Immigration Partnership and Emergency Social Services programs, the branch helped coordinate efforts to support new arrivals in York Region who were displaced by the conflict in Ukraine. This includes:

- Information-sharing and outreach, including setting up a webpage of relevant resources

OF RESIDENTS ACCESSING SERVICES FUNDED BY THE COMMUNITY INVESTMENT FUND



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Target gaps in human services delivery through strategic use of Community Investment Fund.

About the graph:

The Community Investment Fund provides time-limited funding to address gaps in community services and to advance Regional strategic priorities. As circumstances and priorities change, so do projects funded, the number of residents served, and funds available. Some specific changes during this time period include:

- COVID-19 restrictions altered the delivery of programs and resulted in program cancellations. This affected the number of clients served.
- In 2021 and 2022, Council approved a temporary budget increase of \$1.0 million to address critical gaps due to the pandemic.
- In 2021, Strategies and Partnerships transferred \$0.5 million to Social Services for seasonal homelessness shelters.
- The 2022 projection is based on program targets outlined in service agreements with agencies. This projection is subject to change early 2023 when year-end agency reports are received.
- The 2023 investment plan will partly be determined through a call for proposals and other project selection processes, and subject to contracted agreements with funded agencies.

- Strengthening collaboration with service providers and key organizations, including facilitating information sessions
- Identifying gaps in settlement support systems and opportunities to address them, and providing resources to address critical needs like transit, temporary accommodation and wrap-around services
- Taking part in tables involving different levels of government, including efforts to coordinate response across the Greater Toronto and Hamilton Area.

Budget overview

The approved total gross operating budget for this program area is \$20.1 million for 2023, an increase of \$4.6 million from the amount approved for 2022.

The approved net tax levy budget for 2023 is \$14.5 million, an increase of \$0.3 million. Three permanent full-time positions are being requested in 2023 to implement the provincially legislated Community Safety and Well-Being Plan. With secured funding for Community Safety and Well-Being, there will be no impact on the tax levy.

Strategies and Partnerships

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$15.5M	\$20.1M	\$20.6M	\$21.0M	\$21.4M
Net	\$14.2M	\$14.5M	\$14.6M	\$14.9M	\$15.2M
Budget Change		\$0.3M	\$0.1M	\$0.3M	\$0.3M
FTE - Total	57.0	60.0	64.0	65.0	65.0
- New		3.0	4.0	1.0	-

Six positions have moved to the Office of the Chief Administrative Officer to support the new People, Equity and Culture branch. Figures for 2022 have been restated to reflect the transfer. The Corporate Management and Governance chapter provides details.

INTEGRATED BUSINESS SERVICES

The Integrated Business Services Branch provides operational support and business solutions to help the Community and Health Services 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 and oversees the department's obligations on managing personal health information. The branch makes sure staff and programs have the space they need and optimizes the technology available to them so they can work more efficiently.

The branch supports the department in delivering programs and services by providing business solution development, business intelligence, training, technology, staffing and accommodation, as well as a range of administrative and financial management services. The branch is working to meet an increased demand for privacy expertise to manage requests for information, advise on practices for collecting, using and storing personal health information, and to assess privacy architecture in new information systems.

The branch is also responsible for Access York, providing a "no wrong door" approach to customer service. Access York handles inquiries for roughly 400 Regional programs across 140 different business lines and provides services in more than 240 languages. Requests are made in person at six locations and via other channels including telephone, email and online. Access York also handles referrals and links to resources in the community as part of the Ontario Health Team access and navigation model and takes applications for programs and services offered by York Region.

In the year up to September 2022, Access York received a total of 160,802 inquiries, down from 445,027 the previous year. The largest share of inquiries, at 34%, were health-related, as Access York continued to support booking appointments for COVID-19 vaccinations for York Region residents and respond to questions about immunization. The second-largest group of inquiries, at 18%, were related to social assistance.

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 2022, the branch developed a 2023-2026 roadmap to build on the “no wrong door” approach and ensure Access York continues to evolve and adapt to changing customer and organizational needs.

Community hubs co-locate multiple organizations under one roof to provide residents with enhanced and affordable access to resources, services and programs. One hub began offering services and work advanced at another in 2022:

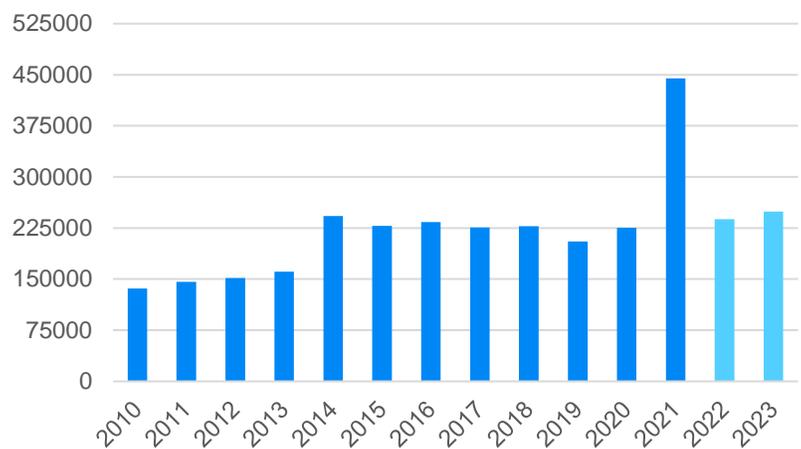
- Community and Health Services began to offer programs and services at the Town of Georgina’s community hub, The Link, including a dental care clinic for seniors, a sexual health clinic and a drop-off site for well-water testing. An Access York Customer Care Associate is also located at The Link to provide information, intake and referral services.
- The new Unionville Commons affordable housing for seniors, due for completion in 2024, will host the Unionville Seniors Hub and Community Centre, providing residents and local seniors with easy-to-access services to support their health and well-being. This development responds to a commitment to improving access to health and social services laid out in the Region’s Strategic Plan and in the Plan for Seniors.

In 2022, the branch continued to develop business solutions for COVID-19 reporting and decision-making, and ensured the handling of pandemic-related data complied with legislation, bylaws and policies.

Priorities for the Integrated Business Services Branch in 2023 include:

- Providing ongoing support to the COVID-19 response and service resumption

OF RESIDENT INQUIRIES MADE THROUGH ACCESS YORK



Areas of Focus and Related Priority: Good Government - Effectively Deliver Trusted Services

Objective(s):

Ensure the people the department serves receive the best experience by enhancing an integrated contact centre approach

About the graph:

The projected number of resident inquiries made through Access York for 2022 was determined by the number of interactions year to date. Resident inquiries in 2021 were heightened given the continued increase in COVID-19 vaccination appointment inquiries. Current inquiry volume has stabilized to pre-pandemic levels. It is expected that volume will continue to grow year over year as Access York continues to expand support to new and changing program areas/services.

- Implementing Access York quality assurance roadmap and digital enhancements (call recording enhancements, voice recognition)
- Implementing tools at Access York to enable customer self-service and service navigation
- Developing a training plan for department staff including data literacy and digital tools to support program delivery and assist customers with digital self-serve
- Advancing digital projects supporting program delivery across the department, including addressing increasing caseloads and complex customer needs and expectations
- Procuring an auditing tool to complete legislatively required audits of electronic systems containing personal health information
- Continuing to identify suitable community hub opportunities to offer programs and services, and advancing implementation of the Unionville Seniors Hub and Community Centre.

Budget overview

The approved 2023 net operating budget for Integrated Business Services is \$27.2 million, an increase of \$5.0 million over 2022. The approved gross operating budget is \$28.3 million.

12.6 positions are requested in 2023 to advance digital initiatives to support customer self-service, improve integration with partners and upgrade tools for staff to support increasing caseloads. The requested positions will support Access York operations, including the introduction of new programs, strategic project management, digitization of services and a program of enhanced quality assurance.

Integrated Business Services

OPERATING BUDGET						
		2022	2023	2024	2025	2026
Gross		\$23.3M	\$28.3M	\$29.3M	\$30.0M	\$31.1M
Net		\$22.2M	\$27.2M	\$28.2M	\$28.9M	\$30.1M
Budget Change			\$4.9M	\$1.0M	\$0.7M	\$1.2M
FTE	- Total	157.4	170.0	177.0	179.0	181.0
	- New		12.6	7.0	2.0	2.0

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CORPORATE MANAGEMENT AND GOVERNANCE

comprises several areas that provide professional services and advice to Regional Council and make the organization as a whole more strategic, responsive and efficient.

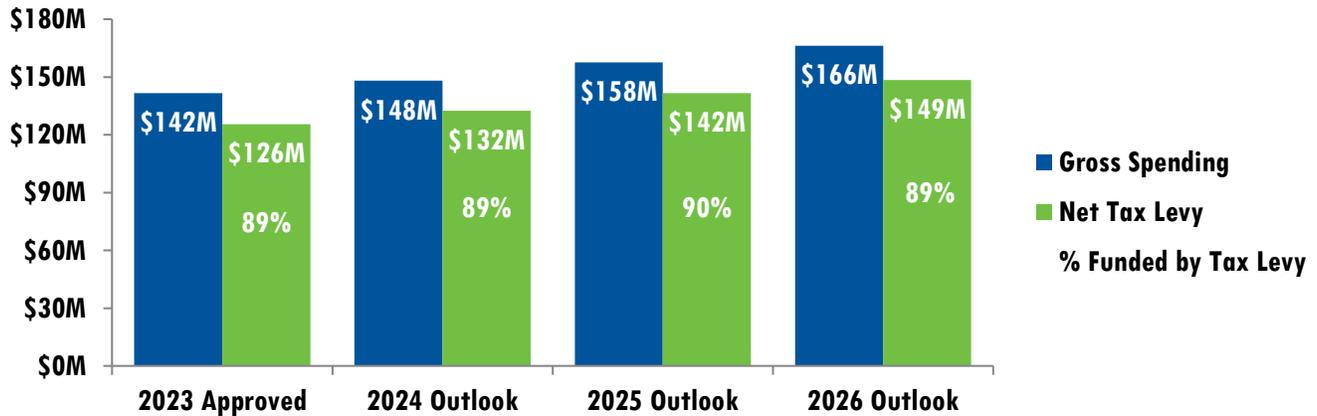


THE CORPORATE MANAGEMENT AND GOVERNANCE OPERATING BUDGET IS...

**5% OF TOTAL
REGIONAL EXPENDITURES**

**9¢ ON THE
TAX DOLLAR**

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



THE CORPORATE MANAGEMENT AND GOVERNANCE CAPITAL BUDGET IS...

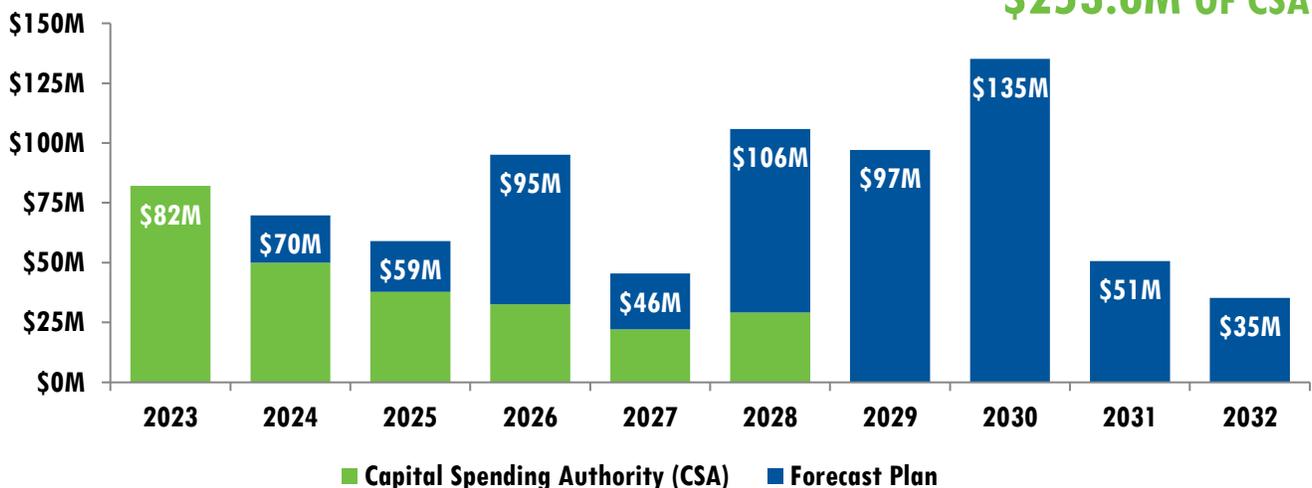
**7.8% OF THE
REGION'S 10-YEAR PLAN**

**4.7% OF
TOTAL CSA**

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

\$775.4M OVER 10 YEARS

\$253.6M 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.

These areas gather and analyze information from within the Region and elsewhere to enhance decision-making and support 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 growth management, economic development, audit and emergency management.

2022 ACCOMPLISHMENTS

Corporate Management recorded several accomplishments during 2022:

- The organization continued to support a shift to new ways of working following the impacts of the COVID-19 pandemic. This included creating a flexible model that can allow some staff to work remotely as well as in the office.
- The Strategies and Initiatives branch in the Office of the Chief Administrative Officer (CAO) led development of a new Strategic Plan for 2023 to 2027 that aligns with the Region's *Vision* and coincides with a new term of Council. With the guidance of the Office of the Budget, departments and other parts of the organization developed a new multi-year budget to cover the same time period.
- Approved by Council in May, the 2022 Development Charges Bylaw is the first Region-wide bylaw update in 25 years without appeals.
- 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.
- Council adopted a new Regional Official Plan that comprehensively plans for growth to 2051.
- An increasing number of development applications were processed by Regional staff through YorkTrax, an online tracking system, with 2,050 applications received in 2021. A public dashboard provides the current Regional status of all development applications and staff contacts for easy access.

To keep up with the pace of digital change and the evolving needs of York Region's diverse workforce, areas within Corporate Management were reorganized in 2022 as part of an internal review. Information technology moved to Corporate Services and human resources moved to the Office of the CAO under the new title of People, Equity and Culture. In this chapter, the changes in budget figures from 2022 to 2023 reflect 2022 figures restated to be in line with the reorganization.

WHAT SHAPES THE CORPORATE MANAGEMENT BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region’s *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Corporate Management and Governance supports *Vision’s* areas of focus and the Strategic Plan’s priorities through objectives, performance measures and activities.

Progress is regularly reported using performance measures. These are listed in the table below, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

The main area of focus that corporate management supports is Good Government. The professional guidance provided by the Office of the CAO, Legal Services, Finance, and Corporate Services supports all of the Region’s program areas by helping staff and key partners with strategic planning, emergency preparedness, budgets, audit, technology, legal advice, recruitment and accommodation, and with communicating Regional plans and activities to residents.

In addition, Corporate Services directly delivers the services of Development Services and Economic Development identified in the Strategic Plan.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Effectively Deliver Trusted Services	Improve staff well-being and achieve greater cost-efficiency to the Region by increasing in-house staff complement through hiring more specialized lawyers, law clerks and legal assistants	Internal cost per counsel compared to external legal cost per hour	●	Continuous monitoring of staff workload and well-being as client departments’ needs and expectations increase
			# of hours Worked by Legal Services Branch	●	
		Deliver fiscally sustainable services	# of competitive bids released to market	▲	Monitor and track the competitive bid release to market in line with business forecasts

Legend	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Trend data not available for reporting
	■ = Strategic plan	■ = Departmental plan	

Operating budget

The approved gross operating budget for Corporate Management is \$141.5 million accounts or 4.6% of the Regional total. The approved tax levy budget is \$125.5 million. Both the gross and net budgets would increase significantly from 2022 because of higher contributions to asset management reserves, reflected in the line labelled “Fiscal Strategy” in the table below. Helping to offset this increase, new savings and efficiencies are expected to total \$2.6 million in 2023 and pandemic-related impacts will decline by \$0.7 million from the previous year. After 2023, asset management contributions increase at a lower rate.

A central goal of the corporate management budget is to enhance the organization’s ability to mitigate risk and keep services responsive and efficient. The 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.

Corporate management plans to add 38 new positions and convert eight existing positions to permanent in 2023. The sections that follow provide details. Over the remainder of the multi-year budget, the increases would be 52 new positions and 11 conversions.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	120,410	104,102	141,549	125,530	148,055	132,417	157,565	141,574
Status Quo	2,738	2,598	1,198	1,199	2,824	2,913	2,357	2,220
Revenues:								
Revenues (excl. senior government funding)	(985)	(397)	-	(252)	-	(362)	1,200	(297)
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	(985)	(397)	-	(252)	-	(362)	1,200	(297)
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	(2,584)	(2,618)	(734)	(734)	(82)	(82)	(232)	(232)
Program and Service Level Adjustments	-	-	-	-	-	-	-	-
Subtotal	(2,584)	(2,618)	(734)	(734)	(82)	(82)	(232)	(232)
Debt Servicing Net of Development Charges	(105)	(0)	-	-	-	-	-	-
Fiscal Strategy	15,676	15,676	3,647	3,647	4,449	4,449	1,827	1,827
Maintaining Service Levels for Growth	6,859	6,719	3,026	3,026	2,121	2,040	3,581	3,415
Enhancements and Transformation	188	188	-	-	198	198	-	-
Impacts of COVID-19	(648)	(738)	(631)	0	-	-	-	-
Approved Budget	141,549	125,530	148,055	132,417	157,565	141,574	166,298	148,507
Total Budget Change	21,140	21,428	6,505	6,887	9,511	9,157	8,733	6,933
	17.56%	20.58%	4.60%	5.49%	6.42%	6.92%	5.54%	4.90%

Staffing changes

(Full-Time Equivalents)	2023		2024		2025		2026	
	FTE	% Change						
Opening	745.0		791.0		817.0		833.0	
New	38.0	5.10%	17.0	2.15%	14.0	1.71%	21.0	2.52%
Conversions	8.0	1.07%	9.0	1.14%	2.0	0.24%	-	-
Program Reductions	-	-	-	-	-	-	-	-
Approved Budget	791.0		817.0		833.0		854.0	
Budget Change	46.0	6.17%	26.0	3.29%	16.0	1.96%	21.0	2.52%

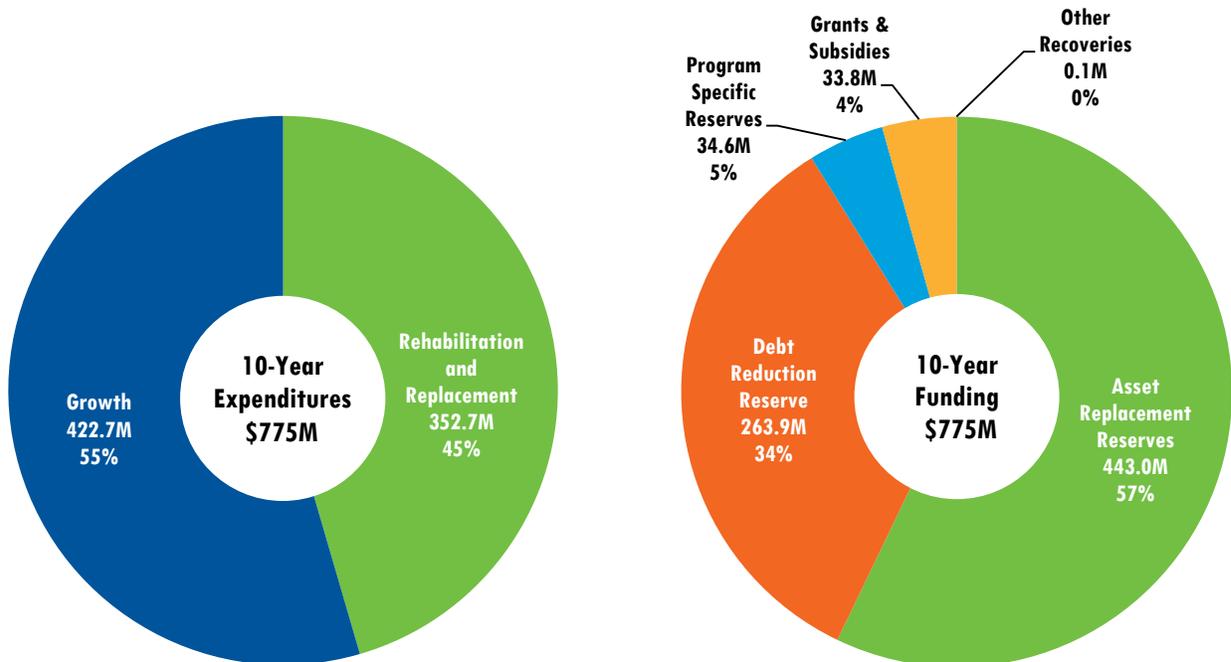
Capital budget

In 2023, the Region will invest \$82.0 million in capital assets, representing 9.2% of the Region’s total for the year, to support the organization. Over the next 10 years, the investment will total \$775.4 million, or 7.8% 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)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
Information Technology Services	33,134	38,943	33,020	32,603	22,074	116,208	275,982	188,847
Property Services:								
Rehabilitation and Replacement	11,724	3,456	9,807	4,985	4,444	42,348	76,763	14,352
Business Initiatives	37,189	27,345	16,170	57,535	18,990	265,474	422,703	50,352
	48,913	30,801	25,976	62,520	23,434	307,822	499,466	64,704
Total Corporate Management and Governance	82,047	69,744	58,996	95,123	45,508	424,030	775,448	253,551



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.

In the area of information technology, 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

Corporate management demonstrates its value to Regional government and its residents by supporting a modern workforce, high-quality advice and analysis, a strong financial position and better customer service. Bringing together information technology, enterprise-wide systems, data analysis and other information functions under Corporate Services is a key step in continuing to modernize service delivery and keeping pace with digital change, as discussed in more detail in the box on page 163. Similarly, the new People, Equity and Culture branch expands on work already underway to further create a more inclusive organization that reflects the unique strengths and skills of every person within it.

In the years ahead, Corporate Management and Governance will continue to plan and lead investments in both technology and people to ensure York Region remains a leading-edge organization. As well as continuing to improve services for residents, these efforts also help to contain costs over the long term. Overall guidance continues to be provided by the Region's *Vision* and Strategic Plan, which are discussed in more detail in the Planning and Budgeting chapter starting on page 17. The activities of the Corporate Management and Governance areas will make it a central part of the Region's new Environmental, Social and Governance framework and reporting, discussed on page 22.

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)	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Chair & Council	2.8	2.8	2.8	2.8	2.9	2.9	2.9	2.9	
Office of the CAO	21.8	20.8	21.9	21.6	22.9	22.6	24.0	23.6	
Legal Services	2.2	1.5	2.1	1.3	2.2	1.4	2.1	1.3	
Finance	25.6	22.6	26.7	23.7	27.8	24.8	29.4	26.1	
Information Technology Services	36.2	36.2	39.1	39.1	42.2	42.2	44.2	44.2	
Communications, Information and Data	20.1	19.9	20.3	20.1	21.3	21.1	22.8	22.6	
Planning and Economic Development	13.6	9.0	13.7	9.2	14.1	9.7	15.6	9.9	
Property Services	19.4	18.2	21.5	20.3	24.1	22.9	25.3	24.1	
Less: User Rate Recovery	-	(5.4)	-	(5.6)	-	(6.0)	-	(6.3)	
Total Operating Budget	141.5	125.5	148.1	132.4	157.6	141.6	166.3	148.5	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2023	CSA	10-Year	2023	CSA	10-Year	2023	CSA	10-Year
Information Technology Services	33.1	188.8	276.0	-	-	-	33.1	188.8	276.0
Property Services	11.7	14.4	76.8	37.2	50.4	422.7	48.9	64.7	499.5
Total Capital Budget	44.9	203.2	352.7	37.2	50.4	422.7	82.0	253.6	775.4

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

Three branches within the Office of the CAO provide important services:

- Strategies and Initiatives leads the Region's strategic planning, emergency management, community opinion polling and continuous improvement program delivery 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.
- People, Equity and Culture provides services in the areas of talent acquisition, employee and labour relations, compensation, recognition, benefits, employee/organizational development, workplace health and safety and wellness programming, and continues to work to create a diverse and inclusive workforce.

Budget overview

The approved total 2023 operating expense for the Office of the CAO, at \$21.8 million, represents 15.4% of the Corporate Management total for the year. The expected increase to the total budget from 2022 to 2023 is \$1.9 million or 9.5%. For the net tax budget, the increase is \$1.6 million or 8.1%.

Office of the CAO

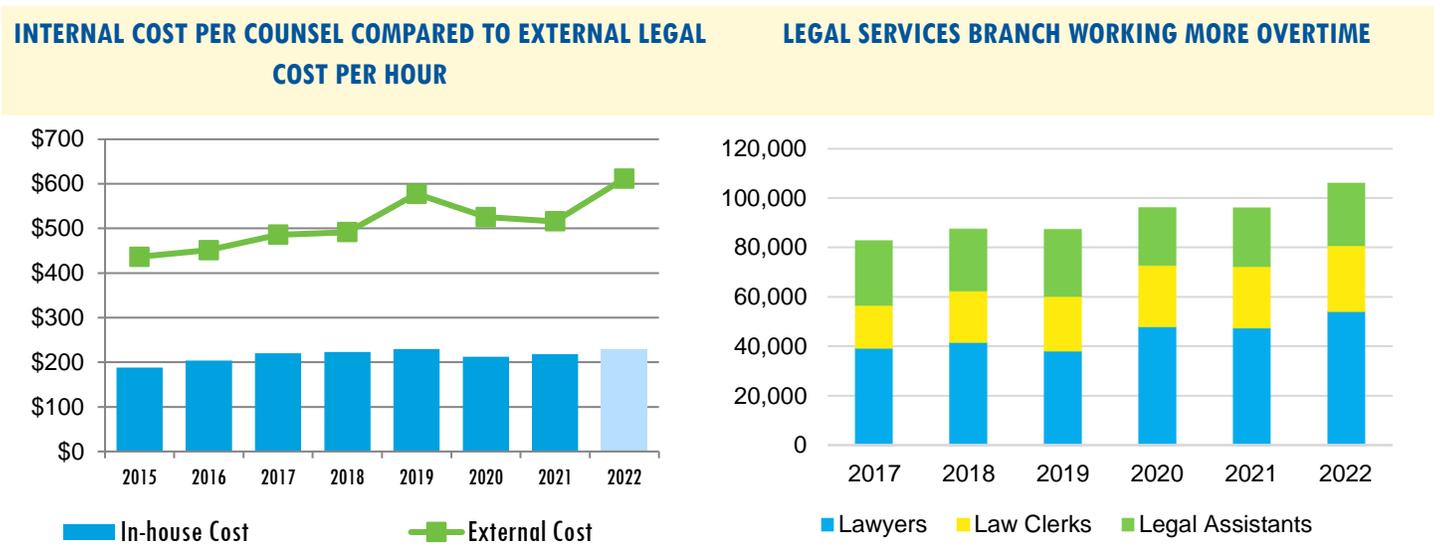
OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$19.9M	\$21.8M	\$21.9M	\$22.9M	\$24.0M
Net	\$19.2M	\$20.8M	\$21.6M	\$22.6M	\$23.6M
Budget Change		\$1.6M	\$0.8M	\$1.0M	\$1.1M
FTE - Total	115.0	128.0	130.0	133.0	135.0
- New		13.0	2.0	3.0	2.0

The Office of the CAO plans to add 13 new positions in 2023, of which three would be conversions from temporary and would have no impact on the tax levy budget. Most of the additional positions would support the People, Equity and Culture branch and would focus mainly on attracting and keeping staff, continuing inclusiveness efforts, and meeting needs in such areas as employee wellness, safety and accommodation.

LEGAL SERVICES

Legal Services provides cost-effective legal expertise to Council, the Region’s business units and corporations and the Police Services Board. In addition to representing the Region at 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.

As the Region has grown, so has the need for legal services. The Legal Services team is moving to a new system for recovering costs from the Region’s business units and corporations for the services that are provided. This will help to better reflect and track where legal staff resources are being used and will provide valuable insight for forecasting purposes. The box on page 23 provides more details.



Areas of Focus and Related Priority: Good Government - Effectively Deliver Trusted Services

Objective(s):

Improve staff well-being and achieve greater cost-efficiency to the Region by increasing in-house staff complement through hiring more specialized lawyers, law clerks and legal assistants.

About the graph:

As the graph on the left illustrates, using in-house counsel instead of external law firms represents continued savings to the Region.

The right-hand graph, however, shows that the hours of legal services provided by Legal Services staff continue to rise. This is due to the significant increase in overtime hours worked by legal staff, particularly lawyers, to keep pace with Regional needs and demands. This trend is not sustainable at current staffing levels because of the impact on staff mental health and well-being.

Excellent legal services provided by in-house resources help the Region efficiently manage risk and reduce costs. As the graph on the previous page shows, using in-house lawyers when possible instead of private legal counsel can be a highly cost-effective approach. At present, however, staff must work excessive overtime to meet client demands, which is not sustainable. The need to add specialized staff is critical.

Budget overview

Legal Services' approved 2023 total operating expense is \$2.2 million, or 1.6% of the Corporate Management total for the year. On a net basis, the approved budget is \$1.5 million, down \$0.1 million or 8.9% from 2022.

For comparison, 2022 gross and net budget figures have been restated as if Legal Services' direct costs were charged to departments in 2022 had the new chargeback model had been in place. Restating the figures reduced the Legal Services budget for 2022 and increased the budgets of other departments by the same total amount. The increase for each depended on their use of legal resources, and overall budget figures did not change. The 2023 approved budget takes the same approach. As a result, the remaining budget for Legal Services in 2022 and 2023 reflects only indirect costs such as accommodation.

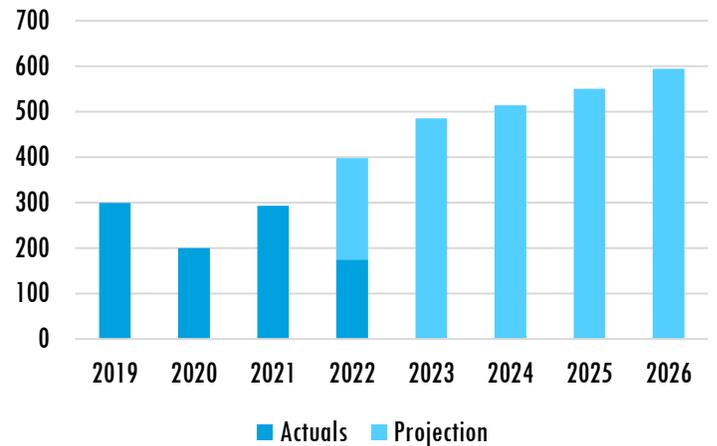
Legal Services plans to add eight new positions in 2023 to relieve the current intense workload on staff, as shown in the table below.

The new positions will help to keep the department efficient and to provide direct legal counsel to the Region.

Legal Services

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$2.1M	\$2.2M	\$2.1M	\$2.2M	\$2.1M
Net	\$1.6M	\$1.5M	\$1.3M	\$1.4M	\$1.3M
Budget Change		(\$0.1M)	(\$0.1M)	\$0.1M	(\$0.1M)
FTE - Total	68.0	76.0	81.0	82.0	85.0
- New		8.0	5.0	1.0	3.0

OF COMPETITIVE BIDS RELEASED TO MARKET



Areas of Focus and Related Priority: Good Government - Effectively Deliver Trusted Services

Objective(s):

Deliver fiscally sustainable services

About the graph:

The number of bids released to market each year is expected to continue to trend upward after a pandemic-related drop in 2020. This reflects a rising volume of construction and other projects the Region is carrying out, as well as purchases of goods, services and equipment. Bids are also becoming more complex.

Procurement will continue to evolve to handle these greater demands and support the department's Finance Forward initiative, which is aimed at modernizing and transforming financial processes and systems across the organization. Resources, technology and analytical tools are needed so that procurement can partner strategically with departments and respond more quickly to their needs. This will help keep the Region fiscally sustainable by achieving greater value for money in contracting.

FINANCE

The Finance department directs financial planning and reporting for York Region. It provides advice and corporate financial services to Regional Council and departments. It works to keep the Region financially strong and efficient and manages financial assets for the benefit of residents.

The department leads several corporate policies and processes. It develops the budget, manages the Region's debt, reserves and investments, administers and reports on finances, and manages procurement.

Starting in 2023, Finance will also be responsible for a new corporate mandate called Environmental, Social and Governance reporting. As the discussion on page 22 of the Planning and Budgeting chapter explains, this type of framework is used widely in the private sector and is now moving into the public sector.

Finance is developing the Region's Environmental, Social and Governance reporting framework, which will include working with departments to coordinate their reporting on climate change goals, targets and budgetary requirements.

The Region's financial management needs are becoming more demanding every year. As new projects go forward to meet the needs of a larger population, more bids go out and more invoices have to be paid. New approaches to carrying out projects are also making tenders and bids more complex. Payroll systems and processes continue to evolve to reflect changes in benefits and regulations as well as to support staffing growth and manage related pressures. Public sector accounting and reporting standards are constantly evolving.

The pandemic provided a further impetus for change, because the shift to working remotely showed clearly how many processes were still manual. While stopgaps were put in place, the need for a comprehensive solution was clear. The Finance Forward initiative outlines the path to the required transformation, with the box on the right providing more details.

FINANCE FORWARD WILL DELIVER ON MANDATE AND ADD VALUE

The key goals of the Finance Forward initiative are summed up in its three pillars of "People, Process, and Performance," all of which are needed to drive greater capacity, expertise, and business insights to support the Region's strategic priorities.

Led by the Finance department, Finance Forward will help drive the department's expanded mandate of advancing the Region's fiscal and financial planning, tax policy and procurement services while also integrating environmental, social and governance reporting through innovation, collaboration, effective communication and centres of excellence.

The Finance Forward vision focuses on transforming financial management to be more seamless and timely, and better support strategic business decisions. Achieving this will call for cross-functional thinking to bring about the best financial practices and create a strong, respected, and connected financial community.

That's why the starting point for transformation was reaching out to the financial community across the organization. Input from front-line workers and leaders confirmed the project's key directions of reducing manual data entry, automating activities, and giving self-serve access to accurate and timely financial information, data and reports. Members of the Region's financial community see these changes as important ways of adding value to their work.

The Finance Forward team will work in partnership with the new People, Equity, and Culture branch in the Office of the CAO to replace the organization's Enterprise Resource Planning platform, a central aspect of the shift. A critical step in deciding on a new system will be assessing options that have become available in recent years, especially with the growth of web-based approaches to collecting, organizing, and analyzing data. Finance Forward will continue the department's focus on modernizing procurement, an initiative that began during the previous four-year budget cycle.

Finance Forward will make more activities and processes digital and web-based, enable the Region to collect more data, and provide better tools for in-depth analysis. The benefits across the organization will include:

- Less risk of errors from manual data entry and review
- Quicker access to more data, providing valuable business insights and enabling departments to better identify and manage risks
- More robust financial information and analysis to improve strategic planning and enable better decision-making
- Reduced cost and time pressures

Budget overview

The approved 2023 net operating expense for Finance is \$22.6 million, representing 18.0% of the Corporate Management and Governance total for the year. The approved increase of \$1.0 million from 2022 reflects seven additional positions to support the department’s growing needs related to payroll, procurement and analysis functions, as well as its responsibilities related to the new Environmental, Social and Governance framework.

Finance

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$24.4M	\$25.6M	\$26.7M	\$27.8M	\$29.4M
Net	\$21.6M	\$22.6M	\$23.7M	\$24.8M	\$26.1M
Budget Change		\$1.0M	\$1.1M	\$1.1M	\$1.3M
FTE - Total	152.0	159.0	166.0	173.0	180.0
- New		7.0	7.0	7.0	7.0

CORPORATE SERVICES

Corporate Services’ branches carry out a wide range of key functions:

- Property Services acquires and disposes of real estate, manages facilities-related building projects, plans and designs space, and/or oversees delivery of day-to-day operations and maintenance in 218 of the 282 buildings in York Region’s building portfolio.
- Planning and Economic Development aligns long-term planning with the goals of *Vision* as well as provincial policies and plans. Partnering with local municipalities, it develops regional planning frameworks and programs, including affordable housing incentives, and helps set targets for climate change action and sustainability. Its award-winning YorkTrax system allows planners, engineers and other Regional staff to collaboratively review development applications online. The branch’s Economic Strategy division helps build the Region’s economy by supporting new and existing enterprises, developing talent and attracting business investment.
- Information Technology Services provides full IT services to its clients, including Regional Council and other Regional departments. It acts as steward of technology assets, provides direction and advice on software and hardware, supports staff working at home and is responsible for cyber-security. To better integrate digital services, the branch recently joined the Corporate Services department.

- Communications, Information & Data includes Corporate Communications, the Office of the Regional Clerk, Data, Analytics and Visualization Services and Business Services. Corporate Communications governs the Region’s intranet, public website and social media presence, produces news releases and similar documents, provides graphic design/branding services and is responsible for media relations. 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 leads data management, analytics and visualization across the organization and with external partners, including local municipalities and York Regional Police. Business Services supports the department and its many partners in the areas of financial management, communications and business planning.

The box on the right provides more details on the strategic value of bringing together technology, data, information and YorkNet, the Region’s fibre optics provider, under one department.

In 2022, Corporate Services continued to support the Region’s pandemic response efforts. It helped Public Health with internal and external communications, logistics, data analytics and reporting, as well as staffing. The department also developed a hybrid model for Council meetings that allowed virtual and in-person attendance, maintained health and safety protocols and assisted businesses affected by the pandemic.

INTEGRATING 4 DIGITAL PILLARS WILL IMPROVE SERVICE DELIVERY

Every area of Regional government recognizes the need to streamline all services and processes and make as many as possible available online. This is key to continuous improvement. To help ensure these efforts are coordinated and provide the best possible outcomes, the Region has brought together four digital pillars under Corporate Services:

- Data analytics and visualization
- Privacy and information management
- Information technology services
- YorkNet, which is responsible for the Region’s fibre optic network

Digitally-driven improvement is about bringing people, process and technology together to create simpler, faster, and better solutions that sustain critical operations.

Working with a skilled team from across the organization, Corporate Services will work to achieve the priorities of the Region’s digital vision by:

- Ensuring services meet users’ needs and the user experience is simple, consistent and secure
- Helping to direct investments in established Regional priorities
- Nurturing a digital culture and giving staff the tools and training to use data, information and technology effectively
- Promoting and embracing new, more agile ways of working and adapting quickly as needs evolve

The new digital focus will enable more effective broad-based collaborations involving new ways of sharing, combining and analyzing data across different program areas. This will build on innovative work done in response to the COVID-19 pandemic, for example. It will also mean maximizing the benefits of significant new data, information and technology investments, such as the Finance Forward project described on page 161.

Budget overview

At \$89.2 million, the approved 2023 total operating expense for Corporate Services would represent about 63% of the Corporate Management and Governance total for the year.

On a net basis, the approved 2023 budget is \$83.3 million, an increase of \$18.9 million from the previous year. This is largely due to an increase of \$15.7 million in the contribution to asset management reserves.

Like other parts of the organization, Corporate Services faces higher-than-expected price increases in 2023. Pressures related to higher contracted costs for grounds maintenance, cleaning and security were partially offset by savings in other areas. Beyond 2023, inflation is expected to return to lower pre-pandemic levels.

Corporate Services plans to add 18 new positions in 2023 to support growing needs in the areas of communication, facilities, economic development and management of its newly integrated digital portfolio, including information, data analytics and technology services discussed in the box on the previous page.

The approved Corporate Services capital budget includes investment of \$82.0 million in 2023 and \$775.4 million over the next 10 years for information technology assets and Regional facilities.

Corporate Services

OPERATING BUDGET					
	2022	2023	2024	2025	2026
Gross	\$71.5M	\$89.2M	\$94.5M	\$101.7M	\$107.9M
Net	\$64.4M	\$83.3M	\$88.7M	\$95.9M	\$100.9M
Budget Change		\$18.9M	\$5.4M	\$7.2M	\$5.0M
FTE					
- Total	407.0	425.0	437.0	442.0	451.0
- New		18.0	12.0	5.0	9.0
CAPITAL BUDGET					
2023 Budget					\$82.0M
Capital Spending Authority					\$253.6M
10-Year Capital Plan					\$775.4M



COURT AND TRIBUNAL SERVICES

administers the Provincial Offences Court program in York Region, which deals with a range of non-criminal charges and provides related prosecution services.

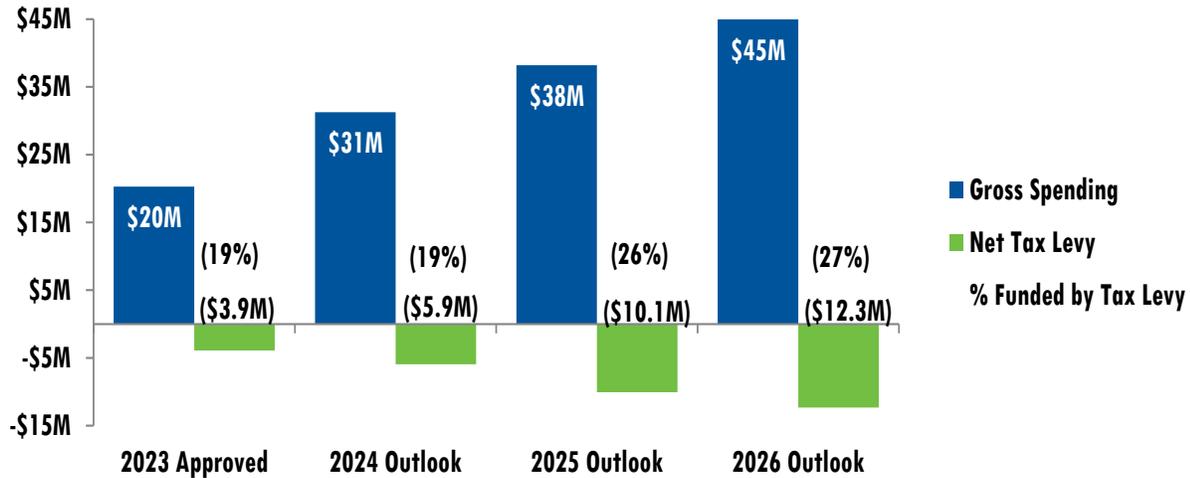


THE COURT AND TRIBUNAL SERVICES OPERATING BUDGET IS...

