



# 2014

BUSINESS PLAN & BUDGET

# OPERATING

**As Approved at Regional Council on**

**December 19, 2013**

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## York Region

One of six regional governments in Ontario, York Region provides many services to residents, businesses and visitors, including:

Water and Wastewater  
Regional Transportation  
Waste Management  
Police Services  
Emergency Medical Services  
Family and Children's Services  
Financial Support  
Employment Support  
Housing  
Public Health  
Long-Term Care  
Planning and Economic Development  
Court Services

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## 2011 to 2015 Strategic Plan Priority Areas

Continue to deliver and sustain critical infrastructure  
Improve social and health supports  
Increase the economic vitality of the region  
Focus growth along regional centres and corridors  
Manage Region finances prudently  
Make regional services more user-friendly  
Strengthen organizational capacity

## The Business Plan and Budget Supports the Region's Strategic Plan

York Region provides services that are fundamental to the quality of life and economic prosperity of residents and businesses. The 2014 Operating Business Plan and Budget outlines how financial resources will be applied and managed to deliver these services. The Business Plan and Budget document helps align efforts to achieve both near and long-term goals for our community, including the strategic priorities outlined in *Vision 2051*.

Since the creation of the Region in 1971, its population has grown dramatically. In just over 40 years, the Region's population has increased nearly seven-fold, from 169,000 in 1971 to over 1,159,100 projected for 2014. To help plan for the future and guide programs, services and initiatives, York Region developed *Vision 2051*, its third long-term strategic planning blueprint. The principles that inspire the long-term vision were then translated into priority areas for action in *From Vision to Results: 2011 to 2015 Strategic Plan*.

The Business Plan and Budget targets resources and aligns efforts to ensure that programs and services help achieve long-term goals while addressing current needs and priorities. The challenge of the budget process is to meet the many and varied needs of residents and businesses at a cost that is reasonable to taxpayers.

The Region has adopted a multi-year budgeting framework to guide the business planning process. The multi-year framework is intended to achieve better coordination of strategic priorities, provide greater certainty in managing expenditures, and improve fiscal discipline. The tabled budget only included fiscal years that remain in the Council term. The current term of Council began in 2010 and ends in 2014. Therefore, only the budget for 2014 was tabled.

## Operating Budget Framework

### Step 1 – Base:

Costs required to maintain existing service levels (salaries and benefits, utilities and contracted services), less reductions / efficiencies / other savings

### Step 2 - Mandatory / Legislative:

Non-discretionary costs imposed by others (e.g., federal / provincial government)

### Step 3 – Annualization:

Additional costs of full-year implementation of prior year commitments

### Step 4 – Growth:

Costs required to maintain existing levels of service for the Region's growing population

### Step 5 – Enhancements:

New services or enhanced levels of existing services

## York Region uses an organized framework for budget development

The Region uses an analytical framework to inform and guide its annual business plan and budget development and review process. This framework clearly distinguishes between discretionary and uncontrollable cost increases, considers the costs of growth, and identifies costs and revenues that result from the policies and actions of the provincial and federal governments.

The first stage of budget review includes an analysis of inflationary pressures, such as wage, contract and price adjustments. The following price increase assumptions were used to develop the 2014 Budget:

- Electricity prices – 6.0%
- Natural gas prices – 3.0%
- Inflation (Consumer Price Index) – 1.9%
- Construction Price Index – 2.4%
- Water – 10.0%
- Diesel and gasoline – \$1.00 per litre, plus \$0.15 per litre held as a contingency

Base budgets are reviewed to identify areas for cost savings and efficiencies. Efficiencies and program reductions are used to offset base pressures. A review of mandatory pressures, as well as the full-year impact of prior year decisions, is also conducted. Contingent on available funding, consideration is then given to proposed growth and enhancement initiatives.

The application of the framework results in a proposed budget for Council's consideration. Assessment growth is applied to reduce the impact on the tax levy. Property taxation represents the most significant source of revenue for the Region.

## Budget Review and Approval

The proposed 2014 Business Plan and Budget was tabled at Council on November 21, 2013. The Business Plan and Budget includes a detailed 2014 budget for consideration by Council.

In 2013 York Region adopted a one-year Committee of the Whole pilot project in an effort to save time and streamline working processes. Following the tabling of the Budget at Council on November 21, 2013, departmental budgets were reviewed by Committee of the Whole in two separate sessions, December 5, 2013 and December 12, 2013.

Following completion of Committee of the Whole reviews, the 2014 proposed budget was amended as necessary, and referred back to Council. Subsequently, the 2014 Business Plan and Budget was reviewed and adopted by Council on December 19, 2013.



Budget tabling is the first formal step towards adoption by Council

Proposed departmental budgets are then reviewed by Committee of the Whole

Amendments, if necessary, are made to the budget

Council reviewed and adopted the 2014 Business Plan and Budget on December 19, 2013

## 2014 Operating Budget Highlights

\$1.8 billion gross operating budget

\$891.9 million net operating expenditures

Assessment growth of \$17.7 million or 2.1%

Overall tax levy increase in 2014 of 1.54%

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Funding will support additional services for a growing population, including additional...

Police services

Emergency Medical Services

Roads, transit and traffic management operations

Child care fee assistance and early intervention for children with special needs

Permanent and transitional housing and homelessness prevention

Employment support

## The 2014 Operating Budget

### Base, Mandatory and Annualization

The cost increase required to maintain base service levels in 2014 is \$12.2 million. This excludes prior year commitments and non-discretionary costs imposed by others in 2013. Program reductions and efficiencies offset base cost pressures.

Mandatory commitments for payments to Social Housing providers, Municipal Property Assessment Corporation (MPAC), and Ontario Works are offset by provincial uploads and increased funding. In 2014, savings under this category reduce the tax levy by \$3.9 million.

Prior year commitments, or “annualizations”, for debt-financed projects, the commitment to increase funding for capital asset replacement, and the impact of the full-year costs of various initiatives result in a \$13.4 million increase in the tax levy.