**1% OF TOTAL
REGIONAL EXPENDITURES**

**0¢ ON THE
TAX DOLLAR**

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



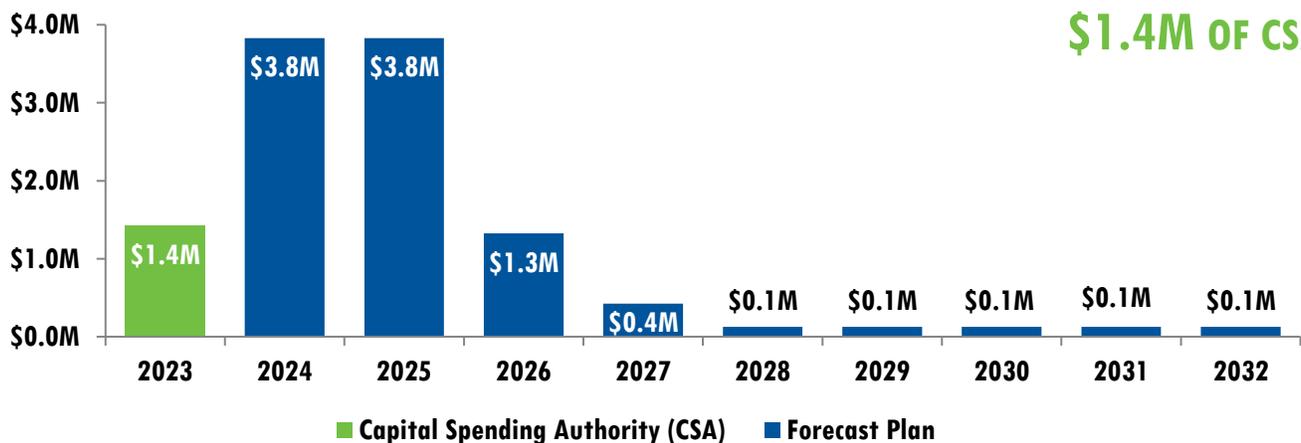
THE COURT AND TRIBUNAL SERVICES CAPITAL BUDGET IS...

**0.12% OF THE
REGION'S 10-YEAR PLAN**

**0.03% OF
TOTAL CSA**

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

\$11.5M OVER 10 YEARS
\$1.4M OF CSA



NEW NAME, CONTINUING EFFICIENCY

Court and Tribunal Services, formerly called Court Services, has been adopting new processes and technologies over the past few years to make its services as efficient and accessible as possible.

In 2023, a new Administrative Penalty Tribunal will be set up in York Region. This will go hand-in-hand with expanded use of automated enforcement for two offences: going through a red light and speeding near a school. Together, the measures will allow the Region to process these offences more quickly and efficiently, saving court costs and providing more timely access to justice. As well as covering administration costs, related revenue will help to fund programs to make roads in the Region safer. The Public Works chapter discusses the impact on the road safety budget. The new tribunal will also deal with some bylaw infractions.

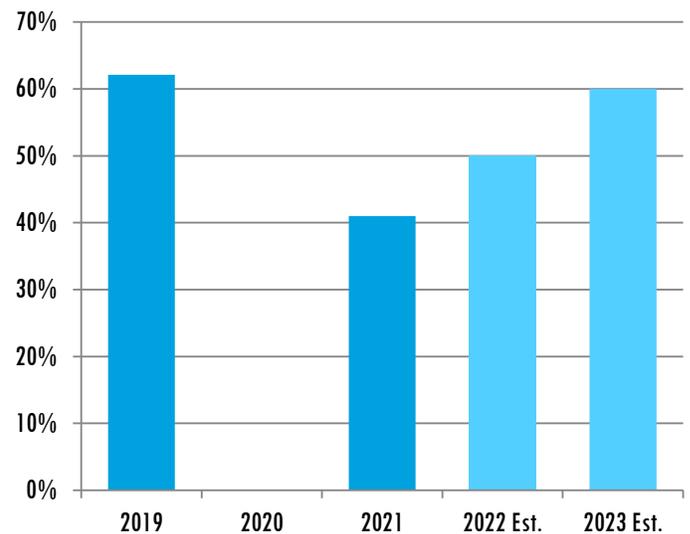
Court and Tribunal Services continues to operate the Provincial Offences Court program for York Region, which is the second-largest in Ontario by number of charges filed. It offers services in two locations, Newmarket and Richmond Hill. Most charges relate to traffic, parking and bylaw offences. It enforces court-ordered fines and arranges for prosecution when a ticket is disputed. A review process outside the court program will be available if an administrative penalty is disputed.

The branch now also prosecutes Part III violations under the *Provincial Offences Act, 1990*, which are more serious in nature and can carry higher penalties, including the possibility of jail time.

While the pandemic resulted in courts across Ontario having to close for several months, it also accelerated efforts already underway to modernize the court system in York Region. The need to work remotely and observe physical distancing led to new processes, especially web-based ones. The branch is continuing that shift, which will result in lower costs and higher-quality services.

Court Operations manages administration from end to end. Work includes scheduling trials and interpreters if needed, answering inquiries and processing payments, supporting in-court proceedings and producing transcripts as requested, and enforcing court-ordered fines through various collection tools. In 2021, it handled over 110,000 charges filed.

Defaulted Fines Collection Rate



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Objective(s):

Invest in a safe, effective transportation system that connects people, goods, and services

About the graph:

Because most offences are traffic-related, ensuring fines are enforced helps to improve driver behaviour. The Defaulted Fines Collection Rate is the percentage of fines paid within a year of default. It is a measure of how effective collection tools are. In 2020, a default rate could not be calculated because the Ontario Chief Justice extended timelines for court activities and payments. The rate in 2021 and following years reflects a gradual return to historic levels as the branch continues to clear a backlog from pandemic disruptions.

Prosecutions conducts trials, negotiates resolutions where appropriate, and handles appeals. Staff also respond to defendants’ requests for disclosure, providing electronic copies of evidence, such as police officers’ notes and videos from cameras in police cars.

2022 ACCOMPLISHMENTS

In 2022 Court and Tribunal Services’ key accomplishments included:

- Improving the process for hybrid hearings. Now, a combination of remote and in-person options gives court users alternative ways to access justice.
- Preparing to move ahead on the 13 initiatives in the branch’s Digital Roadmap. The roadmap is a plan to improve services and efficiency by giving citizens online access to more Regional court services. Branch staff worked to ensure readiness to move ahead, and that the project would align with corporate and provincial digital initiatives and funding was in place.
- Receiving Council authority to develop the Administrative Penalty Tribunal.
- Introducing fine payment by telephone as a new service in addition to online, mail and in-person options.
- Developing the 2023-2026 Court and Tribunal Services Action Plan, which focuses on innovating, being more inclusive, delivering excellent service and continuing to be self-funded.



Areas of Focus and Related Priority: Good Government - Effectively Deliver Trusted Services

Objective(s):

Uphold the integrity of the justice system by enforcing Court-ordered fines

About the graph:

The sustainability ratio compares the costs of court operations to total revenue. A ratio over 1.0 shows that costs are greater than revenue. Revenue dropped sharply from the start of the pandemic because payment deadlines were extended and all trials were rescheduled. Expenses, however, did not fall to the same extent. Court and Tribunal Services expects the ratio to decline as courtroom capacity continues to grow, but recovery to pre-pandemic levels will be slow.

WHAT SHAPES THE COURT AND TRIBUNAL SERVICES BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region’s *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how Court and Tribunal Services supports *Vision’s* areas of focus and the Strategic Plan’s priorities through objectives, performance measures and activities.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 Economic VITALITY	Foster Economic Prosperity	Invest in a safe, effective transportation system that connects people, goods, and services	Defaulted Fines Collection Rate	▲	Increase collection of defaulted fines
 Good GOVERNMENT	Effectively Deliver Trusted Services	Uphold the integrity of the justice system by enforcing Court ordered fines	Sustainability Ratio	●	Operate at cost recovery while providing reliable and efficient services and open access to justice
		Timely and fair access to justice	Average time to Case Resolution	●	Schedule trials within 12 months of the offence date Establish a Regional Administrative Penalty Tribunal
			Charges Resolved	▲	Reduce backlog of disputed matters resulting from COVID-19 Court closure
		Process improvement and digital technology solutions successfully implemented	Process improvement and digital technology solutions successfully implemented	▲	Continuous review of internal processes and resources in order to improve workflow, create efficiencies and support and respond to client expectations

Legend	● = Trending in the desired direction	● = Not trending in the desired direction	▲ = Trend data not available for reporting
	■ = Strategic plan	■ = Departmental plan	

Progress is regularly reported using performance measures. These are listed in the table on the previous page, along with recent trends in performance. Graphs throughout this chapter give more detail on performance trends and outlook.

Court and Tribunal Services staff, including prosecutors, are Regional employees. The Attorney General for Ontario, however, has overall responsibility for administering the Ontario justice system and ensuring the independence of prosecutors and the judiciary.

Operating budget

Court and Tribunal Services' total operating expense in 2023 is projected at \$20.3 million, accounting for 0.7% of the total for the Region.

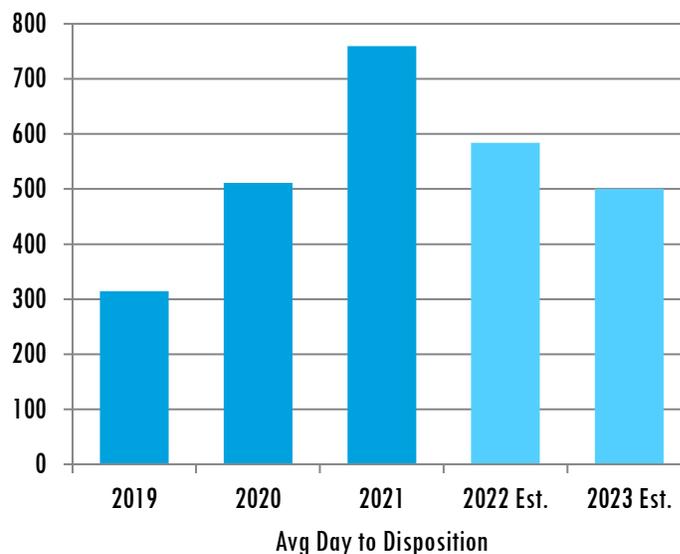
The branch works to cover all its costs from fine revenues. This includes an amount paid to the Region for shared corporate services. Court and Tribunal Services' ability to continue to cover its own costs in 2023 will depend on how quickly it recovers from the effects of the pandemic. Two major pressures were less court capacity and lower volume of tickets issued.

In 2023, the branch will hire nine new employees. Seven of these will work in all aspects of the new Administrative Penalty Tribunal program. Two more will support the growing need for hybrid hearings.

The balance between costs and revenues continues to present challenges for Court and Tribunal Services. 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. York Region has one of the highest dispute rates in Ontario, possibly because most offences are traffic-related and defendants are concerned about insurance costs and demerit points.
- **Court capacity.** Court and Tribunal Services is limited in its ability to schedule matters into court. The Ontario Court of Justice is responsible for scheduling and providing the judiciary. Provincial Offences Courts share judicial resources with other levels of court, including criminal court, which can result in a backlog of matters despite the branch's best efforts to provide timely access to justice.
- **Disclosure.** Requests for disclosure tripled in recent years. During the pandemic, Court and Tribunal 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. With courts reopening, however, requests are expected to grow quickly and the system will be hard-pressed to respond.

Average Time to Case Resolution



Areas of Focus and Related Priority: Good Government - Effectively Deliver Trusted Services

Objective(s):

Timely and fair access to justice

About the graph:

The graph depicts the average number of days to resolve disputed Part I and Part III charges. Ongoing court closures and reduced courtroom capacity since 2020 resulted in fewer charges being addressed in court than before the pandemic. The forecast reflects continuing pandemic impacts.

- Collections. Court and Tribunal Services has worked towards more methodical, timely and consistent ways of collecting fines. Unpaid fines can be added to a property tax bill or can result in driver's licence suspension, licence plate denial, or in some cases civil court action. In 2023, the branch will work to improve its ability to update defendants' contact information to support collection efforts and will assess other options, such as offering payment plans.
- Access to goods, services and other resources. Pandemic impacts or other global factors might delay projects by making inputs hard to source or not available at all.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	17,879	635	20,294	(3,910)	31,280	(5,924)	38,213	(10,067)
Status Quo	395	395	8,137	8,814	4,446	4,541	4,767	4,767
Revenues:								
Revenues (excl. senior government funding)	-	(1,329)	-	(354)	-	(361)	-	(368)
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	-	(1,329)	-	(354)	-	(361)	-	(368)
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	267	267	161	161	(6)	(6)	(21)	(21)
Program and Service Level Adjustments	-	-	-	-	-	-	-	-
Subtotal	267	267	161	161	(6)	(6)	(21)	(21)
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-
Fiscal Strategy	40	40	276	276	647	647	613	613
Maintaining Service Levels for Growth	245	245	841	841	393	393	367	367
Enhancements and Transformation	1,467	(4,164)	1,572	(11,751)	1,453	(9,356)	1,014	(7,620)
Impacts of COVID-19	-	-	-	-	-	-	-	-
Approved Budget	20,294	(3,910)	31,280	(5,924)	38,213	(10,067)	44,953	(12,329)
Total Budget Change	2,415	(4,545)	10,986	(2,014)	6,933	(4,142)	6,739	(2,263)
	13.51%	(715.82%)	54.13%	51.51%	22.17%	69.92%	17.64%	22.48%

Staffing changes

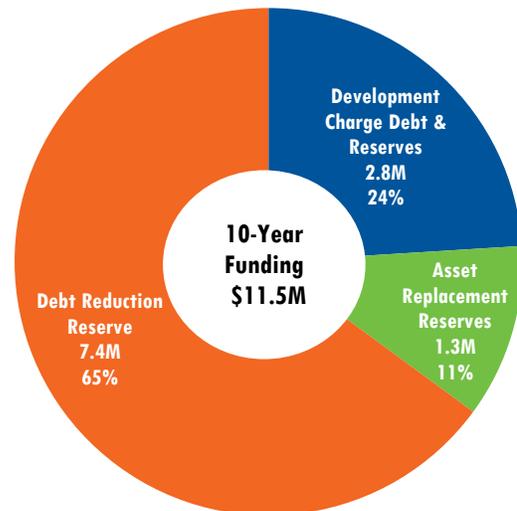
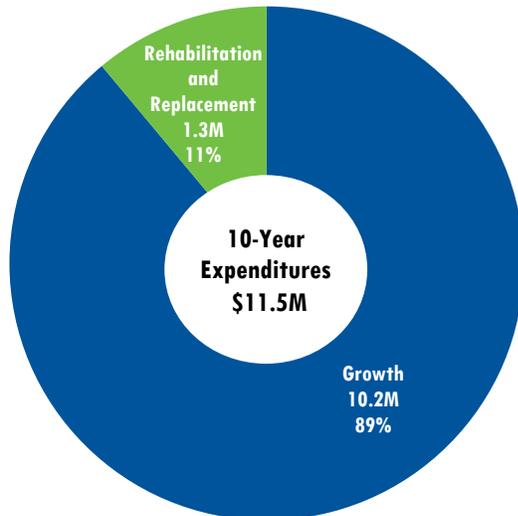
(Full-Time Equivalents)	2023		2024		2025		2026	
	FTE	% Change						
Opening	91.0		100.0		115.0		126.0	
New	9.0	9.89%	8.0	8.00%	10.0	8.70%	8.0	6.35%
Conversions	-	-	7.0	7.00%	1.0	0.87%	-	-
Program Reductions	-	-	-	-	-	-	-	-
Approved Budget	100.0		115.0		126.0		134.0	
Budget Change	9.0	9.89%	15.0	15.00%	11.0	9.57%	8.0	6.35%

Capital budget

Court and Tribunal Services' capital budget, totalling an expected \$11.5 million over the next 10 years, is used mainly to improve efficiency through new technology and meet accessibility and other requirements. In 2023, the \$1.4 million budget will be used to move ahead on the Digital Roadmap, including acquiring systems to support the Administrative Penalty Tribunal.

10-year capital budget

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
Court and Tribunal Services:								
Total Project Expenditures	1,427	3,827	3,827	1,327	427	635	11,469	1,427



OPERATING IMPACT OF CAPITAL

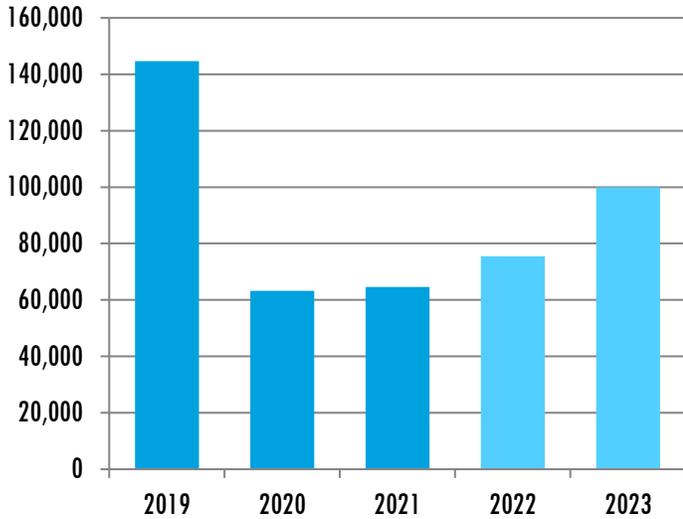
Continuing investments in technology allow Court and Tribunal Services to make the court system better and more efficient for people who use it. For the coming year, acting on Digital Roadmap initiatives discussed in the box on the next page will improve efficiency dramatically.

LOOKING AHEAD

In 2023, Court and Tribunal Services staff will focus on setting up the new Administrative Penalty Tribunal as a streamlined and digital service. The branch will also:

- Complete the transfer of responsibility for Part III prosecutions from the province, which is expected to create opportunities to improve the court user experience and schedule trials more efficiently
- Continue to advocate to the Ministry of the Attorney General for legislative reforms that will create a more responsive and efficient court system
- Continue to act on the Digital Roadmap by exploring opportunities to partner with the province and/or municipal counterparts.

Charges Resolved



Areas of Focus and Related Priority: Good Government - Effectively Deliver Trusted Services

Objective(s):

Timely and fair access to justice

About the graph: The graph displays all Part I and Part III charges that were resolved in the reporting year. A charge can be resolved by immediate payment, walk-in guilty plea, or going to trial; in addition, a charge can be withdrawn or a defendant who does not respond can be automatically convicted. The decrease in 2020 mainly reflects that fewer charges were filed during the pandemic. Limited court capacity starting in 2020 is also a factor. Court and Tribunal Services is exploring additional ways to resolve charges, including a possible Early Resolution process.

A DIGITAL ROADMAP TO ACCESSIBLE JUSTICE

In future, “court” will be a service rather than a location.

The Region is working to modernize services to ensure people can access justice in the way they expect. That’s the idea behind York Region’s Court and Tribunal Services’ ambitious digital modernization.

The initiative will leverage technology to reduce the time it takes to hear and resolve matters in court or before a tribunal, improve the user’s experience, simplify and standardize processes to improve efficiency and productivity, and reduce dependency on physical locations.

For instance, anyone who receives a ticket in York Region will soon be able to respond through an online service portal and either pay the ticket immediately or request a trial. Evidence related to tickets, including images from traffic cameras, will also be viewable online. All this can be done without stepping into a physical courthouse.

The digital roadmap will also include technology to support the new Administrative Penalty Tribunal, which will be essential to efficiently handle the volume of matters. Digitizing the court process will also reduce the reliance on physical copies. These moves are part of the shift from paper to digital record-keeping.

Consisting of 13 initiatives that will transform the court experience, the digital roadmap is already well on the way to being implemented. Most recently, Court and Tribunal Services has been busy acquiring the expertise needed to make the new system a reality. The next stages will include redesigning internal processes and increasing staff’s digital literacy to prepare them for using new technology. The full transformation will take about five years, but staff and court users are already seeing the benefits of earlier measures to make services easier to access.

INTENTIONAL BLANK



FINANCIAL INITIATIVES

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

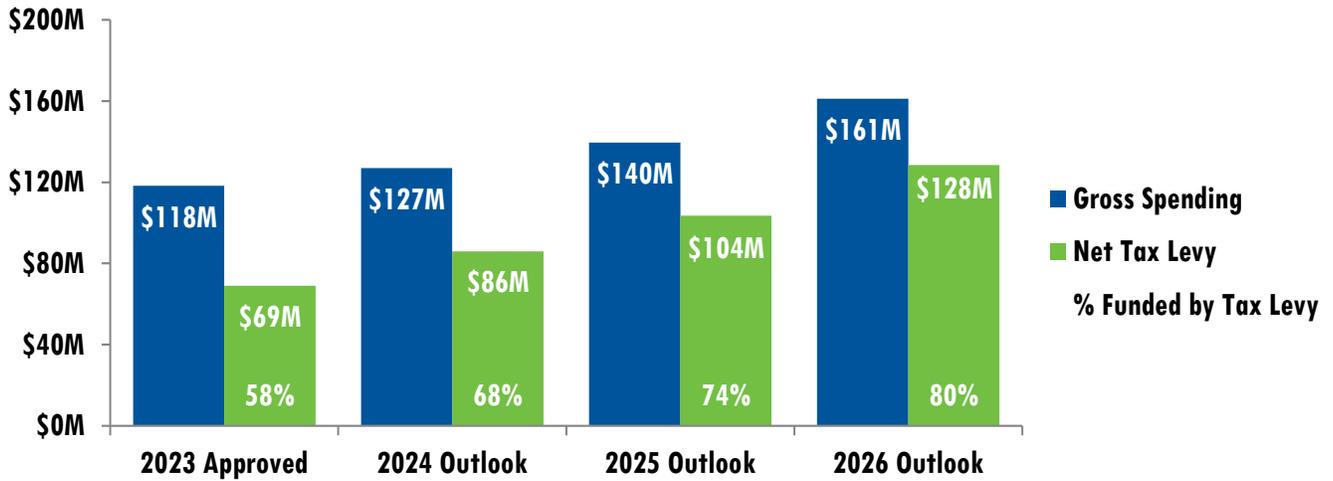


THE FINANCIAL INITIATIVES OPERATING BUDGET IS...

4% OF TOTAL
REGIONAL EXPENDITURES

5¢ ON THE
TAX DOLLAR

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



THE FINANCIAL INITIATIVES CAPITAL BUDGET IS...

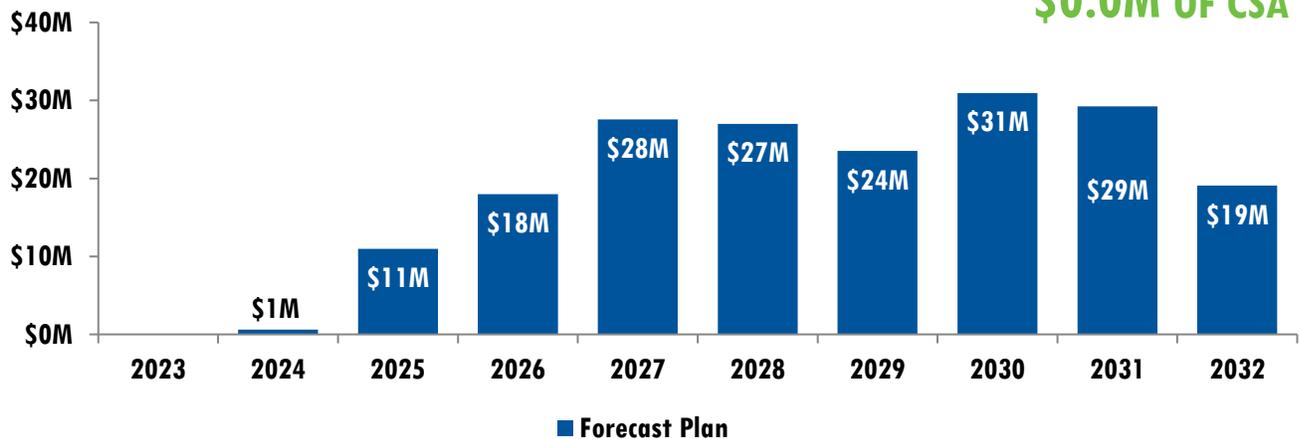
1.9% OF THE
REGION'S 10-YEAR PLAN

0.0% OF
TOTAL CSA

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

\$186.9M OVER 10 YEARS

\$0.0M OF CSA



SUPPORTING FINANCIAL SUSTAINABILITY

The Financial Initiatives budget is made up of:

- Contributions to reserves discussed in the Long-Term Financial Planning chapter, including the Debt Reduction reserve and the Rapid Transit Reserve
- Allocations for organization-wide needs such as corporate memberships and operating and capital contingencies

In 2023 as in 2022, the approved Financial Initiatives budget includes a draw from the Pandemic and Recovery Management Reserve Fund created in December 2020.

WHAT SHAPES THE FINANCIAL INITIATIVES BUDGET



Financial Initiatives support the Good Government area of focus in the Region's *Vision*.

The largest component of the Financial Initiatives budget represents the Region's commitment to reduce its reliance on tax levy funded debt through 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 approved total operating budget for Financial Initiatives is \$118.2 million for 2023, or 3.9% of the total Regional budget. This is an increase of 2.3% from the 2022 budget of \$115.6 million. The starting figure in the table on the next page reflects inclusion of the Rapid Transit / Infrastructure Levy, created in 2022, in the Financial Initiatives budget.

The levy, which is a component of the "Fiscal Strategy" line of the table, will grow in line with ongoing contributions as approved by Regional Council and the funds will be placed in a reserve for the Yonge North Subway Extension and other critical infrastructure needs. The Long-Term Financial Planning chapter provides details.

The Fiscal Strategy line also captures contributions to the Debt Reduction Reserve and a corporate contingency amount to address risks to the budget. In 2023, Debt Reduction Reserve contributions will decrease by \$16.5 million to help reduce pressures on the tax levy, while corporate contingency will decline by \$3.2 million. These changes, along with the increase related to the Rapid Transit / Infrastructure Levy, result in a \$6.9 million reduction in 2023 captured in the Fiscal Strategy line. In 2024 and beyond, there will be slight further decreases in contributions to the Debt Reduction Reserve, while corporate contingency will increase by \$0.1 million in total from 2024 to 2026.

The net tax levy budget for 2023 is \$69.0 million, an increase of \$29.9 million or 76.4% from 2022. Most of the change reflects a reduced draw from the Pandemic and Recovery 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 addition to the late approval of the [Supporting Critical Social Infrastructure](#) initiative and minor draws in other areas, the fund provided \$56.6 million as part of the Financial Initiatives budget in 2022, which will decline to \$20.0 million in 2023. Changes in draws from the Pandemic and Recovery Management Reserve Fund are reflected in the “Impacts of COVID-19” line in the table below.

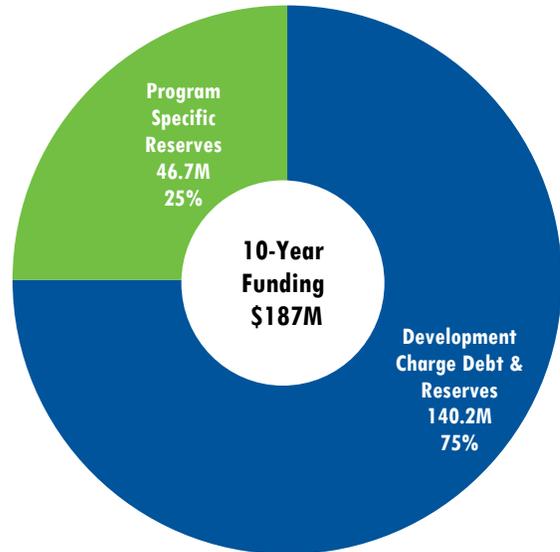
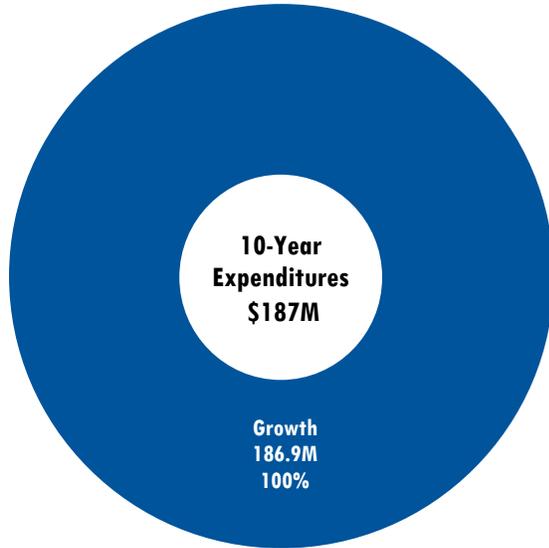
The capital plan for Financial Initiatives consists of a contingency amount in 2024 and future years that could accommodate unanticipated capital costs.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	115,584	39,128	118,225	69,007	127,039	86,002	139,556	103,566
Status Quo	(1,768)	765	473	303	497	318	515	327
Revenues:								
Revenues (excl. senior government funding)	-	-	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	11,286	(584)	(6,449)	(56)	(66)	(74)	(65)	(74)
Program and Service Level Adjustments	-	-	-	-	-	-	-	-
Subtotal	11,286	(584)	(6,449)	(56)	(66)	(74)	(65)	(74)
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-
Fiscal Strategy	(6,937)	(6,937)	13,038	12,996	13,886	12,121	21,194	15,624
Maintaining Service Levels for Growth	-	-	-	-	-	-	-	-
Enhancements and Transformation	-	-	-	-	-	-	-	-
Impacts of COVID-19	59	36,635	1,752	3,752	(1,801)	5,199	(1)	8,999
Approved Budget	118,225	69,007	127,039	86,002	139,556	103,566	161,199	128,443
Total Budget Change	2,641	29,879	8,814	16,995	12,516	17,565	21,644	24,877
	2.28%	76.36%	7.46%	24.63%	9.85%	20.42%	15.51%	24.02%

10-year capital budget

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
Financial Initiatives:								
Total Project Expenditures	-	635	10,994	17,970	27,576	129,768	186,943	-



Operating and capital budget by initiative

OPERATING BUDGET (\$ in Millions)	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook		
	Gross	Net	Gross	Net	Gross	Net	Gross	Net	
Fiscal Strategy	58.5	51.5	57.9	50.9	57.0	50.0	56.6	49.6	
Non-Program Items	34.8	(7.5)	30.7	(3.3)	30.0	1.0	37.1	11.4	
Subtotal	93.2	44.0	88.6	47.6	87.0	51.0	93.8	61.0	
Rapid Transit / Infrastructure Levy	25.0	25.0	38.4	38.4	52.6	52.6	67.4	67.4	
Total Operating Budget	118.2	69.0	127.0	86.0	139.6	103.6	161.2	128.4	
CAPITAL BUDGET (\$ in Millions)	Rehabilitation & Replacement			Growth			Total Capital		
	2023	CSA	10-Year	2023	CSA	10-Year	2023	CSA	10-Year
Financial Initiatives	-	-	-	-	-	186.9	-	-	186.9
Total Capital Budget	-	-	-	-	-	186.9	-	-	186.9

LOOKING AHEAD

Future contributions to reserves, organizational expenses and contingency planning will continue to be determined through the annual budget and debt management plan, while remaining consistent with the Region's fiscal strategy and Reserve Management Policy.

INTENTIONAL BLANK



EXTERNAL PARTNERS

comprise several public-sector entities and organizations to which the Region provides funding, generally with the aim of providing direct benefits to Regional residents.

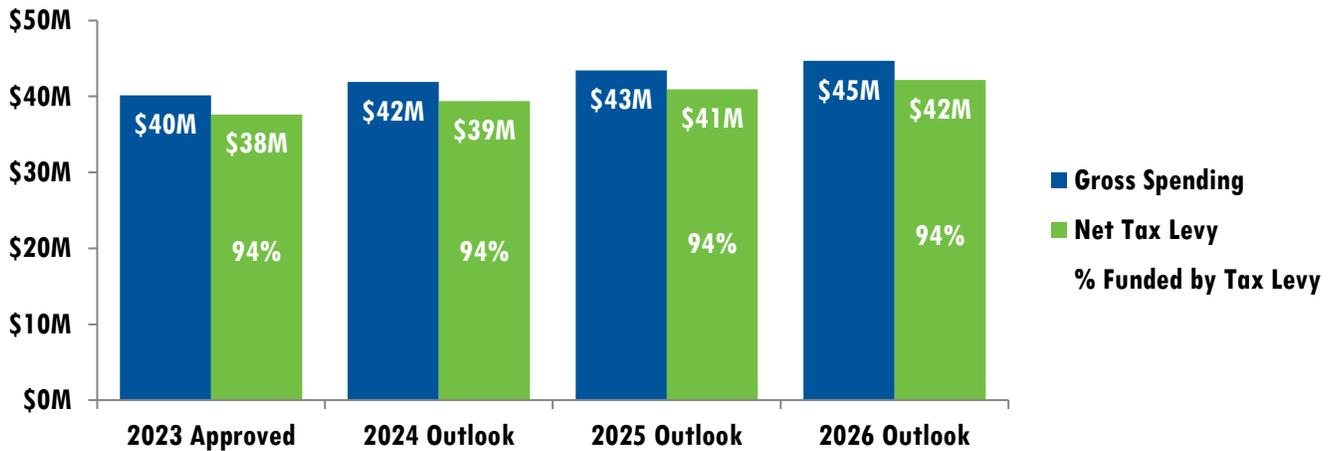


THE EXTERNAL PARTNERS OPERATING BUDGET IS...

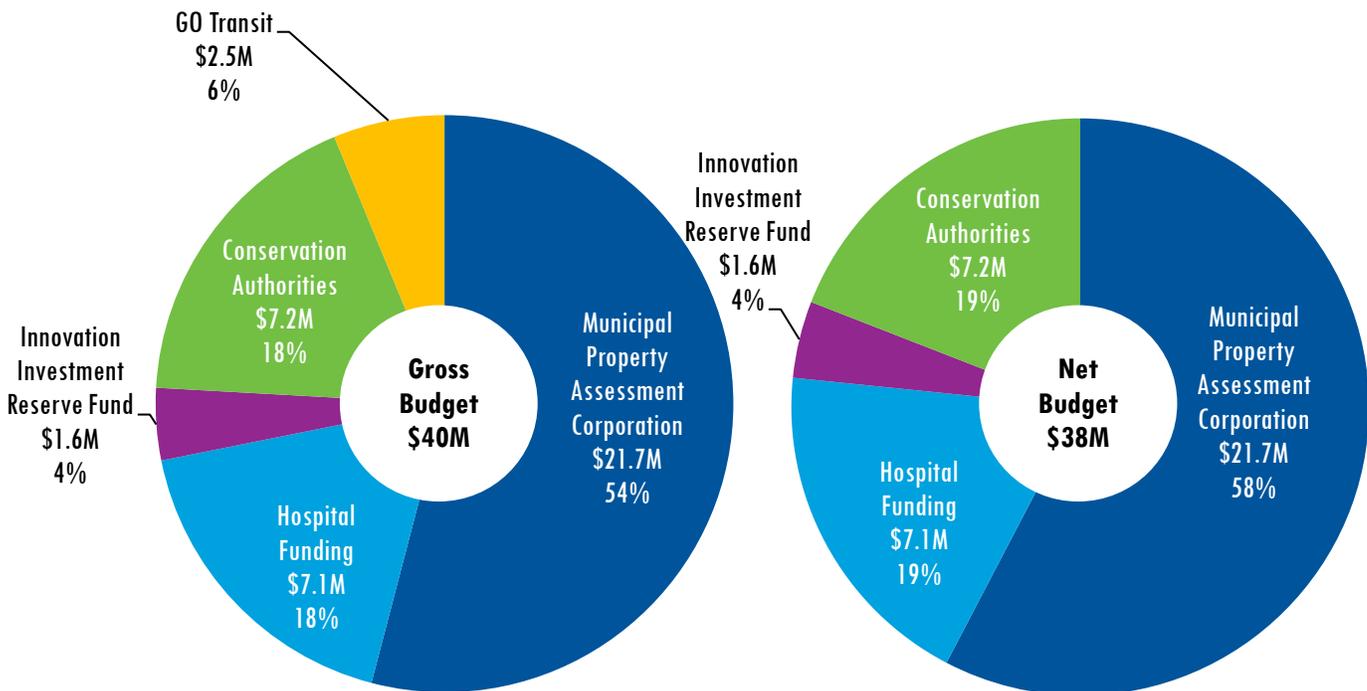
**1% OF TOTAL
REGIONAL EXPENDITURES**

**3¢ ON THE
TAX DOLLAR**

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



2023 GROSS AND NET OPERATING BUDGET BY PROGRAM



FUNDING FOR YORK REGION PARTNERSHIPS

Through the External Partnerships budget, York Regional Council funds initiatives and public services in the Region provided by the following outside partners:

- The Municipal Property Assessment Corporation
- Hospitals within the Region
- Recipients of funding from the Region’s Innovation Investment Reserve Fund
- GO Transit
- The Toronto and Region Conservation Authority and Lake Simcoe Region Conservation Authority

WHAT SHAPES THE EXTERNAL PARTNERS BUDGET



Funding for external partners generally reflects a provincial mandate or a Regional Council agreement. Nonetheless, this funding supports work that aligns with the four areas of focus in the Region’s *Vision*.

Contributions to the Innovation Investment Reserve Fund support 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.

Some roles, responsibilities and/or funding arrangements have changed or may change as a result of recent provincial measures, including the *More Homes Built Faster Act* and regulations under the *Conservation Authorities Act, 1990*. Because the full impacts are not known at present, they are not reflected in the numbers in this chapter.

External Partners budget

The total approved operating budget for External Partners is \$40.1 million in 2023, or 1.3% of the Region’s total operating spending. This is an increase of \$0.6 million, or 1.5%, from 2022. Similarly, the tax levy budget amounts to \$37.6 million, rising by 1.6% from 2022.

The table on the next page shows that the increase in both cases reflects increases to the “Status Quo” line, which is the additional cost of providing services to the existing population, and the “Maintaining Service Levels for Growth” line that estimates the impact of expected population growth.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	39,559	37,059	40,134	37,634	41,892	39,392	43,429	40,929
Status Quo	106	106	144	144	146	146	149	149
Revenues:								
Revenues (excl. senior government funding)	-	-	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	-							
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	-	-	-	-	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-	-	-
Subtotal	-							
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-
Fiscal Strategy	-	-	-	-	-	-	-	-
Maintaining Service Levels for Growth	468	468	1,614	1,614	1,391	1,391	1,084	1,084
Enhancements and Transformation	-	-	-	-	-	-	-	-
Impacts of COVID-19	-	-	-	-	-	-	-	-
Approved Budget	40,134	37,634	41,892	39,392	43,429	40,929	44,663	42,163
Total Budget Change	574	574	1,758	1,758	1,538	1,538	1,234	1,234
	1.45%	1.55%	4.38%	4.67%	3.67%	3.90%	2.84%	3.01%

Operating budget summary by program

OPERATING BUDGET (\$ in Millions)	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Boards:								
Municipal Property Assessment Corp.	21.7	21.7	23.2	23.2	24.5	24.5	25.5	25.5
Hospital Funding	7.1	7.1	7.2	7.2	7.3	7.3	7.4	7.4
Innovation Investment Reserve Fund	1.6	1.6	1.6	1.6	1.6	1.6	1.6	1.6
GO Transit	2.5	-	2.5	-	2.5	-	2.5	-
	33.0	30.5	34.6	32.1	36.0	33.5	37.0	34.5
Conservation Authorities:								
Toronto and Region Conservation Authority	4.0	4.0	4.1	4.1	4.2	4.2	4.3	4.3
Lake Simcoe Region Conservation Authority	3.1	3.1	3.2	3.2	3.3	3.3	3.3	3.3
	7.2	7.2	7.3	7.3	7.5	7.5	7.6	7.6
Total Operating Budget	40.1	37.6	41.9	39.4	43.4	40.9	44.7	42.2

Municipal Property Assessment Corporation (MPAC)

York Region and all other Ontario municipalities are members of this non-profit corporation, which carries out property assessments in Ontario. The corporation provides updated current value assessments that form the basis for municipal property taxes. 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.

In the budget tabled January 26, 2023, funding was expected to increase by \$0.7 million or 3.2% in 2023. Before the budget was finalized, MPAC advised the Region that the fee for 2023 would decline by \$0.1 million instead of increasing. The outlook for the remaining years in the multi-year budget is unchanged. To provide additional value for its fees, MPAC continues to partner with municipalities to enhance its data offerings.

Hospital Funding

Funding for hospital capital is provided through reserve contributions towards projects approved by Regional Council. This funding has supported projects at each of the four hospitals in the Region. York Region committed a total of \$155 million to the Cortelluci Vaughan hospital and to date has paid about \$78.4 million. The remaining amount of about \$76.1 million is expected to be paid by 2031. The approved four-year budget includes a contribution of \$7.1 in 2023, rising to \$7.4 million by 2026. Yearly amounts reflect annual indexing based on assessment growth.

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.

The fund includes contributions towards the Region's \$25 million commitment to the new York University campus in Markham, with \$5.0 million paid by the end of 2022. The remaining amount will be paid once the project is substantially completed in 2023 or 2024, when the facility is expected to open.

Beyond the commitment to York University, Regional Council has approved two disbursements from the Innovation Investment Reserve Fund since its creation: \$500,000 in June 2020 to support local small businesses in response to the COVID-19 pandemic, which benefited nearly 100 businesses across the Region, and \$1.5 million over five years in November 2021 for expansion of the Hardware Catalyst Initiative at ventureLAB, which will support 34 hardware companies and create an expected 135 jobs over five years.

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 GO Transit's operating costs and its fare revenues, capital costs are shared with the federal government and the municipalities GO 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 2023, 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, 2008* and the *Clean Water Act, 2006*. They are largely funded by the municipalities in their watersheds. The Region regularly partners with the two conservation authorities operating within its boundaries to deliver water-related projects cost-effectively, and draws on their expertise and experience in other areas including forestry and climate change.

Recent provincial measures have changed the role of conservation authorities. New regulations under the *Conservation Authorities Act* set out mandatory programs and services they must provide, including core watershed-based resource management strategies. Other programs and services are non-mandatory and are to be determined by individual conservation authorities and municipalities. As a result, the Region will need to enter into memoranda of understanding for non-mandatory programs and services with the Toronto and Region Conservation Authority and Lake Simcoe Region Conservation Authority by January 1, 2024.

Total Regional funding to both conservation authorities is shown below. The approved contribution from the tax levy to the Toronto and Region Conservation Authority's operations for 2023 is \$4.1 million, rising to an expected \$4.4 million by the end of the current budget cycle. For the Lake Simcoe Region Conservation Authority, the amount is \$3.2 million, increasing to \$3.4 million over the same period. Public Works provides additional funding to the conservation authorities for capital projects and green infrastructure, supported mainly by user rates. The changes outlined above may affect these budgets starting in 2024. In addition, there may be further impacts following from the *More Homes Built Faster Act*.

York Region budget for Toronto and Region Conservation Authority

(\$ in 000s)	2023	2024	2025	2026
Gross Expenditures:				
Operating - General Levy	4,048	4,129	4,212	4,296
Special Capital Levy*	6,821	5,340	5,047	5,997
Total Operating and Capital	10,869	9,469	9,259	10,293
Other Expenditures - Reforestation**	60	60	60	60
Total Gross Expenditures	10,929	9,529	9,319	10,353
Funded by:				
Tax Levy	4,108	4,189	4,272	4,356
User Rate - Water and Wastewater	6,821	5,340	5,047	5,997
Total Funding	10,929	9,529	9,319	10,353

York Region budget for Lake Simcoe Region Conservation Authority

(\$ in 000s)	2023	2024	2025	2026
Gross Expenditures:				
Operating - General Levy	3,131	3,194	3,258	3,323
Special Capital Levy*	3,547	2,895	2,943	2,992
Total Operating and Capital	6,678	6,089	6,201	6,315
Other Expenditures - Reforestation**	50	50	50	50
Total Gross Expenditures	6,728	6,139	6,251	6,365
Funded by:				
Tax Levy	3,181	3,244	3,308	3,373
User Rate - Water and Wastewater	3,547	2,895	2,943	2,992
Total Funding	6,728	6,139	6,251	6,365

* Special capital levy is included in the Water and Wastewater capital budget in Public Works

** Reforestation is included in the Forestry operating budget in Public Works



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.