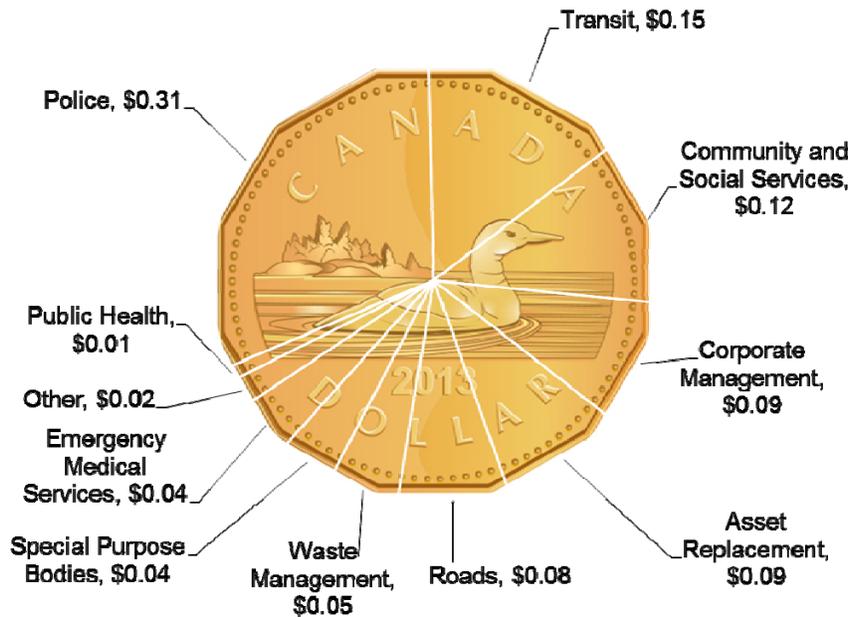
### Growth and Enhancement

Extending current levels of services to a larger population, enhancement of existing services, and new initiatives are funded by the tax levy and assessment growth. Additional funding to cover the cost of Regional services for new residents and businesses, such as roads, transit, waste management, police, emergency services, and employment support, is required. The approved growth and service enhancements add \$9.3 million to the tax levy.

All these pressures are offset by assessment growth of 2.1%, resulting in an overall tax levy change of 1.54% in 2014.

## Where will your tax dollar go?

In 2014, 71 cents of each tax dollar will be allocated to Police, Transit, Roads, and Community and Health Services.



**In 2014, York Region will...**

- Manage over 374,000 tonnes of solid waste
- Fund and administer approximately 6,000 social housing units
- Provide financial assistance to a projected average of 6,180 households through Ontario Works
- Provide transit services to a projected 24.0 million riders
- Maintain a bus fleet consisting of approximately 500 vehicles
- Maintain over 3,600 lane kilometres that form the growing regional road network
- Deliver police services throughout the Region with over 2,100 officers and civilian staff

The 2014 approved outlook was subject to review and direction from Council as part of 2013 budget process.

As part of the multi-year fiscal planning process, Council will consider the detailed budget and outlooks for years remaining in the four-year term. The current Council term began in 2010 and ends in 2014. Only the budget for 2014 will be tabled.

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## 2014 Approved Outlook Highlights

\$1.8 billion gross operating budget

\$893.2 million net operating expenditures

Projected assessment growth of \$17.2 million or 2.0%

Projected 1.75% tax levy increase

## Multi-Year Fiscal Planning and The 2014 Comparison to Approved Outlook

The Region continues to make progress in its efforts to transition to multi-year fiscal planning. Multi-year planning helps to ensure budget decisions are consistent with strategic plans and helps to promote long-term fiscal sustainability. The process aims to provide more comprehensive information on future trends and pressures to support sound long-term financial management.

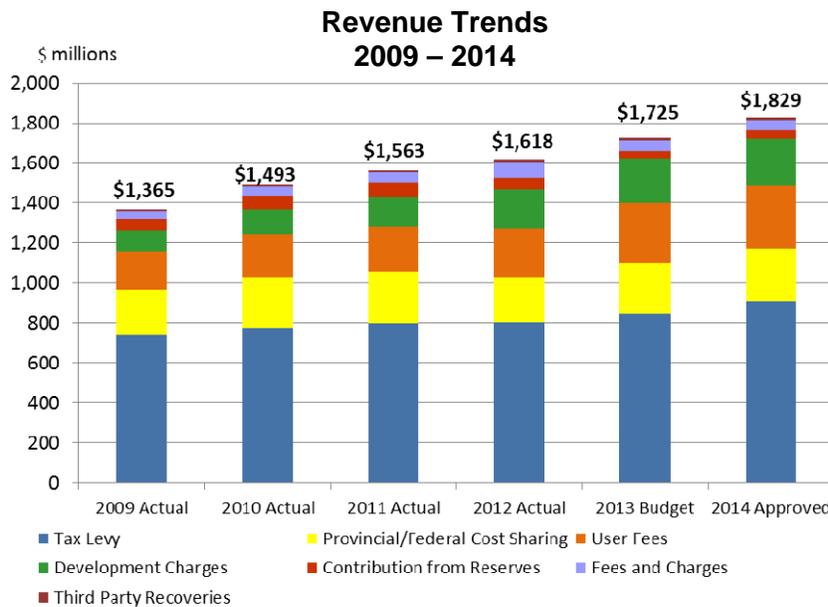
With the adoption of a multi-year fiscal planning framework, budget estimates will be developed for four years: the upcoming fiscal year and for the succeeding three outlook years. The goal ultimately is for Council to approve the detailed budget for the upcoming year and the targets for the three outlook years. This “1 plus 3” timeframe is intended to coincide with Council terms, beginning in 2015.

This year, Council approved budget details for the upcoming fiscal year and compared it against the 2014 outlook, which had been approved one year ago as part of the 2013 budget cycle. The approved outlook for 2014 forecasted a 1.75% tax levy increase.

The multi-year fiscal plan will need to take into account infrastructure and human service requirements for a growing population, building reserves, managing debt, and saving for asset renewal and replacement.

## Sources of Revenue

Property taxes represent the most significant source of revenue to fund programs and services; about half of the Region's operating costs are covered by tax levy revenue. The remaining half of operating expenditures are primarily covered through provincial/federal funding, development charges for the repayment of growth-related debt charges, user fees, such as transit fares and water and wastewater rates, and draws on reserves.



Taxable assessment is an indicator of fiscal capacity of York Region. Current Value Assessment (CVA) represents the fair market value of property as of a certain date. Based on preliminary information from the Municipal Property Assessment Corporation, the Region's CVA grew by 2.1% in 2013, which reduces the tax levy requirements in 2014.

York Region Assessment Growth							
Year	Growth %	Year	Growth %	Year	Growth %	Year	Growth %
1998	3.8	2002	3.8	2006	3.2	2010	3.1
1999	4.4	2003	3.8	2007	2.7	2011	2.9
2000	4.1	2004	4.9	2008	2.8	2012	2.3
2001	5.1	2005	3.7	2009	2.7	2013	2.1

Source: York Region Finance Department, November, 2013.  
\* Based on MPAC information.

About half of the Region's operating costs are funded by tax levy revenue

### How Regional Property Taxes are Collected

The Region provides a tax requisition to the nine local municipalities who levy taxes based on separate tax rates for regional purposes. The approved net tax levy budget is apportioned to each of the nine local municipalities based on its weighted current value assessment. To raise the approved levy amount from the local municipalities, York Region is given authority by the Province to set tax ratios and tax rates.