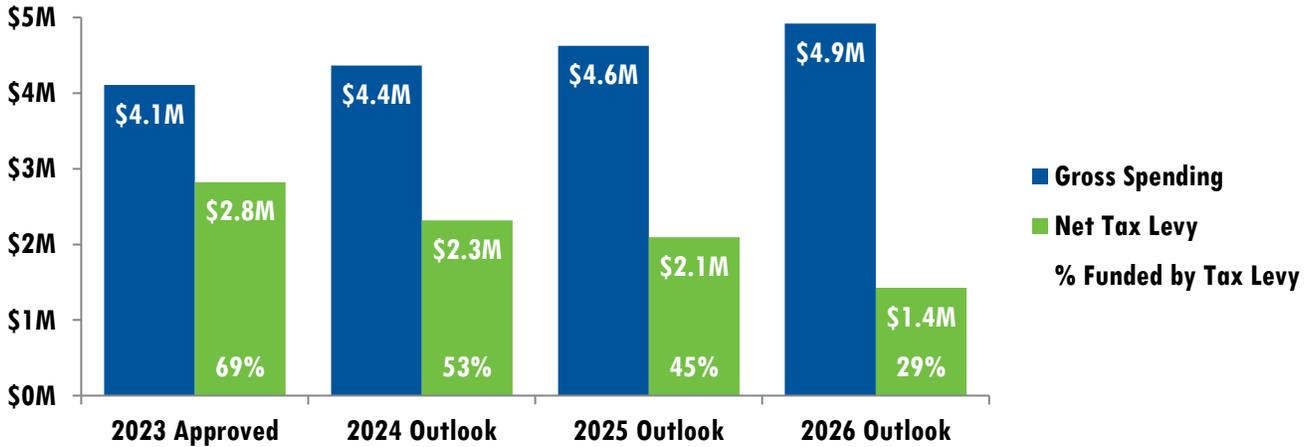


THE YORKNET OPERATING BUDGET IS...

**0.13% OF TOTAL
REGIONAL EXPENDITURES**

**0.2¢ ON THE
TAX DOLLAR**

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY



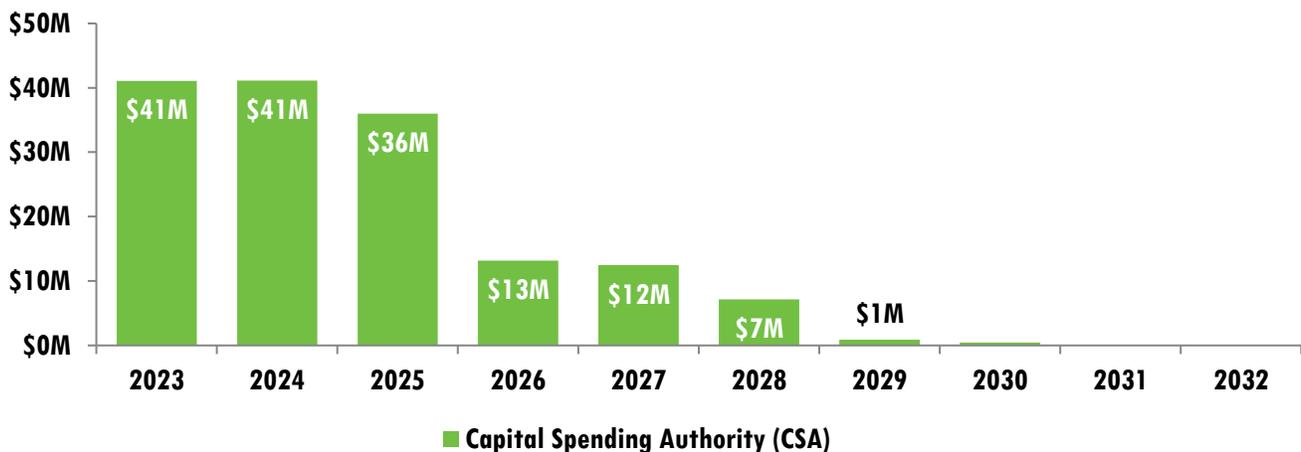
THE YORKNET CAPITAL BUDGET IS...

**1.5% OF THE
REGION'S 10-YEAR PLAN**

**2.8% OF
TOTAL CSA**

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

\$152.2M 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 165 kilometres of fibre along Regional roads. It reached just over 450 kilometres in length by the end of 2021, and another 71 kilometres was on track to be added by 2022 year-end.

2022 ACCOMPLISHMENTS

In 2022, YorkNet:

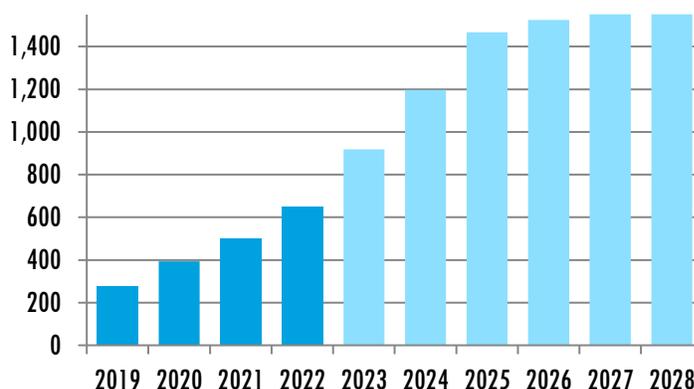
- Moved ahead on plans to accelerate its capital program to meet the needs of the Region's underserved areas, as discussed in the Capital budget section.
- Continued service at many Region-owned facilities during a major internet outage on July 8, allowing essential activities to continue.
- Added 153 connections as the network grew by the 71 kilometres mentioned above.

WHAT SHAPES THE YORKNET BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how YorkNet supports *Vision's* areas of focus and the Strategic Plan's priorities through objectives, performance measures and activities.

OF KILOMETRES OF YORKNET FIBRE NETWORK



Areas of Focus and Related Priority: Economic Vitality - Foster Economic Prosperity

Sustainable Environment - Drive Environmental Stewardship

Objective(s):

Enable business attraction and retention in a data dependent world by providing access to fibre infrastructure

Expand fibre network investment to provide greater control and reduce costs paid to outside parties

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.

Progress is regularly reported using performance measures. These are listed in the table below, along with recent trends in performance. 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, which is key to Good Government. The box on the previous page provides an example of how fibre connectivity has improved transit safety and reliability while reducing costs. The network supports more efficient operations in several of the Region’s other service areas, including roads and traffic, water, wastewater and housing.

The network also supports Economic Vitality. Robust fibre infrastructure helps local businesses, especially in underserved areas, to expand their 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.

With YorkNet’s investments in extending fibre to underserved areas, more households are within reach of reliable and affordable broadband access. Because more health, education, government and other services are being delivered online, this helps build Healthy Communities. Enabling people to connect virtually with services instead of having to be there in person also cuts road travel, which supports Sustainable Environment.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
 Economic Vitality	Foster Economic Prosperity	Enable business attraction and retention in a data dependent world by providing access to fibre infrastructure	# of kilometres in YorkNet fibre network	●	Enable Internet Service Providers (ISPs) to use the network to provide services particularly in underserved areas of the Region
	 Good Government	Efficiently Deliver Trusted Services			Expand fibre network investment to provide greater control and reduce costs paid to outside parties
 Sustainable Environment		Drive Environmental Stewardship	Provide service provision enhancements that are more environmentally sustainable	% of municipal facilities connected by year	●
	Increase access to digital services, reducing road travel. Support Supervisory Control and Data Acquisition (SCADA) system architecture and transit.				
 Healthy Communities	Support Community Well-Being	Enable residents to access digital services that support community health, safety and well-being	# of homes passed	●	Support residents in a rapidly evolving digital world by facilitating access to reliable and effective broadband connectivity

Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Trend data not available for reporting
 ■ = Strategic plan ■ = Departmental plan

Operating budget

The approved gross operating budget for YorkNet is \$4.1 million in 2023, which represents 0.1% of the total for the Region and an increase of 30% from the 2022 budget. The approved 2023 net budget is \$2.8 million, up 16.6% from 2022. YorkNet expects its net budget to decline to \$1.4 million by 2026 as customer revenues grow.

The higher operating budget in 2023 is largely driven by growth in YorkNet's capital plan as a result of new funding from the federal and provincial governments to extend the fibre network. This expansion will require YorkNet to add two positions in 2023 and a further two in 2026. In 2023, a financial position would help handle increased invoicing and related needs as the asset base grows and multiple funding sources are involved. Because YorkNet's revenue from expanding into underserved areas depends on households signing up with a private-sector internet service provider that leases capacity on YorkNet's network, the second position would focus on education and outreach to help expand the residential customer base those areas.

The Capital budget section that follows provides more details of the network expansion.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	3,161	2,422	4,109	2,824	4,365	2,319	4,625	2,095
Status Quo	188	323	144	144	141	141	86	86
Revenues:								
Revenues (excl. senior government funding)	-	(512)	-	(127)	-	(91)	-	(24)
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	-	(512)	-	(127)	-	(91)	-	(24)
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	-	-	-	-	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-	-	-
Subtotal	-	-	-	-	-	-	-	-
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-
Fiscal Strategy	(107)	(107)	-	-	-	-	-	-
Maintaining Service Levels for Growth	-	-	-	-	-	-	73	73
Enhancements and Transformation	866	696	112	(521)	119	(274)	139	(802)
Impacts of COVID-19	-	-	-	-	-	-	-	-
Approved Budget	4,109	2,824	4,365	2,319	4,625	2,095	4,923	1,428
Total Budget Change	948	401	256	(505)	260	(224)	298	(668)
	29.98%	16.56%	6.24%	(17.87%)	5.96%	(9.64%)	6.44%	(31.86%)

Staffing changes

(Full-Time Equivalents)	2023		2024		2025		2026	
	FTE	% Change						
Opening	13.0		15.0		15.0		15.0	
New	2.0	15.38%	-	0.00%	-	0.00%	-	0.00%
Conversions	-	-	-	-	-	-	2.0	13.33%
Program Reductions	-	-	-	-	-	-	-	-
Approved Budget	15.0		15.0		15.0		17.0	
Budget Change	2.0	15.38%	-	-	-	-	2.0	13.33%

In addition, YorkNet, like many areas of Regional government, expects to face continuing inflationary pressures in 2023, with inflation projected to return to historic levels in 2024 and beyond. Repair and maintenance costs will grow in parallel to network expansion over the budget cycle. The approved budget also reflects the full required contribution to asset management reserves.

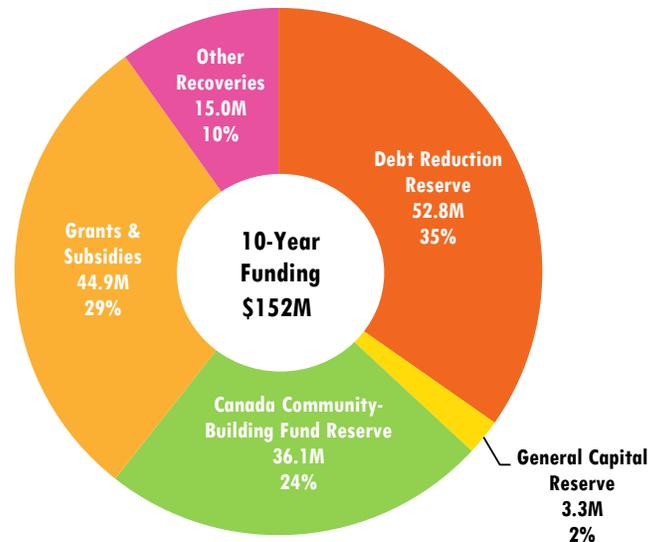
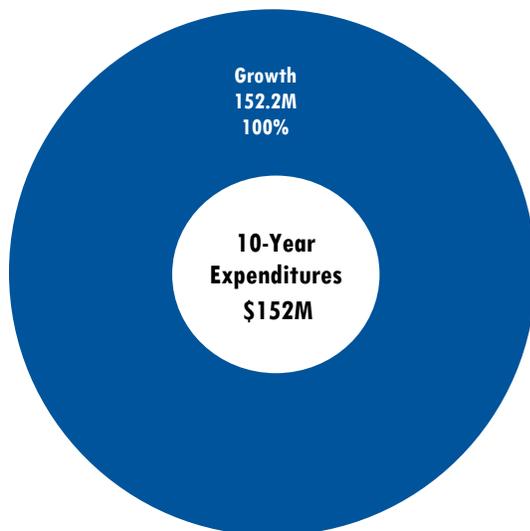
Capital budget

YorkNet’s approved capital budget for 2023 is \$41.1 million, or 4.6% of the Region’s total for the year. The 10-year capital plan is \$152.2 million or 1.5% of the Regional total. It is made up of two capital programs. The Rural Broadband program will improve connectivity in underserved areas, while the other program is focused mainly on connections to Regional and other public sector facilities and improving private sector connectivity opportunities in all locations across the Region. Together, these programs are expected to add 296 kilometres to the network in 2023, enabling 265 facilities and 443 homes to be connected.

The Rural Broadband initiative will be partially funded by a senior government partnership, with the federal and provincial governments confirming their support in August 2021. Negotiations in early 2022 resulted in a larger expansion than originally expected, with another 200 kilometres to be added to the existing network by 2030. This would bring its total length to 750 kilometres. Internet service providers would have the opportunity to connect to this open-access network, which would give thousands of homes and businesses access to high-speed service.

10-year capital budget

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
YorkNet								
Total Project Expenditures	41,050	41,105	35,980	13,143	12,442	8,443	152,163	152,163



The Rural Broadband initiative accounts for \$112.7 million or 74% of YorkNet’s approved 10-year capital plan. Funding from the federal and provincial governments and other third parties is expected to total \$59.9 million, and the Region would be responsible for the remaining \$52.8 million over the next 10 years.

YorkNet’s original fibre network plan accounts for the \$39.4 million balance of the 2023 10-year capital plan. The previous 2022 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, transit, buildings and water systems, more productive and secure and to avoid the cost of 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.

A YorkNet 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.

YORKNET FIBRE LINK BOOSTS YRT CONVENIENCE AND SAFETY

Getting connected to YorkNet’s fibre network is making transit in York Region more secure and convenient, as well as reducing costs.

As transit terminals connect to the YorkNet network, data on ticket purchases, use of emergency call buttons, and updates to message boards move to and from the YRT control centre immediately and reliably.

After the recent connection of YRT’s Vaughan Mills terminal, for example, YRT staff note that “the difference is night and day” with YorkNet serving as the backbone compared to previous connections.

Reliability has improved due to YorkNet’s redundant connection, enabling continuity when one part of the network is disrupted.

In addition, the fibre backbone can carry high-resolution videos with no lag, providing YRT officials with a clear, real-time feed from security cameras. This enables quicker response when needed and better images of those recorded on camera.

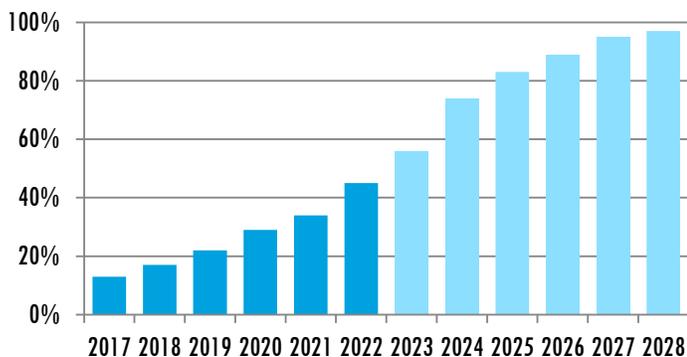
The transit service and YorkNet continue to work on improving connectivity, especially as transit ridership recovers from the impacts of the pandemic.

In 2023, connections to two more terminals are planned – the Bernard terminal on Yonge Street in the City of Richmond Hill and the new terminal on Major Mackenzie Drive that serves the Cortellucci Vaughan Hospital. By 2026, connection to 10 terminals in total is planned.

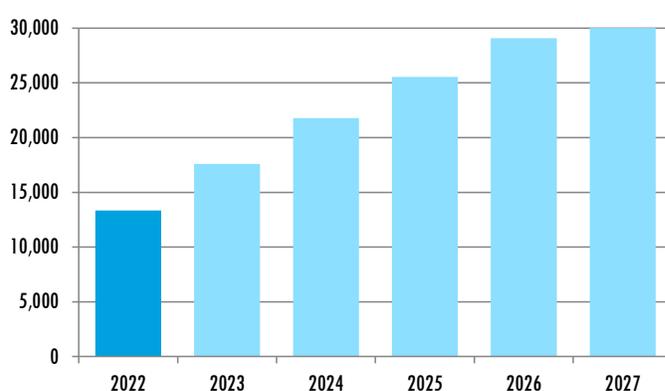
Connecting bus stops on the bus rapid transit system to YorkNet brings similar benefits. Over the next four years, YRT will connect 38 more stops to its control centre using YorkNet’s fibre, bringing the total to 138.

These changes also benefit the bottom line. YRT notes that as well as being more robust, the YorkNet bandwidth costs less than what is available through third-party telecommunications providers.

% OF MUNICIPAL FACILITIES CONNECTED BY YEAR



OF HOMES PASSED



Areas of Focus and Related Priority: Sustainable Environment - Drive Environmental Stewardship

Good Government - Efficiently Deliver Trusted Services

Objective(s):

Expand fibre network investment to provide greater control and reduce costs paid to outside parties

Provide service provision enhancements that are more environmentally sustainable

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.

Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Enable residents to access digital services that support community health, safety and well-being

About the graph:

Through the Rural Broadband initiative, YorkNet will make use of new funding opportunities to address the needs of underserved and unserved areas throughout the Region.

The graph's title refers to the number of homes that could potentially be connected readily to YorkNet's fibre. Actual connections will depend on internet service providers leasing capacity on the network.

LOOKING AHEAD

While YorkNet's main focus 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. Such partnerships offer the potential for YorkNet to increase the return on its capital investments.

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 YorkNet's network to be built sooner than originally envisioned. YorkNet is also reaching out to potential new customers to look at how the fibre optic network could support their business goals.

National and regional surveys of employer and worker preferences suggest working from home at least part of the time will continue beyond the end of the pandemic. Similarly, some health care, education and other services will continue to be delivered remotely.

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 underserved residents and businesses.

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YORK REGIONAL POLICE

has as its mission to ensure York Region citizens feel safe and secure through excellence in policing.

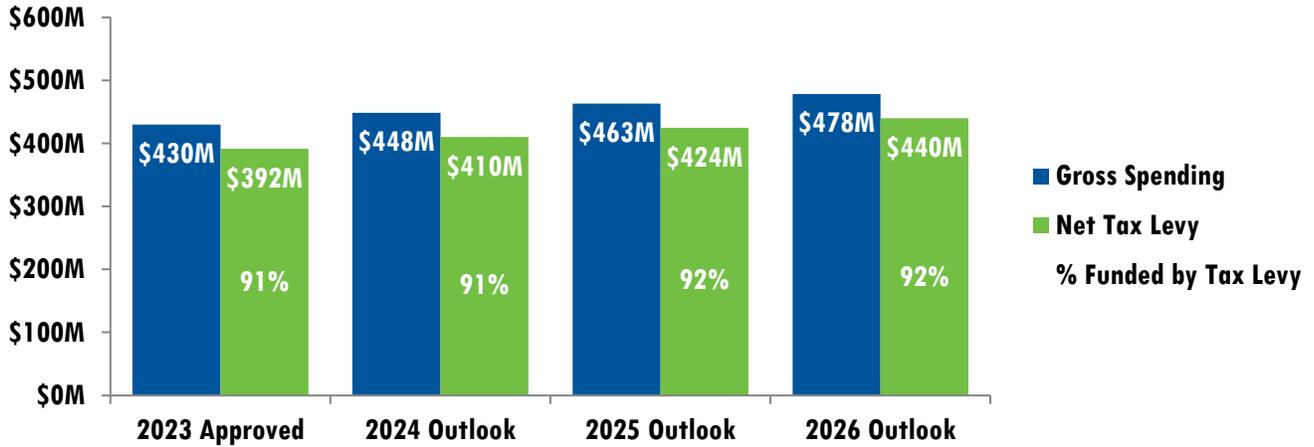


THE YORK REGIONAL POLICE OPERATING BUDGET IS...

**14% OF TOTAL
REGIONAL EXPENDITURES**

**29¢ ON THE
TAX DOLLAR**

2023 TO 2026 OPERATING EXPENDITURES AND NET TAX LEVY

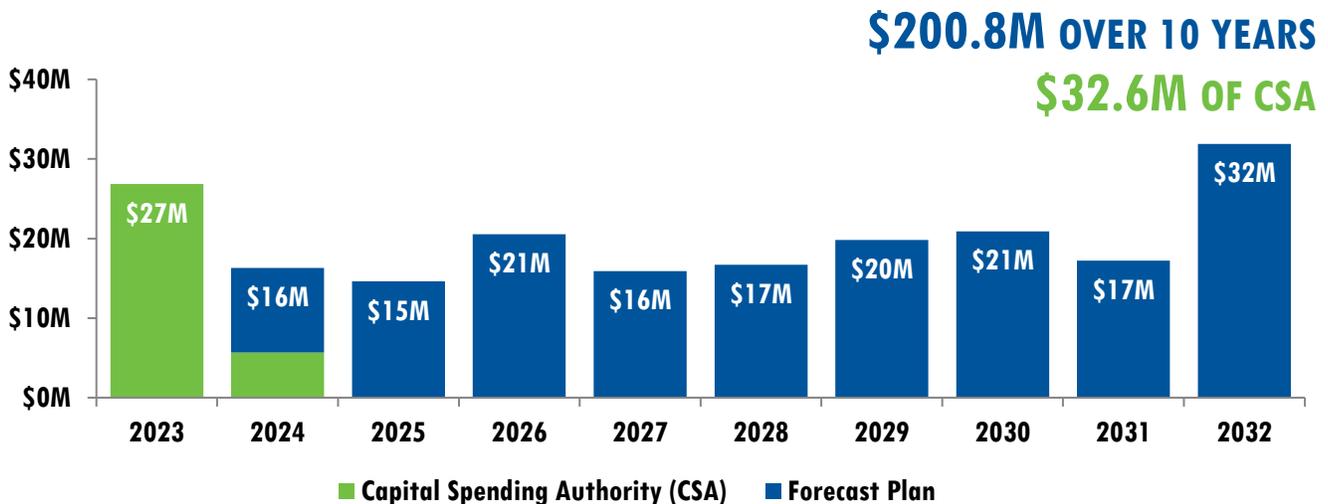


THE YORK REGIONAL POLICE CAPITAL BUDGET IS...

**2.0% OF THE
REGION'S 10-YEAR PLAN**

**0.6% OF
TOTAL CSA**

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



MAKING A DIFFERENCE IN THE COMMUNITY

The goal of York Regional Police is to provide superior quality service to the citizens it serves, while constantly responding to new demands and challenges.

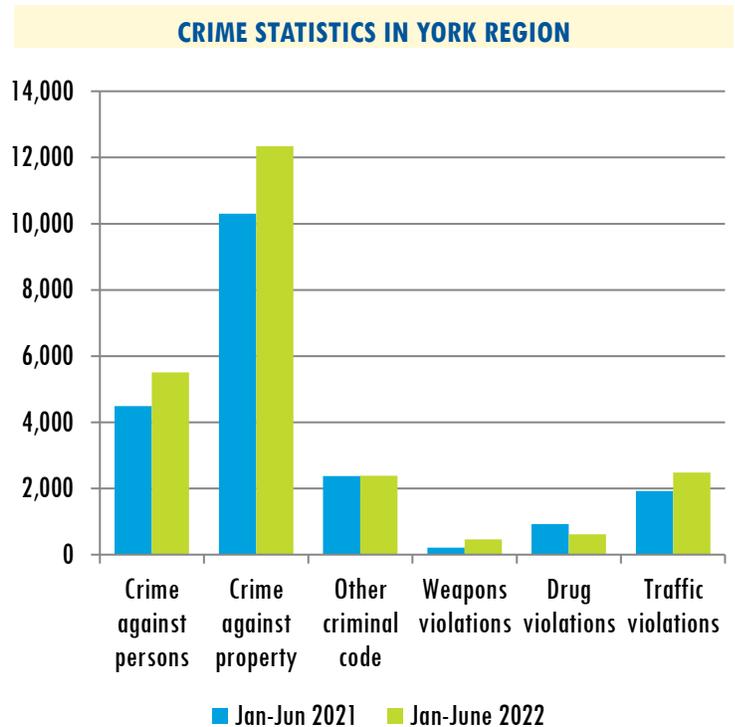
The service is currently governed by the provincial *Police Services Act, 1990*. The act is expected to be repealed as a result of passage of the *Comprehensive Ontario Police Services Act, 2019*. Among other changes, the new act includes provisions around the use of special constables and opens the door to a different delivery model for court security, which at present must be provided by police officers.

For York Regional Police, a seven-member civilian Police Services Board provides oversight as prescribed by provincial legislation, including reviewing and approving the police budget before it is presented to Regional Council for final approval.

Operational services provided through the five district headquarters and two substations include patrol, criminal investigation, and community-oriented response units that deal with crime prevention and frontline response.

Additional services are provided out of police headquarters in Aurora:

- The support branch is responsible for field support, road safety and the marine unit, a real-time operations centre and 911 communications centre, 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 and several functions that support service-wide goals and standards, including the new Professionalism, Leadership and Inclusion Office.
- An administrative branch provides financial, infrastructure, corporate development, business intelligence and people, wellness and talent services.



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):

Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community

About the Graph:

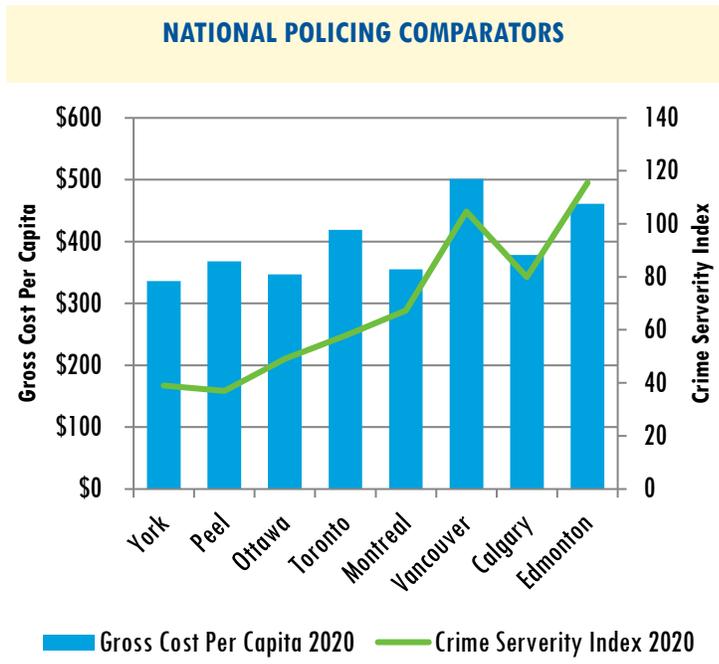
While crime rates have been gradually increasing in York Region, this trend changed temporarily due to pandemic-related restrictions. As restrictions ease, crime rates have been gradually increasing to pre-pandemic levels. The graph above shows that while some crime types have changed marginally, crimes against persons and property have increased during the pandemic.

2022 ACCOMPLISHMENTS

Investigations into serious and violent crimes have become a focus for York Regional Police in recent years. Investigation of these crimes, often linked to gangs or other criminal organizations, usually involves collaboration with other police services:

- Project Monarch concluded in July 2022 with 22 arrests, more than 400 criminal charges, and the seizure of illegal drugs and firearms. Fentanyl, heroin and cocaine worth \$1.3 million were seized as was more than \$150,000 in cash and several vehicles. York Regional Police began investigating an individual in October 2021 who was believed to be trafficking controlled substances. The scope broadened as individuals in other locations were implicated and eventually involved the Ontario Provincial Police Organized Crime Enforcement Bureau and Provincial Weapons Enforcement Unit, Peel Regional Police, the London Police Service, Homeland Security Investigations and the Canada Border Services Agency.
- Earlier the same month, Project Entrust, a year-long investigation, resulted in the dismantling of a large-scale drug trafficking network. After opening an investigation in 2021, York Regional Police discovered that the group they were targeting was also trafficking controlled substances in and beyond the GTA. As a result, the investigative team was broadened to include police services from Toronto, Durham Region and London, as well as the Ontario Provincial Police. The investigation resulted in 25 arrests, 113 criminal charges and the seizure of roughly \$1.7 million worth of illegal drugs, including methamphetamine, cocaine, fentanyl, and oxycodone, as well as firearms, ammunition, stolen vehicles and cash.

Both investigations were supported by the Criminal Intelligence Service Ontario.



Areas of Focus and Related Priority: Healthy Communities - Support Community Well-Being

Objective(s):
Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community

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.

Police services across the GTA are also working together to stop street racing and stunt driving and dismantle the organized groups behind the activity. The collaborative effort began during the COVID-19 pandemic, when less busy roads led to an uptick in dangerous and disruptive intersection takeovers, stunt demonstrations and races that were highly organized and heavily publicized on social media. Responding to continuing activity in 2022, York Regional Police partnered with Peel Regional Police, the Toronto Police Service and the Ontario Provincial Police on Project ERASE (Eliminate Racing Activity on Streets Everywhere). Using covert and overt surveillance, including the York Regional Police helicopter Air2, efforts by the joint-forces project have resulted in multiple arrests and vehicle seizures.

Other accomplishments in 2022 included:

- Opening a new state-of-the-art facility in the Town of Newmarket to serve the growing population in the district, which also includes the towns of Aurora and East Gwillimbury, King Township and parts of Vaughan and Whitchurch-Stouffville. Housing close to 200 sworn and civilian members, the two-storey, 49,500-square-foot building is designed to Leadership in Energy and Environmental Design (LEED) silver standards and Passive House green strategies to help minimize energy costs and greenhouse emissions.
- Continuing the greening of the police vehicle fleet. York Regional Police have deployed more hybrid patrol vehicles than any other police service in Canada and are planning for 50% of frontline patrol vehicles to be replaced with hybrids by the end of 2022. As of mid-2022, hybrid vehicles had cut GHG emissions by 510 tonnes on an annualized basis.
- In partnership with the York Regional Police Association, opening a new wellness centre that is the first of its kind in Canada. The centre offers education, counselling and services to support the physical, psychological, social and spiritual health of members, their families and retirees in a confidential and easily accessible setting.
- Launching a new Community Safety Data Portal that is web-based and available on mobile devices. The portal offers dashboards, maps and other visual displays of crime statistics, education on crime prevention, Neighbourhood Watch support, registration of security cameras, and easy access to community safety and crisis resources and victim support services.
- Adopting the What3Words mobile application, which uses three specific words to pinpoint a location anywhere, making it simpler to find someone who is lost and has the app on their own mobile device. In early 2022, five people stranded on Lake Simcoe were located within minutes with the help of the app.
- In partnership with York Region Public Health, developing a one-year pilot program to provide life-saving naloxone kits to people at risk of overdosing on opioids.
- Being selected as Canada's Top Employer for Young People in 2022 for the fifth year in a row, and receiving a Greater Toronto Top 100 Employer 2022 award, for the seventh year in a row.

WHAT SHAPES THE POLICE BUDGET

The Planning and Budgeting chapter explains that York Region draws up a new Strategic Plan and multi-year budget every four years, at the start of each term of Council. The Strategic Plan sets out priorities that align with the four areas of focus in the Region's *Vision* – Economic Vitality, Healthy Communities, Sustainable Environment and Good Government.

This section shows how York Regional Police supports *Vision's* areas of focus and the Strategic Plan's priorities through objectives, performance measures and activities. In the case of the police service, the objectives and measures come from its 2020-2022 business plan.

Progress is regularly reported using performance measures. These are listed in the table below, which continues on the following page, along with recent trends in performance. Graphs in this chapter give more detail on performance trends and outlook.

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Support Community Well-Being	Our Community – Community Engagement – to maintain public trust and confidence through ongoing positive interaction and outreach with our community	Outcomes of the 2022 community satisfaction survey results	▲	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.
		Our Community – Operational Service Delivery - to enhance and modernize operations that ensure the safety and security of our community	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	Crime statistics in York Region	●	Enhance crime prevention programs in partnership with our community, collaboration and sharing of information, improve response to mental health needs through partnerships.
			Survey results from residents and businesses	●	

Legend ● = Trending in the desired direction ● = Not trending in the desired direction ▲ = Trend data not available for reporting
 ■ = Strategic plan ■ = Departmental plan

Areas of Focus	Strategic Plan Priorities	Objectives	Performance Measures		Activities Intended to maintain or improve performance over this Council term
			Name	Performance Trend	
	Support Community Well-Being	Our Community – Collaborative Partnerships – to develop new and existing relationships with our partners to ensure programs and services meet the needs of our community	National policing comparators		Enhance crime prevention programs in partnership with our community, collaboration and sharing of information, improve response to mental health needs through partnerships.
		Our Community – Equity and Inclusion - to strengthen positive practices that reduce barriers and foster belonging between police and community	Performance measure not identified yet		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.
		Our People – Professional Development – to encourage personal and professional growth to maximize the potential of all members	Performance measure not identified yet		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 will be implemented by 2022.
		Our People – Member Support – to cultivate an environment of professionalism, respect and well-being as part of the 2020 to 2025 Wellness Strategy	Performance measure not identified yet Note: some performance measures maybe confidential		In collaboration with the York Regional Police Association (YRPA), a new Wellness Centre is available to our members and is located in the new YRPA facility.
		Our People – Technology and Innovation - to promote a culture that supports innovation to achieve strategic and operational objectives	Performance measure not identified yet		Transforming policing by leveraging technology to police smarter. Solutions to be implemented include completion of Connected Officer project, Next Generation (NG) 911, a member wellness dashboard and a connected community portal.
		Our People – Continuous Improvement – to identify opportunities to improve services and processes	Performance measure not identified yet		This goal includes the utilization and deployment of resources such as the newly opened Marine Facility in Georgina and the new #1 District, effectively balancing workload and evaluating and developing infrastructure plans.

Legend	 = Trending in the desired direction	 = Not trending in the desired direction	 = Trend data not available for reporting
	 = Strategic plan	 = Departmental plan	

YORK REGIONAL POLICE BUSINESS PLAN

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 business plan reflect priorities identified through broad internal and external engagement and outreach. The 2020-2022 business plan placed a strong focus on continuous operational improvement, which the approved 2023-2026 budget would continue. The aim is to provide better, more efficient service to the community.

The police service's budget was approved by its board at a meeting on December 14, 2022.

Operating budget

The approved gross operating budget of \$430.0 million for York Regional Police for 2023 represents 14.0% of the Region's total for the year and would be a 3.7% increase from 2022. The approved tax levy budget is \$391.5 million, an increase of 3.9% from the previous year.

Spending pressures include growth in staffing and related costs and inflationary increases in fuel and other ongoing expenses. The growth in staffing is driven by the needs of a larger population and the provincially mandated Community Safety and Well-being Plan discussed on page 145. Another staffing-related pressure is specialized resources needed for complex investigations that are becoming more frequent. As well, the police service is investing in modernizing processes and building stronger relationships with the public.

York Regional Police continues to receive the provincial community safety and policing grant and court security prisoner transportation funding. Other non-tax revenue sources include paid duties, responding to alarms, handling requests for background checks and providing motor vehicle accident reports for insurance purposes. Together, other non-tax revenue sources account for 8.9% of total funding. Pandemic-related pressures, including the need for personal protective equipment and the loss of some revenues, are expected to increase slightly in 2023.

The police service plans to add 41 new positions in 2023 to address the staff-related pressures outlined above. In addition, 71 new positions would be added over the last three years of the budget cycle. The police service is piloting the use of special community constables for non-urgent tasks to allow front-line officers to focus on the most serious incidents and activities, as the box on page 207 explains.

Year-over-year operating budget changes

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Opening Budget	414,698	376,910	430,018	391,544	448,476	410,066	463,075	424,484
Status Quo	12,635	12,424	16,591	16,007	12,670	12,489	13,745	13,688
Revenues:								
Revenues (excl. senior government funding)	-	-	-	-	-	-	-	-
Senior Government Funding	-	-	-	-	-	-	-	-
Subtotal	-							
Efficiencies, Reductions, & Other Adjustments:								
Efficiencies	-	-	-	-	-	-	-	-
Program and Service Level Adjustments	-	-	-	-	-	-	-	-
Subtotal	-							
Debt Servicing Net of Development Charges	-	-	-	-	-	-	-	-
Fiscal Strategy	477	(172)	85	734	1,487	1,487	275	275
Maintaining Service Levels for Growth	2,201	2,201	1,781	1,781	442	442	1,371	1,371
Enhancements and Transformation	-	-	-	-	-	-	-	-
Impacts of COVID-19	7	180	-	-	-	-	-	-
Approved Budget	430,018	391,544	448,476	410,066	463,075	424,484	478,466	439,819
Total Budget Change	15,320	14,634	18,458	18,523	14,599	14,418	15,391	15,334
	3.69%	3.88%	4.29%	4.73%	3.26%	3.52%	3.32%	3.61%

Staffing changes

(Full-Time Equivalents)	2023		2024		2025		2026	
	FTE	% Change						
Opening	2,404.0		2,445.0		2,481.0		2,490.0	
New	41.0	1.71%	36.0	1.47%	9.0	0.36%	26.0	1.04%
Conversions	-	-	-	-	-	-	-	-
Program Reductions	-	-	-	-	-	-	-	-
Approved Budget	2,445.0		2,481.0		2,490.0		2,516.0	
Budget Change	41.0	1.71%	36.0	1.47%	9.0	0.36%	26.0	1.04%

Capital budget

The approved police capital budget for 2023 is \$26.9 million, including the purchase of a helicopter to replace the existing one. Other planned capital investments include new mobile radios and ongoing upgrades and/or replacement of vehicles, facilities, equipment and information technology.

The largest category in the approved \$200.8 million 10-year capital plan is projects relating to information technology, which would amount to \$77.9 million or 38.8% of the total. This category includes electronic evidence collection to support Court and Tribunal Services' role of providing disclosure to defendants, as well as ongoing software licences and system upgrades and replacements.

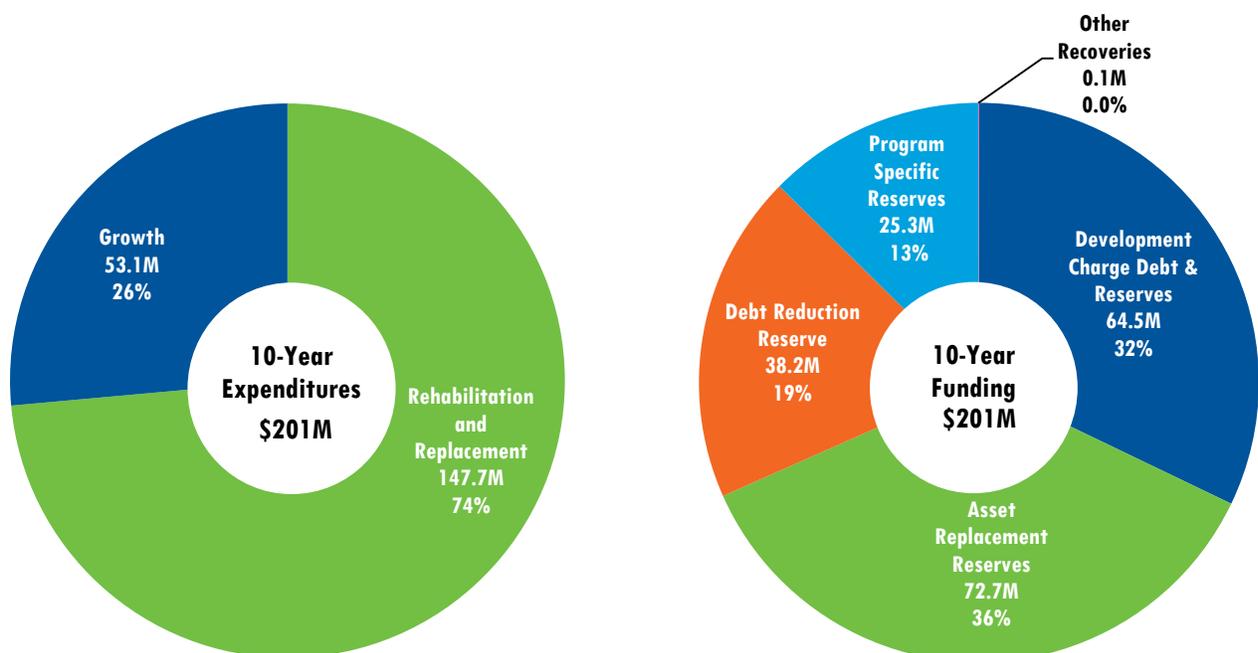
The service will also spend \$60.3 million or 30.0% of its 10-year capital plan on fleet, \$33.1 million or 16.5% on facilities and \$29.5 million or 14.7% on specialized and communications equipment.

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 identifies initiatives to renovate facilities and modernize software to minimize lifecycle costs.

In the plan, 73.6% of spending will go to rehabilitation and replacement. This proportion is high compared to most other service areas because of the relatively short service life of police vehicles and other specialized equipment.

10-year capital budget

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
York Regional Police:								
Total Project Expenditures	26,867	16,307	14,626	20,547	15,897	106,558	200,802	32,557



OPERATING IMPACT OF CAPITAL

As the population grows, York Regional Police must maintain frontline positions and ensure members have the assets needed to do their job, such as vehicles and facilities. The way these investments are made can result in more efficient operations, which helps to manage operating costs as the size of the asset base grows. For example, hybrids are reducing fuel costs compared to fully gas-powered vehicles. The service also makes capital investments like new communications tools and other frontline 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 York Regional government. An example is a new digital evidence management system that 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 new 2023 to 2025 business plan, to be adopted in 2023, will address objectives and core business 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.

COMMUNITY SERVICE OFFICERS WILL STRENGTHEN POLICE PRESENCE

York Regional Police has launched a new pilot program designed to build closer ties to the community it serves – and help police officers fight crime more effectively.

As the York Region population grows and urbanizes, demands on policing are skyrocketing. Emergency calls have been going up much faster than population growth and the police service is hard-pressed to respond quickly. Increasingly, criminal investigations involve gangs and serious crimes that cross jurisdictions, requiring coordination and specific expertise.

To allow officers to focus on responding to serious emergency calls and investigating crime, the pilot will use community service officers to take over many of the less urgent but still important jobs that police officers now carry out.

Following provincial guidelines and after extensive research on similar programs in Canada and around the world, York Regional Police will pilot the use of this new type of officer to help with activities like directing traffic when a signal goes out, providing security at crime scenes and canvassing for witnesses. They will be dressed in uniforms similar to those currently worn by York Regional Police officers, but with slight differences to help the public understand they perform a unique role.

And as the word “community” in the job title suggests, they’ll also help to serve as the public face of the police, working proactively to protect communities by teaching people about safety and crime prevention. The community service officers continued presence in the community will help strengthen trust between residents and the police service.