Preliminary MPAC information shows 2.1% growth in York Region Current Value Assessment in 2013

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## Key Highlights

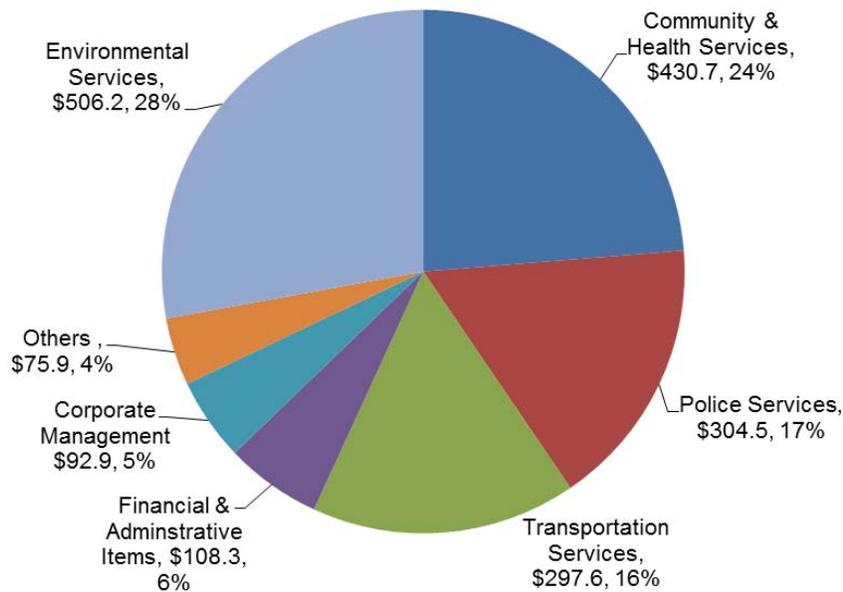
### Operating Budget

- The 2014 Business Plan and Budget provides \$1.8 billion for gross operating expenditures.
- The net operating expenditures are \$891.9 million.
- This represents a net increase of \$30.9 million, or 3.6% from the 2013 budget.
- Increased revenue from 2013 assessment growth is equivalent to 2.1% in the 2014 budget.
- A 1.54% increase in the net tax levy is required.

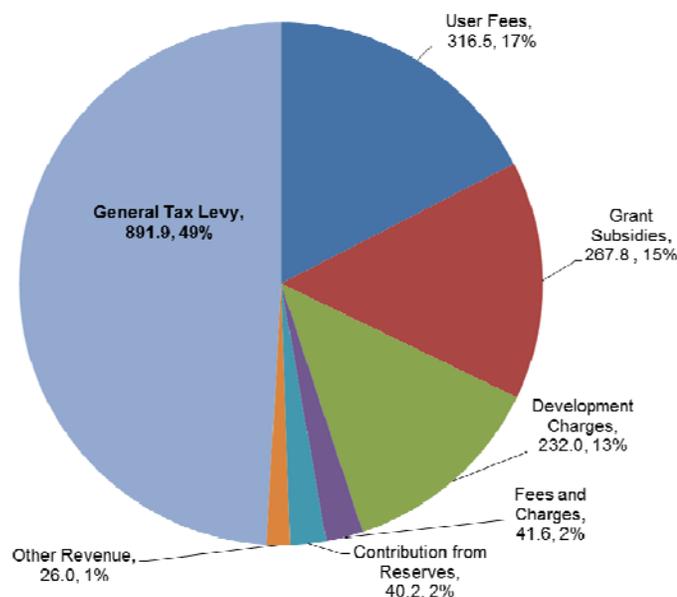
### Water & Wastewater Rate Budget

- The Water and Wastewater budget includes \$437.1 million for gross operating expenditures.
- The 2014 average water rate is 85.60 cents per cubic meter.
- The 2014 average wastewater rate is 108.31 cents per cubic meter.
- The blended water and wastewater rate increase is 10% in 2014.

## 2014 Gross Operating Expenditures of \$1.8 Billion By Department (in \$ Millions)



## 2014 Operating Revenues of \$1.8 Billion By Category (in \$ Millions)



## Summary of 2014 Approved Operating Budget

(\$ 000's)	2013 Budget		2014 Approved		Budget Change		% Change
	Gross	Net	Gross	Net	Gross	Net	Net
<b>Transportation and Community Planning</b>							
York Region Transit/Viva	181,994	98,534	179,247	94,278	(2,747)	(4,257)	(4.32%)
Contribution to Capital	8,100	8,100	9,100	9,100	1,000	1,000	12.35%
Roads	55,788	39,838	63,621	43,085	7,833	3,247	8.15%
Contribution to Capital	27,072	27,072	26,005	26,005	(1,067)	(1,067)	(3.94%)
Traffic Management & ITS	16,188	14,080	16,235	14,807	47	727	5.17%
Contribution to Capital	4,355	4,355	2,180	2,180	(2,175)	(2,175)	(49.94%)
Transportation Program Support	1,110	0	1,210	0	100	0	-
<b>Sub Total</b>	<b>294,607</b>	<b>191,979</b>	<b>297,598</b>	<b>189,455</b>	<b>2,991</b>	<b>(2,524)</b>	<b>(1.31%)</b>
<b>Environmental Services</b>							
Waste Management	61,900	42,758	62,129	42,482	230	(276)	(0.64%)
Water and Wastewater Services	402,772	-	406,486	-	3,714	-	-
Contribution to Capital	13,574	-	30,604	-	17,030	-	-
Natural Heritage & Forestry	5,720	4,888	6,088	5,267	369	379	7.75%
Contribution to Capital	930	930	925	925	(5)	(5)	(0.54%)
<b>Sub Total</b>	<b>484,896</b>	<b>48,577</b>	<b>506,233</b>	<b>48,675</b>	<b>21,337</b>	<b>98</b>	<b>0.20%</b>
<b>Community &amp; Health Services</b>							
Employment & Financial Support	95,851	19,552	99,614	20,066	3,763	513	2.63%
Family & Children's Services	78,994	15,842	79,661	16,463	667	621	3.92%
Housing Services	70,940	44,310	76,089	46,058	5,149	1,748	3.95%
Long Term Care	38,088	14,053	38,368	13,810	280	(243)	(1.73%)
Public Health	56,626	11,742	58,586	12,431	1,960	689	5.87%
Emergency Medical Services	57,338	28,397	64,667	32,817	7,329	4,420	15.57%
Contribution to Capital	3,014	3,014	0	0	(3,014)	(3,014)	(100.00%)
Strategies and Partnerships	12,968	12,418	13,679	13,198	711	780	6.28%
Business Operations & Quality Assurance	(0)	(0)	(0)	(0)	0	0	(0.78%)
<b>Sub Total</b>	<b>413,818</b>	<b>149,328</b>	<b>430,663</b>	<b>154,844</b>	<b>16,845</b>	<b>5,516</b>	<b>3.69%</b>
<b>Corporate Management</b>							
Office of the C.A.O.	15,008	10,836	15,783	11,692	775	856	7.90%
Finance	14,024	12,211	15,218	13,304	1,194	1,094	8.96%
IT Services	19,861	19,861	20,616	20,616	755	755	3.80%
Contribution to Capital	1,900	1,900	2,850	2,850	950	950	50.00%
Property Services	19,446	18,597	20,733	19,675	1,286	1,079	5.80%
Contribution to Capital	332	332	332	332	-	-	-
Legal Services	4,020	3,662	4,521	4,163	501	501	13.69%
Clerk's Office	3,358	3,353	3,511	3,507	154	154	4.58%
Human Resource Services	8,660	8,596	9,295	9,231	636	636	7.39%
<b>Sub Total</b>	<b>86,608</b>	<b>79,346</b>	<b>92,860</b>	<b>85,371</b>	<b>6,252</b>	<b>6,024</b>	<b>7.59%</b>
<b>Chair &amp; Council</b>	<b>2,054</b>	<b>2,054</b>	<b>2,173</b>	<b>2,113</b>	<b>119</b>	<b>59</b>	<b>2.89%</b>
<b>Financial Items - Asset Replacement</b>	<b>74,988</b>	<b>60,988</b>	<b>88,900</b>	<b>78,200</b>	<b>13,912</b>	<b>17,212</b>	<b>28.22%</b>
<b>Financial/Administrative Items *</b>	<b>26,790</b>	<b>18,578</b>	<b>19,429</b>	<b>13,613</b>	<b>(7,362)</b>	<b>(4,965)</b>	<b>(26.73%)</b>
Recovery from WWw (User Rate)		(6,010)		(6,417)		(407)	6.78%
<b>TOTAL REGIONAL OPERATING PROGRAMS</b>	<b>1,383,762</b>	<b>544,841</b>	<b>1,437,857</b>	<b>565,854</b>	<b>54,094</b>	<b>21,013</b>	<b>3.86%</b>
<b>Court Services</b>	<b>10,551</b>	<b>(144)</b>	<b>10,971</b>	<b>(1,991)</b>	<b>420</b>	<b>(1,847)</b>	<b>1280.89%</b>
<b>Boards &amp; Authorities</b>							
Conservation Authorities	6,581	6,581	7,570	7,570	989	989	15.03%
GO Transit	2,500	-	2,500	-	-	-	-
Hospital Capital Funding	13,363	13,363	13,638	13,638	275	275	2.06%
Property Assessment (MPAC)	16,900	16,900	17,046	17,046	146	146	0.86%
<b>Sub Total</b>	<b>39,343</b>	<b>36,843</b>	<b>40,754</b>	<b>38,254</b>	<b>1,410</b>	<b>1,410</b>	<b>3.83%</b>
<b>York Region Rapid Transit Corporation</b>	<b>18,997</b>	<b>11,766</b>	<b>22,023</b>	<b>11,735</b>	<b>3,025</b>	<b>(30)</b>	<b>(0.26%)</b>
<b>TOTAL OPERATING PROGRAMS</b>	<b>1,452,654</b>	<b>593,306</b>	<b>1,511,604</b>	<b>613,852</b>	<b>58,950</b>	<b>20,546</b>	<b>3.46%</b>
<b>Police Services</b>							
Police Services	283,213	261,746	304,505	278,070	21,292	16,324	6.24%
Contribution to Capital	5,900	5,900	0	0	(5,900)	(5,900)	(100.00%)
<b>Sub Total</b>	<b>289,113</b>	<b>267,646</b>	<b>304,505</b>	<b>278,070</b>	<b>15,392</b>	<b>10,424</b>	<b>3.89%</b>
<b>TOTAL OPERATING BUDGET</b>	<b>1,741,767</b>	<b>860,952</b>	<b>1,816,108</b>	<b>891,922</b>	<b>74,342</b>	<b>30,970</b>	<b>3.60%</b>
Revenue from Assessment Growth				(17,711)		(17,711)	(2.06%)
<b>TOTAL AFTER ASSESMENT GROWTH</b>	<b>1,741,767</b>	<b>860,952</b>	<b>1,816,108</b>	<b>874,211</b>	<b>74,342</b>	<b>13,258</b>	<b>1.54%</b>

\* Adjusted for Compensation Contract Settlement. Cost reallocated from Financial/Administrative Items to department budgets.

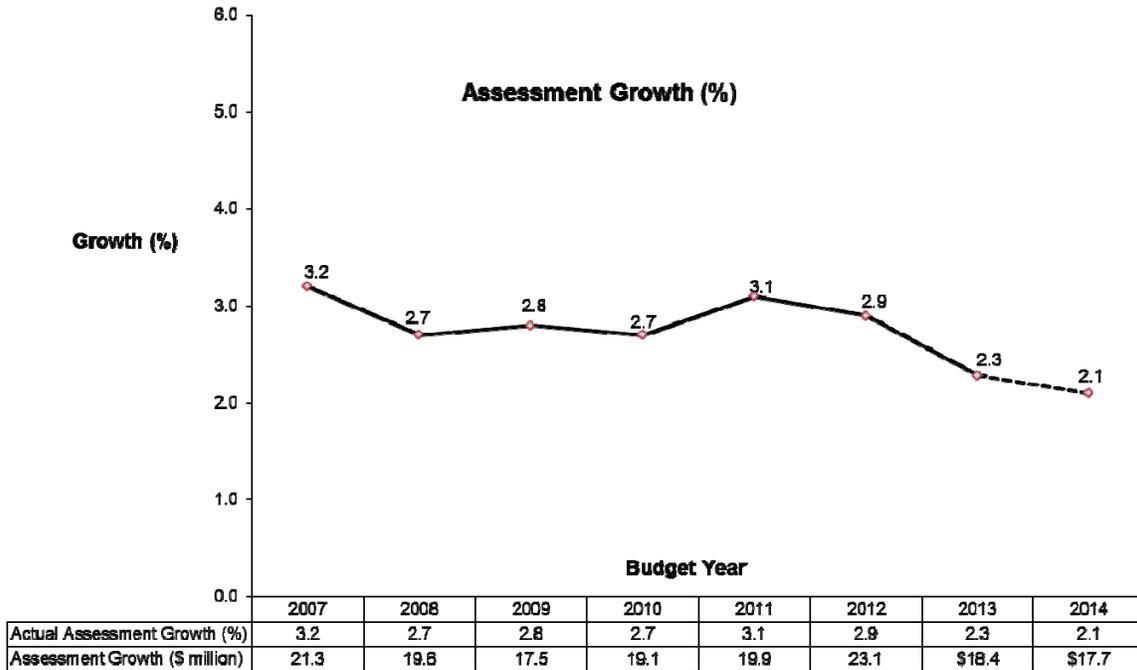
## Net Tax Levy Pressures

This table outlines the major drivers of the approved 2014 Operating Budget.