The year-long pilot program began in November 2022. Current plans call for the hiring of more community service officers, and the police services’ Training and Education Bureau is in the process of tailoring a comprehensive one-of-a-kind training program for them.

INTENTIONAL BLANK



YONGE NORTH SUBWAY EXTENSION

represents achievement of the Region's top rapid transit priority.



THE YONGE NORTH SUBWAY EXTENSION CAPITAL BUDGET IS...

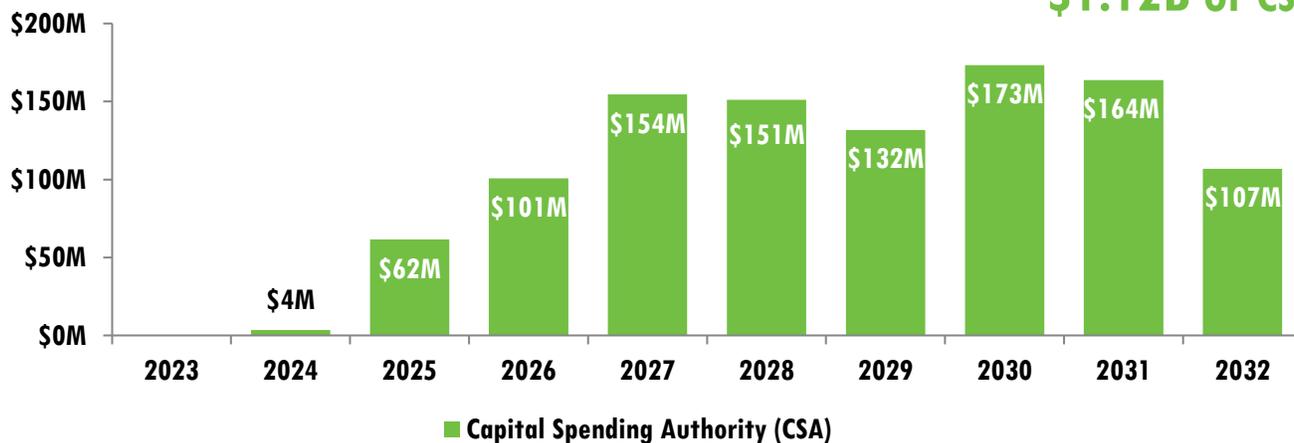
**10.5% OF THE
REGION'S 10-YEAR PLAN**

**20.6% OF
TOTAL CSA**

10-Year Capital Plan and Capital Spending Authority (CSA)

\$1.05B OVER 10 YEARS

\$1.12B OF CSA



Note: The Yonge North Subway Extension has \$73.1 million in CSA associated with years beyond 2032. Total CSA for the initiative is \$1.12 billion.

PROVINCE MOVING AHEAD ON KEY SUBWAY PROJECT

This initiative will extend Line 1 of the Toronto subway northward roughly 8 kilometres from Finch station in the City of Toronto to the Langstaff Gateway area of Richmond Hill, adding York Region stations at Steeles, Clark, Royal Orchard, Bridge (at Highway 407), and High Tech Road.

The subway extension will be tunneled underground from Finch Station to Bridge station and will then run at grade from Bridge through High Tech station, ending at a light maintenance train storage facility just north of High Tech Road.

Bridge Station will be a major transit hub connecting the subway with Yonge Street and Highway 7 bus rapidway services, YRT local bus routes, GO buses, the GO Train Langstaff Station and the future Highway 407 Transitway. In addition, YRT bus terminals will be located at Clark and Steeles stations.

The cross-jurisdictional project will continue transforming rapid transit in the Greater Toronto and Hamilton Area by integrating with other major investments. These build upon the existing Spadina Subway Extension and bus rapid transit investments on Hwy 7 and Yonge Street, and are complemented by ongoing improvements to GO rail services.

This chapter briefly outlines the project's governance and current status, as well as its expected capital budget impacts on York Region starting in 2024.

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).

The province has sole responsibility for the planning, design and construction of the project. In March 2021, the initiative reached an important milestone when Metrolinx, the provincial transit agency that is leading planning, design and 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.

The province has committed to a 40% share of the total capital construction cost. In May 2021, the federal government announced it would fund 40% of the extension as part of its \$10.7 billion commitment towards Ontario's subway construction plans. While the formal contribution agreement has yet to be negotiated, the Region's expected contribution is estimated at \$1.12 billion, or 20%.

Progress on the project continues, with the following milestones reached:

- In fall 2022, the Finch Station Early Works contract was awarded.
- In May 2022, the updated Environmental Project Report Addendum was approved by the Ministry of the Environment and Climate Change and included a final description of the project, an assessment of environmental impacts, mitigation and monitoring measures and other components.
- The province announced plans in September 2021 for two transit-oriented communities at the future Bridge and High Tech stations, with work being led by the provincial Infrastructure Ontario agency, and confirmed the building of the Royal Orchard station with no additional cost to municipal partners.

Yonge North Subway Extension budget

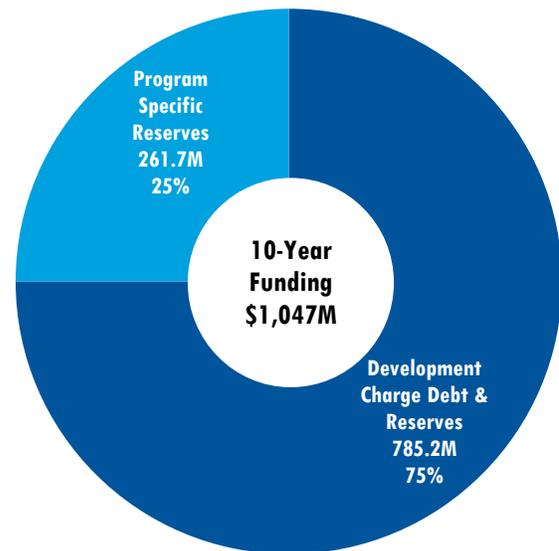
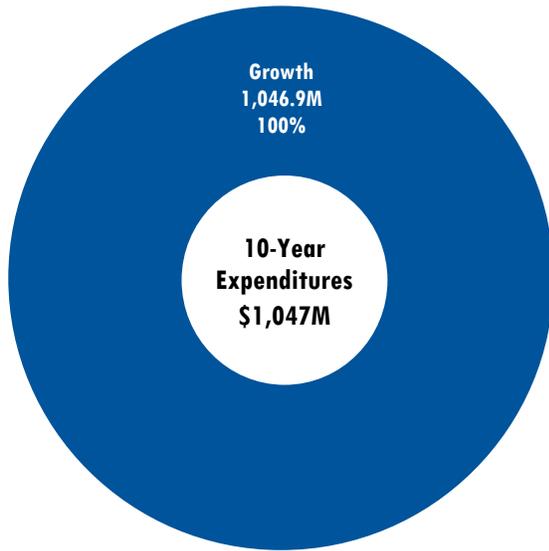
Through the *Supporting People and Businesses Act, 2021*, the province amended the *Development Charges Act* to treat the Yonge North Subway Extension as a discrete service with a forward-looking planned level of service and extend the planning horizon from 10 to 20 years. These changes came into effect on January 1, 2022 and informed the inclusion of the project in the Region's 2022 Development Charges Bylaw, which was passed by Regional Council on May 26 and came into effect on June 17, 2022.

The capital budget presented in this chapter reflects that 75% of the Region's \$1.12 billion share of the project is to be recovered through development charges. The remaining portion of funding represents a tax levy pressure for the Region over the coming years.

The Financial Initiatives chapter provides details of a special Rapid Transit / Infrastructure Levy that will help fund the capital requirements of the subway extension. The York Region Rapid Transit chapter discusses its role in working and coordinating with Metrolinx and other partners, including local municipalities.

10-year capital budget

(in \$000s)	2023	2024	2025	2026	2027	2028-2032	10-Year Total	Capital Spending Authority
Yonge North Subway Extension								
Total Project Expenditures	-	3,557	61,566	100,631	154,424	726,703	1,046,881	1,120,000



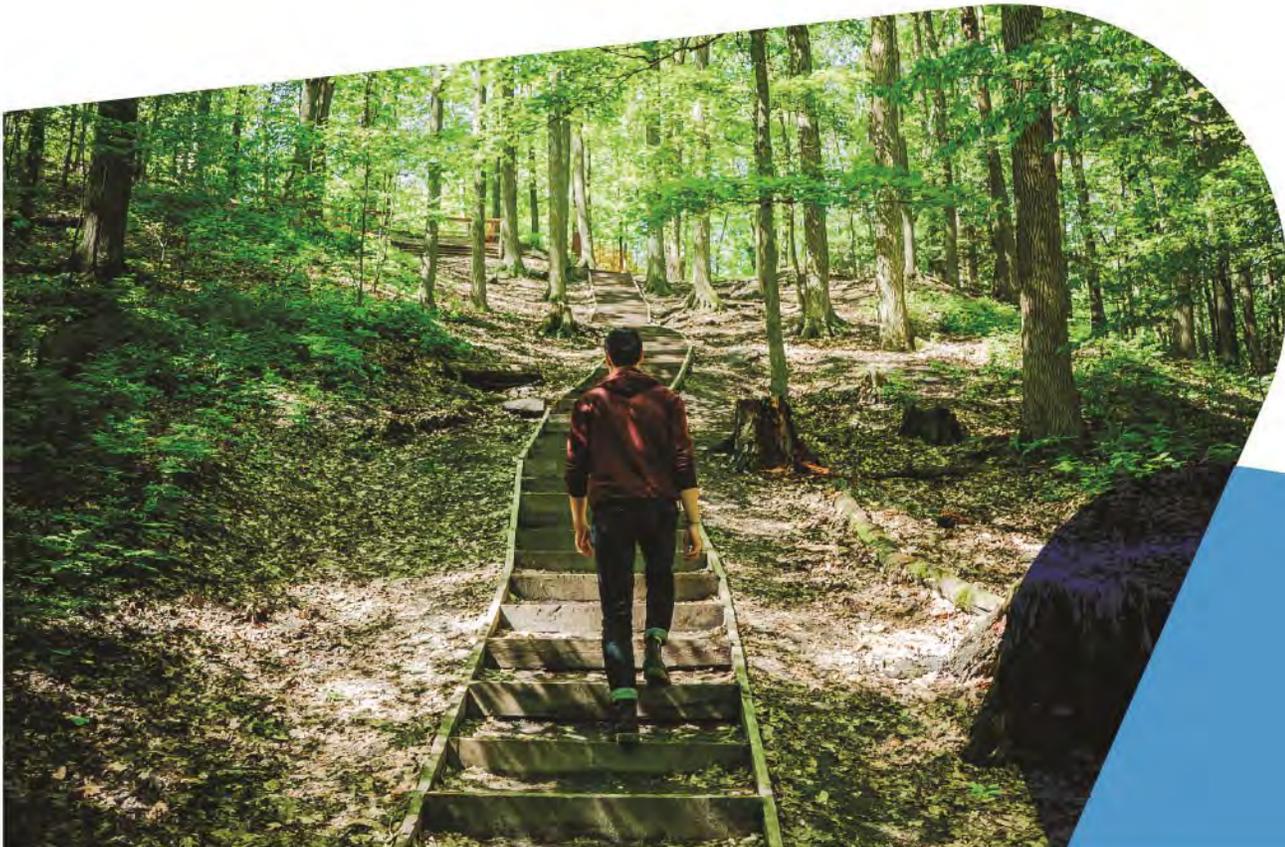
Looking ahead

Once the subway project is complete, tax levy support for operating costs might be needed from the Region's annual operating budget. The preliminary agreement states that the province, in partnership with the Region, intends to develop an agreement for the Region's contribution. As well, the direct costs to the Region related to street-level operations such as new bus terminals are still to be determined.



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

This multi-year budget reflects the need to balance several factors: COVID-19 impacts that extend beyond the end of senior government assistance; interest costs and debt repayment schedules; provincial changes to the development charge regime that have put revenue forecasts in doubt; and major new capital funding needs related to the subway extension and provincial direction on growth and urban density.

The Regional fiscal strategy guided the process of finding the right balance among these priorities.

LONG-TERM SUSTAINABILITY THROUGH THE REGIONAL FISCAL STRATEGY

The Regional fiscal strategy is designed to reduce fiscal risks and build long-term financial sustainability while ensuring fairness over time. It consists of three related elements, as shown in the diagram on the right.

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 risks or burdens.

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 capital.

Use of debt, however, must be carefully managed. The level of debt is a major factor in how much interest expense the Region pays. Keeping interest expense at less than 5% of operating revenue each year is an important marker of financial sustainability. It helps to maintain the Region's high credit ratings, which allow it to borrow at favourable rates and make its debt issues eligible to be held by a wider range of investors.

Beyond the need to limit interest expense, the Region's ability to issue debt is constrained by provincial legislation and regulation. Without reserves it would be impossible to pay for all the new assets needed to support growth, keep the Region's large and growing asset portfolio in a state of good repair and replace assets when needed.

In acting on the fiscal strategy, decision-makers also apply the principle of fairness over time, also known as intergenerational equity. This 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 to achieve the right balance:

- Regional Council has a long-standing commitment to use debt only to bridge the timing difference between when a growth-related asset is built and when development charges are available to fund it. 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 by managing the capital plan.
- The approved budget includes a small portion of debt to be repaid from the tax levy, the first such debt issued since 2014. It would allow the Region to take advantage of borrowing from the federal government at a favourable rate to help accelerate the Region's transition from conventional to electric buses.

HOW THE REGION FUNDS THE BUDGET

The focus in much of the discussion of budgeting is on spending on day-to-day operations and making contributions to reserves. How the Region funds the budget is equally important:

Development charges help fund Regional investments in water and wastewater, roads and other infrastructure to serve growth. The Region updated its Development Charges bylaw, supported by a background study, in 2022. As noted earlier, recent changes to the *Development Charges Act* made through the *More Homes Built Faster Act* are likely to reduce expected development charge collections. The Budget Context chapter provides more details on the legislative changes.

Grants and subsidies from the federal and provincial governments are also known as transfer payments or contributions. Ongoing operating funding, mainly from the province, helps the Region provide Public Health and other human services. The provincial and federal governments also help to fund capital assets, including community housing and public infrastructure. As noted in the Capital Budget chapter, uncertainty about committed funding from senior governments has required the Region to adjust its capital plan in this budget.

User charges and fees help to recover the costs of providing certain key services. The major York Region services supported by users are water and wastewater and transit. The Public Works chapter discusses recent trends and outlooks for these revenue sources. Fines for traffic-related and other offences are intended to offset the costs of administering the *Provincial Offences Act* on behalf of the provincial government. The Court and Tribunal Services chapter provides more detail.

The property tax levy is the largest single source of funding for the operating budget. Property taxes are based on tax rates and the assessed value of existing homes and businesses. The assessment base, which is the total value of all property in the Region, was \$364 billion for the 2022 taxation year (excluding exempt properties and properties that make payments in lieu of taxes). The base changes fairly slowly over time, providing a relatively stable long-term funding source.

The Operating Budget chapter provides an outlook for each of these revenue sources.

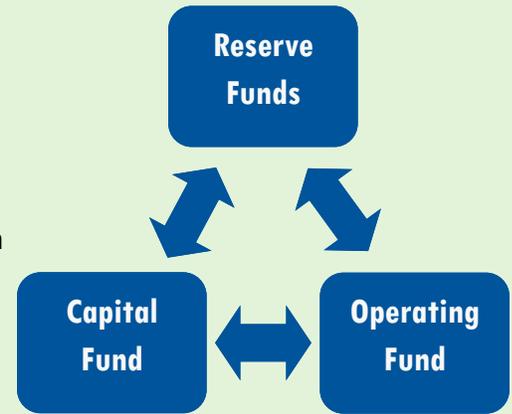
BUDGETING BY FUNDS EMPHASIZES ACCOUNTABILITY

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 funds:

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 (a form of debt), contributions from development charge and other reserves, and senior government grants and subsidies for capital.

The Region also has **reserve funds** for future operating and capital purposes. These are discussed in more detail starting on page 218.



OPERATING AND CAPITAL BUDGETS BY FUND USE AND SOURCE

(\$ in 000s)	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook	
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital
Usage of Funds:								
Public Works	1,206,353	654,559	1,271,719	1,039,039	1,327,296	853,694	1,353,790	703,260
York Region Rapid Transit Corporation	36,434	12,497	36,447	9,990	35,777	8,348	36,347	8,762
Community and Health Services	1,066,225	75,662	1,024,838	65,870	1,037,092	32,320	1,057,684	24,722
Corporate Management and Governance	141,549	82,047	148,055	69,744	157,565	58,996	166,298	95,123
Court and Tribunal Services	20,294	1,427	31,280	3,827	38,213	3,827	44,953	1,327
Financial Initiatives	118,225	-	127,039	635	139,556	10,994	161,199	17,970
External Partners	40,134	-	41,892	-	43,429	-	44,663	-
YorkNet	4,109	41,050	4,365	41,105	4,625	35,980	4,923	13,143
York Regional Police	430,018	26,867	448,476	16,307	463,075	14,626	478,466	20,547
Yonge North Subway Extension	-	-	-	3,557	-	61,566	-	100,631
Total	3,063,341	894,109	3,134,111	1,250,074	3,246,629	1,080,352	3,348,324	985,485
Source of Funds:								
General Tax Levy	1,318,787	-	1,377,213	-	1,431,923	-	1,487,510	-
User Rates	446,829	-	473,679	-	502,002	-	531,198	-
Fees and Charges	81,091	-	77,946	-	79,416	-	76,469	-
Reserves	84,654	456,555	77,416	539,153	68,641	526,877	52,663	473,267
Development Charge Reserve Draws	292,826	86,858	314,676	294,080	325,307	160,788	341,422	169,855
Grants and Subsidies	772,487	52,865	720,115	93,692	721,137	37,135	727,904	8,634
Debenture Proceeds	-	242,316	-	175,050	-	279,850	-	241,366
Other Revenues / Recoveries*	41,665	55,515	54,625	148,100	65,605	75,702	63,714	92,363
Rapid Transit / Infrastructure Levy	25,003	-	38,441	-	52,598	-	67,443	-
Total	3,063,341	894,109	3,134,111	1,250,074	3,246,629	1,080,352	3,348,324	985,485

*Other Revenues / Recoveries includes: fine revenue and third party funding

- The Region uses reserves funded from the tax levy, user rates and other sources to pay for the portion of growth-related assets not covered by development charges. Some \$6.2 billion or about 61.9% of spending in the 10-year capital plan will go to growth-related projects. About \$4.1 billion or 67.2% of this growth-related spending will be funded through debt or reserves supported by development charge collections. The balance must be funded from the tax levy and other sources. The level of growth-related costs covered by the tax levy is rising. This multi-year budget reflects that challenge with a special levy on property taxes for critical infrastructure needs that are not funded from other sources. Reliance on the tax levy for growth-related projects is expected to increase as a result of the *More Homes Built Faster Act*.
- The Region also uses reserves funded by the tax levy and water and wastewater user rates to pay for asset management. To ensure fairness, 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 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 \$3.8 billion for asset management and \$6.2 billion in growth-related projects.

Asset management spending relies largely on asset replacement reserves funded by the tax levy and user rates. The current estimated replacement value of the Region's asset portfolio is \$19 billion. The size of the portfolio and resulting costs to care for assets increase as new assets are added and projects completed. In the 10-year capital plan outlined in this budget, asset management spending will average almost \$400 million a year. Combined with pressure on the tax levy from other sources, this means contributions to reserves funded by the tax levy are below the level needed to ensure fiscal sustainability and fairness to future taxpayers.

As noted above, on the growth side of the 10-year capital plan, York Region expects to fund 67.2% of the cost of new assets from development charge debt and reserves, with the rest coming from tax-levy and user-rate reserves, cost recoveries from local municipalities, and federal and provincial grants. The 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. Future forecasts will reflect recent changes to the *Development Charges Act* made through the *More Homes Built Faster Act*.

A realistic population forecast is critical to a robust capital plan. Provincial targets forecast a population of just over two million people and almost one million jobs in the Region by 2051. More recently the province has announced a goal of getting 1.5 million new homes built across Ontario and set out new housing targets for four local municipalities in York Region, which suggests a faster pace of growth than forecast. The Budget Context chapter provides more details on the housing targets.

Because of the financial risks if actual population falls below the provincial forecast, Regional Council has endorsed the principle of more tightly aligning the pacing of new capital projects with actual growth. In support of this principle, master plans and the 10-year capital plan are reviewed regularly to ensure alignment with targets. Master plans allow for some flexibility to respond to changing conditions, while recognizing that there are limits on the ability to accommodate unexpected changes such as the new housing targets. Staff monitor and report back annually on progress. If necessary, the capital plan's size, prioritization, timing and funding sources can be adjusted in future budgets.

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. Because the Region's reserves include significant liquidity in the form of cash and cash equivalents, they also promote investor confidence and help to preserve its credit ratings.

By the end of 2022, the Region is expected to have accumulated roughly \$4.3 billion in over 60 reserves. Total reserves are expected to reach \$4.7 billion by 2023 year-end and to continue growing to reach \$7.6 billion in 2032.

2022 to 2026 Reserve Schedule

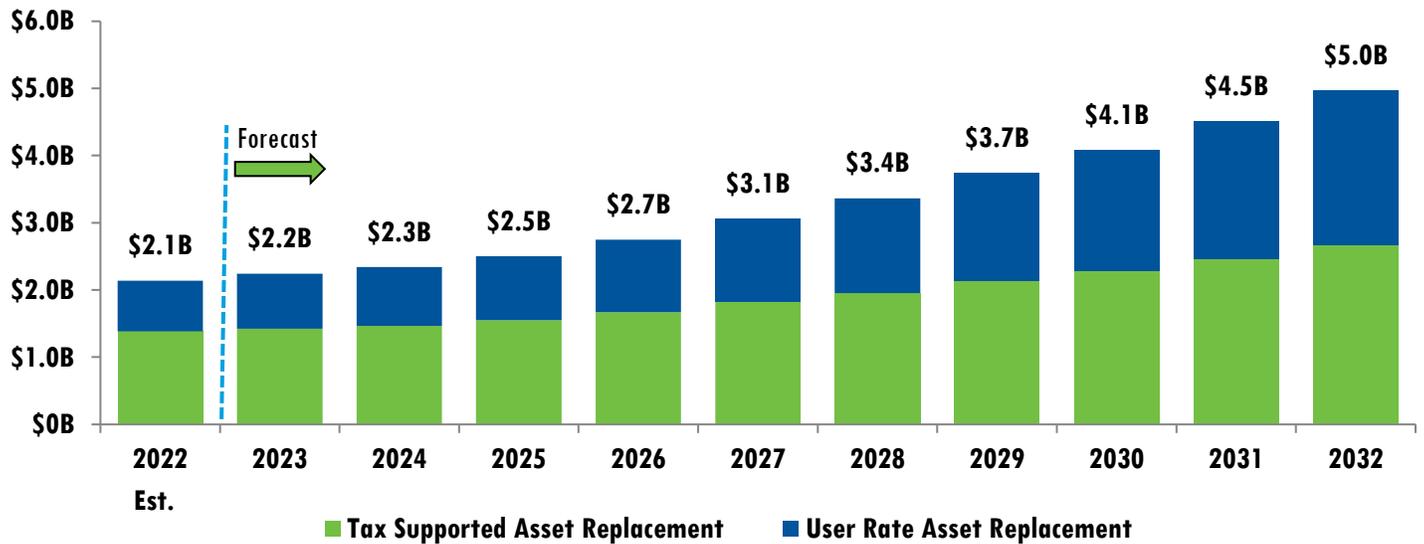
(\$ in 000s)	2022 Estimate	2023 Approved		2024 Outlook		2025 Outlook		2026 Outlook	
	Ending	Change	Ending	Change	Ending	Change	Ending	Change	Ending
Development Charge Reserves	540,545	194,859	735,404	(191,995)	543,409	(6,791)	536,618	(5,605)	531,013
Asset Replacement Reserves:									
Tax Levy Funded Assets	1,383,233	37,389	1,420,622	45,811	1,466,433	82,269	1,548,701	120,562	1,669,263
User Rate Funded Assets	753,397	69,119	822,517	52,064	874,580	76,180	950,760	126,556	1,077,316
	2,136,630	106,508	2,243,138	97,875	2,341,013	158,448	2,499,461	247,117	2,746,579
Capital Reserves:									
Program Specific and Other	421,627	49,919	471,546	55,652	527,199	33,443	560,642	42,343	602,985
Canada Community-Building Fund	101,994	4,551	106,545	(35,760)	70,785	(25,060)	45,726	16,239	61,965
Roads Capital Acceleration	53,200	5,770	58,969	7,044	66,014	(19,745)	46,269	(17,986)	28,284
	576,821	60,240	637,061	26,937	663,998	(11,361)	652,637	40,597	693,234
Corporate Reserves:									
Debt Reduction	366,625	19,748	386,373	28,719	415,092	44,702	459,794	(7,182)	452,612
Fiscal Stabilization	54,095	2,155	56,250	2,298	58,547	2,435	60,982	2,612	63,594
Tax Stabilization	59,506	(1,466)	58,040	(877)	57,163	22	57,186	60	57,245
Water Rate Stabilization	31,993	4,122	36,115	4,256	40,371	6,276	46,647	8,299	54,945
Wastewater Rate Stabilization	71,553	2,629	74,182	5,536	79,717	7,004	86,722	9,668	96,390
Pandemic and Recovery Management	120,276	(31,072)	89,204	(29,122)	60,082	(22,085)	37,997	(13,661)	24,337
Working Capital	50,000	-	50,000	-	50,000	-	50,000	-	50,000
Other Reserves	109,412	(12,597)	96,815	(3,537)	93,277	(2,489)	90,789	4,980	95,768
	863,461	(16,482)	846,979	7,272	854,250	35,866	890,116	4,775	894,891
Human Resources Reserves	204,604	6,411	211,015	6,373	217,388	6,941	224,329	7,625	231,954
Total	4,322,062	351,536	4,673,597	(53,539)	4,620,058	183,103	4,803,161	294,509	5,097,670

Funds held in the capital-related Development Charge, Asset Replacement and Capital Reserves together account for more than three-quarters of the current total:

- Development charges are held in separate reserves as required by law. Funds in the reserves are allocated to the forecast cash flow needs of specific growth-related projects or to servicing debt associated with previously completed projects. Because development charge collections are hard to predict owing to fluctuation in construction activities, economic cycles, and changes in development charge rates, reserves may be drawn down to bridge the gap if collections fall short of the required amount. The Region's practice is to maintain a minimum cash balance at between 75 and 100% of the next year's required principal and interest payments for growth-related debt. Development charge reserves are expected to total \$540.5 million at 2022 year-end and to increase by a net \$194.9 million in

2023. The higher balance in 2023 will help offset higher debt needs in 2024. Over the next 10 years, the forecast is for about 74% of expected collections to go to servicing the Region’s debt, while the remainder would be used to avoid debt and to make funds available should annual collections fall short. The long-term outlook for these reserves will be revised once recent changes to the development charge regime made through the *More Homes Built Faster Act* have been clarified by provincial regulations.

Tax-levy and user-rate asset replacement reserves projected to grow



- Asset replacement reserves provide funding for future asset rehabilitation and replacement needs outlined in departmental asset management plans without the need to issue debt. These reserves are expected to total \$2.1 billion at 2022 year-end. Of that amount, \$1.4 billion is for tax-levy-funded spending on assets like roads, buses and paramedic response stations, while \$753.4 million is for user-rate-funded spending on water and wastewater assets. Together, these reserves are expected to increase by \$106.5 million in 2023. Reserve balances are then projected to grow to \$5.0 billion by 2032, requiring significant contributions in this and future multi-year budgets. The projection is based on current information about the condition and replacement needs of the Region’s \$19 billion asset portfolio and related assumptions. For user-rate-funded assets, the projection aligns with the Council-approved 2021 User Rate Study, which achieves full cost recovery and fairness over time for water and wastewater users. Despite projected growth in reserves for tax-levy-funded assets, balances are projected to remain below the level needed to ensure fairness to future taxpayers. Changes to the *Development Charges Act*, through the *More Homes Built Faster Act*, will reduce future development charge collections. As a result, higher contributions from the tax levy and user rates may be needed to help pay for growth projects, which would put pressure on using the same source for asset replacement.
- Program Specific and Other reserves are earmarked for future growth-related needs, including any portion not covered by development charges. These include projects in such areas as roads, transit, social housing, non-profit housing capital repairs and maintenance, and waste management. Together, these reserves are expected to total \$421.6 million at 2022 year-end and increase by \$49.9 million in 2023. The Rapid Transit Reserve alone, which includes funding for the subway extension, makes up \$22.4 million of the increase. Program Specific and Other reserves are currently projected to reach a total of \$610.0 million by 2032. These reserves are expected to become increasingly important, and require increasing contributions from the tax levy and user rates, as a result of the impacts of the *More Homes Built Faster Act*.

- The Canada Community-Building Fund Reserve (formerly called the Federal Gas Tax Reserve) reflects ongoing funding from the federal government for a wide range of municipal infrastructure. The balance is expected to total \$102.0 million at 2022 year-end and to grow to \$109.8 million by 2032. This has been fully allocated to specific approved projects and forecast cash flow needs.
- The Roads Capital Acceleration Reserve was created to allow priority growth-related roads projects to be advanced. It is forecast to total \$53.2 million at 2022 year-end and to grow by a net \$5.8 million in 2023. The reserve is fully allocated and the majority of priority projects are in the planning and design phase or under construction. As the projects move ahead, the reserve will be gradually drawn down and is expected to have a minimal balance by 2029.

Corporate reserves are expected to total \$863.5 million by 2022 year-end and are intended to support better financial management and manage operational risks:

- The Debt Reduction Reserve was established to reduce or eliminate the need to issue tax-levy-funded debt and avoid such debt in future. Since its creation in 2014, it has funded \$388.2 million in capital investments that would have otherwise been funded by debt. This reserve is expected to total \$366.6 million at 2022 year-end and increase by a net \$19.7 million in 2023. Over the next 10 years, it is expected to help avoid a further \$403.9 million in debt while increasing by a net \$134.5 million to reach \$501.1 million by 2032.
- The Fiscal Stabilization, Tax Stabilization, Water Rate Stabilization and Wastewater Rate Stabilization reserves are designed to manage risks arising from short-term unforeseeable changes in costs, revenues, or both, and together are expected to have a balance of \$217.1 million by 2022 year-end. They are forecast to reach a total of \$427.3 million in 2032.
- The Pandemic and Recovery Management Reserve Fund, created in late 2020 to help manage pandemic-related pressures, is expected to have a 2022 year-end balance of \$120.3 million. The fund continues to be available to help address ongoing COVID-19 impacts such as transit revenues that are still recovering from lower ridership during the pandemic. In finalizing the 2023 budget, Regional Council approved the [Supporting Critical Social Infrastructure](#) initiative, funded through annual Pandemic and Recovery Management Reserve Fund draws of \$12.8 million from 2023 to 2026. Alternate funding sources for the draws in 2025 and 2026 are expected to be explored in future budgets pending the review of sustainable options.
- A Working Capital Reserve helps offset short-term borrowing costs that arise during the year from timing differences between tax revenue receipts and spending needs. The assumption for this reserve is a consistent year-end balance of \$50.0 million.
- Other Reserves were expected to total \$109.4 million by the end of 2022, falling by a net \$12.6 million in 2023. The outlook is for these reserves to reach \$119.1 million by 2032.

Human Resources Reserves address such future liabilities as long-term disability and worker's compensation:

- These reserves are expected to total \$204.6 million by 2022 year-end, then increase by a net \$6.4 million in 2023 and reach a total of \$288.8 million in 2032.

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 \$1.1 billion at December 31, 2022.

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. "Debt servicing" is defined as debt repayments and interest expense, which includes contributions to the Sinking Fund Reserve, as well as required payments under other financial obligations, such as mortgages on community housing.

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.

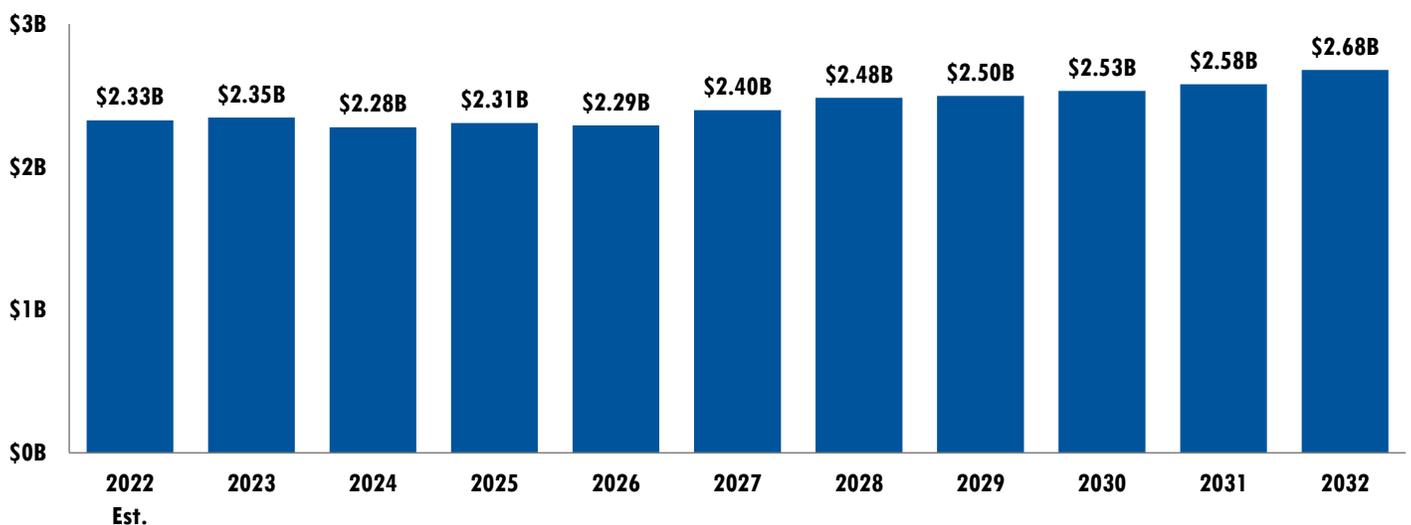
To qualify for the supplement, the Region must meet two conditions:

- 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

DEBT PRINCIPAL AND INTEREST REPAYMENTS

(\$ in 000s)	2022 Estimate	2023
Development Charge Reserves:		
Principal	187,807	187,894
Interest	93,527	98,459
	281,334	286,353
Water and Wastewater User Rate:		
Principal	5,848	5,854
Interest	4,840	4,812
	10,688	10,667
Tax Levy:		
Principal	2,350	2,350
Interest	1,841	1,826
	4,191	4,176
Housing York Inc. Rental Fees:		
Principal	996	1,018
Interest	885	863
	1,881	1,881
Provincial Funding:		
Principal	323	329
Interest	98	92
	421	421
York Region Total		
Principal	197,325	197,445
Interest	101,191	106,053
Total	298,516	303,498

Outlook for debt, net of sinking fund

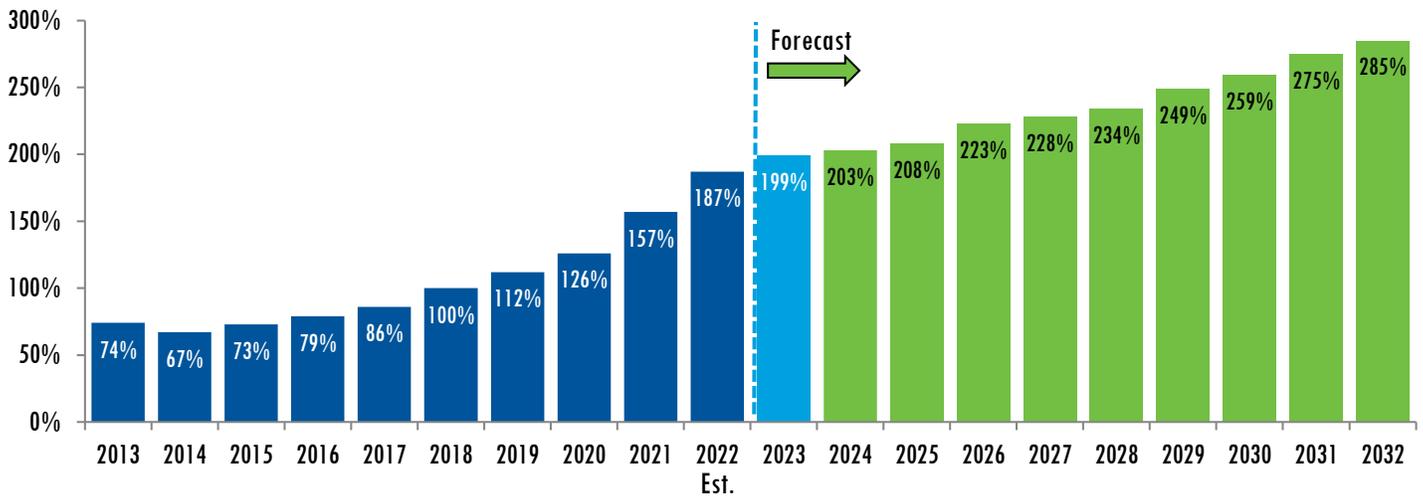


The Region plans to remain within its borrowing limit and meet the conditions to access the supplement. In 2023, the annual repayment limit is \$710.2 million while the Region’s repayments of debt and other financial obligations are expected to be \$487.5 million.

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 did not issue any new debt in 2022.

The debt management plan in this budget shows the Region needing to issue about \$3.0 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 \$2.7 billion in 2032, lower than the previous peak of \$2.9 billion in 2017.

Ratio of reserves to debt is expected to stay above 100%



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 above. The ratio is expected to stay above 100%, and slowly increase each year. A high level of reserves relative to debt is a marker of financial sustainability because it shows that the Region has access to financial resources greater than its obligations. In addition, reserves are often in the form of cash or cash equivalents, and this liquidity is cited by rating agencies as contributing to investor confidence.

Nonetheless, the projected balance in tax-levy-supported asset replacement reserves would remain below the level needed to ensure fairness to future taxpayers. Contributions to these reserves are discussed on page 219.

The debt forecast would see the Region repay \$2.6 billion of its existing and new debt over the next 10 years. The table on the previous page shows principal repayments as well as interest payments for 2022 and 2023. Net debt at the end of 2032 is expected to be around \$2.7 billion. (In this context, “net debt” is defined as gross outstanding debt less the sinking fund.)

LONG-RANGE FINANCIAL OPERATING PLANS

This four-year budget for York Region coincides with the start of a new four-year term of Regional Council. The Operating Budget chapter sets out the long-term operating plan for the four years, which reflects planned spending and expected revenues from the sources outlined above. The following expected trends and factors underlie the four-year budget and longer-range decisions.

Assumptions

Yonge North Subway Extension and other major infrastructure projects. Like the 2022 budget, the approved 2023 budget and outlook for 2024 both include a special levy of 1% from property tax to help cover the Region's share of the subway project costs. The levy, which would be contributed to the Rapid Transit Reserve, would be included in the 2025 and 2026 budgets as well. Contributions in 2025 and 2026 would help cover the costs of the subway and other major projects, such as additional bus rapidways, to reduce borrowing needs.

Inflation. The budget uses estimates of inflation based on the consensus of economic forecasters, research specific to the Region, and existing and expected contracts. As noted earlier, inflation in 2022 reached levels not seen since the 1980s, and this is expected to remain elevated in 2023. Later years in the plan assume inflation more in line with the recent past.

Demographic changes. The Budget Context chapter outlines demographic trends, particularly growth in the seniors' population, affecting the Region's financial plans.

Pandemic recovery. Senior government support, which has tapered off and is expected to end after 2023, was an important source of funding that helped the Region cover extraordinary costs related to the pandemic. While most direct pandemic impacts on the Region's budget have declined, transit revenue is expected to take several years to recover. As well, the Region continues to monitor long-term impacts of the pandemic to assess whether a "new normal" baseline is being established in some areas that would affect the tax levy budget. The Operating Budget chapter provides details.

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. Actual consumption may vary from plan and rates may be subject to Council review over the outlook years.

Unfunded liabilities. The Accrual Budget chapter discusses how the Region budgets for employee benefit obligations.

Asset management costs and operating impacts of capital. Planned spending reflects the 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 above. The strategy's goal is to ensure the Region maintains its strong fiscal position while meeting residents' needs.

Risks

As part of the budget process, all other parts of the organization review risks specific to their budgets and outline their mitigation measures and plans. The Budget Context chapter discusses key external factors that present both risks and opportunities to the Region as a whole. In many cases, such as cyberthreats, the Region has developed ways of reducing the risk and limiting damage.

Remaining risks over which the Region has little or no control include:

Population growth. The budget assumes population growth in line with recent experience. The Region's master plans specify 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 development charge collections that were lower than the level assumed in the development charge background study for the period. Going forward, the Region must monitor collections closely to ensure funds are available to repay development charge debt.

Senior government direction. The provincial government has made several major changes to legislation that would affect the Region, as discussed above and in the Budget Context and Public Works chapters. Before the pandemic it also announced potential changes in programs it funds, and these might now go forward. As this budget was finalized the full financial impacts of provincial measures were unknown.

Conclusion

The Region faces the need to pay for new growth-related infrastructure, manage the lifecycle costs of new and existing assets, renew aging assets and provide quality services to a growing and changing population. Specifically:

- The Region will need to borrow to fund its portion of Yonge North Subway Extension costs, which will increase interest expense
- Higher reserve contributions are needed to ensure asset management costs can be met
- Recent provincial decisions are almost certain to add to the Region's costs and reduce its revenues

These factors all put pressure on the tax levy and, in the case of water and wastewater services, on user rates. The Region has shown and continues to show its ability to adjust capital plans and priorities to address such pressures:

- The current 10-year capital plan excludes many important Regional Council priorities, including some affordable housing projects and an expanded bus rapid transit network, because they can go forward only with the support of senior governments that has not been confirmed. The Rapid Transit Reserve is being built up so that it could be used to fund projects at a level that would ensure readiness if and when the needed support became available. Increased reserve contributions are expected to be required in the future to address reduced development charge collections as a result of the *More Homes Built Faster Act*.
- In recent years, Regional budgets could not accommodate asset management reserve contributions high enough to achieve the principles of the Regional fiscal strategy. This continues in 2023 in the face of continuing pressures. To ensure the Region can properly maintain and replace its assets, higher contributions to asset management reserves are planned in the last three years of the four-year budget.

The Region also continues to look for ways of operating more cost-effectively day to day, including investing in technology to better enable virtual interactions and online service delivery. For example, formalizing a hybrid work model is reducing costs related to driving to meetings. The preceding departmental chapters provide additional examples, such as streamlining billing for water and wastewater in Public Works, piloting the use of community service officers for less urgent tasks that York Regional Police officers now carry out and reducing manual processes through the Finance Forward initiative.

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, reaffirming that rating in 2022. Moody's Investors Service reaffirmed its Aaa credit rating for the Region in 2022. 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 following tables summarize the net operating impact of capital and the incremental staff complement for the 2023-2026 Budget. More information can be found in the departmental budget chapters.