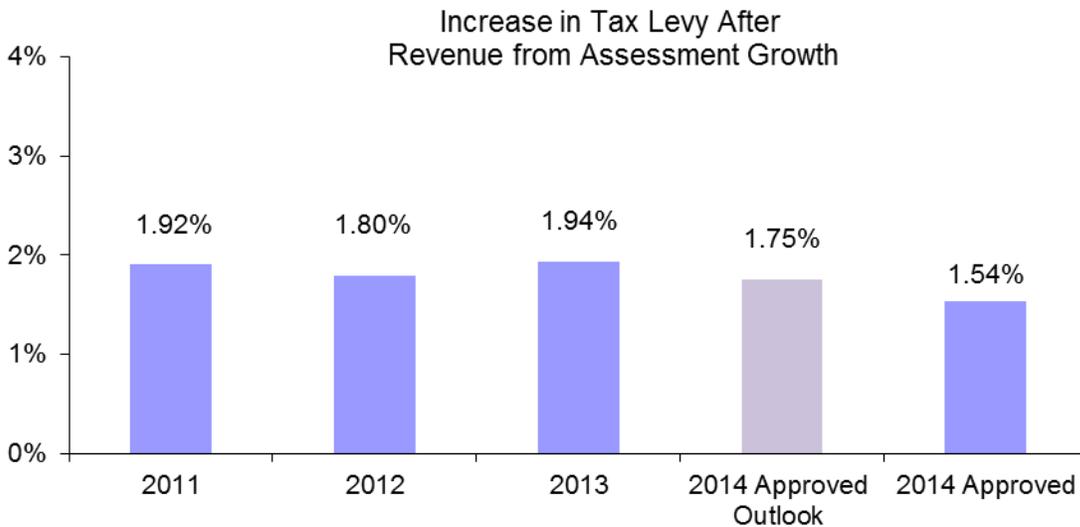
	2014 \$ millions	Tax Levy Impact
<b>Base</b>		
Operational base pressures	13.6	1.6%
York Regional Police operational base pressures	8.4	1.0%
Contribution to Debt Reduction Reserve	5.2	0.6%
Waste Management base pressures for Waste Disposal and Diversion net of blue box market revenue	2.2	0.3%
IT Development Reserve contribution	1.0	0.1%
Red Light Camera fine revenue	(1.2)	-0.1%
Transit revenue adjustment due to lower 2013 average fare and ridership, offset by 2014 fare increase and lower contractor costs	(2.1)	-0.2%
Reduction in contribution to Fiscal Stabilization Reserve	(5.7)	-0.7%
Less: Efficiencies/program reductions/other savings	(9.2)	-1.1%
<b>Total Base</b>	<b>12.2</b>	<b>1.4%</b>
<b>Mandatory/Legislated</b>		
Municipal Property Assessment Corporation (MPAC)	0.5	0.1%
Panorama program implementation (Public Health)	0.2	0.0%
Non Profit and Public Housing Program payments to Housing Providers	0.2	0.0%
Staffing requirements for mandatory Public Health program delivery ( 2.0 FTEs)	0.2	0.0%
Reduction in Employment and Financial Services caseload	(0.4)	0.0%
York Regional Police grant funding and uploading of Court Security & Prisoner Transportation	(0.7)	-0.1%
Provincial/Federal funding for Regional programs	(4.0)	-0.5%
<b>Total Mandatory</b>	<b>(3.9)</b>	<b>-0.5%</b>
<b>Annualization</b>		
Contribution to Capital Asset Replacement	12.1	1.4%
vivaNext (Road maintenance costs & Forestry corridor maintenance)	2.6	0.3%
Operating impact on paramedic resources as per EMS Master Plan (18.0 FTEs)	2.1	0.2%
York Regional Police (2013 staffing)	1.2	0.1%
Operating impact of completed capital projects	0.7	0.1%
Federal Gas Tax funding for YRRTC financing costs	(0.5)	-0.1%
Debt repayment	(0.7)	-0.1%
Public Health Provincial funding true-up to 2012 contract	(1.4)	-0.2%
Contribution to Capital (Transit, Roads, TM&ITS, EMS and Public Health)	(2.6)	-0.3%
<b>Total Annualization</b>	<b>13.4</b>	<b>1.6%</b>
<b>Growth</b>		
Staffing support in programs to maintain service levels (42.0 FTEs)	4.2	0.5%
York Regional Police uniform and civilian new hires (46.0 FTEs)	2.2	0.3%
Road maintenance (Bridge washing, multi-use path, catch basin cleaning and snow plows)	1.2	0.1%
EMS staffing (3.0 FTE + casual labor & over-time)	0.7	0.1%
Waste Management costs to service growth	0.5	0.1%
Hazardous tree removal for Emerald Ash Borer	0.3	0.0%
Transit fare revenue due to anticipated ridership growth	(2.7)	-0.3%
<b>Total Growth</b>	<b>6.4</b>	<b>0.7%</b>
<b>Enhancement</b>		
CHS programs (conversion of units to RGI for Seniors, home repair, homelessness initiatives)	1.0	0.1%
Conservation Authority additional funding	0.8	0.1%
Community & Health Services Multi-Year Plan initiatives (1.0 FTEs)	0.7	0.1%
Contribution to Non Profit Housing Capital Repair Reserve	0.5	0.1%
<b>Total Enhancement</b>	<b>2.9</b>	<b>0.3%</b>
<b>Total Annual Budget Pressures</b>	<b>30.9</b>	<b>3.6%</b>
	<b>Assessment Growth</b>	<b>(17.7)</b>
	<b>Tax Levy increase after assessment growth revenue</b>	<b>13.2</b>
		<b>1.54%</b>

\* Numbers may be out due to rounding

As part of the annual budget process, the Region takes a multi-year perspective to ensure that strategic plans consider the impact of future trends and pressures. These estimates reflect all expenditure categories: base, mandatory, annualization, growth and enhancement. On the revenue side, assessment growth is anticipated to remain relatively static.



Note: Assessment growth figures are based on Municipal Property Assessment Corporation (MPAC) reports.



(\$ 000's)	2014 Approved Outlook		2014 Approved		Budget Change		% Change
	Gross	Net	Gross	Net	Gross	Net	
<b>Transportation and Community Planning</b>							
York Region Transit/Viva	187,026	99,668	179,247	94,278	(7,779)	(5,391)	(5.41%)
Contribution to Capital	9,100	9,100	9,100	9,100	0	0	-
Roads	67,612	42,951	63,621	43,085	(3,991)	135	0.31%
Contribution to Capital	25,417	25,417	26,005	26,005	588	588	2.31%
Traffic Management & ITS	17,389	15,036	16,235	14,807	(1,154)	(228)	(1.52%)
Contribution to Capital	2,797	2,797	2,180	2,180	(617)	(617)	(22.06%)
Transportation Program Support	1,110	0	1,210	0	100	0	-
<b>Sub Total</b>	<b>310,451</b>	<b>194,969</b>	<b>297,598</b>	<b>189,455</b>	<b>(12,853)</b>	<b>(5,513)</b>	<b>(2.83%)</b>
<b>Environmental Services</b>							
Waste Management	63,990	44,454	62,129	42,482	(1,860)	(1,972)	(4.44%)
Water and Wastewater Services	438,939	(0)	406,486	0	(32,453)	0	(100.00%)
Contribution to Capital	22,932	0	30,604	0	7,672	0	-
Natural Heritage & Forestry	5,807	5,057	6,088	5,267	282	211	4.17%
Contribution to Capital	690	690	925	925	235	235	34.06%
<b>Sub Total</b>	<b>532,358</b>	<b>50,201</b>	<b>506,231</b>	<b>48,675</b>	<b>(26,126)</b>	<b>(1,526)</b>	<b>(3.04%)</b>
<b>Community &amp; Health Services</b>							
Employment & Financial Support	97,937	20,606	99,614	20,066	1,677	(540)	(2.62%)
Family & Children's Services	79,479	16,327	79,661	16,463	182	136	0.83%
Housing Services	73,553	45,547	76,089	46,058	2,536	512	1.12%
Long Term Care	37,828	13,613	38,368	13,810	540	197	1.45%
Public Health	57,317	10,322	58,586	12,431	1,268	2,109	20.43%
Emergency Medical Services	60,269	30,198	62,079	30,229	1,810	31	0.10%
Contribution to Capital	2,823	2,823	2,588	2,588	(235)	(235)	(8.34%)
Strategies and Partnerships	13,235	12,785	13,679	13,198	444	413	3.23%
<b>Sub Total</b>	<b>422,442</b>	<b>152,222</b>	<b>430,663</b>	<b>154,844</b>	<b>8,221</b>	<b>2,622</b>	<b>1.72%</b>
<b>Corporate Management</b>							
Office of the C.A.O.	15,252	11,079	15,783	11,692	531	612	5.53%
Finance	14,331	12,513	15,218	13,304	888	792	6.33%
IT Services	20,147	20,147	20,616	20,616	469	469	2.33%
Contribution to Capital	1,900	1,900	2,850	2,850	950	950	50.00%
Property Services	21,296	20,493	20,733	19,675	(564)	(818)	(3.99%)
Contribution to Capital	332	332	332	332	0	0	-
Legal Services	4,012	3,654	4,521	4,163	510	510	13.95%
Clerk's Office	3,540	3,536	3,511	3,507	(29)	(29)	(0.82%)
Human Resource Services	8,896	8,832	9,295	9,231	399	399	4.52%
<b>Sub Total</b>	<b>89,705</b>	<b>82,485</b>	<b>92,860</b>	<b>85,371</b>	<b>3,155</b>	<b>2,886</b>	<b>3.50%</b>
<b>Chair &amp; Council</b>	<b>2,116</b>	<b>2,056</b>	<b>2,173</b>	<b>2,113</b>	<b>58</b>	<b>58</b>	<b>2.80%</b>
<b>Financial Items - Asset Replacement</b>	<b>87,074</b>	<b>73,074</b>	<b>88,900</b>	<b>78,200</b>	<b>1,826</b>	<b>5,126</b>	<b>7.01%</b>
<b>Financial/Administrative Items</b>	<b>27,863</b>	<b>19,134</b>	<b>19,429</b>	<b>13,613</b>	<b>(8,434)</b>	<b>(5,521)</b>	<b>(28.86%)</b>
Recovery from WWw (User Rate)		(6,381)		(6,418)	0	(36)	0.57%
<b>TOTAL REGIONAL OPERATING PROGRAMS</b>	<b>1,472,009</b>	<b>567,758</b>	<b>1,437,857</b>	<b>565,854</b>	<b>(34,152)</b>	<b>(1,904)</b>	<b>(0.34%)</b>
<b>Court Services</b>	<b>10,617</b>	<b>(79)</b>	<b>10,971</b>	<b>(1,991)</b>	<b>354</b>	<b>(1,913)</b>	<b>2435.28%</b>
<b>Boards &amp; Authorities</b>							
Conservation Authorities	6,779	6,779	7,570	7,570	791	791	11.67%
GO Transit	2,500	0	2,500	0	0	0	-
Hospital Capital Funding	13,630	13,630	13,638	13,638	8	8	0.06%
Property Assessment (MPAC)	17,400	17,400	17,046	17,046	(354)	(354)	(2.03%)
<b>Sub Total</b>	<b>40,309</b>	<b>37,809</b>	<b>40,754</b>	<b>38,254</b>	<b>445</b>	<b>445</b>	<b>1.18%</b>
<b>York Region Rapid Transit Corporation</b>	<b>25,525</b>	<b>13,766</b>	<b>22,023</b>	<b>11,735</b>	<b>(3,502)</b>	<b>(2,030)</b>	<b>(14.75%)</b>
<b>TOTAL OPERATING PROGRAMS</b>	<b>1,548,459</b>	<b>619,254</b>	<b>1,511,604</b>	<b>613,852</b>	<b>(36,855)</b>	<b>(5,402)</b>	<b>(0.87%)</b>
Revenue/Expenditure Adjustment	(5,933)	(5,933)	0	0	5,933	5,933	(100.00%)
<b>Police Services</b>	<b>297,254</b>	<b>274,021</b>	<b>298,605</b>	<b>272,170</b>	<b>1,350</b>	<b>(1,851)</b>	<b>(0.68%)</b>
Contribution to Capital	5,900	5,900	5,900	5,900	0	0	-
<b>Sub Total</b>	<b>303,154</b>	<b>279,921</b>	<b>304,505</b>	<b>278,070</b>	<b>1,350</b>	<b>(1,851)</b>	<b>(0.66%)</b>
<b>TOTAL OPERATING BUDGET</b>	<b>1,845,680</b>	<b>893,242</b>	<b>1,816,108</b>	<b>891,922</b>	<b>(29,572)</b>	<b>(1,320)</b>	<b>(0.15%)</b>
Revenue from Assessment Growth		(17,219)		(17,711)		(492)	2.86%
<b>TOTAL AFTER ASSESSMENT GROWTH</b>	<b>1,845,680</b>	<b>876,023</b>	<b>1,816,108</b>	<b>874,211</b>	<b>(29,572)</b>	<b>(1,813)</b>	<b>(0.21%)</b>

\* Adjusted for Compensation Contract Settlement. Cost reallocated from Financial/Administrative items to department budgets.