Net operating impact of capital

(in \$000s)	2023		2024		2025		2026	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Net Debenture Financing of Capital Projects								
Public Works	5,062	19	21,124	(61)	8,833	(21)	8,407	(309)
York Region Rapid Transit Corporation	138	489	(738)	-	(14)	-	304	-
Community and Health Services	503	155	1,420	606	228	291	153	-
Corporate Management and Governance	(105)	-	-	-	-	-	-	-
	5,598	663	21,807	545	9,047	269	8,864	(309)
Operating Impact of New Capital								
Public Works	487	487	(641)	(641)	438	438	1,063	1,063
Community and Health Services	106	6	1,057	1,057	807	734	348	348
Corporate Management and Governance	36	36	-	-	-	-	-	-
	629	529	416	416	1,245	1,172	1,411	1,411
Total Net Operating Impact of Capital	6,227	1,191	22,223	961	10,292	1,441	10,275	1,102

Incremental staff complement summary (base year 2022)

Full-Time Equivalents	2022	2023	2024	2025	2026	Total FTEs
	Total	Approved	Outlook	Outlook	Outlook	
Public Works	1,017.6	32.8	29.2	23.0	13.0	1,115.6
Community and Health Services	2,079.2	72.1	61.6	44.7	40.0	2,297.5
Corporate Management and Governance	745.0	46.0	26.0	16.0	21.0	854.0
Court and Tribunal Services	91.0	9.0	15.0	11.0	8.0	134.0
York Region Rapid Transit Corporation	30.0	2.0	-	-	-	32.0
YorkNet	13.0	2.0	-	-	2.0	17.0
York Regional Police	2,404.0	41.0	36.0	9.0	26.0	2,516.0
Total York Region	6,379.8	204.9	167.8	103.7	110.0	6,966.1

The figures reflected in the table below are prepared on the modified accrual basis of accounting used for the budget. The intent of this table 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.

Operating financial summary

(in \$000s)	2021	2022	2023	2024	2025	2026
	Actual	Restated	Approved	Outlook	Outlook	Outlook
Operating Expenditures:						
Salaries and Benefits	897,869	963,877	1,001,286	996,047	1,031,243	1,069,436
Program Specific Costs	566,883	729,753	909,617	915,264	928,205	941,697
Professional/Contracted Services	145,232	131,189	144,384	154,667	162,995	160,823
General Expenses	68,850	90,904	109,091	115,172	117,211	117,802
Financial Charges and Insurance	10,774	20,066	30,422	27,377	24,744	20,798
Occupancy Costs	62,476	75,372	76,686	74,965	76,563	78,300
Contribution to Reserves	726,536	555,369	563,224	604,636	651,764	688,187
Internal Charges/Recoveries	(0)	0	(70)	(139)	(139)	(139)
Minor Capital and Work In Progress	4,357	4,687	4,568	4,867	5,324	9,365
Debt Principal and Interest	313,258	298,620	303,498	323,814	334,323	348,754
Direct Charges & Intradepartmental Costs	(70,121)	(71,359)	(79,365)	(82,559)	(85,604)	(86,699)
Total Expenditures	2,726,114	2,798,478	3,063,341	3,134,111	3,246,629	3,348,324
Revenues:						
Grants and Subsidies	(580,490)	(609,945)	(772,487)	(720,115)	(721,137)	(727,904)
User Fees	(412,499)	(417,626)	(446,829)	(473,679)	(502,002)	(531,198)
Fees and Charges	(88,191)	(67,392)	(81,091)	(77,946)	(79,416)	(76,469)
Development Charges	(278,159)	(288,081)	(292,826)	(314,676)	(325,307)	(341,422)
Contribution from Reserves	(110,313)	(105,119)	(84,654)	(77,416)	(68,641)	(52,663)
Third Party Recoveries	(21,273)	(17,097)	(18,668)	(17,951)	(17,760)	(6,867)
Court Fine Revenues	(9,239)	(16,037)	(22,998)	(36,675)	(47,845)	(56,847)
Total Revenues	(1,500,164)	(1,521,298)	(1,719,551)	(1,718,457)	(1,762,109)	(1,793,370)
Net Tax Levy Requirements	1,225,949	1,277,180	1,343,790	1,415,654	1,484,521	1,554,953

Transit Services
2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
TS86107 : Intelligent TRN System Expansion	14,765	750	800	790	770	820	770	820	820	750	770	850	7,960	11,260	34,735	800
TS86116 : Automated Fare Collection System Expansion	5,060	500	500	350	300	250	250	300	250	250	250	250	2,950	2,600	11,110	500
TT81582 : Transit Vehicle Garage - North	41,249	1,100	-	-	-	-	-	-	1,500	1,500	5,000	25,500	33,500	14,500	90,349	-
TT81583 : Transit Garage Southeast	164	-	-	-	-	22,460	-	2,500	4,000	-	-	-	28,960	90,000	119,124	-
TT81584 : Transit Garage South	8,197	27,000	1,500	15,600	15,600	11,000	-	-	27,000	-	-	-	70,700	6,500	77,500	43,700
TT81585 : 55 Orlando Garage Expansion	26,831	1,191	968	968	968	968	909	909	816	816	816	816	8,954	8,160	45,136	968
TT82150 : Bus Terminals, Loops & Stops - Expansion	233	500	3,780	62,702	40,361	240	240	240	240	3,600	6,960	7,200	125,563	51,600	177,896	107,323
TT82153 : Electric Bus Infrastructure Expansion	11,762	5,511	-	-	-	-	-	-	-	-	-	-	-	-	17,273	-
TT82155 : Major Mackenzie Drive West Terminal	2,291	161	100	-	50	50	50	50	50	50	50	50	500	500	3,452	100
TT84399 : Mobility Plus Bus Expansion	2,202	-	-	2,300	520	520	520	520	520	520	520	520	6,460	5,200	13,862	3,860
TT84599 : Conventional Bus Expansion	27,817	-	-	-	10,416	13,100	12,600	14,000	13,000	35,750	65,850	17,300	182,016	121,250	331,083	36,116
TT84799 : Viva Bus Expansion	8,915	-	-	9,498	7,598	4,050	-	6,750	17,550	9,150	5,490	3,660	63,746	27,000	99,661	21,146
Total Growth	149,485	37,013	38,648	92,208	76,583	53,458	15,339	26,089	65,746	52,386	85,706	56,146	562,309	338,570	1,087,377	245,513
Funding Sources:																
Program Specific Reserves	4,255	9	8,506	4,333	18,574	9,722	2,861	4,796	11,934	10,906	18,281	13,059	102,972	82,108	189,344	38,465
Debt Reduction Reserve	9,265	-	-	-	-	-	-	-	-	-	-	-	-	-	9,265	-
Asset Replacement Reserves	-	150	-	-	-	-	-	-	-	-	-	-	-	-	150	-
Development Charge Reserves	27,453	6,323	30,142	24,703	40,330	43,736	12,478	21,293	53,812	41,480	67,425	43,087	378,486	256,462	668,724	126,197
Grants & Subsidies	1,524	-	-	61,462	14,436	-	-	-	-	-	-	-	75,898	-	77,422	75,898
Other Recoveries	362	-	-	-	-	-	-	-	-	-	-	-	-	-	362	-
Planned Debiture Proceeds	4,176	-	-	1,710	3,243	-	-	-	-	-	-	-	4,953	-	9,129	4,953
Canada Community-Building Fund Reserve	102,451	30,531	-	-	-	-	-	-	-	-	-	-	-	-	132,982	-
Total Growth	149,485	37,013	38,648	92,208	76,583	53,458	15,339	26,089	65,746	52,386	85,706	56,146	562,309	338,570	1,087,377	245,513
Program Group: Rehabilitation and Replacement																
Gross Expenditures:																
TS86114 : Intelligent TRN System Replacement	3,690	800	1,400	620	810	690	2,770	4,040	4,120	2,970	2,970	1,020	21,410	-	25,900	1,400

Transit Services

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	2022 to Dec 31/21	2022															
TS86115 : Automated Fare Collection System Replacement	13,174	550	100	150	150	100	2,050	3,600	3,200	8,100	8,100	6,100	200	23,750	-	37,474	100
TS86117 : Transportation Services Office Expansion	3,765	100	300	250	400	400	400	400	400	400	400	400	400	3,750	-	7,615	300
TT81589 : YRT Garage Rehabilitation and Replacement	4,745	1,700	2,229	5,362	4,680	1,627	1,321	910	3,195	24,190	5,137	1,300	1,300	49,951	-	56,396	7,591
TT82190 : Bus Terminals, Loops & Stops - Replacement	17,937	1,603	1,610	1,723	1,384	1,215	1,514	1,175	1,816	1,703	1,477	1,364	1,364	14,981	-	34,521	1,610
TT84499 : Mobility Plus Bus Replacement	2,766	-	-	1,820	3,380	2,080	520	-	1,820	-	1,820	3,900	3,900	15,340	-	18,106	7,800
TT84699 : Conventional Bus Replacement	58,318	48,350	18,156	84,965	44,715	14,760	32,960	28,060	15,460	-	-	-	75,610	314,686	-	421,354	195,556
TT84899 : Viva Bus Replacement	7,324	19,300	11,900	63,670	50,265	-	-	-	6,750	-	18,300	-	-	150,885	-	177,509	125,835
TT86102 : 60 Foot Bus Refresh	9,529	425	75	-	1,000	2,800	-	5,000	-	500	3,100	500	500	12,975	-	22,929	9,375
TT86103 : Bike Racks & Lockers - Transit Facilities	221	60	-	-	-	-	-	-	-	-	-	-	-	-	-	281	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	52,021	4,958	5,845	9,130	6,280	9,180	5,660	16,170	4,110	7,925	5,825	17,110	17,110	87,235	-	144,214	64,300
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	7,625	-	-	-	-	-	-	-	-	4,200	-	-	-	4,200	-	11,825	4,200
Total Rehabilitation and Replacement	181,115	77,846	41,615	167,690	113,064	32,852	47,195	59,355	40,871	49,988	45,129	101,404	101,404	699,163	-	958,124	418,067
Funding Sources:																	
Program Specific Reserves	51,494	-	-	-	-	-	-	-	-	-	-	-	-	-	-	51,494	-
Asset Replacement Reserves	126,865	77,486	11,859	19,355	18,384	18,292	14,435	31,495	18,961	49,988	26,929	25,994	25,994	235,692	-	440,043	97,976
Grants & Subsidies	2,433	360	-	-	-	-	-	-	-	-	-	-	-	-	-	2,793	-
Other Recoveries	153	-	-	-	-	-	-	-	-	-	-	-	-	-	-	153	-
Planned Debiture Proceeds	170	-	8,296	83,275	40,384	-	-	-	-	-	-	-	-	131,955	-	132,125	131,955
Canada Community-Building Fund Reserve	-	-	21,460	65,060	54,296	14,560	32,760	27,860	21,910	-	18,200	75,410	75,410	331,516	-	331,516	188,136
Total Rehabilitation and Replacement	181,115	77,846	41,615	167,690	113,064	32,852	47,195	59,355	40,871	49,988	45,129	101,404	101,404	699,163	-	958,124	418,067
Total Expenditures	330,600	114,859	80,263	259,898	189,647	86,310	62,534	85,444	106,617	102,374	130,835	157,550	157,550	1,261,472	338,570	2,045,501	663,580
Funding Sources:																	
Program Specific Reserves	55,749	9	8,506	4,333	18,574	9,722	2,861	4,796	11,934	10,906	18,281	13,059	13,059	102,972	82,108	240,838	38,465
Debt Reduction Reserve	9,265	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9,265	-
Asset Replacement Reserves	126,865	77,636	11,859	19,355	18,384	18,292	14,435	31,495	18,961	49,988	26,929	25,994	25,994	235,692	-	440,193	97,976
Development Charge Reserves	27,453	6,323	30,142	24,703	40,330	43,736	12,478	21,293	53,812	41,480	67,425	43,087	43,087	378,486	256,462	668,724	126,197
Grants & Subsidies	3,957	360	-	61,462	14,436	-	-	-	-	-	-	-	-	75,898	-	80,215	75,898
Other Recoveries	515	-	-	-	-	-	-	-	-	-	-	-	-	-	-	515	-
Planned Debiture Proceeds	4,346	-	8,296	84,985	43,627	-	-	-	-	-	-	-	-	136,908	-	141,254	136,908

Transit Services
2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	to Dec 31/21	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032				
Canada Community-Building Fund Reserve	102,451	30,531	21,460	65,060	54,296	14,560	32,760	27,860	21,910	-	18,200	75,410	331,516	-	464,498	188,136
Total Funding	330,600	114,859	80,263	259,898	189,647	86,310	62,534	85,444	106,617	102,374	130,835	157,550	1,261,472	338,570	2,045,501	663,580

Transit Services
2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
TS86107 : Intelligent TRN System Expansion	7,960	1,435	-	-	-	6,525	-	-	-	-
TS86116 : Automated Fare Collection System Expansion	2,950	531	-	-	-	2,419	-	-	-	-
TT81582 : Transit Vehicle Garage - North	33,500	6,030	-	-	-	27,470	-	-	-	-
TT81583 : Transit Garage Southeast	28,960	5,213	-	-	-	23,747	-	-	-	-
TT81584 : Transit Garage South	70,700	12,726	-	-	-	57,974	-	-	-	-
TT81585 : 55 Orlando Garage Expansion	31,000	5,580	-	-	-	25,420	-	-	-	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	8,954	1,612	-	-	-	7,342	-	-	-	-
TT82153 : Electric Bus Infrastructure Expansion	125,563	29,304	-	-	-	20,361	75,898	-	-	-
TT82770 : Support Vehicles	500	90	-	-	-	410	-	-	-	-
TT84399 : Mobility Plus Bus Expansion	6,460	1,166	-	-	-	5,294	-	-	-	-
TT84599 : Conventional Bus Expansion	182,016	30,888	-	-	-	149,253	-	-	1,875	-
TT84799 : Viva Bus Expansion	63,746	8,397	-	-	-	52,271	-	-	3,078	-
Total Growth	562,309	102,972	-	-	-	378,486	75,898	-	4,953	-

Program Group: Rehabilitation and Replacement

TS86114 : Intelligent TRN System Replacement	21,410	-	-	21,410	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	23,750	-	-	23,750	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	3,750	-	-	3,750	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	49,951	-	-	49,951	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	14,981	-	-	14,981	-	-	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	15,340	-	-	15,340	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	314,686	-	-	1,600	-	-	-	-	84,470	228,616
TT84899 : Viva Bus Replacement	150,885	-	-	500	-	-	-	-	47,485	102,900
TT86102 : 60 Foot Bus Refresh	12,975	-	-	12,975	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	87,235	-	-	87,235	-	-	-	-	-	-
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	4,200	-	-	4,200	-	-	-	-	-	-
Total Rehabilitation and Replacement	699,163	-	-	235,692	-	-	-	-	131,955	331,516

Transit Services
2023 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
Total Funding	1,261,472	102,972	-	235,692	-	378,486	75,898	-	136,908	331,516

Transit Services

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
TS86107 : Intelligent TRN System Expansion	800		144	-	-	656	-	-	-	-
TS86116 : Automated Fare Collection System Expansion	500		90	-	-	410	-	-	-	-
TT81584 : Transit Garage South	43,700	7,866	-	-	-	35,834	-	-	-	-
TT81585 : 55 Orlando Garage Expansion	31,000	5,580	-	-	-	25,420	-	-	-	-
TT82150 : Bus Terminals, Loops & Stops - Expansion	968	174	-	-	-	794	-	-	-	-
TT82153 : Electric Bus Infrastructure Expansion	107,323	18,542	-	-	-	12,883	75,898	-	-	-
TT82770 : Support Vehicles	100	18	-	-	-	82	-	-	-	-
TT84399 : Mobility Plus Bus Expansion	3,860	696	-	-	-	3,164	-	-	-	-
TT84599 : Conventional Bus Expansion	36,116	4,626	-	-	-	29,615	-	1,875	-	-
TT84799 : Viva Bus Expansion	21,146	729	-	-	-	17,339	-	-	3,078	-
Total Growth	245,513	38,465	-	-	-	126,197	75,898	-	4,953	-

Program Group: Rehabilitation and Replacement

TS86114 : Intelligent TRN System Replacement	1,400		-	1,400	-	-	-	-	-	-
TS86115 : Automated Fare Collection System Replacement	100		-	100	-	-	-	-	-	-
TS86117 : Transportation Services Office Expansion	300		-	300	-	-	-	-	-	-
TT81589 : YRT Garage Rehabilitation and Replacement	7,591		-	7,591	-	-	-	-	-	-
TT82190 : Bus Terminals, Loops & Stops - Replacement	1,610		-	1,610	-	-	-	-	-	-
TT84499 : Mobility Plus Bus Replacement	7,800		-	7,800	-	-	-	-	-	-
TT84699 : Conventional Bus Replacement	195,556		-	1,000	-	-	-	-	84,470	110,086
TT84899 : Viva Bus Replacement	125,835		-	300	-	-	-	-	47,485	78,050
TT86102 : 60 Foot Bus Refresh	9,375		-	9,375	-	-	-	-	-	-
TT86112 : Conventional Bus Major Structural Refurbishing & Mechanical Overhaul	64,300		-	64,300	-	-	-	-	-	-
TT86113 : Viva Bus Major Structural Refurbishing & Mechanical Overhaul	4,200		-	4,200	-	-	-	-	-	-
Total Rehabilitation and Replacement	418,067	-	-	97,976	-	-	-	-	131,955	188,136
Total Funding	663,580	38,465	-	97,976	-	126,197	75,898	-	136,908	188,136

Roads

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority		
	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033						
Program Group: Growth																		
Gross Expenditures:																		
TR39910 : Miscellaneous Design & Survey for Future Projects	19,780	747	747	747	747	747	747	747	747	747	747	747	747	747	7,470	7,470	35,467	1,494
TR39920 : Property Acquisition for Future Capital Projects	5,646	498	498	498	498	498	498	498	498	498	498	498	498	498	4,980	4,980	16,104	996
TR39950 : Intersection Improvement Program	48,790	3,937	3,986	4,128	4,855	4,855	4,855	4,855	4,855	4,855	4,855	4,855	4,855	4,855	46,085	48,550	147,362	7,972
TR39970 : Miscellaneous Payments to Developers	48,740	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	40,000	132,740	8,000
TR39990 : Traffic Control Signal Electronic Improvements	35,491	848	657	657	657	657	657	657	657	657	657	657	657	657	6,570	6,570	49,479	1,314
TR80106 : Various Maintenance Facility Upgrades	308	76	1,281	111	493	411	219	274	684	219	274	274	274	274	4,377	5,811	10,572	1,392
TR80116 : Teston Road - Pine Valley Drive to Weston Road	6,415	4,200	13,296	13,296	12,124	-	-	-	-	-	-	-	-	-	38,716	-	49,331	38,716
TR80118 : Southwest Main Yard	7,563	1,248	4,301	-	-	-	-	-	-	-	-	-	-	-	4,301	-	13,112	4,301
TR80121 : Development Transportation Demand Management	1,479	379	379	379	379	379	379	379	1,200	1,200	1,200	1,200	1,200	1,200	7,895	12,000	21,753	758
TR80221 : LED Streetlight Conversion	301	11	50	4,190	2,448	-	-	-	-	-	-	-	-	-	6,688	-	7,000	4,240
TR80430 : Regional Streetscaping	16,430	300	1,578	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	1,298	13,260	12,980	42,970	2,876	
TR81010 : King Road and Weston Road	8,786	-	5	5	-	-	-	-	-	-	-	-	-	10	-	-	8,796	10
TR81045 : Central Snow Management Facility	5,337	100	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5,437	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	76,118	-	20	20	9	9	-	-	-	-	-	-	-	58	-	-	76,176	58
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	53	-	-	-	-	-	-	-	-	-	-	-	331	331	662	29,764	30,479	-
TR81362 : Dufferin Street and Rutherford Road	1,015	9,417	2,153	124	-	-	-	-	-	-	-	-	-	2,277	-	-	12,709	2,277
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	18,007	776	1,684	68	5,979	13,874	11,851	33	33	-	-	-	-	33,588	-	-	52,371	7,797
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	-	-	278	-	-	329	1,026	2,393	3,456	1,346	79	-	-	8,907	-	-	8,907	278
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	925	400	-	-	7,554	599	-	-	-	-	-	-	-	8,153	-	-	9,478	-
TR81901 : 14th Avenue - Markham Road to Donald Cousens Parkway	-	-	-	-	-	-	-	-	-	-	-	-	331	331	41,664	41,995	-	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	18,867	150	164	408	11	21	-	-	-	-	-	-	-	615	-	-	19,632	572
TR81932 : Major Capital Intersection Improvements Program	17,277	1,348	-	-	-	-	-	-	-	-	-	-	-	270	-	-	18,625	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	241	-	270	-	-	-	-	-	-	-	-	-	-	270	-	-	511	270
TR81958 : Jane Street - Teston Road to Kirby Road	-	-	11	493	493	610	610	377	7,023	6,951	-	-	-	16,568	-	-	16,568	997
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	26,154	6,760	169	24	24	-	-	-	-	-	-	-	-	217	-	-	33,131	217

Roads

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	28,967	1,930	5,142	22,207	25,694	29,191	6,570	-	-	-	-	-	88,804	-	119,701	82,234
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	1,605	250	2,256	4,872	4,293	5,798	10,419	9,747	-	-	-	-	37,385	-	39,240	11,421
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	1,805	600	1,243	7,871	8,096	10,501	10,501	7,975	417	27	27	-	46,658	-	49,063	9,114
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	-	-	4	4	4	876	876	1,062	1,424	8,213	8,213	318	20,994	-	20,994	1,764
TR81990 : Keele Street - Highway 407 to Highway 7	-	-	-	-	-	-	-	110	448	287	440	786	2,071	10,152	12,223	-
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	-	-	-	-	-	9,581	-	-	-	-	-	-	9,581	-	9,581	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	38,895	27	11	11	11	11	11	11	11	-	-	-	77	-	38,999	77
TR82685 : Highway 404 Northbound Off-Ramp Extension at Highway 7	26,773	27	-	-	-	-	-	-	-	-	-	-	-	-	26,800	-
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	537	1,531	1,937	5,062	12,052	11,778	-	-	-	-	-	-	30,829	-	32,897	6,999
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	729	452	1,332	3,869	6,912	7,176	-	-	-	-	-	-	19,289	-	20,470	19,289
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	5,471	220	1,146	142	55	3,694	17,044	16,402	33	33	-	-	38,549	-	44,240	5,037
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	920	329	753	1,903	3,705	1,471	1,636	8,931	8,931	9,156	-	-	36,486	-	37,735	6,361
TR83480 : Transportation Master Plan Update	2,145	100	219	219	219	219	219	219	219	219	219	219	2,190	2,190	6,625	1,095
TR83490 : Smart Commute Initiative	4,424	223	223	223	223	223	223	223	223	223	223	223	2,230	2,230	9,107	446
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	170	-	-	-	42	349	379	163	93	-	-	-	1,026	-	1,196	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	1,005	100	260	3,984	692	2,886	3,142	1,358	764	-	-	-	13,086	-	14,191	4,244
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	269	100	55	7,087	1,218	5,059	5,506	2,379	1,339	-	-	-	22,643	-	23,012	7,142
TR83920 : Traffic Safety Program Improvements	2,096	848	657	657	657	657	657	657	657	657	657	657	6,570	6,570	16,084	1,314
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	340	393	67	99	898	1,840	5,588	12,626	8,053	286	16	16	29,489	-	30,222	2,904
TR83998 : Highway 27 - Nashville Road to King Road	-	-	-	-	-	-	-	-	66	953	953	2,190	4,162	53,820	57,982	-
TR84006 : Weston Road - North and South of Rutherford Road	182	550	803	356	662	460	5,984	3,499	208	-	-	-	11,972	-	12,704	1,159
TR84010 : Weston Road - Teston Road to Kirby Road	-	-	-	-	-	-	-	-	-	-	331	331	662	23,929	24,591	-
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	-	-	-	-	-	-	-	-	-	-	-	438	438	19,855	20,293	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	1,220	767	337	12,027	11,607	8,332	219	36	39	-	-	-	32,597	-	34,584	32,303
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	-	-	-	-	-	-	-	-	-	-	324	806	1,130	28,680	29,810	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	154	350	66	208	1,096	3,077	7,621	9,286	14,000	9,298	297	16	44,965	16	45,485	4,447
TR84120 : Keele Street - Highway 7 to Rutherford Road	448	-	-	-	-	-	-	-	-	-	548	696	1,244	71,506	73,198	-

Roads

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	663	-	-	-	-	-	-	187	187	1,598	1,734	14,764	18,470	36,751	55,884	14,764
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	32,689	922	20	-	-	-	-	-	-	-	-	-	20	-	33,631	20
TR84200 : Doane Road - Highway 404 to Yonge Street	4,582	-	-	-	-	-	-	-	-	-	110	110	220	61,885	66,687	-
TR84860 : Bathurst Street and Davis Drive	6,534	3	-	27	5	5	5	-	-	-	-	-	42	-	6,579	42
TR84940 : Pedestrian Cycling Program	8,385	2,125	4,271	3,396	3,977	1,439	540	2,730	2,730	5,404	2,730	2,730	29,947	10,404	50,861	7,667
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	19,339	798	120	33	-	-	-	-	-	-	-	-	153	-	20,290	153
TR85570 : Rutherford Road - Jane Street to Westburne Drive	21,763	19,528	16,248	9,418	106	160	49	-	-	-	-	-	25,981	-	67,272	25,932
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	8,979	1,800	13,846	12,940	13,633	585	-	-	-	-	-	-	41,004	-	51,783	41,004
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	408	-	-	-	-	-	-	-	329	1,707	-	-	2,036	53,409	55,853	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	736	6,646	329	1,149	4,910	7,427	-	-	-	-	-	-	13,815	-	21,197	13,815
TR85620 : 2nd Concession - Green Lane to Doane Road	76,914	11	-	-	-	-	-	-	-	-	-	-	-	-	76,925	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	94,672	2,200	27	27	-	-	-	-	-	-	-	-	54	-	96,926	54
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	17,929	8,920	8,473	2,219	33	-	-	-	-	-	-	-	10,725	-	37,574	10,725
TR85710 : Yonge Street - Davis Drive to Green Lane	13,402	4,700	26,264	28,471	15,923	5,158	77	120	35	-	-	-	76,048	-	94,150	75,816
TR85790 : Southeast Main Yard	30,027	383	30,005	31,925	76	64	-	-	-	-	-	-	62,070	-	92,480	61,930
TR85810 : Arterial Corridor Transportation Studies	2,315	650	548	268	268	268	268	268	268	268	2,458	2,458	7,340	2,680	12,985	816
TR85830 : Retrofit Noise Mitigation Program	132	55	5	5	5	5	5	5	5	5	5	5	50	50	287	5
TR86880 : Pedestrian Cycling Partnership Program	5,829	210	998	548	548	548	548	548	548	548	548	548	5,930	5,480	17,449	1,546
TR86910 : Dufferin Street and King Vaughan Road	323	-	5	5	5	5	251	710	695	500	483	5,015	7,674	150	8,147	981
TR86920 : Keele Street and King Vaughan Road	500	-	5	5	5	5	5	1,001	646	361	482	5,572	8,087	-	8,587	1,672
TR86930 : Jane Street and King Vaughan Road	530	-	5	5	5	5	5	5	227	2,799	1,194	4,447	8,697	-	9,227	3,056
TR86950 : Major Mackenzie Drive - Jane Street to Keele Street	395	3,621	6,678	1,493	-	-	-	-	-	-	-	-	8,171	-	12,187	8,171
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	2,287	-	19	548	-	-	-	-	-	-	-	-	567	-	2,854	567
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	682	329	11	318	-	-	-	-	-	-	-	-	329	-	1,340	329
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	-	-	-	-	-	-	-	556	556	558	726	726	3,122	27,165	30,287	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	-	-	-	597	-	-	6,164	-	-	-	-	-	6,761	-	6,761	-
TR88179 : North Existing Yard	344	-	219	6,296	6,296	-	-	-	-	-	-	-	12,811	-	13,155	12,811

Roads

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		2022 Forecast	2023-2032										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	to Dec 31/21	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032				
TR99780 : McCowan Road - 14th Avenue to Highway 7	352	724	1,074	909	1,588	1,472	1,547	5,994	13,874	13,592	277	22	40,349	16	41,441	6,590	
TR99805 : Langstaff Road - Weston Road to Jane Street	876	22	-	-	-	-	-	-	-	-	-	-	-	-	898	-	
TR99806 : Langstaff Road - Jane Street to Keele Street	900	22	-	-	-	-	-	-	-	-	-	-	-	-	922	-	
TR99816 : Teston Road - Keele Street to Dufferin Street	1,349	1,000	944	767	110	-	-	-	876	1,095	2,272	2,875	8,939	67,586	78,874	1,821	
TR99821 : Highway 27 at King Vaughan Road	-	-	-	-	-	-	-	-	42	56	609	1,541	2,248	1,549	3,797	-	
TR99890 : Intelligent Transportation System	12,215	1,500	1,807	2,207	1,656	1,643	1,643	1,643	1,643	1,643	1,643	1,643	17,735	16,430	47,880	4,014	
TR99900 : Fleet New Additions	8,406	127	1,625	876	548	548	438	438	438	438	438	438	6,225	4,380	19,138	2,501	
TS36110 : Technology Data	7,387	2,012	2,496	2,078	1,916	2,210	1,986	1,895	2,282	1,744	2,521	1,996	21,124	20,286	50,809	4,574	
Total Growth	1,012,099	123,094	201,929	259,437	198,928	222,572	170,295	157,665	101,176	105,122	64,803	106,445	1,588,372	1,114,283	3,837,848	699,358	
Funding Sources:																	
Program Specific Reserves	114,645	19,742	28,649	44,002	47,939	61,565	41,864	44,073	27,095	(4,246)	(11,581)	(5,800)	273,560	(53,617)	354,330	98,657	
Debt Reduction Reserve	14,354	-	-	-	-	-	-	-	-	-	-	-	-	-	14,354	-	
Asset Replacement Reserves	33	-	-	-	-	-	-	-	-	-	-	-	-	-	33	-	
General Capital Reserve	49	-	-	-	-	-	-	-	-	-	-	-	-	-	49	-	
Development Charge Reserves	372,285	4,248	29,224	167,450	98,550	104,414	90,872	99,668	71,855	102,922	72,998	80,226	918,179	28,797	1,323,509	320,163	
Grants & Subsidies	6,919	-	-	-	-	-	-	-	-	-	-	-	-	-	6,919	-	
Other Recoveries	82,283	8,263	13,459	36,443	34,939	43,689	11,974	9,316	1,914	2,652	1,878	10,253	166,517	29,628	286,691	132,417	
Planned Debt Service Proceeds	417,379	89,895	130,597	11,542	17,500	12,904	25,585	4,608	312	3,794	1,508	21,766	230,116	1,109,475	1,846,865	148,121	
Canada Community-Building Fund Reserve	4,152	946	-	-	-	-	-	-	-	-	-	-	-	-	5,098	-	
Total Growth	1,012,099	123,094	201,929	259,437	198,928	222,572	170,295	157,665	101,176	105,122	64,803	106,445	1,588,372	1,114,283	3,837,848	699,358	

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
TR39930 : Structures Rehabilitation Program	40,317	10,403	19,820	21,900	21,900	21,900	21,900	21,900	21,900	21,900	21,900	21,900	216,920	-	267,640	41,720
TR39960 : Road Asset Renewal and Replacement	233,523	16,155	16,155	14,317	14,317	14,240	14,153	26,444	27,539	28,689	29,839	31,372	217,065	-	466,743	30,472
TR39980 : Various Road Improvements	62,296	3,200	3,587	3,687	3,787	3,886	3,986	4,084	4,234	4,384	4,534	4,734	40,903	-	106,399	7,274
TR80101 : King Road - Yonge Street to Bond Crescent	1,025	650	8,634	12,342	9,556	-	-	-	-	-	-	-	30,532	-	32,207	30,532
TR80220 : LED Replacement Traffic Signals	2,599	329	329	-	-	329	329	329	329	329	329	329	2,303	-	5,231	329
TR80791 : Woodbine Avenue Culvert Repair Denison Street	-	740	-	-	2,190	-	-	-	-	-	-	-	2,190	-	2,930	-
TR80792 : Yonge Street Culvert Repair Eagle Street	3,165	1,800	42	14	-	-	-	-	-	-	-	-	56	-	5,021	56

Roads

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
TR80793 : Yonge street Embankment Repair Silverline Airport	-	2,959	-	-	-	-	-	-	-	-	-	-	-	-	2,959	-
TR83910 : Roads Asset Management	8,557	1,885	2,085	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	17,358	-	27,800	3,782
TR84950 : Drainage System Program	4,665	815	1,686	1,095	1,130	1,151	1,171	1,190	1,214	1,238	1,264	1,289	12,428	-	17,908	2,781
TR88173 : Yonge Street North of Industrial Parkway	3,971	101	-	-	-	-	-	-	-	-	-	-	-	-	4,072	-
TR88176 : Emergency Projects	1,758	876	329	1,150	1,150	876	876	876	876	876	876	876	8,761	-	11,395	2,629
TR88188 : Asset Renewal and Replacement	71,291	35,562	29,066	31,649	18,752	31,347	30,830	38,007	37,338	41,637	40,540	28,364	327,530	-	434,383	60,715
TR88189 : Asset Renewal and Replacement - Intersection Projects	415	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	11,415	2,000
TR88195 : Asset Renewal Replacement Guide Rails	497	1,780	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	10,000	-	12,277	2,000
TR88200 : Drainage System Asset Renewal	-	770	1,500	2,240	2,295	2,390	2,474	2,560	2,649	2,746	2,850	2,950	24,654	-	25,424	3,740
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	-	438	1,352	16,450	15,996	-	-	-	-	-	-	-	33,798	-	34,236	33,798
TR88204 : Culvert Channel at Jane Street and Highway 7	-	-	-	-	9,636	-	-	-	-	-	-	-	9,636	-	9,636	-
TR88217 : Environmental Remediation Rapidways	-	-	329	6,570	4,052	-	-	-	-	-	-	-	10,951	-	10,951	329
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	4,173	-	329	1,017	-	-	34	588	2,658	9,186	5,740	1,026	20,578	1,993	26,744	1,968
TR99801 : Rapidways Asset Management	705	30	164	274	274	274	274	301	301	301	301	329	2,793	-	3,528	438
TR99870 : Various Railway Crossing Improvements	5,460	120	406	415	532	541	550	558	567	577	586	596	5,328	-	10,908	821
TR99910 : Fleet Replacement	28,027	3,821	7,044	5,205	8,213	3,017	6,511	3,011	3,194	2,827	3,659	5,913	48,594	-	80,442	12,249
TS36210 : Technology Data Rehabilitation	149	80	66	66	66	66	449	493	110	66	66	449	1,897	-	2,126	132
Total Rehabilitation and Replacement	472,593	83,514	94,923	122,088	115,353	85,575	87,234	104,038	106,606	118,453	116,181	103,824	1,054,275	1,993	1,612,375	237,765
Funding Sources:																
Program Specific Reserves	246,814	65	359	369	379	389	399	408	423	438	453	473	4,090	-	250,969	728
Debt Reduction Reserve	27,644	1,000	-	-	-	-	-	-	-	-	-	-	-	-	28,644	-
Asset Replacement Reserves	153,840	80,975	67,816	75,780	78,598	60,585	62,865	74,133	75,847	84,282	82,743	74,297	736,946	1,455	973,216	161,544
General Capital Reserve	2,363	-	-	-	-	-	-	-	-	-	-	-	-	-	2,363	-
Development Charge Reserves	11,732	24	707	27,706	4,348	2,021	2,055	2,236	20,599	20,659	29,095	2,482	111,908	72	123,736	30,935
Grants & Subsidies	3,182	-	-	-	-	-	-	-	-	-	-	-	-	-	3,182	-
Other Recoveries	7,177	92	495	16,904	7,215	-	-	-	-	-	-	-	24,614	-	31,883	13,992
Planned Debenture Proceeds	10,735	822	25,546	1,329	24,813	22,580	21,915	27,261	9,737	13,074	3,890	26,572	176,717	466	188,739	30,566
Canada Community-Building Fund Reserve	9,105	536	-	-	-	-	-	-	-	-	-	-	-	-	9,641	-
Total Rehabilitation and Replacement	472,593	83,514	94,923	122,088	115,353	85,575	87,234	104,038	106,606	118,453	116,181	103,824	1,054,275	1,993	1,612,375	237,765
Total Expenditures	1,484,692	206,608	296,852	381,525	314,281	308,147	257,529	261,703	207,782	223,575	180,984	210,269	2,642,647	1,116,276	5,450,223	937,123

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2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Funding Sources:																
Program Specific Reserves	361,459	19,807	29,008	44,371	48,318	61,954	42,263	44,481	27,518	(3,808)	(11,128)	(5,327)	277,650	(53,617)	605,299	99,385
Debt Reduction Reserve	41,998	1,000	-	-	-	-	-	-	-	-	-	-	-	-	42,998	-
Asset Replacement Reserves	153,873	80,975	67,816	75,780	78,598	60,585	62,865	74,133	75,847	84,282	82,743	74,297	736,946	1,455	973,249	161,544
General Capital Reserve	2,412	-	-	-	-	-	-	-	-	-	-	-	-	-	2,412	-
Development Charge Reserves	384,017	4,272	29,931	195,156	102,898	106,435	92,927	101,904	92,454	123,581	102,093	82,708	1,030,087	28,869	1,447,245	351,098
Grants & Subsidies	10,102	-	-	-	-	-	-	-	-	-	-	-	-	-	10,102	-
Other Recoveries	89,461	8,355	13,954	53,347	42,154	43,689	11,974	9,316	1,914	2,652	1,878	10,253	191,131	29,628	318,575	146,409
Planned Debenture Proceeds	428,114	90,717	156,143	12,871	42,313	35,484	47,500	31,869	10,049	16,868	5,398	48,338	406,833	1,109,941	2,035,604	178,687
Canada Community-Building Fund Reserve	13,258	1,482	-	-	-	-	-	-	-	-	-	-	-	-	14,740	-
Total Funding	1,484,692	206,608	296,852	381,525	314,281	308,147	257,529	261,703	207,782	223,575	180,984	210,269	2,642,647	1,116,276	5,450,223	937,123

Roads

2023 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	Canada Community- Building Fund Reserve
Program Group: Growth										
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	46,085	5,532	-	-	-	-	-	-	40,553	-
TR39970 : Miscellaneous Payments to Developers	40,000	4,800	-	-	-	-	-	-	35,200	-
TR39990 : Traffic Control Signal Electronic Improvements	6,570	790	-	-	-	-	-	-	5,780	-
TR80106 : Various Maintenance Facility Upgrades	4,377	221	-	-	-	521	-	-	3,635	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	38,716	3,568	-	-	-	-	3,047	-	32,101	-
TR80118 : Southwest Main Yard	4,301	215	-	-	-	-	-	-	4,086	-
TR80121 : Development Transportation Demand Management	7,895	790	-	-	-	-	-	-	7,105	-
TR80221 : LED Streetlight Conversion	6,688	798	-	-	-	44	-	-	5,846	-
TR80430 : Regional Streetscaping	13,260	2,655	-	-	-	-	-	-	10,605	-
TR81010 : King Road and Weston Road	10	2	-	-	-	8	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	58	6	-	-	-	52	-	-	-	-
TR81330 : Pine Valley Drive - Rutherford Road to Major Mackenzie Drive	662	66	-	-	-	-	-	-	596	-
TR81362 : Dufferin Street and Rutherford Road	2,277	134	-	-	-	112	-	931	1,100	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	33,588	3,226	-	-	-	60	-	1,484	28,818	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	8,907	892	-	-	-	71	-	-	7,944	-
TR81430 : Cedar Avenue Extension - Langstaff Road to High Tech Road	8,153	-	-	-	-	599	-	2,446	5,108	-
TR81901 : 14th Avenue - Markham Road to Donald Cousens Parkway	331	33	-	-	-	-	-	-	298	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	615	61	-	-	-	187	-	-	367	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	270	20	-	-	-	-	-	-	250	-
TR81958 : Jane Street - Teston Road to Kirby Road	16,568	1,561	-	-	-	10	-	950	14,047	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	217	21	-	-	-	196	-	-	-	-
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	88,804	10,159	-	-	-	-	-	69,003	9,642	-
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	37,385	19,391	-	-	-	-	-	7,569	10,425	-

Roads

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	46,658	4,554	-	-	-	48	-	1,124	40,932	-
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	20,994	1,992	-	-	-	12	-	-	18,990	-
TR81990 : Keele Street - Highway 407 to Highway 7	2,071	208	-	-	-	99	-	-	1,764	-
TR81999 : Mid Block Crossing - Highway 400 South of Teston Road	9,581	9,581	-	-	-	-	-	-	-	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	77	-	-	-	-	77	-	-	-	-
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	30,829	27,277	-	-	-	-	-	-	3,552	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	19,289	6,945	-	-	-	-	1,110	11,234	-	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	38,549	3,381	-	-	-	-	4,733	30,435	-	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	36,486	18,434	-	-	-	-	-	-	18,052	-
TR83480 : Transportation Master Plan Update	2,190	220	-	-	-	1,970	-	-	-	-
TR83490 : Smart Commute Initiative	2,230	220	-	-	-	2,010	-	-	-	-
TR83850 : Highway 50 and Albion - Vaughan Road/Mayfield Road	1,026	123	-	-	-	262	-	-	641	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	13,086	1,316	-	-	-	234	-	-	11,536	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	22,643	2,281	-	-	-	49	-	-	20,313	-
TR83920 : Traffic Safety Program Improvements	6,570	790	-	-	-	-	-	-	5,780	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	29,489	19,448	-	-	-	28	1,650	-	8,363	-
TR83998 : Highway 27 - Nashville Road to King Road	4,162	416	-	-	-	59	-	-	3,687	-
TR84006 : Weston Road - North and South of Rutherford Road	11,972	8,726	-	-	-	187	-	-	3,059	-
TR84010 : Weston Road - Teston Road to Kirby Road	662	66	-	-	-	-	-	-	596	-
TR84019 : Donald Cousens Parkway - 16th Avenue to Major Mackenzie Drive	438	44	-	-	-	-	-	-	394	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	32,597	-	-	-	-	-	-	32,597	-	-
TR84032 : Pine Valley Drive - Major Mackenzie Drive to Teston Road	1,130	113	-	-	-	-	-	-	1,017	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	44,965	35,615	-	-	-	14	1,612	-	7,724	-
TR84120 : Keele Street - Highway 7 to Rutherford Road	1,244	125	-	-	-	-	-	-	1,119	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	18,470	-	-	-	-	124	-	11,858	6,488	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	20	2	-	-	-	18	-	-	-	-