## Full Accrual Budget Reconciliation

Ontario Regulation 284/09 requires that if a municipality adopts a budget that excludes amortization expense, post-employment benefits expenses or solid waste landfill closure and post-closure costs, before adopting that budget, the municipality must prepare a report about the excluded expenses and adopt the report by resolution. This regulation was passed in 2009 and was intended to move municipal budgeting closer to an accrual basis.

York Region’s budget is based on a modified accrual accounting method. The budget follows the accrual basis of accounting by recognizing revenues as they become available and measurable and expenditures when they are incurred and measurable as a receipt of goods or services.

The budget includes revenues and expenditures which reflect reserve and debt financing decisions which are not considered to be revenues or expenditures under accrual accounting. These adjustments include the contributions to the capital asset replacement and debt reduction reserves.

Amortization expense, post-employment benefits expenses, solid waste landfill closure and post-closure costs are not included in the budget as prepared. These expenses must be added in order to convert the budget to the full accrual basis.

### Adjustments Required to Convert to Full Accrual Accounting

Deduct:	
1	<i>“Transfers from reserves”</i> to fund expenditures which is not considered a revenue source.
2	<i>“Proceeds on debenture issues”</i> which are used to fund capital expenditures are a debt financing decision and are considered a liability.
3	<i>“Transfers to other funds”</i> represents the contribution to reserves and is not considered an expense.
4	<i>“Debt principal payments”</i> are considered a repayment of a long term liability and not an expense.
Add:	
5	<i>“Amortization of tangible capital assets”</i> which are an expense.
6	<i>“Post-employment benefits”</i> for early retirement, accrued sick leave, vacation, WSIB and long term disability for employees that are eligible for these benefits are considered an expense.
7	<i>“Solid waste landfill closure and post-closure”</i> costs are an expense; however, the Region does not have a landfill site and therefore is not subject to these expenses.

The above items are included in the 2014 budget PSAB 3150 Reconciliation below:

<b>York Region 2014 Operating Budget PSAB 3150 Reconciliation</b>	
(In \$ Thousands)	
	<b>2014 Budget</b>
<b>Revenues</b>	
Operating	1,816,108
Capital	1,171,854
<i>Less:</i>	
Transfer from other funds <sup>(1)</sup>	380,106
Proceeds on debentures issue <sup>(2)</sup>	385,297
<b>Total Revenues</b>	<b>2,222,559</b>
<b>Expenses</b>	
Operating	1,816,108
<i>Less:</i>	
Transfer to other funds <sup>(3)</sup>	251,631
Debt principal payments <sup>(4)</sup>	178,866
Capital	1,171,854
<i>Less:</i>	
Acquisition of Tangible Capital Assets	1,113,523
<b>Total Expenses</b>	<b>1,443,942</b>
<b>Annual Surplus <i>before expenses excluded from budget</i></b>	<b>778,617</b>
<b>Expenses Excluded from Budget</b>	
Amortization of tangible capital assets <sup>(5)</sup>	169,628
Post-employment benefits <sup>(6)</sup>	6,553
Solid waste landfill closure and post-closure <sup>(7)</sup>	-
<b>Total Expenses Excluded from Budget</b>	<b>176,181</b>
<b>Annual Surplus; <i>after exclusions</i> *</b>	<b>602,436</b>

## **PSAB 3150 Increases the Focus on Asset Replacement**

The PSAB 3150 reconciliation of the 2014 budget provides additional information which is not included in the tax levy summary. It highlights the amortization of capital assets as the regulation requires that tangible capital assets must be tracked carefully and amortized over time.

The amortization expense of \$169.6 million represents one year's consumption of the assets based on the amount originally paid for the asset. This cost does not factor in the inflationary pressures increasing the future rehabilitation and replacement costs of the asset. Asset management initiatives are underway in all Regional departments to better understand asset rehabilitation and replacement needs.

In the 2013 Budget, Council recognized the need to take action to plan for future asset replacements needs. On January 24<sup>th</sup>, 2013 Council approved a new policy to increase the annual incremental contribution to the Capital Asset Replacement reserve by a further 0.2% per year until it reaches 2% of the tax levy for the previous year. This policy will set aside \$61.1 million in 2014 for capital asset replacement.

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## Departmental Description

The Transportation and Community Planning Department helps *create* and *connect* York Region’s communities. Our services provide mobility across the Region for all modes of travel: pedestrians, cyclists, transit users, motorists and truck drivers.

The Department consists of six branches – all of which aim to provide the highest level of customer service to both internal and external customers. The Department is mission focused and results driven.



- |                    |  |
|--------------------|--|
| Transit            | <ul style="list-style-type: none"> <li>▪ Offers seamless transit services across the Region’s nine municipalities through a family of services</li> </ul>                  |
| Roads              | <ul style="list-style-type: none"> <li>▪ Responsible for the construction and maintenance of the road network to maintain the network in a state of good repair</li> </ul> |
| Traffic Management | <ul style="list-style-type: none"> <li>▪ Manages the traffic signal control system and other programs to minimize congestion and improve safety</li> </ul>                 |

In addition to Transit, Roads and Traffic there are three smaller branches:

**Transportation Planning** is responsible for developing the transportation master plan to meet the long term needs of York Region, to review and guide land development to respect the master plan and to conduct the transportation studies that permits individual projects in the master plan to be constructed.

**Community Planning** is responsible for developing and ensuring compliance with the Regional Official Plan policies through development review and programs within the York Region. These policies are developed to align with Provincial Planning Policies such as:

- Provincial Policy Statement (2005)
- The Oak Ridges Moraine Conservation Plan (2002)
- The Greenbelt Plan (2005)
- Places to Grow Plan (2006)

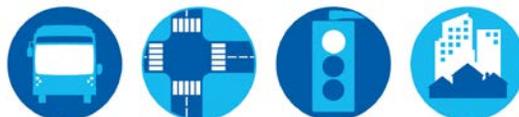
The Branch also coordinates and manages the internal review and conditions of approval for development applications and coordinates with the local municipalities regarding implementation from both a planning and engineering perspective.

**Strategic Policy and Business Planning** provides business and administrative support across the entire Transportation & Community Planning Department. The Financial Services group of this Branch provides embedded staff support to the various Transportation and Community Planning Branches and leads the annual Budget and Business Planning activities. The Branch also leads the Asset Management planning and reporting process. The Policy & Research group acts as internal consultants to the Department to bring innovative and best practice approaches across all business lines. The Marketing group provides research, promotions and communications to support Roads, Traffic and ITS Branches. The Branch is also responsible for Health & Safety program delivery, Records Management, Space Planning, co-ordination of human resource activities and clerical/administrative support across the Department.