Roads

2023 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	Canada Community- Building Fund Reserve
TR84200 : Doane Road - Highway 404 to Yonge Street	220	22	-	-	-	198	-	-	-	-
TR84860 : Bathurst Street and Davis Drive	42	6	-	-	-	36	-	-	-	-
TR84940 : Pedestrian Cycling Program	29,947	2,945	-	-	-	-	500	-	26,502	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	153	15	-	-	-	138	-	-	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	25,981	2,457	-	-	-	283	1,416	-	21,825	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	41,004	4,099	-	-	-	527	1,342	-	35,036	-
TR85600 : 16th Avenue - Yonge Street to Bayview Avenue	2,036	204	-	-	-	-	-	-	1,832	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	13,815	1,382	-	-	-	-	-	-	12,433	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	54	6	-	-	-	48	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	10,725	1,103	-	-	-	30	-	-	9,592	-
TR85710 : Yonge Street - Davis Drive to Green Lane	76,048	6,613	-	-	-	208	9,873	-	59,354	-
TR85790 : Southeast Main Yard	62,070	3,169	-	-	-	133	-	-	58,768	-
TR85810 : Arterial Corridor Transportation Studies	7,340	736	-	-	-	1,687	-	-	4,917	-
TR85830 : Retrofit Noise Mitigation	50	10	-	-	-	40	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	5,930	594	-	-	-	-	-	-	5,336	-
TR86910 : Dufferin Street and King Vaughan Road	7,674	922	-	-	-	237	-	-	6,515	-
TR86920 : Keele Street and King Vaughan Road	8,087	973	-	-	-	20	-	-	7,094	-
TR86930 : Jane Street and King Vaughan Road	8,697	1,046	-	-	-	224	-	-	7,427	-
TR86950 : Major Mackenzie Drive - Jane Street to Keele Street	8,171	2,839	-	-	-	-	2,049	-	3,283	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	567	-	-	-	-	19	-	-	548	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	329	33	-	-	-	10	-	-	286	-
TR88170 : Warden Avenue - Highway 7 to 16th Avenue	3,122	314	-	-	-	-	-	-	2,808	-
TR88172 : Wellington Street East of Yonge Street Railway Crossing Grade Separation	6,761	676	-	-	-	-	-	-	6,085	-
TR88179 : North Existing Yard	12,811	641	-	-	-	208	-	-	11,962	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	43,117	5,177	-	-	-	-	-	-	37,940	-
TR88181 : Southwest Satellite Yard	18,216	911	-	-	-	-	-	-	17,305	-
TR88182 : Central Main Yard	8,975	449	-	-	-	-	-	-	8,526	-

Roads

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	9,553	955	-	-	-	-	-	-	8,598	-
TR88186 : Steeles Avenue - Tapscott Road to Ninth Line	23,545	2,353	-	-	-	-	-	-	21,192	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	12,389	1,125	-	-	-	396	-	1,127	9,741	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	48,758	4,463	-	-	-	-	-	4,193	40,102	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	9,165	915	-	-	-	138	-	-	8,112	-
TR88202 : Electric Fleet Infrastructure	2,181	-	-	-	-	-	-	-	2,181	-
TR88205 : Southeast Main Yard - Phase 2 (10988/10990 Warden Avenue)	17,718	886	-	-	-	-	-	-	16,832	-
TR88209 : North Vaughan Widening to 4 Lanes	415	-	-	-	-	-	-	-	415	-
TR88210 : Woodbine Ave at 19th Ave	9,704	1,165	-	-	-	-	-	-	8,539	-
TR88212 : Ravenshoe Road at Kennedy Road	3,052	366	-	-	-	86	-	-	2,600	-
TR88215 : Keele Street at 17th Sideroad	2,700	324	-	-	-	303	-	-	2,073	-
TR88219 : Ravenshoe at McCowan Road	2,171	260	-	-	-	86	-	-	1,825	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	17,000	1,350	-	-	-	158	-	3,500	11,992	-
TR96791 : York Durham Line Intersection at Bloomington	2,516	302	-	-	-	163	-	-	2,051	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	36,898	3,689	-	-	-	152	-	-	33,057	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	471	47	-	-	-	-	-	-	424	-
TR98320 : Leslie Street - Green Lane to Colonel Weyling Boulevard	12,242	1,182	-	-	-	20	-	410	10,630	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	57,077	5,650	-	-	-	109	-	535	50,783	-
TR99210 : Bayview Avenue - Bloomington Road to Wellington Street	1,262	126	-	-	-	-	-	-	1,136	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	15,294	1,529	-	-	-	247	-	-	13,518	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	30,084	2,952	-	-	-	-	-	575	26,557	-
TR99780 : McCowan Road - 14th Avenue to Highway 7	40,349	3,954	-	-	-	269	-	803	35,323	-
TR99816 : Teston Road - Keele Street to Dufferin Street	8,939	-	-	-	-	110	-	-	8,829	-
TR99821 : Highway 27 at King Vaughan Road	2,248	270	-	-	-	86	-	-	1,892	-
TR99890 : Intelligent Transportation System	17,735	1,762	-	-	-	-	-	-	15,973	-
TR99900 : Fleet New Additions	6,225	-	-	-	-	-	-	-	6,225	-
TS36110 : Technology Data	21,124	2,525	-	-	-	-	-	80	18,519	-

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2023 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	Canada Community- Building Fund Reserve
DC_Funding_Adj : Development Charge Debt Avoidance	0	-	-	-	-	904,759	-	-	(904,759)	-
Total Growth	1,588,372	273,560	-	-	-	918,179	-	166,517	230,116	-

Program Group: Rehabilitation and Replacement

TR39930 : Structures Rehabilitation Program	216,920	-	-	158,352	-	-	-	-	58,568	-
TR39960 : Road Asset Renewal and Replacement	217,065	-	-	158,456	-	-	-	-	58,609	-
TR39980 : Various Road Improvements	40,903	4,090	-	-	-	-	-	-	36,813	-
TR80101 : King Road - Yonge Street to Bond Crescent	30,532	-	-	15,832	-	-	-	8,845	5,855	-
TR80220 : LED Replacement Traffic Signals	2,303	-	-	2,303	-	-	-	-	-	-
TR80791 : Woodbine Avenue Culvert Repair Densio Street	2,190	-	-	1,599	-	-	-	-	591	-
TR80792 : Yonge Street Culvert Repair Eagle Street	56	-	-	41	-	15	-	-	-	-
TR83910 : Roads Asset Management	17,358	-	-	12,673	-	-	-	-	4,685	-
TR84950 : Drainage System Program	12,428	-	-	1,498	-	-	-	-	10,930	-
TR88176 : Emergency Projects	8,761	-	-	8,761	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	327,530	-	-	239,095	-	-	-	-	88,435	-
TR88189 : Asset Renewal and Replacement - Intersection Projects	10,000	-	-	7,300	-	-	-	-	2,700	-
TR88195 : Asset Renewal Replacement Guide Rails	10,000	-	-	10,000	-	-	-	-	-	-
TR88200 : Drainage System Asset Renewal	24,654	-	-	24,654	-	-	-	-	-	-
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	33,798	-	-	21,156	-	-	-	4,818	7,824	-
TR88204 : Culvert Channel at Jane Street and Highway 7	9,636	-	-	7,034	-	-	-	-	2,602	-
TR88217 : Environmental Remediation Rapidways	10,951	-	-	-	-	-	-	10,951	-	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	20,578	-	-	15,021	-	257	-	-	5,300	-
TR99801 : Rapidways Asset Management	2,793	-	-	2,040	-	753	-	-	-	-
TR99870 : Various Railway Crossing Improvements	5,328	-	-	640	-	-	-	-	4,688	-
TR99910 : Fleet Replacement	48,594	-	-	48,594	-	-	-	-	-	-
TS36210 : Technology Data Rehabilitation	1,897	-	-	1,897	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	110,883	-	-	(110,883)	-
Total Rehabilitation and Replacement	1,054,275	4,090	-	736,946	-	111,908	-	24,614	176,717	-
Total Funding	2,642,647	277,650	-	736,946	-	1,030,087	-	191,131	406,833	-

Roads

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
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	7,972	956	-	-	-	-	-	-	7,016	-
TR39970 : Miscellaneous Payments to Developers	8,000	960	-	-	-	-	-	-	7,040	-
TR39990 : Traffic Control Signal Electronic Improvements	1,314	158	-	-	-	-	-	-	1,156	-
TR80106 : Various Maintenance Facility Upgrades	1,392	70	-	-	-	105	-	-	1,217	-
TR80116 : Teston Road - Pine Valley Drive to Weston Road	38,716	3,568	-	-	-	-	-	3,047	32,101	-
TR80118 : Southwest Main Yard	4,301	215	-	-	-	-	-	-	4,086	-
TR80121 : Development Transportation Demand Management	758	76	-	-	-	-	-	-	682	-
TR80221 : LED Streetlight Conversion	4,240	507	-	-	-	44	-	-	3,689	-
TR80430 : Regional Streetscaping	2,876	575	-	-	-	-	-	-	2,301	-
TR81010 : King Road and Weston Road	10	2	-	-	-	8	-	-	-	-
TR81320 : Major Mackenzie Drive - Highway 27 to Pine Valley Drive	58	6	-	-	-	52	-	-	-	-
TR81362 : Dufferin Street and Rutherford Road	2,277	134	-	-	-	112	-	931	1,100	-
TR81390 : Bathurst Street - North of Highway 7 to Rutherford Road	7,797	784	-	-	-	-	-	-	7,013	-
TR81401 : Elgin Mills Road - Woodbine Bypass to Woodbine Avenue	278	28	-	-	-	-	-	-	250	-
TR81915 : Leslie Street - Elgin Mills Road to 19th Avenue	572	57	-	-	-	148	-	-	367	-
TR81954 : Kennedy Road - Highway 7 to Major Mackenzie Drive	270	20	-	-	-	-	-	-	250	-
TR81958 : Jane Street - Teston Road to Kirby Road	997	99	-	-	-	10	-	-	888	-
TR81964 : Highway 27 Road Widening at the Canadian Pacific Railway Bridge	217	21	-	-	-	196	-	-	-	-
TR81968 : Mid Block Crossing - Highway 404 North of 16th Avenue	82,234	9,999	-	-	-	-	-	64,003	8,232	-
TR81969 : Elgin Mills Road - Yonge Street to Bathurst Street	11,421	7,557	-	-	-	-	-	-	3,864	-
TR81972 : Stouffville Road - Bayview Avenue to Highway 404	9,114	911	-	-	-	-	-	-	8,203	-
TR81973 : Highway 27 - Major Mackenzie Drive to Nashville Road	1,764	176	-	-	-	12	-	-	1,576	-
TR82680 : Mid Block Crossing - Highway 404 North of Highway 7	77	-	-	-	-	77	-	-	-	-

Roads

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
TR82700 : 16th Avenue - Woodbine Avenue to Warden Avenue	6,999	6,999	-	-	-	-	-	-	-	-
TR82730 : Dufferin Street - Major Mackenzie Drive to Teston Road	19,289	6,945	-	-	-	-	1,110	1,110	11,234	-
TR82860 : Bathurst Street - Rutherford Road to Major Mackenzie Drive	5,037	254	-	-	-	-	2,500	2,500	2,283	-
TR83390 : 16th Avenue - Warden Avenue to Kennedy Road	6,361	6,361	-	-	-	-	-	-	-	-
TR83480 : Transportation Master Plan Update	1,095	110	-	-	-	985	-	-	-	-
TR83490 : Smart Commute Initiative	446	44	-	-	-	402	-	-	-	-
TR83890 : Highway 50 - Rutherford Road to Major Mackenzie Drive	4,244	432	-	-	-	234	-	-	3,578	-
TR83900 : Highway 50 - Major Mackenzie Drive to Albion-Vaughan Road	7,142	730	-	-	-	49	-	-	6,363	-
TR83920 : Traffic Safety Program Improvements	1,314	158	-	-	-	-	-	-	1,156	-
TR83993 : Warden Avenue - Major Mackenzie Drive to Elgin Mills Road	2,904	440	-	-	-	-	-	-	2,464	-
TR84006 : Weston Road - North and South of Rutherford Road	1,159	1,159	-	-	-	-	-	-	-	-
TR84022 : 19th Avenue - Bayview Avenue to Leslie Street	32,303	-	-	-	-	-	32,303	32,303	-	-
TR84043 : Kennedy Road - Major Mackenzie Drive to North of Elgin Mills Road	4,447	4,447	-	-	-	-	-	-	-	-
TR84160 : Mid Block Crossing - Highway 404 North of Major Mackenzie Drive	14,764	-	-	-	-	-	9,843	9,843	4,921	-
TR84180 : Leslie Street - Wellington Street to St. John's Sideroad	20	2	-	-	-	18	-	-	-	-
TR84860 : Bathurst Street and Davis Drive	42	6	-	-	-	36	-	-	-	-
TR84940 : Pedestrian Cycling Program	7,667	717	-	-	-	-	500	500	6,450	-
TR85560 : Rutherford Road - Westburne Drive to Peter Rupert Avenue	153	15	-	-	-	138	-	-	-	-
TR85570 : Rutherford Road - Jane Street to Westburne Drive	25,932	2,452	-	-	-	239	-	1,416	21,825	-
TR85580 : Rutherford Road - Peter Rupert Avenue to Bathurst Street	41,004	4,099	-	-	-	527	-	1,342	35,036	-
TR85610 : 16th Avenue - Leslie Street to Highway 404	13,815	1,382	-	-	-	-	-	-	12,433	-
TR85650 : Major Mackenzie Drive - Canadian Pacific Railway to Highway 27	54	6	-	-	-	48	-	-	-	-
TR85670 : Major Mackenzie Drive - Highway 400 to Jane Street	10,725	1,103	-	-	-	30	-	-	9,592	-
TR85710 : Yonge Street - Davis Drive to Green Lane	75,816	6,589	-	-	-	-	9,873	9,873	59,354	-
TR85790 : Southeast Main Yard	61,930	3,162	-	-	-	-	-	-	58,768	-
TR85810 : Arterial Corridor Transportation Studies	816	82	-	-	-	241	-	-	493	-

Roads

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
		1	2	3	4	5	6	7	8	9
TR85830 : Retrofit Noise Mitigation	5	-	-	-	4	-	-	-	-	-
TR86880 : Pedestrian Cycling Partnership Program	1,546	154	-	-	-	-	-	-	1,392	-
TR86910 : Dufferin Street and King Vaughan Road	981	119	-	-	237	-	-	-	625	-
TR86920 : Keele Street and King Vaughan Road	1,672	203	-	-	20	-	-	-	1,449	-
TR86930 : Jane Street and King Vaughan Road	3,056	369	-	-	224	-	-	-	2,463	-
TR86950 : Major Mackenzie Drive - Jane Street to Keele Street	8,171	6,122	-	-	-	-	2,049	-	-	-
TR88162 : Mid Block Crossing at Highway 427 North of Langstaff Road	567	-	-	-	19	-	-	-	548	-
TR88163 : Steeles Avenue Donald Cousens Parkway to Morningside Avenue	329	33	-	-	10	-	-	-	286	-
TR88179 : North Existing Yard	12,811	641	-	-	208	-	-	-	11,962	-
TR88180 : Minor Capital - Bottlenecks & Pinch Points	1,096	132	-	-	-	-	-	-	964	-
TR88181 : Southwest Satellite Yard	18,216	911	-	-	-	-	-	-	17,305	-
TR88182 : Central Main Yard	8,975	449	-	-	-	-	-	-	8,526	-
TR88184 : Steeles Avenue - Grade Separation, Kennedy Road to Midland Avenue	9,553	955	-	-	-	-	-	-	8,598	-
TR88187 : Ninth Line - Steeles Avenue to Box Grove By-Pass	1,755	175	-	-	230	-	-	-	1,350	-
TR88193 : Elgin Mills East of Yonge Street Railway Crossing Grade Separation	5,571	563	-	-	-	-	-	-	5,008	-
TR88196 : Weston Road - Highway 407 to North of Highway 7	9,012	900	-	-	-	-	-	-	8,112	-
TR88202 : Electric Fleet Infrastructure	865	-	-	-	-	-	-	-	865	-
TR96770 : Keele Street - Steeles Avenue to Highway 407	16,824	1,332	-	-	-	-	3,500	-	11,992	-
TR96791 : York Durham Line Intersection at Bloomington	446	53	-	-	49	-	-	-	344	-
TR97000 : Bayview Avenue - North of Highway 7 to 16th Avenue	5,271	5,271	-	-	-	-	-	-	-	-
TR97100 : St John's Side Road - Bayview Avenue to Woodbine Avenue	471	47	-	-	-	-	-	-	424	-
TR98320 : Leslie Street - Green Lane to Colonel Wrayling Boulevard	1,004	100	-	-	20	-	-	-	884	-
TR98960 : Kennedy Road - Highway 407 to Highway 7	19,091	1,905	-	-	-	-	-	-	17,186	-
TR99510 : 16th Avenue - Highway 404 to Woodbine Avenue	15,294	1,529	-	-	247	-	-	-	13,518	-
TR99540 : Langstaff Road - Keele Street to Dufferin Street	2,653	265	-	-	-	-	-	-	2,388	-
TR99780 : McCowan Road - 14th Avenue to Highway 7	6,590	659	-	-	-	-	-	-	5,931	-
TR99816 : Teston Road - Keele Street to Dufferin Street	1,821	-	-	-	110	-	-	-	1,711	-

Roads

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
TR99890 : Intelligent Transportation System	4,014	397	-	-	-	-	-	-	3,617	-
TR99900 : Fleet New Additions	2,501	-	-	-	-	-	-	-	2,501	-
TS36110 : Technology Data	4,574	549	-	-	-	-	-	-	4,025	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	315,074	-	-	(315,074)	-
Total Growth	699,358	98,657	-	-	-	320,163	-	132,417	148,121	-
Program Group: Rehabilitation and Replacement										
TR39930 : Structures Rehabilitation Program	41,720	-	-	30,456	-	-	-	-	11,264	-
TR39960 : Road Asset Renewal and Replacement	30,472	-	-	22,244	-	-	-	-	8,228	-
TR39980 : Various Road Improvements	7,274	728	-	-	-	-	-	-	6,546	-
TR80101 : King Road - Yonge Street to Bond Crescent	30,532	-	-	15,832	-	-	-	8,845	5,855	-
TR80220 : LED Replacement Traffic Signals	329	-	-	329	-	-	-	-	-	-
TR80792 : Yonge Street Culvert Repair Eagle Street	56	-	-	41	-	15	-	-	1,021	-
TR83910 : Roads Asset Management	3,782	-	-	2,761	-	-	-	-	2,443	-
TR84950 : Drainage System Program	2,781	-	-	338	-	-	-	-	-	-
TR88176 : Emergency Projects	2,629	-	-	2,629	-	-	-	-	-	-
TR88188 : Asset Renewal and Replacement	60,715	-	-	44,322	-	-	-	-	16,393	-
TR88189 : Asset Renewal and Replacement - Intersection Projects	2,000	-	-	1,460	-	-	-	-	540	-
TR88195 : Asset Renewal Replacement Guide Rails	2,000	-	-	2,000	-	-	-	-	-	-
TR88200 : Drainage System Asset Renewal	3,740	-	-	3,740	-	-	-	-	-	-
TR88201 : Highway 11 Reconstruction - Green Lane to Bradford	33,798	-	-	21,156	-	-	-	4,818	7,824	-
TR88217 : Environmental Remediation Rapieways	329	-	-	-	-	-	-	329	-	-
TR97150 : Leslie Street - Bethesda Sideroad to Bloomington Road	1,968	-	-	1,436	-	257	-	-	275	-
TR99801 : Rapieways Asset Management	438	-	-	320	-	118	-	-	-	-
TR99870 : Various Railway Crossing Improvements	821	-	-	99	-	-	-	-	722	-
TR99910 : Fleet Replacement	12,249	-	-	12,249	-	-	-	-	-	-
TS36210 : Technology Data Rehabilitation	132	-	-	132	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	30,545	-	-	(30,545)	-
Total Rehabilitation and Replacement	237,765	728	-	161,544	-	30,935	-	13,992	30,566	-

Roads

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Total Funding	937,123	99,385	-	161,544	-	351,098	-	146,409	178,687	-

Water 2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
70190 : Holland Landing Storage Expansion	-	-	-	-	-	161	280	363	402	732	1,446	5,013	8,397	1,946	10,343	-
72390 : Water for Tomorrow Program	23,835	939	1,035	1,008	1,058	1,229	1,028	1,000	1,000	925	1,125	925	10,333	9,600	44,707	1,993
72450 : Aurora Elevated Tank	13,907	351	525	4,784	6,040	300	42	-	-	-	-	-	11,691	-	25,949	11,691
73300 : Water Master Plan Update	4,066	256	200	200	260	270	180	180	205	308	256	180	2,239	2,258	8,819	200
73580 : Toronto Water Supply - Cost Shared Works	251,655	1,824	1,512	1,512	3,000	5,000	3,000	1,500	500	1,000	1,000	1,000	19,024	30,000	302,503	19,024
73790 : Peel Water Supply - Cost Shared Works	529,490	988	974	3,135	3,065	3,015	3,000	3,479	-	-	-	-	16,668	150	547,296	16,668
75390 : West Vaughan Water Servicing	781	46	45	138	437	136	-	-	-	-	253	823	1,832	23,189	25,848	756
75440 : Eagle to Kirby Pumping Station Watermain	1	-	-	-	-	-	-	113	371	1,252	3,561	4,444	9,741	2,207	11,949	-
75530 : Northeast Vaughan Water Servicing	14,800	2,102	11,787	51,932	17,840	60	17,520	13,320	75	75	-	-	112,609	-	129,511	112,609
75600 : Green Lane Leslie Street Watermain	461	-	65	213	676	1,874	2,392	1,624	1,156	2,115	1,926	1,043	13,084	17,913	31,458	6,432
75680 : North Markham Water Servicing	-	-	-	278	1,565	-	488	1,020	1,474	5,069	5,297	29,612	44,803	67,914	112,717	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	475	26	45	2,950	130	-	-	-	-	-	-	-	3,125	-	3,626	625
75710 : York Peel Feedermain Upgrade	-	7	1,570	2,040	-	-	-	-	-	-	-	-	3,610	-	3,617	3,610
75740 : East Gwillimbury Water Servicing	-	-	-	-	-	-	-	-	339	1,077	3,604	10,338	15,358	19,786	35,144	-
75800 : Water & Wastewater Vehicle Purchases	1,109	250	250	250	150	150	-	-	-	-	-	-	800	-	2,159	800
75850 : York East Water Servicing	-	-	-	-	-	450	1,341	1,638	1,638	1,486	4,093	983	9,991	114,881	124,872	-
75860 : Vaughan Storage Expansion	3	-	-	-	-	-	-	-	-	-	-	496	496	34,992	35,491	-
76310 : Nobleton Water Wastewater Servicing	668	54	400	400	750	600	600	-	-	-	-	2,863	5,763	2,373	8,858	2,900
76360 : Orchard Heights Reservoir Inlet Upgrade	230	-	150	284	1,300	700	-	-	-	10	78	284	2,806	1,182	4,218	2,434
78380 : Newmarket West Water Servicing	-	-	-	-	-	-	-	141	474	528	798	1,996	3,937	24,637	28,574	-
79670 : Water System Capacity Assessment	3,938	558	865	884	909	935	935	935	935	935	935	935	9,203	9,350	23,049	3,593
Total Growth	845,419	7,401	19,423	70,008	37,180	14,580	29,915	25,016	8,569	15,512	24,372	60,935	305,510	362,378	1,520,708	183,335
Funding Sources:																
Asset Replacement Reserves	2,039	357	250	250	150	206	228	516	616	687	1,693	2,040	6,636	33,997	43,029	800
Development Charge Reserves	13,015	2,130	2,145	31,328	2,357	2,434	2,143	2,115	2,140	2,168	2,316	2,040	51,186	21,208	87,539	32,697
Other Recoveries	3,019	1,442	11,714	38,152	750	750	600	-	-	-	-	-	51,966	-	56,427	51,966

Water

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals										Capital Spending Authority				
	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031		2032	Ten-Year Total	Balance to Complete	Total Project Cost
Planned Debenture Proceeds	827,346	5,314	278	33,923	11,190	26,944	22,385	5,813	12,657	20,363	56,855	195,722	307,173	1,333,713	97,872
Total Growth	845,419	19,423	70,008	37,180	14,580	29,915	25,016	8,569	15,512	24,372	60,935	305,510	362,378	1,520,708	183,335

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
70470 : Rehab and Replacement Discrete Condition Assessment	11,040	1,305	1,620	1,682	1,645	1,558	1,697	1,611	1,650	1,564	1,704	1,593	16,324	-	28,669	9,813
70550 : Facility Security Upgrade	2,467	600	200	150	150	150	-	-	-	-	-	-	650	-	3,717	650
70590 : SCADA Master Plan Implementation	-	978	729	1,944	2,136	2,100	1,344	1,080	492	-	-	-	9,825	-	10,803	2,673
72150 : Water Conservation Authority Joint Initiatives	63,042	5,972	7,775	6,176	5,992	6,742	7,209	6,808	6,639	6,728	6,853	7,050	67,972	-	136,986	7,775
75540 : Water Hydraulic Analyses	2,693	803	529	520	228	233	239	239	239	239	239	239	2,944	-	6,440	1,749
75790 : Environmental Services General Facility Upgrades	3,424	1,650	2,200	250	250	250	250	250	250	250	250	250	4,450	-	9,524	3,200
78510 : Surface Water Treatment	11,179	3,869	8,758	22,158	13,023	5,948	641	500	250	250	250	250	52,028	-	67,076	50,528
78511 : Ground Water Treatment	21,719	8,522	6,873	9,421	20,420	27,810	27,545	17,760	9,375	5,100	2,100	4,850	131,254	-	161,495	114,529
78513 : Storage at Grade	-	122	142	655	5	10	-	-	-	-	2,000	1,500	4,312	-	4,434	812
78514 : Storage Elevated Tank	27,611	3,838	4,471	3,927	7,899	4,024	2,844	2,925	1,700	3,100	3,100	2,700	36,690	-	68,139	23,285
78515 : Rehab Pumping	27,574	4,262	1,426	221	15	-	200	200	2,000	2,000	600	-	6,662	-	38,498	1,862
78516 : Storage Reservoir	11,889	9,086	9,078	13,377	5,652	1,507	524	1,256	500	500	4,250	5,250	41,894	-	62,869	30,144
78519 : Transmission Main	61,945	9,755	13,306	9,644	8,059	10,380	9,580	6,900	6,300	7,650	3,700	3,500	79,019	-	150,719	50,969
78555 : SCADA Communication Network Rehabilitation	10,480	210	1,215	54	55	-	-	-	-	-	-	-	1,324	-	12,014	1,324
78565 : Tech Integration Rehabilitation	3,680	1,000	750	750	750	750	750	750	750	750	750	750	7,500	-	12,180	750
78575 : Tech Development Implementation Rehabilitation	7,746	1,000	750	750	750	750	750	750	750	750	750	750	7,500	-	16,246	750
78585 : Asset Management Plan Review and Update	16,661	948	995	1,060	1,066	1,078	1,091	1,003	1,016	1,029	1,042	956	10,336	-	27,945	2,055
Total Rehabilitation and Replacement	283,149	53,920	60,817	72,739	68,095	63,290	54,664	42,032	31,911	29,910	27,588	29,638	480,684	-	817,753	302,868

Funding Sources:

Asset Replacement Reserves	252,225	52,615	60,817	71,532	63,695	55,790	48,664	40,032	31,911	29,910	27,588	29,638	459,577	-	764,417	281,761
Grants & Subsidies	7,612	-	-	1,207	2,900	6,000	6,000	2,000	-	-	-	-	18,107	-	25,719	18,107
Other Recoveries	935	-	-	-	1,500	1,500	-	-	-	-	-	-	3,000	-	3,935	3,000
Planned Debenture Proceeds	22,378	1,305	-	-	-	-	-	-	-	-	-	-	-	-	23,683	-
Total Rehabilitation and Replacement	283,149	53,920	60,817	72,739	68,095	63,290	54,664	42,032	31,911	29,910	27,588	29,638	480,684	-	817,753	302,868
Total Expenditures	1,128,569	61,321	80,240	142,747	105,275	77,870	84,579	67,048	40,480	45,422	51,960	90,573	786,194	362,378	2,338,462	486,203

Water

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Funding Sources:																
Asset Replacement Reserves	254,264	52,972	61,067	71,782	63,845	55,996	48,892	40,548	32,527	30,597	29,281	31,678	466,213	33,997	807,446	282,561
Development Charge Reserves	13,015	2,130	2,145	31,328	2,357	2,434	2,143	2,115	2,140	2,168	2,316	2,040	51,186	21,208	87,539	32,697
Grants & Subsidies	7,612	-	-	1,207	2,900	6,000	6,000	2,000	-	-	-	-	18,107	-	25,719	18,107
Other Recoveries	3,954	1,442	11,714	38,152	2,250	2,250	600	-	-	-	-	-	54,966	-	60,362	54,966
Planned Debuture Proceeds	849,723	4,777	5,314	278	33,923	11,190	26,944	22,385	5,813	12,657	20,363	56,855	195,722	307,173	1,357,395	97,872
Total Funding	1,128,569	61,321	80,240	142,747	105,275	77,870	84,579	67,048	40,480	45,422	51,960	90,573	786,194	362,378	2,338,462	486,203

Water

2023 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	Canada Community- Building Fund Reserve
Program Group: Growth										
70190 : Holland Landing Storage Expansion	8,397	-	-	2,939	-	-	-	-	5,458	-
72390 : Water for Tomorrow Program	10,333	-	-	-	10,333	-	-	-	-	-
72450 : Aurora Elevated Tank	11,691	-	-	-	-	-	-	-	11,691	-
73300 : Water Master Plan Update	2,239	-	-	-	2,239	-	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	19,024	-	-	-	-	-	-	-	19,024	-
73790 : Peel Water Supply - Cost Shared Works	16,668	-	-	-	-	-	-	-	16,668	-
75390 : West Vaughan Water Servicing	1,832	-	-	-	-	-	-	-	1,832	-
75440 : Eagle to Kirby Pumping Station Watermain	9,741	-	-	-	-	-	-	-	9,741	-
75530 : Northeast Vaughan Water Servicing	112,609	-	-	-	-	-	49,066	-	63,543	-
75600 : Green Lane Leslie Street Watermain	13,084	-	-	-	-	-	-	-	13,084	-
75680 : North Markham Water Servicing	44,803	-	-	-	-	-	-	-	44,803	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	3,125	-	-	-	-	3,125	-	-	-	-
75710 : York Peel Feedermain Upgrade	3,610	-	-	-	-	-	-	-	3,610	-
75740 : East Gwillimbury Water Servicing	15,358	-	-	-	-	-	-	-	15,358	-
75800 : Water & Wastewater Vehicle Purchases	800	-	-	800	-	-	-	-	-	-
75850 : York East Water Servicing	9,991	-	-	2,897	-	-	-	-	7,094	-
75860 : Vaughan Storage Expansion	496	-	-	-	-	-	-	-	496	-
78310 : Nobleton Water Wastewater Servicing	5,763	-	-	-	-	-	2,900	-	2,863	-
78360 : Orchard Heights Reservoir Inlet Upgrade	2,806	-	-	-	-	-	-	-	2,806	-
78380 : Newmarket West Water Servicing	3,937	-	-	-	-	-	-	-	3,937	-
79670 : Water System Capacity Assessment	9,203	-	-	-	-	9,203	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	26,286	-	-	(26,286)	-
Total Growth	305,510	-	-	6,636	-	51,186	-	51,966	195,722	-
Program Group: Rehabilitation and Replacement										
70470 : Rehab and Replacement Discrete Condition Assessment	16,324	-	-	16,324	-	-	-	-	-	-
70550 : Facility Security Upgrade	650	-	-	650	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	9,825	-	-	9,825	-	-	-	-	-	-

Water

2023 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	Canada Community- Building Fund Reserve
72150 : Water Conservation Authority Joint Initiatives	67,972	-	-	67,972	-	-	-	-	-	-
75540 : Water Hydraulic Analyses	2,944	-	-	2,944	-	-	-	-	-	-
75790 : Environmental Services General Facility Upgrades	4,450	-	-	4,450	-	-	-	-	-	-
78510 : Surface Water Treatment	52,028	-	-	52,028	-	-	-	-	-	-
78511 : Ground Water Treatment	131,254	-	-	110,147	-	-	18,107	3,000	-	-
78513 : Storage at Grade	4,312	-	-	4,312	-	-	-	-	-	-
78514 : Storage Elevated Tank	36,690	-	-	36,690	-	-	-	-	-	-
78515 : Rehab Pumping	6,662	-	-	6,662	-	-	-	-	-	-
78516 : Storage Reservoir	41,894	-	-	41,894	-	-	-	-	-	-
78519 : Transmission Main	79,019	-	-	79,019	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	1,324	-	-	1,324	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	7,500	-	-	7,500	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	7,500	-	-	7,500	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	10,336	-	-	10,336	-	-	-	-	-	-
Total Rehabilitation and Replacement	480,684	-	-	459,577	-	-	18,107	3,000	-	-
Total Funding	786,194	-	-	466,213	-	51,186	18,107	54,966	195,722	-

Water

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
72390 : Water for Tomorrow Program	1,993	-	-	-	-	1,993	-	-	-	-
72450 : Aurora Elevated Tank	11,691	-	-	-	-	-	-	-	11,691	-
73300 : Water Master Plan Update	200	-	-	-	-	200	-	-	-	-
73580 : Toronto Water Supply - Cost Shared Works	19,024	-	-	-	-	-	-	-	19,024	-
73790 : Peel Water Supply - Cost Shared Works	16,668	-	-	-	-	-	-	-	16,668	-
75390 : West Vaughan Water Servicing	756	-	-	-	-	-	-	-	756	-
75530 : Northeast Vaughan Water Servicing	112,609	-	-	-	-	-	49,066	-	63,543	-
75600 : Green Lane Leslie Street Watermain	6,432	-	-	-	-	-	-	-	6,432	-
75700 : Water Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	625	-	-	-	-	625	-	-	-	-
75710 : York Peel Feedermain Upgrade	3,610	-	-	-	-	-	-	-	3,610	-
75800 : Water & Wastewater Vehicle Purchases	800	-	-	800	-	-	-	-	-	-
78310 : Nobleton Water Wastewater Servicing	2,900	-	-	-	-	-	2,900	-	-	-
78360 : Orchard Heights Reservoir Inlet Upgrade	2,434	-	-	-	-	-	-	-	2,434	-
79670 : Water System Capacity Assessment	3,593	-	-	-	-	3,593	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	26,286	-	-	(26,286)	-
Total Growth	183,335	-	-	800	-	32,697	-	51,966	97,872	-
Program Group: Rehabilitation and Replacement										
70470 : Rehab and Replacement Discrete Condition Assessment	9,813	-	-	9,813	-	-	-	-	-	-
70550 : Facility Security Upgrade	650	-	-	650	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	2,673	-	-	2,673	-	-	-	-	-	-
72150 : Water Conservation Authority Joint Initiatives	7,775	-	-	7,775	-	-	-	-	-	-
75540 : Water Hydraulic Analyses	1,749	-	-	1,749	-	-	-	-	-	-
75790 : Environmental Services General Facility Upgrades	3,200	-	-	3,200	-	-	-	-	-	-
78510 : Surface Water Treatment	50,528	-	-	50,528	-	-	-	-	-	-
78511 : Ground Water Treatment	114,529	-	-	93,422	-	-	18,107	3,000	-	-
78513 : Storage at Grade	812	-	-	812	-	-	-	-	-	-
78514 : Storage Elevated Tank	23,285	-	-	23,285	-	-	-	-	-	-

Water

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
78515 : Rehab Pumping	1,862	-	-	1,862	-	-	-	-	-	-
78516 : Storage Reservoir	30,144	-	-	30,144	-	-	-	-	-	-
78519 : Transmission Main	50,969	-	-	50,969	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	1,324	-	-	1,324	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	750	-	-	750	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	750	-	-	750	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	2,055	-	-	2,055	-	-	-	-	-	-
Total Rehabilitation and Replacement	302,868	-	-	281,761	-	-	18,107	3,000	-	-
Total Funding	486,203	-	-	282,561	-	32,697	18,107	54,966	97,872	-

Wastewater

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	Actuals										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority			
			2023	2024	2025	2026	2027	2028	2029	2030	2031	2032							
Program Group: Growth																			
Gross Expenditures:																			
70080 : York Durham Sewage System Interim Servicing	26,788	15,192	5,636	2,105	1,075	50	-	-	-	-	-	-	-	-	-	8,866	-	50,846	8,866
70200 : King City Wastewater Servicing	-	-	-	-	-	185	548	2,990	900	-	-	-	-	-	-	4,623	39,389	44,012	-
70220 : YDSS Conveyance Optimization	-	-	-	110	648	3,310	2,177	313	-	-	-	-	-	-	-	6,558	-	6,558	-
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	-	-	-	120	360	360	2,688	5,376	1,200	-	-	-	-	-	-	15,480	-	15,480	-
70510 : Queensville, 2nd Concession and Holland Landing Pumping Station Upgrades	-	-	-	-	-	-	-	-	-	-	-	-	-	276	276	6,761	7,037	-	-
70530 : Yonge Street Sewer Twinning	-	-	236	526	961	1,268	1,268	5,901	5,901	8,000	10,263	-	-	-	-	41,130	12,000	53,130	1,723
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	119,546	441	1,000	820	-	-	-	-	-	-	-	-	-	-	1,820	-	121,807	1,820	-
71230 : Holland Landing Lagoon Decommissioning	15	-	-	-	-	-	-	-	100	1,000	-	-	-	-	1,100	-	1,115	-	-
72010 : Keswick Wastewater Servicing	-	-	6,000	3,000	1,000	-	-	-	-	-	-	-	-	-	10,000	-	10,000	10,000	-
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	-	-	-	-	80	500	1,000	1,500	3,500	2,695	885	-	-	-	11,660	303,380	315,040	-	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy Upgrades	12,144	6,241	5,220	1,535	-	-	-	-	-	-	-	-	-	-	6,755	-	25,140	6,755	5
72530 : Duffin Creek Stage 1 & 2 Upgrades	208,888	25	5	-	-	-	-	-	-	-	-	-	-	-	5	-	208,918	5	5
73640 : Inflow & Infiltration Reduction	41,485	3,473	3,601	3,717	3,838	3,861	3,450	3,450	3,450	3,450	3,450	3,450	3,450	3,450	35,717	34,500	115,175	15,017	-
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	642,499	6,134	800	10	-	-	-	-	-	-	-	-	-	-	810	-	649,443	810	-
74270 : Wastewater Servicing for Aurora, East Gwillimbury and Newmarket	98,625	420	1,200	1,050	2,000	6,470	23,810	58,310	95,000	91,289	90,071	63,450	-	-	432,650	131,082	662,777	432,650	-
75290 : North Markham Trunk Sewer	-	-	-	452	640	-	-	-	677	978	3,295	14,559	-	-	20,601	22,605	43,206	-	-
75300 : West Vaughan Sewage Servicing	25,793	9,268	34,696	63,979	87,520	81,100	69,700	32,200	2,680	-	-	-	-	-	371,875	63,897	470,833	371,875	-
75310 : Northeast Vaughan Wastewater Servicing	5,805	1,429	16,636	37,690	12,300	34,040	53,140	17,740	61	71	-	-	-	-	171,678	25,000	203,912	70,178	-
75320 : Primary Trunk Sewer	143	556	1,632	1,626	2,000	3,000	7,070	75,740	76,740	5,000	14	-	-	-	201,522	25,196	227,417	10,328	-
75340 : East Queensville Pumping Station and Forcemain	-	-	-	-	-	-	-	171	361	228	695	2,379	-	-	3,834	12,481	16,315	-	-
75640 : Wastewater System Capacity Studies	5,527	1,670	2,184	2,172	2,182	2,243	2,260	2,210	2,210	2,310	2,210	2,210	-	-	22,191	22,400	51,788	8,781	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	12,415	8,782	70	21	20	-	-	-	-	-	-	-	-	-	111	-	21,308	111	-
75770 : Leslie St Sewage Pumping Station Expansion	-	-	-	-	-	-	-	-	-	261	309	1,649	-	-	2,219	8,804	11,023	-	-
75780 : Duffin Creek Lab Expansion	2,488	2,040	774	78	-	-	-	-	-	-	-	-	-	-	852	-	5,380	852	-

Wastewater

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals		2023 Forecast										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
	2022 Forecast	31/21	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032				
78310 : Nobelet Water Wastewater Servicing	1,565	512	1,650	1,590	3,440	3,650	100	-	-	-	2,492	1,854	14,776	6,717	23,570	11,276
79100 : York Durham Sewage System Wastewater Master Plan Update	4,047	256	200	200	260	270	180	180	205	308	256	180	2,239	2,258	8,800	200
79570 : Sutton Wastewater Servicing	1,218	-	1,262	1,941	1,344	-	-	-	-	-	8,212	16,316	29,075	27,250	57,543	4,547
79740 : Peel System Cost Shared Works	59,702	737	764	1,565	1,695	1,695	1,695	765	15	15	-	-	8,209	150	68,798	8,209
79760 : York Durham Sewage System Forecmain Twinning	119,786	31	100	768	-	-	-	-	-	-	-	-	868	-	120,685	868
Total Growth	1,388,478	57,207	83,666	124,845	120,585	139,155	167,528	203,580	197,579	145,192	127,885	117,485	1,427,500	743,870	3,617,055	964,871

Funding Sources:

Asset Replacement Reserves	25,877	184	236	526	961	-	-	-	-	-	-	-	1,723	-	27,784	1,723
Development Charge Reserves	106,925	2,283	3,308	6,849	2,382	2,480	2,440	2,390	2,415	2,618	2,466	2,390	29,738	24,658	163,604	14,289
Grants & Subsidies	115,762	3,825	-	-	-	-	-	-	-	-	-	-	-	-	119,587	-
Other Recoveries	277,916	1,297	20,321	41,917	14,132	30,933	2,790	16,957	16,347	8,049	1,659	180	153,285	65,715	498,213	80,941
Planned Debiture Proceeds	861,998	49,618	59,801	75,553	103,110	105,742	162,298	184,233	178,817	134,525	123,760	114,915	1,242,754	653,497	2,807,867	867,918
Total Growth	1,388,478	57,207	83,666	124,845	120,585	139,155	167,528	203,580	197,579	145,192	127,885	117,485	1,427,500	743,870	3,617,055	964,871

Program Group: Rehabilitation and Replacement

Gross Expenditures:

70470 : Rehab and Replacement Discrete Condition Assessment	8,630	2,091	2,860	4,428	2,150	700	700	700	700	700	700	800	14,438	-	25,159	10,838
70590 : SCADA Master Plan Implementation	-	652	486	1,296	1,424	1,400	896	720	328	-	-	-	6,550	-	7,202	1,782
72590 : Mt Albert WPCP Corrosion Rehab	3,393	1,622	15	560	-	-	-	-	-	-	-	-	575	-	5,590	575
75380 : Wastewater Model Calibration	1,943	397	550	565	581	603	603	603	603	603	603	603	5,917	-	8,257	2,299
75820 : Duffin Creek Incinerators Rehabilitation	20,899	7,309	17,324	15,914	27,840	14,325	17,025	32,795	37,085	32,871	11,000	5,000	211,179	-	239,387	211,179
75840 : Existing Southeast Collector Rehabilitation	14,503	249	20	27	-	-	-	-	-	-	-	-	47	-	14,799	47
76340 : Duffin Creek Water Pollution Control Plant Upgrade	14,582	7,514	13,972	22,845	23,123	19,821	5,060	3,397	3,000	3,000	1,000	-	95,218	-	117,314	95,218
78410 : Sutton Water Resource Recovery Facility Upgrades	7,187	574	30	30	-	-	-	-	-	-	-	-	60	-	7,821	60
78440 : Oak Ridges Area Air Management Facility	3,548	4,416	5,896	5,944	21	-	-	-	-	-	-	-	11,861	-	19,825	11,861
78515 : Rehab Pumping	53,352	12,000	4,965	10,885	16,635	10,693	1,000	1,100	1,800	-	-	-	47,078	-	112,430	44,178
78533 : Wastewater Treatment	21,458	2,799	3,612	4,641	1,826	210	5,000	4,000	-	7,200	-	-	26,489	-	50,746	26,489
78536 : York Durham Sewage System Rehabilitation Program	123,297	47,205	42,570	37,188	19,113	15,976	25,400	26,025	38,675	45,375	37,500	57,996	345,818	-	516,320	117,047
78537 : Trunk Forecmain	503	3,716	3,297	7,690	14,490	13,070	4,690	725	300	100	100	350	44,812	-	49,031	43,662
78538 : Air Management	3,890	26	17	100	-	-	-	100	-	-	-	100	317	-	4,233	17

Wastewater
2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
78555 : SCADA Communication Network Rehabilitation	11,185	213	1,215	55	54	-	-	-	-	-	-	-	1,324	-	12,722	1,324
78565 : Tech Integration Rehabilitation	3,495	1,000	750	750	750	750	750	750	750	750	750	750	7,500	-	11,995	750
78575 : Tech Development Implementation Rehabilitation	7,061	1,000	750	750	750	750	750	750	750	750	750	750	7,500	-	15,561	750
78584 : Duffin Creek Water Pollution Control Plant Assets	2,340	-	-	100	300	-	-	200	300	-	-	-	900	-	3,240	400
78585 : Asset Management Plan Review and Update	11,702	948	995	1,060	1,066	1,078	1,091	1,003	1,016	1,029	1,042	946	10,326	-	22,976	2,055
79470 : Wastewater Conservation Authority Joint Initiative	27,539	1,991	2,593	2,059	1,998	2,247	2,402	2,270	2,213	2,243	2,285	2,350	22,660	-	52,190	2,593
79850 : York Durham Sewage System Duffin Creek Minor Capital	37,446	2,376	1,746	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	19,746	-	59,568	1,746
Total Rehabilitation and Replacement	377,953	98,098	103,663	118,887	114,121	83,623	67,367	77,138	89,520	96,621	57,730	71,645	880,315	-	1,356,366	574,870
Funding Sources:																
Asset Replacement Reserves	319,653	88,421	94,896	107,511	99,072	71,145	61,625	67,728	79,098	87,294	54,610	70,345	793,324	-	1,201,398	487,879
Grants & Subsidies	20,093	-	600	700	-	-	-	-	-	-	-	-	1,300	-	21,393	1,300
Other Recoveries	6,071	5,450	8,167	10,676	15,049	12,478	5,742	9,410	10,422	9,327	3,120	1,300	85,691	-	97,212	85,691
Planned Debuture Proceeds	32,135	4,227	-	-	-	-	-	-	-	-	-	-	-	-	36,362	-
Total Rehabilitation and Replacement	377,953	98,098	103,663	118,887	114,121	83,623	67,367	77,138	89,520	96,621	57,730	71,645	880,315	-	1,356,366	574,870
Total Expenditures	1,766,431	155,305	187,329	243,732	234,706	222,778	234,895	280,718	287,099	241,813	185,615	189,130	2,307,815	743,870	4,973,421	1,539,741
Funding Sources:																
Asset Replacement Reserves	345,530	88,605	95,132	108,037	100,033	71,145	61,625	67,728	79,098	87,294	54,610	70,345	795,047	-	1,229,182	489,602
Development Charge Reserves	106,925	2,283	3,308	6,849	2,382	2,480	2,440	2,390	2,415	2,618	2,466	2,390	29,738	24,658	163,604	14,289
Grants & Subsidies	135,855	3,825	600	700	-	-	-	-	-	-	-	-	1,300	-	140,980	1,300
Other Recoveries	283,987	6,747	28,488	52,593	29,181	43,411	8,532	26,367	26,769	17,376	4,779	1,480	238,976	65,715	595,425	166,632
Planned Debuture Proceeds	894,133	53,845	59,801	75,553	103,110	105,742	162,298	184,233	178,817	134,525	123,760	114,915	1,242,754	653,497	2,844,229	867,918
Total Funding	1,766,431	155,305	187,329	243,732	234,706	222,778	234,895	280,718	287,099	241,813	185,615	189,130	2,307,815	743,870	4,973,421	1,539,741

Wastewater

2023 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	Canada Community- Building Fund Reserve
Program Group: Growth										
70080 : York Durham Sewage System Interim Servicing	8,866	-	-	-	-	-	-	-	8,866	-
70200 : King City Wastewater Servicing	4,623	-	-	-	-	-	-	-	4,623	-
70220 : YDSS Conveyance Optimization	6,558	-	-	-	-	-	-	-	6,558	-
70440 : Duffin Creek Stage 1 and 2 Chlorine Chamber Expansion	15,480	-	-	-	-	-	-	1,549	13,931	-
70510 : Queensville, 2nd Concession and Holland Landing Pumping Station Upgrades	276	-	-	-	-	-	-	-	276	-
70530 : Yonge Street Sewer Twinning	41,130	-	-	1,723	-	-	-	-	39,407	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	1,820	-	-	-	1,820	-	-	-	-	-
71230 : Holland Landing Lagoon Decommissioning	1,100	-	-	-	-	-	1,100	-	-	-
72010 : Keswick Wastewater Servicing	10,000	-	-	-	-	-	-	-	10,000	-
72310 : Duffin Creek Water Pollution Control Plant Primary System Growth Expansions	11,660	-	-	-	-	-	-	2,332	9,328	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	6,755	-	-	-	-	-	-	1,351	5,404	-
72530 : Duffin Creek Stage 1 & 2 Upgrades	5	-	-	-	-	5	-	-	-	-
73640 : Inflow & Infiltration Reduction	35,717	-	-	-	-	-	-	-	35,717	-
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	810	-	-	-	-	-	-	308	502	-
74270 : Wastewater Servicing for Aurora, East Gwillimbury and Newmarket	432,650	-	-	-	-	-	-	-	432,650	-
75290 : North Markham Trunk Sewer	20,601	-	-	-	-	-	-	-	20,601	-
75300 : West Vaughan Sewage Servicing	371,875	-	-	-	-	-	-	-	371,875	-
75310 : Northeast Vaughan Wastewater Servicing	171,678	-	-	-	-	-	-	98,320	73,358	-
75320 : Primary Trunk Sewer	201,522	-	-	-	-	-	-	40,304	161,218	-
75340 : East Queensville Pumping Station and Forcemain	3,834	-	-	-	-	-	-	-	3,834	-
75640 : Wastewater System Capacity Studies	22,191	-	-	-	21,957	-	-	234	-	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	111	-	-	-	-	-	-	-	111	-
75770 : Leslie St Sewage Pumping Station Expansion	2,219	-	-	-	-	-	-	-	2,219	-
75780 : Duffin Creek Lab Expansion	852	-	-	-	-	-	-	-	852	-
78310 : Nobleton Water Wastewater Servicing	14,776	-	-	-	-	-	-	3,240	11,536	-
79100 : York Durham Sewage System Wastewater Master Plan Update	2,239	-	-	-	2,239	-	-	-	-	-

Wastewater

2023 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	Canada Community- Building Fund Reserve
79570 : Sutton Wastewater Servicing	29,075		-	-	-	-	-	4,547	24,528	-
79740 : Peel System Cost Shared Works	8,209		-	-	-	-	-	-	8,209	-
79760 : York Durham Sewage System Forcemain Twinning	868		-	-	-	-	-	-	868	-
DC_Funding_Adj : Development Charge Debt Avoidance	-		-	-	-	3,717	-	-	(3,717)	-
Total Growth	1,427,500		-	-	1,723	29,738	-	153,285	1,242,754	-

Program Group: Rehabilitation and Replacement

70470 : Rehab and Replacement Discrete Condition Assessment	14,438		-	14,438	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	6,550		-	6,550	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	575		-	575	-	-	-	-	-	-
75380 : Wastewater Model Calibration	5,917		-	5,917	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	211,179		-	156,274	-	-	-	54,905	-	-
75840 : Existing Southeast Collector Rehabilitation	47		-	47	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	95,218		-	70,463	-	-	-	24,755	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	60		-	60	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	11,861		-	11,861	-	-	-	-	-	-
78515 : Rehab Pumping	47,078		-	42,878	-	-	-	4,200	-	-
78533 : Wastewater Treatment	26,489		-	23,389	-	-	1,300	1,800	-	-
78536 : York Durham Sewage System Rehabilitation Program	345,818		-	345,787	-	-	-	31	-	-
78537 : Trunk Forcemain	44,812		-	44,812	-	-	-	-	-	-
78538 : Air Management	317		-	317	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	1,324		-	1,324	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	7,500		-	7,500	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	7,500		-	7,500	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	900		-	900	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	10,326		-	10,326	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	22,660		-	22,660	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	19,746		-	19,746	-	-	-	-	-	-

Wastewater
2023 Budget Ten-Year Funding by Program Group

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
Total Rehabilitation and Replacement	880,315	-	-	793,324	-	-	1,300	85,691	-	-
Total Funding	2,307,815	-	-	795,047	-	29,738	1,300	238,976	1,242,754	-

Wastewater 2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
70080 : York Durham Sewage System Interim Servicing	8,866	-	-	-	-	-	-	-	8,866	-
70530 : Yonge Street Sewer Twinning	1,723	-	-	1,723	-	-	-	-	-	-
71220 : Queensville Holland Landing Sharon York Durham Sewage System Connection	1,820	-	-	-	1,820	-	-	-	-	-
72010 : Keswick Wastewater Servicing	10,000	-	-	-	-	-	-	-	10,000	-
72360 : Duffin Creek Water Pollution Control Plant Outfall Effluent Strategy	6,755	-	-	-	-	-	-	1,351	5,404	-
72530 : Duffin Creek Stage 1 & 2 Upgrades	5	-	-	-	5	-	-	-	-	-
73640 : Inflow & Infiltration Reduction	15,017	-	-	-	-	-	-	-	15,017	-
73720 : Duffin Creek Water Pollution Control Plant Phase 3 Expansion	810	-	-	-	-	-	308	-	502	-
74270 : Wastewater Servicing for Aurora, East Gwillimbury and Newmarket	432,650	-	-	-	-	-	-	-	432,650	-
75300 : West Vaughan Sewage Servicing	371,875	-	-	-	-	-	-	-	371,875	-
75310 : Northeast Vaughan Wastewater Servicing	70,178	-	-	-	-	-	69,196	-	982	-
75320 : Primary Trunk Sewer	10,328	-	-	-	-	-	2,065	-	8,263	-
75640 : Wastewater System Capacity Studies	8,781	-	-	-	-	8,547	-	234	-	-
75650 : Wastewater Servicing - Richmond Hill Langstaff Gateway Provincial Urban Growth and Regional Centre	111	-	-	-	-	-	-	-	111	-
75780 : Duffin Creek Lab Expansion	852	-	-	-	-	-	-	-	852	-
78310 : Nobleton Water Wastewater Servicing	11,276	-	-	-	-	-	3,240	-	8,036	-
79100 : York Durham Sewage System Wastewater Master Plan Update	200	-	-	-	200	-	-	-	-	-
79570 : Sutton Wastewater Servicing	4,547	-	-	-	-	-	-	4,547	-	-
79740 : Peel System Cost Shared Works	8,209	-	-	-	-	-	-	-	8,209	-
79760 : York Durham Sewage System Forcemain Twinning	868	-	-	-	-	-	-	-	868	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	3,717	-	-	(3,717)	-
Total Growth	964,871	-	-	1,723	-	14,289	-	80,941	867,918	-
Program Group: Rehabilitation and Replacement										
70470 : Rehab and Replacement Discrete Condition Assessment	10,838	-	-	10,838	-	-	-	-	-	-
70590 : SCADA Master Plan Implementation	1,782	-	-	1,782	-	-	-	-	-	-
72590 : Mt Albert WPCP Corrosion Rehab	575	-	-	575	-	-	-	-	-	-

Wastewater

2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
75380 : Wastewater Model Calibration	2,299	-	-	2,299	-	-	-	-	-	-
75820 : Duffin Creek Incinerators	211,179	-	-	156,274	-	-	-	54,905	-	-
75840 : Existing Southeast Collector Rehabilitation	47	-	-	47	-	-	-	-	-	-
76340 : Duffin Creek Water Pollution Control Plant Upgrade	95,218	-	-	70,463	-	-	-	24,755	-	-
78410 : Sutton Water Resource Recovery Facility Upgrades	60	-	-	60	-	-	-	-	-	-
78440 : Oak Ridges Area Air Management Facility	11,861	-	-	11,861	-	-	-	-	-	-
78515 : Rehab Pumping	44,178	-	-	39,978	-	-	-	4,200	-	-
78533 : Wastewater Treatment	26,489	-	-	23,389	-	-	1,300	1,800	-	-
78536 : York Durham Sewage System Rehabilitation Program	117,047	-	-	117,016	-	-	-	31	-	-
78537 : Trunk Forcemain	43,662	-	-	43,662	-	-	-	-	-	-
78538 : Air Management	17	-	-	17	-	-	-	-	-	-
78555 : SCADA Communication Network Rehabilitation	1,324	-	-	1,324	-	-	-	-	-	-
78565 : Tech Integration Rehabilitation	750	-	-	750	-	-	-	-	-	-
78575 : Tech Development Implementation Rehabilitation	750	-	-	750	-	-	-	-	-	-
78584 : Duffin Creek Water Pollution Control Plant Assets	400	-	-	400	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update Initiative	2,055	-	-	2,055	-	-	-	-	-	-
79470 : Wastewater Conservation Authority Joint Initiative	2,593	-	-	2,593	-	-	-	-	-	-
79850 : York Durham Sewage System Duffin Creek Minor Capital	1,746	-	-	1,746	-	-	-	-	-	-
Total Rehabilitation and Replacement	574,870	-	-	487,879	-	-	1,300	85,691	-	-
Total Funding	1,539,741	-	-	489,602	-	14,289	1,300	166,632	867,918	-

**Waste Management
2023 Budget Ten-Year Gross Expenditures by Program Group**

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Growth																
Gross Expenditures:																
71335 : Source Separated Organics Facility	1,299	-	220	-	-	-	-	-	-	-	42,695	56,096	99,011	-	100,310	220
79885 : New Waste Management Initiatives	2,535	102	102	102	102	102	102	102	102	102	102	102	1,020	1,020	4,677	204
Total Growth	3,834	102	322	102	42,797	56,198	100,031	1,020	104,987	424						
Funding Sources:																
Program Specific Reserves	2,437	102	220	-	-	-	-	-	-	-	30,740	40,389	71,349	-	73,888	220
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Development Charge Reserves	-	-	102	102	102	102	102	102	102	102	102	102	1,020	1,020	2,040	204
Other Recoveries	186	-	-	-	-	-	-	-	-	-	-	-	-	-	186	-
Planned Debiture Proceeds	-	-	-	-	-	-	-	-	-	-	11,955	15,707	27,662	-	27,662	-
Total Growth	3,834	102	322	102	42,797	56,198	100,031	1,020	104,987	424						

Program Group: Rehabilitation and Replacement

Gross Expenditures:																
70195 : Solid Waste Master Plan	1,971	-	-	256	256	-	-	-	256	256	-	-	1,024	-	2,995	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	9,723	900	1,005	2,195	1,682	420	51	51	51	51	51	328	5,885	-	16,508	4,882
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	954	515	2,065	788	348	53	373	440	407	411	2,571	799	8,255	-	9,724	3,201
78585 : Asset Management Plan Review and Update	645	112	61	10	10	215	16	15	16	51	215	16	625	-	1,382	71
Total Rehabilitation and Replacement	13,293	1,527	3,131	3,249	2,296	688	440	506	730	769	2,837	1,143	15,789	-	30,609	8,154
Funding Sources:																
Program Specific Reserves	13,081	1,527	3,131	3,249	2,296	688	440	506	730	769	2,837	1,143	15,789	-	30,397	8,154
Other Recoveries	211	-	-	-	-	-	-	-	-	-	-	-	-	-	211	-
Total Rehabilitation and Replacement	13,293	1,527	3,131	3,249	2,296	688	440	506	730	769	2,837	1,143	15,789	-	30,609	8,154
Total Expenditures	17,127	1,629	3,453	3,351	2,398	790	542	608	832	871	45,634	57,341	115,820	1,020	135,596	8,578
Funding Sources:																
Program Specific Reserves	15,519	1,629	3,351	3,249	2,296	688	440	506	730	769	33,577	41,532	87,138	-	104,286	8,374
Debt Reduction Reserve	135	-	-	-	-	-	-	-	-	-	-	-	-	-	135	-
General Capital Reserve	1,075	-	-	-	-	-	-	-	-	-	-	-	-	-	1,075	-
Development Charge Reserves	-	-	102	102	102	102	102	102	102	102	102	102	1,020	1,020	2,040	204

Waste Management
2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Other Recoveries	398	-	-	-	-	-	-	-	-	-	-	-	-	-	398	-
Planned Debuture Proceeds	-	-	-	-	-	-	-	-	-	-	11,955	15,707	27,662	-	27,662	-
Total Funding	17,127	1,629	3,453	3,351	2,398	790	542	608	832	871	45,634	57,341	115,820	1,020	135,596	8,578

Waste Management
2023 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	Canada Community- Building Fund Reserve
Program Group: Growth										
71335 : Source Separated Organics Facility	99,011	71,349	-	-	-	-	-	-	27,662	-
79885 : New Waste Management Initiatives	1,020	-	-	-	-	1,020	-	-	-	-
Total Growth	100,031	71,349	-	-	-	1,020	-	-	27,662	-
Program Group: Rehabilitation and Replacement										
70195 : Solid Waste Master Plan	1,024	1,024	-	-	-	-	-	-	-	-
71355 : Asset Upgrade/Replacement – Waste Management Centre	5,885	5,885	-	-	-	-	-	-	-	-
73455 : Asset Upgrade/Replacement - Public Drop-Off Depots	8,255	8,255	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	625	625	-	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	15,789	15,789	-	-	-	-	-	-	-	-
Total Funding	115,820	87,138	-	-	-	1,020	-	-	27,662	-

Waste Management
2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Growth										
71335 : Source Separated Organics Facility	220	220	-	-	-	-	-	-	-	-
79885 : New Waste Management Initiatives	204	-	-	-	-	204	-	-	-	-
Total Growth	424	220	-	-	-	204	-	-	-	-
Program Group: Rehabilitation and Replacement										
71355 : Asset Upgrade/Replacement – Waste Management Centre	4,882	4,882	-	-	-	-	-	-	-	-
73455 : Asset Upgrade/Replacement – Public Drop-Off Depots	3,201	3,201	-	-	-	-	-	-	-	-
78585 : Asset Management Plan Review and Update	71	71	-	-	-	-	-	-	-	-
Total Rehabilitation and Replacement	8,154	8,154	-	-	-	-	-	-	-	-
Total Funding	8,578	8,374	-	-	-	204	-	-	-	-

Forestry

2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
72600 : Tree Planting on Region Rights of Way	13,118	2,263	2,229	2,226	2,349	2,100	1,555	1,612	1,614	1,615	1,721	1,721	18,742	19,493	53,616	7,702
72610 : York Greening Initiative	9,075	500	600	600	781	781	281	-	-	-	-	-	3,043	-	12,618	1,200
72620 : Regional Forest Property Upgrade	3,246	442	702	449	460	470	482	493	504	505	507	520	5,092	5,478	14,258	1,151
72650 : Urban Forest Studies	488	243	223	411	203	8	-	14	188	151	195	361	1,754	1,966	4,451	845
72690 : Trail Linkage	-	-	-	-	-	-	100	150	150	-	-	-	400	-	400	-
72700 : Holiday Tract Bridge	-	40	-	50	150	-	-	-	-	-	-	-	200	-	240	200
72720 : Queensville Tract Reforest and Upgrades	-	362	761	1,133	823	1,039	156	-	-	-	-	-	3,912	-	4,274	3,912
72730 : Low Impact Development Pilot	-	-	500	-	-	-	-	-	-	-	-	-	500	-	500	500
78585 : Asset Management Plan Review and Update	823	200	88	88	89	342	93	94	95	96	353	105	1,443	-	2,466	176
99900 : Fleet New Addition	40	-	141	-	66	-	-	66	-	-	66	-	339	598	977	141
Total Expenditures	26,791	4,050	5,244	4,957	4,921	4,740	2,667	2,429	2,551	2,367	2,842	2,707	35,425	27,535	93,801	15,827
Funding Sources:																
Program Specific Reserves	15,869	1,894	2,195	2,405	2,167	2,185	975	817	937	752	1,121	986	14,540	8,042	40,345	6,718
Development Charge Reserves	7,127	1,164	1,468	1,472	1,536	1,525	1,511	1,612	1,614	1,615	1,721	1,721	15,795	19,493	43,579	4,755
Grants & Subsidies	3,219	992	1,581	1,080	1,218	1,030	181	-	-	-	-	-	5,090	-	9,301	4,354
Other Recoveries	576	-	-	-	-	-	-	-	-	-	-	-	-	-	576	-
Total Funding	26,791	4,050	5,244	4,957	4,921	4,740	2,667	2,429	2,551	2,367	2,842	2,707	35,425	27,535	93,801	15,827

Forestry
2023 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
72600 : Tree Planting on Region Rights of Way	18,742	-	-	-	-	15,795	2,947	-	-	-
72610 : York Greening Initiative	3,043	1,827	-	-	-	-	1,216	-	-	-
72620 : Regional Forest Property Upgrade	5,092	5,092	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	1,754	1,754	-	-	-	-	-	-	-	-
72690 : Trail Linkage	400	400	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	200	200	-	-	-	-	-	-	-	-
72720 : Queensville Tract Reforest and Upgrades	3,912	3,485	-	-	-	-	427	-	-	-
72730 : Low Impact Development Pilot	500	-	-	-	-	-	500	-	-	-
78585 : Asset Management Plan Review and Update	1,443	1,443	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	339	339	-	-	-	-	-	-	-	-
Total Funding	35,425	14,540	-	-	-	15,795	5,090	-	-	-

Forestry
2023 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	Canada Community-Building Fund Reserve
72600 : Tree Planting on Region Rights of Way	7,702	-	-	-	-	4,755	2,947	-	-	-
72610 : York Greening Initiative	1,200	720	-	-	-	-	480	-	-	-
72620 : Regional Forest Property Upgrade	1,151	1,151	-	-	-	-	-	-	-	-
72650 : Urban Forest Studies	845	845	-	-	-	-	-	-	-	-
72700 : Holiday Tract Bridge	200	200	-	-	-	-	-	-	-	-
72720 : Queensville Tract Reforest and Upgrades	3,912	3,485	-	-	-	-	427	-	-	-
72730 : Low Impact Development Pilot	500	-	-	-	-	-	500	-	-	-
78585 : Asset Management Plan Review and Update	176	176	-	-	-	-	-	-	-	-
99900 : Fleet New Addition	141	141	-	-	-	-	-	-	-	-
Total Funding	15,827	6,718	-	-	-	4,755	4,354	-	-	-

Climate Change & Energy Conservation
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
14702 : Climate And Energy Initiatives	4,912	650	969	1,747	1,287	1,434	1,424	1,849	1,007	3,652	1,768	1,368	16,505	12,263	34,330	2,716
70520 : Energy Management Efficiency	261	200	209	1,082	1,179	1,191	1,477	1,089	1,101	1,166	1,206	1,218	10,918	-	11,379	1,291
Total Expenditures	5,173	850	1,178	2,829	2,466	2,625	2,901	2,938	2,108	4,818	2,974	2,586	27,423	12,263	45,709	4,007
Funding Sources:																
Asset Replacement Reserves	5,158	850	1,178	2,829	2,466	2,625	2,901	2,938	2,108	4,818	2,974	2,586	27,423	12,263	45,694	4,007
Other Recoveries	15	-	-	-	-	-	-	-	-	-	-	-	-	-	15	-
Total Funding	5,173	850	1,178	2,829	2,466	2,625	2,901	2,938	2,108	4,818	2,974	2,586	27,423	12,263	45,709	4,007

Climate Change & Energy Conservation 2023 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
14702 : Climate And Energy Initiatives	16,505	-	-	16,505	-	-	-	-	-	-
70520 : Energy Management Efficiency	10,918	-	-	10,918	-	-	-	-	-	-
Total Funding	27,423	-	-	27,423	-	-	-	-	-	-

**Climate Change & Energy Conservation
2023 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	Canada Community-Building Fund Reserve
14702 : Climate And Energy Initiatives	2,716	-	-	2,716	-	-	-	-	-	-
70520 : Energy Management Efficiency	1,291	-	-	1,291	-	-	-	-	-	-
Total Funding	4,007	-	-	4,007	-	-	-	-	-	-

York Region Rapid Transit Corporation
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals										Capital Spending Authority				
	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031		2032	Ten-Year Total	Balance to Complete	Total Project Cost
Gross Expenditures:															
90007 : YNSE Program Management Costs	-	3,046	2,772	2,807	2,842	2,911	6,198	6,248	10,348	3,013	2,232	42,416	-	42,416	42,416
90990 : Priority BRT PE	-	7,651	7,219	5,541	5,920	8,782	-	-	-	-	-	35,113	-	35,113	35,113
90992 : Bus Rapid Transit Facilities and Terminals	209,871	-	-	-	-	-	-	-	-	-	-	-	-	221,031	-
90993 : Rapid Transit Vehicles	46,730	-	-	-	-	-	-	-	-	-	-	-	-	46,730	-
90996 : Toronto-York Spadina Subway Extension	1,321,316	7,012	-	-	-	-	-	-	-	-	-	-	-	1,328,328	-
90997 : Yonge Subway Extension CD & Preliminary Engineering	40,652	-	-	-	-	-	-	-	-	-	-	-	-	40,652	-
90999 : Rapid Transit Initiatives	3,112	1,800	-	-	-	-	-	-	-	-	-	1,800	-	5,394	1,800
Total Expenditures	1,621,681	12,497	9,990	8,348	8,762	11,693	6,198	6,248	10,348	3,013	2,232	79,330	-	1,719,664	79,330
Funding Sources:															
Program Specific Reserves	38,142	4,423	4,071	3,804	3,908	4,491	6,198	6,248	10,348	3,013	2,232	48,736	-	86,878	48,736
Debt Reduction Reserve	8,193	-	-	-	-	-	-	-	-	-	-	-	-	8,193	-
General Capital Reserve	47,144	12	-	-	-	-	-	-	-	-	-	12	-	47,237	12
Development Charge Reserves	165,038	6,334	5,920	4,544	4,854	7,202	-	-	-	-	-	28,854	-	195,466	28,854
Grants & Subsidies	850,979	1,728	-	-	-	-	-	-	-	-	-	1,728	-	860,898	1,728
Other Recoveries	5,631	-	-	-	-	-	-	-	-	-	-	-	-	7,290	-
Planned Debenture Proceeds	400,919	4,913	-	-	-	-	-	-	-	-	-	-	-	405,832	-
Canada Community-Building Fund Reserve	105,637	2,236	-	-	-	-	-	-	-	-	-	-	-	107,872	-
Total Funding	1,621,681	12,497	9,990	8,348	8,762	11,693	6,198	6,248	10,348	3,013	2,232	79,330	-	1,719,664	79,330

York Region Rapid Transit Corporation 2023 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	Canada Community- Building Fund Reserve
90007 : YNSE Program Management Costs	42,416	42,416	-	-	-	-	-	-	-	-
90990 : Priority BRT PE	35,113	6,319	-	-	-	-	-	-	28,794	-
90999 : Rapid Transit Initiatives	1,800	-	-	-	12	60	1,728	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	28,794	-	-	(28,794)	-
Total Funding	79,330	48,736	-	-	12	28,854	1,728	-	-	-

**York Region Rapid Transit Corporation
2023 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	Canada Community-Building Fund Reserve
90007 : YNSE Program Management Costs	42,416	42,416	-	-	-	-	-	-	-	-
90990 : Priority BRT PE	35,113	6,319	-	-	-	-	-	-	28,794	-
90999 : Rapid Transit Initiatives	1,800	-	-	-	12	60	1,728	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	28,794	-	-	(28,794)	-
Total Funding	79,330	48,736	-	-	12	28,854	1,728	-	-	-

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Public Health
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H52002 : Georgina Link Hub	1,343	50	-	-	-	-	-	-	-	-	-	-	-	-	1,393	-
H52012 : Vaccine Depot Expansion	-	100	1,100	850	-	-	-	-	-	-	-	-	1,950	-	2,050	1,950
Total Expenditures	1,343	150	1,100	850	-	1,950	-	3,443	1,950							
Funding Sources:																
Program Specific Reserves	-	100	1,100	850	-	-	-	-	-	-	-	-	1,950	-	2,050	1,950
Asset Replacement Reserves	308	11	-	-	-	-	-	-	-	-	-	-	-	-	319	-
Development Charge Reserves	1,034	39	-	-	-	-	-	-	-	-	-	-	-	-	1,073	-
Total Funding	1,343	150	1,100	850	-	1,950	-	3,443	1,950							

**Public Health
2023 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
H52012 : Vaccine Depot Expansion	1,950	1,950	-	-	-	-	-	-	-	-
Total Funding	1,950	1,950	-	-	-	-	-	-	-	-

Public Health
2023 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	Canada Community-Building Fund Reserve
H52012 : Vaccine Depot Expansion	1,950	1,950	-	-	-	-	-	-	-	-
Total Funding	1,950	1,950	-	-	-	-	-	-	-	-

Paramedic Services
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H54301 : Vehicles - New	3,950	250	2,445	1,888	1,603	1,336	1,171	1,621	1,336	1,870	2,137	534	15,938	-	20,138	4,333
H54510 : Paramedic Response Station 32 - Maple	395	425	3,096	3,500	-	-	-	-	-	-	-	-	6,596	-	7,417	6,596
H54520 : Vehicles - Replacement	37,554	1,300	7,316	3,275	4,633	4,352	3,341	4,839	4,492	5,392	4,786	6,461	48,887	-	87,741	10,591
H54521 : EMS Electric Vehicle Pilot	-	-	900	-	-	-	-	-	-	-	-	-	900	-	900	900
H54522 : ICIIP Funded Station Rehabilitation	300	149	251	-	-	-	-	-	-	-	-	-	251	-	700	251
H54600 : Medical Equipment Replacement	7,923	220	4,012	1,730	5,948	1,887	1,202	1,141	498	1,466	887	1,294	20,065	-	28,209	5,742
H54601 : Paramedic Response Station 27 - Markham NW	891	3,500	2,879	-	-	-	-	-	-	-	-	-	2,879	-	7,270	2,879
H54638 : Land Acquisition - Growth	10,019	-	2,141	5,284	-	-	-	5,146	-	-	-	-	12,571	-	22,590	7,425
H54665 : Paramedic Response Station 22 - Gormley	3,798	26	24	-	-	-	-	-	-	-	-	-	24	-	3,848	24
H54670 : Paramedic Response Station 20 - Ballantrae	-	-	-	5,862	-	-	-	-	-	-	-	-	5,862	-	5,862	5,862
H54681 : Paramedic Response Station 33 - Jane & Teston	433	16	2,564	2,234	-	-	-	-	-	-	-	-	4,798	-	5,247	4,798
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	-	-	-	-	-	-	-	-	-	2,906	-	-	2,906	-	2,906	-
H54686 : Paramedic Response Station 14 - Keswick South	-	-	-	5,250	1,750	-	-	-	-	-	-	-	7,000	-	7,000	7,000
H54696 : Paramedic Response Station - Current Rehab/Refresh	585	22	1,504	211	211	211	211	211	211	211	211	211	3,406	-	4,014	1,716
H54697 : Paramedic Response Station - Future Repl & Expand Rebuilds	-	-	-	-	-	-	-	-	-	-	3,809	-	3,809	-	3,809	-
H54698 : Paramedic Response Station - Future Growth Rebuilds	-	-	-	-	-	-	-	-	-	-	-	1,904	1,904	13,944	15,849	-
Total Expenditures	65,849	5,908	27,133	29,234	14,145	7,786	5,925	7,811	11,683	11,846	11,830	10,405	137,798	13,944	223,499	58,117
Funding Sources:																
Program Specific Reserves	11,392	-	-	-	-	-	-	-	-	-	-	-	-	-	11,392	-
Debt Reduction Reserve	3,821	507	1,395	5,338	-	-	-	-	1,492	-	1,904	1,904	12,034	13,944	30,306	6,733
Asset Replacement Reserves	27,211	1,556	12,832	5,217	10,793	6,450	4,755	6,191	5,201	7,070	5,884	7,967	72,359	-	101,126	18,049
General Capital Reserve	3,478	-	-	-	-	-	-	-	-	-	-	-	-	-	3,478	-
Development Charge Reserves	11,462	122	3,173	18,679	1,603	1,336	1,171	1,621	1,336	1,870	4,041	534	35,362	-	46,945	21,852
Grants & Subsidies	4,228	264	423	-	-	-	-	-	-	-	-	-	423	-	4,915	423
Other Recoveries	241	-	-	-	-	-	-	-	-	-	-	-	-	-	241	-
Planned Debenture Proceeds	4,017	3,460	9,310	-	1,750	-	-	-	3,654	2,906	-	-	17,620	-	25,097	11,060
Total Funding	65,849	5,908	27,133	29,234	14,145	7,786	5,925	7,811	11,683	11,846	11,830	10,405	137,798	13,944	223,499	58,117

Paramedic Services 2023 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	Canada Community- Building Fund Reserve
H54301 : Vehicles - New	15,938		-	-	-	-	172	-	15,766	-
H54510 : Paramedic Response Station 32 - Maple	6,596		-	1,649	-	-	-	-	4,947	-
H54520 : Vehicles - Replacement	48,887		-	-	48,887	-	-	-	-	-
H54521 : EMS Electric Vehicle Pilot	900		-	-	-	-	-	-	900	-
H54522 : ICP Funded Station Rehabilitation	251		-	-	-	-	251	-	-	-
H54600 : Medical Equipment Replacement	20,065		-	-	20,065	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham NW	2,879		-	-	-	-	-	-	2,879	-
H54638 : Land Acquisition - Growth	12,571		-	3,646	-	-	-	-	8,926	-
H54665 : Paramedic Response Station 22 - Gormley	24		-	-	-	-	-	-	24	-
H54670 : Paramedic Response Station 20 - Ballantrae	5,862		-	2,931	-	-	-	-	2,931	-
H54681 : Paramedic Response Station 33 - Jane & Teston	4,798		-	-	-	-	-	-	4,798	-
H54682 : Paramedic Response Station 4228 - Hwy 7 & Weston	2,906		-	-	-	-	-	-	2,906	-
H54686 : Paramedic Response Station 14 - Keswick South	7,000		-	-	-	-	-	-	7,000	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	3,406		-	-	3,406	-	-	-	-	-
H54697 : Paramedic Response Station - Future Repl & Expand Rebuilds	3,809		-	1,904	-	-	-	-	1,904	-
H54698 : Paramedic Response Station - Future Growth Rebuilds	1,904		-	1,904	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-		-	-	-	35,362	-	-	(35,362)	-
Total Funding	137,798		-	12,034	72,359	-	423	-	17,620	-

Paramedic Services
2023 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	Canada Community-Building Fund Reserve
H54301 : Vehicles - New	4,333	-	-	-	-	-	172	-	4,161	-
H54510 : Paramedic Response Station 32 - Maple	6,596	-	1,649	-	-	-	-	-	4,947	-
H54520 : Vehicles - Replacement	10,591	-	-	10,591	-	-	-	-	-	-
H54521 : EMS Electric Vehicle Pilot	900	-	-	-	-	-	-	-	900	-
H54522 : ICP Funded Station Rehabilitation	251	-	-	-	-	-	251	-	-	-
H54600 : Medical Equipment Replacement	5,742	-	-	5,742	-	-	-	-	-	-
H54601 : Paramedic Response Station 27 - Markham N/W	2,879	-	-	-	-	-	-	-	2,879	-
H54638 : Land Acquisition - Growth	7,425	-	2,153	-	-	-	-	-	5,272	-
H54665 : Paramedic Response Station 22 - Gormley	24	-	-	-	-	-	-	-	24	-
H54670 : Paramedic Response Station 20 - Ballantrae	5,862	-	2,931	-	-	-	-	-	2,931	-
H54681 : Paramedic Response Station 33 - Jane & Teston	4,798	-	-	-	-	-	-	-	4,798	-
H54686 : Paramedic Response Station 14 - Keswick South	7,000	-	-	-	-	-	-	-	7,000	-
H54696 : Paramedic Response Station - Current Rehab/Refresh	1,716	-	-	1,716	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	21,852	-	-	(21,852)	-
Total Funding	58,117	-	6,733	18,049	-	21,852	423	-	11,060	-

**Long-Term Care/Seniors' Services
2023 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
H52006 : Unionville Seniors Hub	-	-	450	1,000	95	-	-	-	-	-	-	-	1,545	-	1,545	1,545
H55245 : Resident Beds and Lifts	2,650	4	1,485	234	211	211	205	278	211	211	710	360	4,114	-	6,768	1,719
H55286 : Scheduling Software	905	5	218	-	-	-	-	-	-	-	-	-	218	-	1,128	218
H59405 : Long-Term Care Act Regulations Compliance	2,944	13	2,040	-	-	206	2,064	206	-	206	-	206	4,930	-	7,886	2,040
H59415 : Long-Term Care & Adult Day Centres - Modernization	1,691	-	4,039	619	155	155	-	433	155	387	361	568	6,872	-	8,563	4,659
H59445 : Nurse Call System	2	-	1,532	-	-	-	-	-	-	-	619	206	2,358	-	2,359	1,532
H59446 : Long Term Care Nursing Station	-	-	-	-	2,200	-	-	-	-	-	-	-	2,200	-	2,200	-
H59455 : Technology Upgrade	99	42	1,194	77	194	-	-	851	387	-	1,032	220	3,956	-	4,097	1,271
Total Expenditures	8,289	64	10,959	1,931	2,854	572	2,269	1,769	752	804	2,722	1,560	26,193	-	34,547	12,985
Funding Sources:																
Debt Reduction Reserve	2,643	47	5,663	697	349	361	2,064	1,491	542	593	1,393	994	14,148	-	16,838	6,360
Asset Replacement Reserves	1,425	4	3,017	733	2,506	211	205	278	211	211	1,329	567	9,266	-	10,695	3,845
General Capital Reserve	4,020	-	248	-	-	-	-	-	-	-	-	-	248	-	4,268	248
Development Charge Reserves	-	-	-	107	-	-	-	-	-	-	-	-	107	-	107	107
Grants & Subsidies	201	13	2,030	394	-	-	-	-	-	-	-	-	2,425	-	2,638	2,425
Total Funding	8,289	64	10,959	1,931	2,854	572	2,269	1,769	752	804	2,722	1,560	26,193	-	34,547	12,985

**Long-Term Care/Seniors' Services
2023 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	Canada Community- Building Fund Reserve
H52006 : Unionville Seniors Hub	1,545	-	-	594	-	-	844	-	107	-
H55245 : Resident Beds and Lifts	4,114	-	-	4,114	-	-	-	-	-	-
H55286 : Scheduling Software	218	-	218	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	4,930	-	3,102	-	248	-	1,580	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	6,872	-	6,872	-	-	-	-	-	-	-
H59445 : Nurse Call System	2,358	-	-	2,358	-	-	-	-	-	-
H59446 : Long Term Care Nursing Station	2,200	-	-	2,200	-	-	-	-	-	-
H59455 : Technology Upgrade	3,956	-	3,956	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	107	-	-	(107)	-
Total Funding	26,193	-	14,148	9,266	248	107	2,425	-	-	-

**Long-Term Care/Seniors' Services
2023 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	Canada Community-Building Fund Reserve
H52006 : Unionville Seniors Hub	1,545	-	-	594	-	-	844	-	107	-
H55245 : Resident Beds and Lifts	1,719	-	-	1,719	-	-	-	-	-	-
H55286 : Scheduling Software	218	218	-	-	-	-	-	-	-	-
H59405 : Long-Term Care Act Regulations Compliance	2,040	-	212	-	248	-	1,580	-	-	-
H59415 : Long-Term Care & Adult Day Centres - Modernization	4,659	-	4,659	-	-	-	-	-	-	-
H59445 : Nurse Call System	1,532	-	-	1,532	-	-	-	-	-	-
H59455 : Technology Upgrade	1,271	-	1,271	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	107	-	-	(107)	-
Total Funding	12,985	-	6,360	3,845	248	107	2,425	-	-	-

Housing Services 2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals		Forecast										Capital Spending Authority			
	to Dec 31/21	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032		Ten-Year Total	Balance to Complete	Total Project Cost
Gross Expenditures:																
H67510 : Pre-Development Costs	2,184	300	200	200	200	200	200	200	200	200	200	200	2,000	-	4,484	200
H67875 : Regeneration Expansion program	-	-	-	1,857	-	3,436	3,436	3,436	371	1,313	1,313	1,313	13,039	1,313	14,352	-
H67876 : Unionville Seniors Affordable Housing Development	50,243	26,990	8,647	423	-	-	-	-	-	-	-	-	9,070	-	86,303	9,070
H67877 : Housing Regeneration Expansion-New Build	-	-	2,000	2,200	1,000	5,600	6,850	8,350	3,825	3,625	500	-	33,950	-	33,950	2,000
H67916 : Woodbridge Redevelopment	41,983	550	150	-	-	-	-	-	-	-	-	-	150	-	42,683	150
H67919 : Stouffville Affordable Housing Development	14,769	8,500	16,800	7,482	500	-	-	-	-	-	-	-	24,782	-	48,051	24,782
H67924 : Men's Emergency Housing Replacement	591	750	2,150	14,350	5,250	500	-	-	-	-	-	-	22,250	-	23,591	22,250
H67926 : Modular Housing Sutton	910	3,815	-	-	-	-	-	-	-	-	-	-	-	-	4,725	-
H67929 : Modular Housing East Gwillimbury	2,343	2,640	-	-	-	-	-	-	-	-	-	-	-	-	4,983	-
H67930 : 62 Bayview Parkway (Passive) Affordable Housing Development	-	250	2,000	3,000	2,000	-	-	-	-	-	-	-	7,000	-	7,250	4,000
H67931 : Rapid Housing Initiative Affordable Housing Development	-	500	-	-	-	-	-	-	-	-	-	-	-	-	500	-
H67932 : 14th Avenue Box Grove Affordable Housing Development	-	-	1,750	-	-	-	-	-	-	-	-	-	1,750	-	1,750	1,750
H67933 : Armitage Garden Affordable Housing Development	-	-	1,644	2,809	1,933	5,370	5,370	5,370	322	-	-	-	22,818	-	22,818	1,644
H67934 : Noblevue Pine Affordable Housing Development	-	-	1,130	3,390	4,438	2,838	2,838	65	-	-	-	-	14,699	-	14,699	1,130
Total Expenditures	113,023	44,295	36,471	33,854	15,321	16,365	18,694	17,421	4,718	5,138	2,013	1,513	151,508	1,313	310,139	66,976
Funding Sources:																
Program Specific Reserves	66,220	10,271	5,754	9,442	4,341	4,562	5,496	6,618	2,898	2,754	504	144	42,513	-	119,004	9,149
Debt Reduction Reserve	-	-	10,345	5,010	-	-	-	-	-	-	-	-	15,355	-	15,355	15,355
Asset Replacement Reserves	591	750	1,556	14,661	10,021	10,565	11,644	8,871	693	1,313	1,313	1,313	61,950	1,313	64,604	20,288
Development Charge Reserves	6,767	8,768	448	1,855	252	1,238	1,554	1,932	1,127	1,071	196	56	9,729	-	25,264	1,816
Grants & Subsidies	28,246	18,848	14,916	2,000	-	-	-	-	-	-	-	-	16,916	-	64,010	16,916
Other Recoveries	1,025	3,000	-	-	-	-	-	-	-	-	-	-	-	-	4,025	-
Planned Debuture Proceeds	10,174	2,658	3,452	886	707	-	-	-	-	-	-	-	5,045	-	17,877	3,452
Total Funding	113,023	44,295	36,471	33,854	15,321	16,365	18,694	17,421	4,718	5,138	2,013	1,513	151,508	1,313	310,139	66,976

*Note: Total Project Cost does not include amounts captured in the unfunded priority capital projects appendix on page 325

Housing Services 2023 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	Canada Community- Building Fund Reserve
H67510 : Pre-Development Costs	2,000	1,440	-	-	-	560	-	-	-	-
H67875 : Regeneration Expansion program	13,039	-	-	13,039	-	-	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	9,070	(3,247)	10,345	-	-	-	1,972	-	-	-
H67877 : Housing Regeneration Expansion-New Build	33,950	26,149	-	-	-	-	-	-	7,801	-
H67916 : Woodbridge Redevelopment	150	150	-	-	-	-	-	-	-	-
H67919 : Stouffville Affordable Housing Development	24,782	3,479	5,010	-	-	-	14,944	-	1,349	-
H67924 : Men's Emergency Housing Replacement	22,250	-	-	19,514	-	-	-	-	2,736	-
H67930 : 62 Bayview Parkway (Passive) Affordable Housing Development	7,000	6,607	-	-	-	-	-	-	393	-
H67932 : 14th Avenue Box Grove Affordable Housing Development	1,750	1,407	-	-	-	-	-	-	343	-
H67933 : Armitage Garden Affordable Housing Development	22,818	2,026	-	20,298	-	-	-	-	494	-
H67934 : Nobleview Pine Affordable Housing Development	14,699	4,502	-	9,099	-	-	-	-	1,098	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	9,169	-	-	(9,169)	-
Total Funding	151,508	42,513	15,355	61,950	-	9,729	16,916	-	5,045	-

Housing Services 2023 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	Canada Community-Building Fund Reserve
H67510 : Pre-Development Costs	200	144	-	-	-	56	-	-	-	-
H67876 : Unionville Seniors Affordable Housing Development	9,070	(3,247)	10,345	-	-	-	1,972	-	-	-
H67877 : Housing Regeneration Expansion-New Build	2,000	1,608	-	-	-	-	-	-	392	-
H67916 : Woodbridge Redevelopment	150	150	-	-	-	-	-	-	-	-
H67919 : Stouffville Affordable Housing Development	24,782	3,479	5,010	-	-	-	14,944	-	1,349	-
H67924 : Men's Emergency Housing Replacement	22,250	-	-	19,514	-	-	-	-	2,736	-
H67930 : 62 Bayview Parkway (Passive) Affordable Housing Development	4,000	4,000	-	-	-	-	-	-	-	-
H67932 : 14th Avenue Box Grove Affordable Housing Development	1,750	1,407	-	-	-	-	-	-	343	-
H67933 : Armitage Garden Affordable Housing Development	1,644	804	-	644	-	-	-	-	196	-
H67934 : Nobleview Pine Affordable Housing Development	1,130	804	-	130	-	-	-	-	196	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	1,760	-	-	(1,760)	-
Total Funding	66,976	9,149	15,355	20,288	-	1,816	16,916	-	3,452	-

Information Technology Services
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
16755 : Corporate & Departmental Systems	28,684	7,092	4,963	3,756	3,619	3,853	3,237	2,105	2,532	1,852	1,200	1,550	28,667	6,524	70,967	21,533
16756 : Finance Management Applications	2,706	1,034	1,697	15,229	8,959	7,043	71	1,071	973	771	271	71	36,156	355	40,251	34,070
16859 : IT Security	8,146	4,523	6,866	789	5,533	2,270	707	8,655	643	2,158	4,092	1,170	32,883	16,728	62,280	24,820
16895 : End User Devices	59,655	2,808	9,441	13,218	9,936	10,062	13,828	10,359	10,400	14,598	10,721	11,129	113,692	67,319	243,474	66,844
16896 : Network & Data Centre	38,564	3,229	10,167	5,951	4,973	9,375	4,231	6,883	3,416	5,211	9,741	4,636	64,584	35,150	141,527	41,580
Total Expenditures	137,755	18,686	33,134	38,943	33,020	32,603	22,074	29,073	17,964	24,590	26,025	18,556	275,982	126,076	558,499	188,847
Funding Sources:																
Program Specific Reserves	33,218	8,126	5,464	3,855	3,640	3,874	3,258	3,126	3,255	2,573	1,221	1,571	31,837	6,629	79,810	23,217
Asset Replacement Reserves	88,898	10,560	27,670	35,088	29,380	28,729	18,816	25,947	14,709	22,017	24,804	16,985	244,145	119,447	463,050	165,630
General Capital Reserve	15,637	-	-	-	-	-	-	-	-	-	-	-	-	-	15,637	-
Other Recoveries	1	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-
Total Funding	137,755	18,686	33,134	38,943	33,020	32,603	22,074	29,073	17,964	24,590	26,025	18,556	275,982	126,076	558,499	188,847

Information Technology Services 2023 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
16755 : Corporate & Departmental Systems	28,667	28,667	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	36,156	3,170	-	32,986	-	-	-	-	-	-
16859 : IT Security	32,883	-	-	32,883	-	-	-	-	-	-
16895 : End User Devices	113,692	-	-	113,692	-	-	-	-	-	-
16896 : Network & Data Centre	64,584	-	-	64,584	-	-	-	-	-	-
Total Funding	275,982	31,837	-	244,145	-	-	-	-	-	-

**Information Technology Services
2023 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	Canada Community-Building Fund Reserve
16755 : Corporate & Departmental Systems	21,533	21,533	-	-	-	-	-	-	-	-
16756 : Finance Management Applications	34,070	1,684	-	32,386	-	-	-	-	-	-
16859 : IT Security	24,820	-	-	24,820	-	-	-	-	-	-
16895 : End User Devices	66,844	-	-	66,844	-	-	-	-	-	-
16896 : Network & Data Centre	41,580	-	-	41,580	-	-	-	-	-	-
Total Funding	188,847	23,217	-	165,630	-	-	-	-	-	-

Property Services

2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Program Group: Rehabilitation and Replacement																
Gross Expenditures:																
14703 : Corporate Facilities Asset Renewal	50,971	5,291	10,984	2,629	8,405	4,029	3,329	9,043	6,420	6,781	9,986	2,282	63,886	-	120,148	13,612
14708 : Water & Wastewater Facilities Asset Renewal	7,089	582	740	827	1,402	956	1,115	1,620	1,154	2,055	1,669	1,338	12,877	-	20,548	740
Total Rehabilitation and Replacement	58,060	5,873	11,724	3,456	9,807	4,985	4,444	10,663	7,574	8,836	11,656	3,620	76,763	-	140,696	14,352
Funding Sources:																
Asset Replacement Reserves	55,199	5,423	11,724	3,456	9,807	4,985	4,444	10,663	7,574	8,836	11,656	3,620	76,763	-	137,384	14,352
General Capital Reserve	1,218	-	-	-	-	-	-	-	-	-	-	-	-	-	1,218	-
Grants & Subsidies	302	450	-	-	-	-	-	-	-	-	-	-	-	-	752	-
Other Recoveries	546	-	-	-	-	-	-	-	-	-	-	-	-	-	546	-
Planned Debenture Proceeds	794	-	-	-	-	-	-	-	-	-	-	-	-	-	794	-
Total Rehabilitation and Replacement	58,060	5,873	11,724	3,456	9,807	4,985	4,444	10,663	7,574	8,836	11,656	3,620	76,763	-	140,696	14,352

Program Group: Business Initiatives

Gross Expenditures:																
14733 : Development of New Facilities	24,074	265	2,810	-	-	44,384	7,659	57,065	62,349	92,468	-	-	266,737	88,556	379,633	2,810
14740 : Legislative Compliance	2,929	10	90	50	50	50	50	50	50	50	50	50	540	-	3,479	90
14755 : Security & Life Safety	3,729	495	357	382	325	250	250	250	250	250	250	325	2,889	-	7,113	357
14775 : Property Services Branch General Capital	6,070	390	610	500	500	500	500	500	500	500	500	500	5,110	-	11,570	610
14780 : Admin Centre At 17150 Yonge Street	213,078	986	-	-	-	-	-	-	-	-	-	-	-	-	214,064	-
14810 : Technology Initiatives	3,467	150	150	150	650	650	650	650	650	650	650	650	5,500	-	9,117	150
14831 : Vehicles Purchases	120	50	60	-	-	-	-	-	-	-	-	-	60	-	230	60
14835 : Audio-Visual Equipment & Events	3,116	150	150	150	150	150	150	150	150	150	150	150	1,500	-	4,766	150
14855 : Renovations of Existing Facilities	31,064	3,547	12,162	8,443	4,720	4,386	3,960	1,693	1,695	1,693	5,209	5,188	49,150	49,876	133,636	25,325
14856 : Furniture Management	496	95	177	177	177	177	177	177	177	177	177	177	1,770	1,736	4,097	177
14861 : Transportation Business Initiatives	5,927	450	52	-	-	-	-	-	-	-	-	-	52	-	6,429	52
14901 : Project Management	24,156	4,600	5,099	5,184	5,284	5,384	5,492	5,602	5,714	5,828	5,945	6,064	55,597	-	84,352	5,099
90991 : Bus Rapidways Stations Funded	-	-	15,472	12,309	4,313	1,604	101	-	-	-	-	-	33,799	-	33,799	15,472
Total Business Initiatives	318,226	11,188	37,189	27,345	16,170	57,535	18,990	66,138	71,536	101,766	12,930	13,104	422,703	140,168	892,286	50,352
Funding Sources:																
Program Specific Reserves	2,204	-	2,810	-	-	-	-	-	-	-	-	-	2,810	-	5,014	2,810

Property Services
2023 Budget Ten-Year Gross Expenditures by Program Group

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Debt Reduction Reserve	216,269	916	-	-	-	44,384	7,659	57,065	62,349	92,468	-	-	263,927	88,556	569,669	-
Asset Replacement Reserves	59,254	9,487	18,855	15,036	11,856	11,547	11,229	9,072	9,186	9,298	12,930	13,104	122,115	51,612	242,468	32,019
General Capital Reserve	21,975	-	-	-	-	-	-	-	-	-	-	-	-	-	21,975	-
Development Charge Reserves	5,057	70	-	-	-	-	-	-	-	-	-	-	-	-	5,126	-
Grants & Subsidies	364	265	15,472	12,309	4,313	1,604	101	-	-	-	-	-	33,799	-	34,428	15,472
Other Recoveries	5,938	450	52	-	-	-	-	-	-	-	-	-	52	-	6,439	52
Planned Debuture Proceeds	7,166	-	-	-	-	-	-	-	-	-	-	-	-	-	7,166	-
Total Business Initiatives	318,226	11,188	37,189	27,345	16,170	57,535	18,990	66,138	71,536	101,766	12,930	13,104	422,703	140,168	892,286	50,352
Total Expenditures	376,286	17,061	48,913	30,801	25,976	62,520	23,434	76,800	79,109	110,602	24,586	16,724	499,466	140,168	1,032,981	64,704
Funding Sources:																
Program Specific Reserves	2,204	-	2,810	-	-	-	-	-	-	-	-	-	2,810	-	5,014	2,810
Debt Reduction Reserve	216,269	916	-	-	-	44,384	7,659	57,065	62,349	92,468	-	-	263,927	88,556	569,669	-
Asset Replacement Reserves	114,453	14,910	30,579	18,492	21,663	16,532	15,673	19,735	16,760	18,134	24,586	16,724	198,878	51,612	379,853	46,371
General Capital Reserve	23,193	-	-	-	-	-	-	-	-	-	-	-	-	-	23,193	-
Development Charge Reserves	5,057	70	-	-	-	-	-	-	-	-	-	-	-	-	5,126	-
Grants & Subsidies	666	715	15,472	12,309	4,313	1,604	101	-	-	-	-	-	33,799	-	35,180	15,472
Other Recoveries	6,484	450	52	-	-	-	-	-	-	-	-	-	52	-	6,986	52
Planned Debuture Proceeds	7,961	-	-	-	-	-	-	-	-	-	-	-	-	-	7,961	-
Total Funding	376,286	17,061	48,913	30,801	25,976	62,520	23,434	76,800	79,109	110,602	24,586	16,724	499,466	140,168	1,032,981	64,704

Property Services
2023 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	Canada Community- Building Fund Reserve
Program Group: Rehabilitation and Replacement										
14703 : Corporate Facilities Asset Renewal	63,886	-	-	63,886	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	12,877	-	-	12,877	-	-	-	-	-	-
Total Rehabilitation and Replacement	76,763	-	-	76,763	-	-	-	-	-	-
Program Group: Business Initiatives										
14733 : Development of New Facilities	266,737	2,810	263,927	-	-	-	-	-	-	-
14740 : Legislative Compliance	540	-	-	540	-	-	-	-	-	-
14755 : Security & Life Safety	2,889	-	-	2,889	-	-	-	-	-	-
14775 : Property Services Branch General Capital	5,110	-	-	5,110	-	-	-	-	-	-
14810 : Technology Initiatives	5,500	-	-	5,500	-	-	-	-	-	-
14831 : Vehicles Purchases	60	-	-	60	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	1,500	-	-	1,500	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	49,150	-	-	49,150	-	-	-	-	-	-
14856 : Furniture Management	1,770	-	-	1,770	-	-	-	-	-	-
14861 : Transportation Business Initiatives	52	-	-	-	-	-	-	52	-	-
14901 : Project Management	55,597	-	-	55,597	-	-	-	-	-	-
90991 : Bus Rapidways Stations Funded	33,799	-	-	-	-	-	33,799	-	-	-
Total Business Initiatives	422,703	2,810	263,927	122,115	-	-	33,799	52	-	-
Total Funding	499,466	2,810	263,927	198,878	-	-	33,799	52	-	-

Property Services
2023 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 Debenture Proceeds	Canada Community-Building Fund Reserve
Program Group: Rehabilitation and Replacement										
14703 : Corporate Facilities Asset Renewal	13,612	-	-	13,612	-	-	-	-	-	-
14708 : Water & Wastewater Facilities Asset Renewal	740	-	-	740	-	-	-	-	-	-
Total Rehabilitation and Replacement	14,352	-	-	14,352	-	-	-	-	-	-
Program Group: Business Initiatives										
14733 : Development of New Facilities	2,810	2,810	-	-	-	-	-	-	-	-
14740 : Legislative Compliance	90	-	-	90	-	-	-	-	-	-
14755 : Security & Life Safety	357	-	-	357	-	-	-	-	-	-
14775 : Property Services Branch General Capital	610	-	-	610	-	-	-	-	-	-
14810 : Technology Initiatives	150	-	-	150	-	-	-	-	-	-
14831 : Vehicles Purchases	60	-	-	60	-	-	-	-	-	-
14835 : Audio-Visual Equipment & Events	150	-	-	150	-	-	-	-	-	-
14855 : Renovations of Existing Facilities	25,325	-	-	25,325	-	-	-	-	-	-
14856 : Furniture Management	177	-	-	177	-	-	-	-	-	-
14861 : Transportation Business Initiatives	52	-	-	-	-	-	-	52	-	-
14901 : Project Management	5,099	-	-	5,099	-	-	-	-	-	-
90991 : Bus Rapidways Stations Funded	15,472	-	-	-	-	-	15,472	-	-	-
Total Business Initiatives	50,352	2,810	-	32,019	-	-	15,472	52	-	-
Total Funding	64,704	2,810	-	46,371	-	-	15,472	52	-	-

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Court And Tribunal Services
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
A1601 : Courtroom Renovations	550	194	127	127	127	127	127	127	127	127	127	127	1,269	-	2,013	127
A1603 : POA Digital Roadmap	-	-	1,300	3,700	3,700	1,200	300	-	-	-	-	-	10,200	-	10,200	1,300
Total Expenditures	550	194	1,427	3,827	3,827	1,327	427	127	127	127	127	127	11,469	-	12,213	1,427
Funding Sources:																
Debt Reduction Reserve	-	-	949	2,701	2,701	876	219	-	-	-	-	-	7,446	-	7,446	949
Asset Replacement Reserves	550	194	127	127	127	127	127	127	127	127	127	127	1,269	-	2,013	127
Development Charge Reserves	-	-	351	999	999	324	81	-	-	-	-	-	2,754	-	2,754	351
Total Funding	550	194	1,427	3,827	3,827	1,327	427	127	127	127	127	127	11,469	-	12,213	1,427

**Court And Tribunal Services
2023 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 Debenture Proceeds	Canada Community- Building Fund Reserve
A1601 : Courtroom Renovations	1,269	-	-	1,269	-	-	-	-	-	-
A1603 : POA Digital Roadmap	10,200	-	7,446	-	-	2,754	-	-	-	-
Total Funding	11,469	-	7,446	1,269	-	2,754	-	-	-	-

Court And Tribunal Services
2023 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	Canada Community-Building Fund Reserve
A1601 : Courtroom Renovations	127		-	127	-	-	-	-	-	-
A1603 : POA Digital Roadmap	1,300		949	-	-	351	-	-	-	-
Total Funding	1,427		949	127	-	351	-	-	-	-

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Financial Initiatives
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
16910 : Corporate Contingency	-	-	-	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	186,943	-	186,943	-
Total Expenditures	-	-	-	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	186,943	-	186,943	-
Funding Sources:																
Program Specific Reserves	-	-	-	159	2,748	4,492	6,894	6,748	5,880	7,736	7,306	4,772	46,736	-	46,736	-
Planned Debenture Proceeds	-	-	-	476	8,245	13,477	20,682	20,245	17,640	23,208	21,918	14,316	140,207	-	140,207	-
Total Funding	-	-	-	635	10,994	17,970	27,576	26,993	23,520	30,944	29,224	19,088	186,943	-	186,943	-

**Financial Initiatives
2023 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	Canada Community- Building Fund Reserve
16910 : Corporate Contingency	186,943	46,736	-	-	-	-	-	-	140,207	-
Total Funding	186,943	46,736	-	-	-	-	-	-	140,207	-

Financial Initiatives
2023 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	Canada Community-Building Fund Reserve
16910 : Corporate Contingency	-	-	-	-	-	-	-	-	-	-
Total Funding	-	-	-	-	-	-	-	-	-	-

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YorkNet

2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals										Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority			
	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031					2032		
Gross Expenditures:																	
11132 : YorkNet Connect To Innovate	6,921	129	-	-	-	-	-	-	-	-	-	-	-	-	-	7,050	-
11133 : Fibre Network	29,162	6,852	10,760	6,790	6,587	6,063	6,074	3,141	-	-	-	-	-	-	-	75,429	39,415
11134 : Rural Broadband Project	-	7,246	30,290	34,315	29,393	7,080	6,368	4,013	852	437	-	-	-	-	-	119,994	112,748
Total Expenditures	36,082	14,227	41,050	41,105	35,980	13,143	12,442	7,154	852	437	-	-	-	-	-	202,472	152,163
Funding Sources:																	
Debt Reduction Reserve	-	3,478	12,947	15,767	13,008	4,067	3,697	2,459	516	363	-	-	-	-	-	56,302	52,824
General Capital Reserve	18,215	744	524	564	637	529	540	551	-	-	-	-	-	-	-	22,304	3,345
Grants & Subsidies	-	3,768	16,115	14,540	14,268	-	-	-	-	-	-	-	-	-	-	44,923	44,923
Other Recoveries	2,929	(171)	1,228	4,008	2,117	3,013	2,671	1,554	336	74	-	-	-	-	-	17,759	15,001
Canada Community-Building Fund Reserve	14,939	6,408	10,236	6,226	5,950	5,534	5,534	2,590	-	-	-	-	-	-	-	57,417	36,070
Total Funding	36,082	14,227	41,050	41,105	35,980	13,143	12,442	7,154	852	437	-	-	-	-	-	202,472	152,163

YorkNet
2023 Budget Ten-Year Funding

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
11133 : Fibre Network	39,415	-	-	-	3,345	-	-	-	-	36,070
11134 : Rural Broadband Project	112,748	-	52,824	-	-	-	44,923	15,001	-	-
Total Funding	152,163	-	52,824	-	3,345	-	44,923	15,001	-	36,070

2023 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	Canada Community-Building Fund Reserve
11133 : Fibre Network	39,415	-	-	-	3,345	-	-	-	-	36,070
11134 : Rural Broadband Project	112,748	-	52,824	-	-	-	44,923	15,001	-	-
Total Funding	152,163	-	52,824	-	3,345	-	44,923	15,001	-	36,070

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**York Regional Police
2023 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
P29010 : Vehicles - Replacement & Additional	4,173	4,470	4,550	5,650	4,740	4,830	4,930	5,730	5,130	6,450	5,340	5,440	52,790	-	61,433	10,200
P29011 : Business Intelligence	62	120	610	170	170	170	170	170	100	100	100	100	1,860	-	2,042	610
P29014 : Specialized Equipment - Support Services	0	239	234	384	106	-	-	552	185	-	-	-	1,461	-	1,700	234
P29015 : Specialized Equipment - Telephone	-	-	-	-	-	-	-	-	-	-	700	-	700	-	700	-
P29017 : Specialized Equipment - Growth Staff	1,091	1,338	1,987	1,282	1,313	1,346	1,544	1,319	1,323	1,324	1,326	1,341	14,105	-	16,534	1,987
P29018 : Specialized Equipment - Road Safety	-	256	-	-	-	-	-	-	-	816	-	-	816	-	1,072	-
P29020 : #1 District HQ	21,246	2,340	600	40	-	-	-	-	-	-	-	-	640	-	24,226	640
P29022 : Information Technology Hardware & Software	1,069	2,550	2,890	2,840	2,860	2,913	2,933	2,963	3,027	3,057	3,087	3,031	29,601	-	33,220	2,890
P29023 : Specialized Equipment - Technical Investigations	-	-	220	220	220	220	220	220	220	220	220	-	1,980	-	1,980	220
P29024 : Digital Evidence and Camera Systems	456	1,266	1,620	1,928	1,864	1,867	1,873	1,879	1,885	1,936	1,941	1,947	18,740	-	20,462	1,620
P29028 : Portable and Mobile Radio Replacements	1,202	1,152	2,352	-	-	-	-	-	2,352	2,352	-	-	7,056	-	9,410	2,352
P29030 : IT Infrastructure and Applications	651	839	1,249	969	969	969	969	969	969	969	969	969	9,970	-	11,460	1,249
P29032 : Data Governance Retention Management	-	-	-	-	-	1,000	-	-	-	-	-	-	1,000	-	1,000	-
P29033 : Renovations to Existing Facilities	643	1,015	1,450	1,230	1,260	1,290	1,320	1,360	1,401	1,443	1,486	1,531	13,771	-	15,429	1,450
P29034 : Connected Officer	135	1,056	1,403	770	1,024	1,024	970	965	947	931	1,289	922	10,245	-	11,436	1,403
P29035 : Closed Circuit	105	100	-	-	-	-	-	-	716	-	-	-	716	-	921	-
P29036 : Computer Aided Dispatch - Records Management System	-	-	-	-	-	3,700	250	-	-	-	-	250	4,200	-	4,200	-
P29037 : Marine Patrol Boat	-	-	-	-	-	-	-	-	250	1,220	-	-	1,470	-	1,470	-
P29042 : Radio System	385	190	190	-	-	-	-	-	-	-	-	-	190	-	765	190
P29044 : People Systems	289	540	800	410	-	-	-	-	-	-	-	-	1,210	-	2,039	800
P29047 : Specialized Equipment - Forensic Equipment	801	225	541	264	-	-	-	-	247	-	616	126	1,794	-	2,820	541
P29048 : YRP Net Rewrite	-	-	-	150	-	-	-	-	150	-	-	-	300	-	300	-
P29049 : Disaster Recovery Plan	175	270	100	-	-	-	-	-	-	-	-	-	100	-	545	100
P29050 : Air Operations	291	40	100	-	100	1,218	718	578	919	100	152	881	4,766	-	5,097	100
P29052 : District / Major Renovations	-	-	-	-	-	-	-	-	-	-	-	12,750	12,750	-	12,750	-
P29054 : Air Operations Helicopter	-	5,787	1,263	-	-	-	-	-	-	-	-	-	1,263	-	7,050	1,263
P29055 : 240 Prospect Renovation	98	500	3,350	-	-	-	-	-	-	-	-	-	3,350	-	3,948	3,350
P29056 : PS Leasehold Improvements	1,342	860	-	-	-	-	-	-	-	-	-	-	-	-	2,202	-
P29059 : Consolidated Leased Premises	-	-	-	-	-	-	-	-	-	-	-	2,600	2,600	-	2,600	-

York Regional Police
2023 Budget Ten-Year Gross Expenditures

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
P29061 : Next Generation 911	-	-	1,358	-	-	-	-	-	-	-	-	-	1,358	-	1,358	1,358
Total Expenditures	34,215	25,153	26,867	16,307	14,626	20,547	15,897	16,705	19,821	20,918	17,226	31,888	200,802	-	260,170	32,557
Funding Sources:																
Program Specific Reserves	-	1,400	1,933	2,728	2,066	2,022	2,022	2,533	3,034	3,119	2,889	2,927	25,273	-	26,673	2,563
Debt Reduction Reserve	9,626	8,850	5,306	2,373	2,247	5,837	2,913	2,625	5,050	4,514	3,011	4,320	38,196	-	56,672	5,319
Asset Replacement Reserves	7,036	7,653	10,093	6,964	6,528	7,297	6,688	7,231	6,596	7,860	6,907	6,568	72,732	-	87,421	13,587
Development Charge Reserves	3,077	277	9,456	4,242	3,785	5,391	4,274	4,316	5,141	5,425	4,419	15,733	62,182	-	65,536	11,009
Other Recoveries	567	80	79	-	-	-	-	-	-	-	-	-	79	-	726	79
Planned Debenture Proceeds	13,909	6,893	-	-	-	-	-	-	-	-	-	2,340	2,340	-	23,142	-
Total Funding	34,215	25,153	26,867	16,307	14,626	20,547	15,897	16,705	19,821	20,918	17,226	31,888	200,802	-	260,170	32,557

York Regional Police 2023 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	Canada Community- Building Fund Reserve
P29010 : Vehicles - Replacement & Additional	52,790	1,375	-	37,161	-	-	-	-	14,254	-
P29011 : Business Intelligence	1,860	-	1,359	-	-	501	-	-	-	-
P29014 : Specialized Equipment - Support Services	1,461	187	-	879	-	395	-	-	-	-
P29015 : Specialized Equipment - Telephone	700	-	511	-	-	-	-	-	189	-
P29017 : Specialized Equipment - Growth Staff	14,105	-	-	-	-	-	-	-	14,105	-
P29018 : Specialized Equipment - Road Safety	816	-	596	-	-	220	-	-	-	-
P29020 : #1 District HQ	640	-	201	-	-	-	-	-	439	-
P29022 : Information Technology Hardware & Software	29,601	16,901	-	12,700	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	1,980	-	1,449	-	-	-	-	-	531	-
P29024 : Digital Evidence and Camera Systems	18,740	3,541	5,256	4,883	-	-	-	-	5,060	-
P29028 : Portable and Mobile Radio Replacements	7,056	-	3,434	1,717	-	-	-	-	1,905	-
P29030 : IT Infrastructure and Applications	9,970	3,051	6,482	437	-	-	-	-	-	-
P29032 : Data Governance Retention Management	1,000	-	-	730	-	-	-	-	270	-
P29033 : Renovations to Existing Facilities	13,771	-	-	11,017	-	2,754	-	-	-	-
P29034 : Connected Officer	10,245	-	6,727	752	-	-	-	-	2,766	-
P29035 : Closed Circuit	716	-	523	-	-	193	-	-	-	-
P29036 : Computer Aided Dispatch - Records Management System	4,200	-	3,065	-	-	-	-	-	1,135	-
P29037 : Marine Patrol Boat	1,470	-	-	1,073	-	397	-	-	-	-
P29042 : Radio System	190	-	81	-	-	30	-	79	-	-
P29044 : People Systems	1,210	-	883	-	-	327	-	-	-	-
P29047 : Specialized Equipment - Forensic Equipment	1,794	-	-	1,310	-	484	-	-	-	-
P29048 : YRP Net Rewrite	300	218	-	-	-	82	-	-	-	-
P29049 : Disaster Recovery Plan	100	-	73	-	-	27	-	-	-	-
P29050 : Air Operations	4,766	-	3,406	73	-	1,049	-	-	238	-
P29052 : District / Major Renovations	12,750	-	1,275	-	-	-	-	-	11,475	-
P29054 : Air Operations Helicopter	1,263	-	922	-	-	-	-	-	341	-
P29055 : 240 Prospect Renovation	3,350	-	335	-	-	-	-	-	3,015	-
P29059 : Consolidated Leased Premises	2,600	-	260	-	-	-	-	-	2,340	-
P29061 : Next Generation 911	1,358	-	1,358	-	-	-	-	-	-	-

**York Regional Police
2023 Budget Ten-Year Funding**

(in \$000s)	Ten-Year Funding Total	Program Specific Reserves	Debt Reduction Reserve	Asset Replacement Reserves	General Capital Reserve	Development Charge Reserves	Grants & Subsidies	Other Recoveries	Planned Debtenture Proceeds	Canada Community- Building Fund Reserve
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	55,723	-	-	(55,723)	-
Total Funding	200,802	25,273	38,196	72,732	-	62,182	-	79	2,340	-

**York Regional Police
2023 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	Canada Community-Building Fund Reserve
P29010 : Vehicles - Replacement & Additional	10,200	630	-	6,815	-	-	-	-	2,755	-
P29011 : Business Intelligence	610	-	447	-	-	163	-	-	-	-
P29014 : Specialized Equipment - Support Services	234	33	-	138	-	63	-	-	-	-
P29017 : Specialized Equipment - Growth Staff	1,987	-	-	-	-	-	-	-	1,987	-
P29020 : #1 District HQ	640	-	201	-	-	-	-	-	439	-
P29022 : Information Technology Hardware & Software	2,890	1,650	-	1,240	-	-	-	-	-	-
P29023 : Specialized Equipment - Technical Investigations	220	-	161	-	-	-	-	-	59	-
P29024 : Digital Evidence and Camera Systems	1,620	250	-	933	-	-	-	-	437	-
P29028 : Portable and Mobile Radio Replacements	2,352	-	-	1,717	-	-	-	-	635	-
P29030 : IT Infrastructure and Applications	1,249	-	812	437	-	-	-	-	-	-
P29033 : Renovations to Existing Facilities	1,450	-	-	1,160	-	290	-	-	-	-
P29034 : Connected Officer	1,403	-	272	752	-	-	-	-	379	-
P29042 : Radio System	190	-	81	-	-	30	-	79	-	-
P29044 : People Systems	800	-	584	-	-	216	-	-	-	-
P29047 : Specialized Equipment - Forensic Equipment	541	-	-	395	-	146	-	-	-	-
P29049 : Disaster Recovery Plan	100	-	73	-	-	27	-	-	-	-
P29050 : Air Operations	100	-	73	-	-	27	-	-	-	-
P29054 : Air Operations Helicopter	1,263	-	922	-	-	-	-	-	341	-
P29055 : 240 Prospect Renovation	3,350	-	335	-	-	-	-	-	3,015	-
P29061 : Next Generation 911	1,358	-	1,358	-	-	-	-	-	-	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	10,047	-	-	(10,047)	-
Total Funding	32,557	2,563	5,319	13,587	-	11,009	-	79	-	-

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**Yonge North Subway Extension
2023 Budget Ten-Year Gross Expenditures**

(in \$000s)	Actuals to Dec 31/21	2022 Forecast	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Ten-Year Total	Balance to Complete	Total Project Cost	Capital Spending Authority
Gross Expenditures:																
13100 : Yonge North Subway Extension	-	-	-	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	1,046,881	73,119	1,120,000	1,120,000
Total Expenditures	-	-	-	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	1,046,881	73,119	1,120,000	1,120,000
Funding Sources:																
Program Specific Reserves	-	-	-	889	15,392	25,158	38,606	37,790	32,929	43,322	40,913	26,723	261,720	18,280	280,000	280,000
Development Charge Reserves	-	-	-	2,668	-	-	-	-	-	-	-	-	2,668	-	2,668	2,668
Planned Debuture Proceeds	-	-	-	0	46,175	75,473	115,818	113,369	98,786	129,965	122,739	80,168	782,493	54,840	837,332	837,332
Total Funding	-	-	-	3,557	61,566	100,631	154,424	151,159	131,714	173,287	163,652	106,891	1,046,881	73,119	1,120,000	1,120,000

**Yonge North Subway Extension
2023 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	Canada Community- Building Fund Reserve
13100 : Yonge North Subway Extension	1,046,881	261,720	-	-	-	-	-	-	785,160	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	2,668	-	-	(2,668)	-
Total Funding	1,046,881	261,720	-	-	-	2,668	-	-	782,493	-

**Yonge North Subway Extension
2023 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	Canada Community-Building Fund Reserve
13100 : Yonge North Subway Extension	1,120,000	280,000	-	-	-	-	-	-	840,000	-
DC_Funding_Adj : Development Charge Debt Avoidance	-	-	-	-	-	2,668	-	-	(2,668)	-
Total Funding	1,120,000	280,000	-	-	-	2,668	-	-	837,332	-

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UNFUNDED PRIORITY CAPITAL PROJECTS APPENDIX

As the Capital Budget chapter notes, the need to fund the Region's share of the Yonge North Subway Extension while remaining fiscally sustainable meant that some affordable housing projects and an expanded bus rapid transit network could not be included in the capital plan presented in the budget book. They can go forward only with the support of senior governments, and to date funding has not been committed. The table below outlines these projects. The capital plan includes spending to advance these projects to a state of readiness however.

10-year unfunded priority capital projects

(\$ in 000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	10-Year Total
Community and Health Services											
Housing Regeneration Expansion-New Build	-	11,550	23,625	10,900	23,292	42,667	61,250	40,583	19,083	500	233,450
62 Bayview Parkway (Passive) Affordable Housing Development	-	-	25,250	27,250	27,250	500	-	-	-	-	80,250
Nobleview Pine Affordable Housing Development	-	-	20,233	21,833	21,833	500	-	-	-	-	64,399
Armitage Garden Affordable Housing Development	-	480	3,000	8,333	8,333	8,333	500	-	-	-	28,979
14th Avenue Box Grove Affordable Housing Development	-	7,625	7,625	500	-	-	-	-	-	-	15,750
Subtotal	-	19,655	79,733	68,816	80,708	52,000	61,750	40,583	19,083	500	422,828
York Region Rapid Transit Corporation											
Priority Bus Rapid Transit Construction	-	-	7,000	7,000	255,267	255,267	255,267	255,267	255,266	248,794	1,539,128
Subtotal	-	-	7,000	7,000	255,267	255,267	255,267	255,267	255,266	248,794	1,539,128
Total Unfunded Priority Projects	-	19,655	86,733	75,816	335,975	307,267	317,017	295,850	274,349	249,294	1,961,956

Note: The Housing Regeneration Expansion-New Build line includes project sites in Aurora, Stouffville (Phase 2), Markham (Phase 2) and East Gwillimbury

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GLOSSARY

Accrual	The accrual basis of accounting recognizes revenue in the period in which the transactions or events occurred that gave rise to the revenues, and expenses when the goods or services are acquired, whether or not payment has been made or invoices received.
Amortization	A non-cash expense that represents the fraction of the historical cost of the Region's tangible capital assets that is used up during the reporting period. In the view of the Public Sector Accounting Board, amortization expense reflects the cost of using the asset for the year.
Annual Repayment Limit	The limit set by provincial regulation on a municipality's debt charges, calculated annually by the province as the municipality's "debt and financial obligation limit." The limit is 25% of a municipality's own source revenues, as defined in the regulation and excluding development charge collections. In 2011, the province amended the regulation to allow York Region to increase its limit by adding a growth-related "cost supplement" amounting to 80% of the average of the last three fiscal years of estimated development charge collections.
Audit	An external audit is the highest level of assurance service that an independent Chartered Professional Accountant (CPA), Licensed Public Accountant, performs and is intended to provide a user comfort on financial statements' accuracy.
Assessment Value	Value of property as determined by the Municipal Property Assessment Corporation. It is provided (or "returned") to municipalities in December as the basis for property taxation in the following year.
Assessment Growth, Assessment Growth Revenue	The increase in assessment value during the year as the result of new properties and improvements to existing properties. In preparing a budget, the current year's associated revenue is forecast as part of expected revenues for the following budget year, when the tax on the new or improved property will be levied.
Asset Retirement Obligations	A non-cash accrual expense that represents a legal obligation associated with the retirement of a capital asset.
Balanced Budget	As required for Ontario municipalities under the Municipal Act, municipal budgets must be balanced, i.e., the estimated revenues must be equal to estimated spending.
Bond	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. See also debenture.
Budget	A policy and a financial plan that puts resources in place to implement goals and priorities of the organization, ensuring reliable public service delivery.

Capital Asset	A non-financial asset that is expected to last longer than one year and is designed, built, acquired, developed, or renewed, to deliver Regional services. Examples include roads, buildings, vehicles, land, water mains, paramedic stations, and community housing.
Capital Budget	The budget for the planning, design, construction/acquisition and renewal of the Region's capital assets.
Capital Expenditure	Planned or actual spending on the planning, design, construction/acquisition and renewal of the Region's capital assets.
Capital Reserves	Reserves for future capital spending. Examples include capital asset replacement reserves and development charge reserves.
Capital Spending Authority	Capital Spending Authority (CSA) is the authority from Council to commit funding to a capital project. The authority may span several years for multi-year projects.
Compensation and Inflation	Incremental costs resulting from cost of living adjustments.
Contractual Commitments and Rate Adjustments	Incremental costs resulting from cost or rate increases specified in multi-year contracts or other agreements with service providers.
Contributions to Capital Reserves	Funds contributed to reserves in the operating budget which are used to fund projects in the capital budget.
Contributions to Non-Capital Reserves	Contributions to reserves other than capital reserves.
Conversion	Temporary employee that is converted to permanent. Please see Full-Time Equivalent (FTE) for more details.
Council	The governing body of 21 elected officials plus the Regional Chair that sets policies, direction and priorities for York Region, including the approval of strategies, Regional plans, budgets, and by-laws.
Debenture	A debt instrument promising to pay back borrowed money on a specified date, normally with periodic payments of interest required before repayment. A debenture is typically issued against the general ability of the borrower to repay, as opposed to being secured by specific assets.
Debt	Money owed by the Region. For Ontario municipalities, debt normally consists of debentures and notes and cash loans from financial institutions, and may also include loans from the municipality's own reserves.
Debt and Financial Obligation Limit	See Annual Repayment Limit.
Department	A unit of York Region that delivers a unique group of services. Departments may be further subdivided into branches and programs.

Development Charges	Fees levied on new residential and non-residential development to help recover costs for growth-related infrastructure. Development charges are set by the Regional Council through a Development Charge Bylaw, which is updated at least every 10 years.
Direct Charges, Allocations and Recoveries	The incremental impact of direct charges and allocations within the departments and the recovery of staffing costs associated with the construction and planning of projects.
Efficiencies and Program Reduction	Includes organizational savings in time and money as a result of operating more cost-effectively, and program adjustments to reflect revenue and spending projections.
Employee	An individual who is hired to perform a task or service, in return for compensation. The individual receives a T-4 slip from York Region. See also full-time equivalent.
Enhancing Service Levels	Increasing the level and quality of services currently provided per capita.
Fees and Charges	Amounts paid by individuals or organizations to the Region for the use of Regional services or facilities; examples include transit fares and charges for long-term care home residency.
Fiscal Year	The year as defined for budgeting and accounting purposes, which in the case of York Region coincides with the calendar year.
Full Time Equivalent (FTE)	A way of standardizing hours worked by employees, calculated by dividing the hours worked in a week by normal full-time hours for the position and multiplied by the proportion of the year worked.
Fund, Fund Balance	See Reserve Fund.
Grant	A financial contribution from another level of government to support a particular function, service or program. A grant can be conditional (restricted to certain uses or requiring certain conditions to be met) or unconditional. See also Subsidy.
Infrastructure	A system of capital assets that deliver such public services as: transportation, water, wastewater, law enforcement, emergency services, and community housing.
Local Municipality	A municipality located within York Region.
Maintaining Existing Service Levels	Committing to keep the existing service level as the population grows, which generally involves higher costs. See also Status Quo.
Municipal Act	A consolidated provincial statute governing the extent of powers and duties, internal organization and structure of municipalities in Ontario.
Net Tax Levy	The portion of the operating budget that must be paid by the tax levy after all other funding sources, including grants and user fees, are taken into account.

Net Debenture Financing of Capital Projects	Debt servicing costs, consisting of principal and interest, netted against contributions from development charge reserve draws.
Operating Budget	Outlines spending to deliver services today and save for future needs.
Operating Impact of Capital	Operating costs of new capital assets as they come into service, including salaries, debt service, maintenance and contract costs, and contribution to reserves.
Policy	A course of action or inaction, a framework, approved by the Regional Council, setting policy goals and providing instruments to address particular problems in the best of public interest.
Principal	The funds provided by borrowing.
Program	A specific service and service level mandated by legislation or Regional Council.
Property Assessment	See Assessment Value.
Reserve	Money designated by Council for a particular purpose that is not held separately from the Region's general financial assets. Interest earned on reserves is reported as operating fund earnings.
Reserve Fund, Reserve Fund Balance	Money designated for a particular purpose that is held separately from the Region's other financial assets. Interest earned on reserves is held within the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council. The reserve fund balance is the amount of money in a reserve fund at a given date.
Status Quo	Cost of continuing the existing levels of service from one budget year to the next, before taking population growth into account. See also Maintaining Existing Service Levels and Enhancing Service Levels.
Subsidy	An amount received from the federal or provincial government to partially or wholly offset the cost of some services delivered by the Region or under contract to the Region. See also Grant.
Supplementary Taxes	Property taxes collected on increased assessment value during the year, before becoming "assessment growth revenue" in the following year. The amount assumed is net of tax write-offs.
Surplus	Total underspending compared to budget. The surplus management policy determines how any surplus is to be allocated to reserves.
Tax Levy	York Region's portion of funds that are collected through property taxes on taxable and payment-in-lieu assessment of the residential, farm, commercial, industrial and other categories of property.