## Department Mission/Vision

Our mission is to  
Move people and goods through the Region  
Create communities in partnership with others  
Manage our assets to support communities that are safe, clean and beautiful.

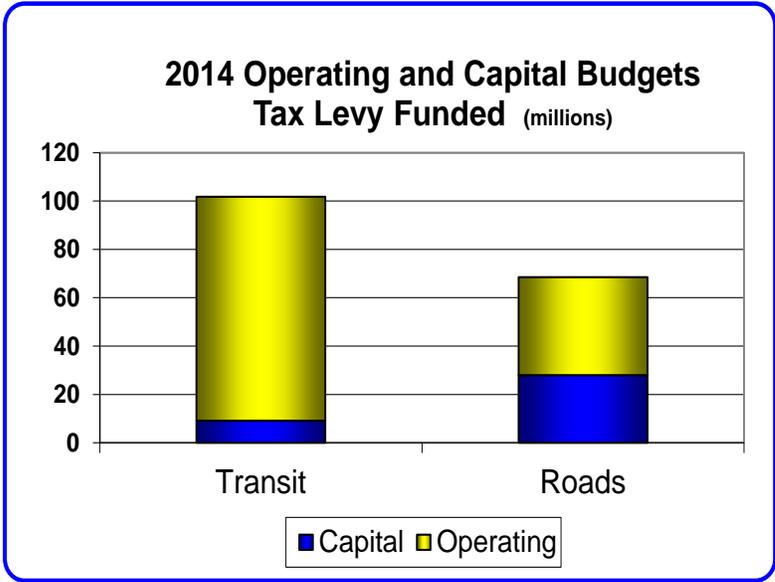
**MISSION**focused. **RESULTS**driven.



## Department Mandate

The Department’s mandate is to manage: growth and development; traffic congestion; transportation assets (roads and transit) to provide the travelling public with the highest level of customer service possible; and building communities in partnership with others. This mandate is delivered with a total annual investment of \$500 million (Operating and Capital) and includes:

- Constructing road and bridge infrastructure, maintaining the Regional road network, acquiring and maintaining a wide ranging corporate fleet.
- Managing over \$4.3 billion (\$2.4 billion in historical cost) of transportation assets to ensure safe, reliable and sustainable state-of-good repair and replacement programs.
- Providing public transit through a “family of transit services” delivery model consisting of conventional, rapid transit and Mobility Plus; acquiring and maintaining transit capital infrastructure (terminals, stops and garages) and a variety of vehicle bus fleet types.
- Managing traffic congestion through the use of state-of-the-art technology to optimize mobility, improve safety and inform the travelling public of traffic conditions.
- Facilitating and encouraging a shift in transportation choice from individual vehicles to other modes of travel such as public transit. Current mix of York Region trips is approximately 90% by automobile, 9% by public transit and 1% by other modes. The long term goal is to reach a transit modal split of 25% by the year 2031. Transit and Roads costs are subsidized by taxes. Increasing Transit ridership will reduce its need to be subsidized by the tax rate.
- Implementing Provincial planning and Regional Official Plan policies. Managing implementation of growth initiatives and infrastructure integration.

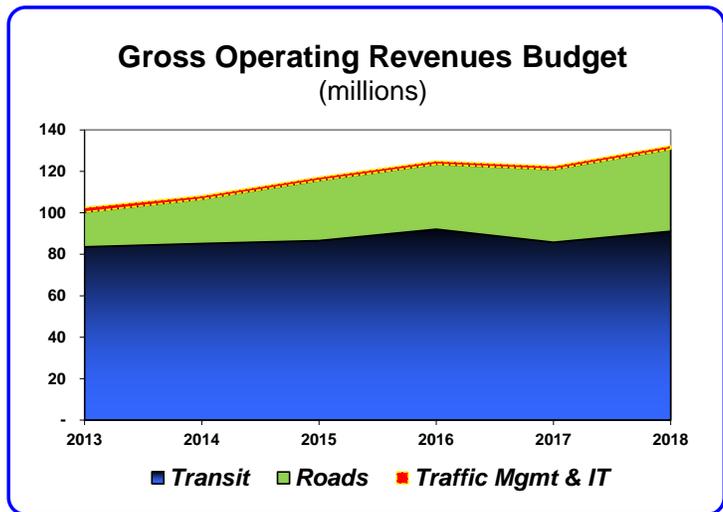
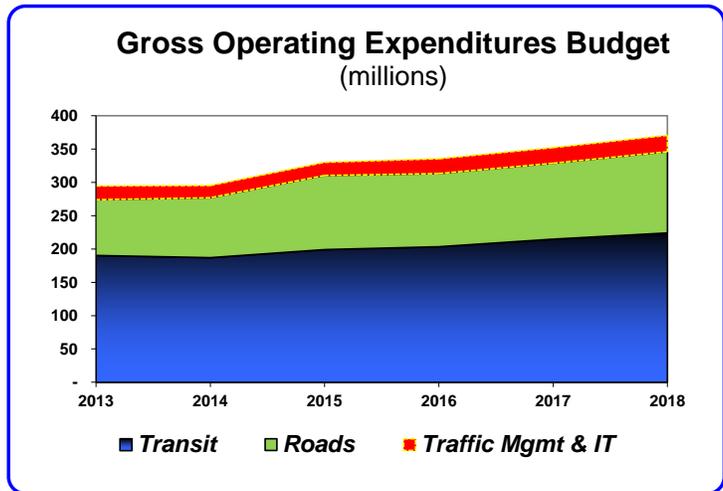


In addition, the Department’s Strategic Policy and Business Planning Branch’s mandate includes:

- Developing longer term strategic plans and policies to support and grow the entire transportation network.
- Providing administrative and other support services for the Department including: financial services, performance management and business support services including marketing & communications functions.

### Base Drivers

- Net operating expenditures for 2014 are budgeted to decrease by 1.3% but will increase an average of 4.6% over the next five years.
- Gross operating expenditures are anticipated to increase an average of \$15 million (or 5%) per year over the next five years.
- Gross operating revenues are anticipated to increase an average of \$6 million (or 5%) per year over the next five years.
- The 2017 Rapid Transit Network Plan is a step towards achieving the objectives of the York Region Transportation Master Plan. Five Viva Bus Rapid Transit routes currently operate in mixed traffic along four corridors throughout the Region connecting residents to major Regional centres as well as the rest of the Greater Toronto Area. The York Region Transportation Master Plan identifies nine Bus Rapid Transit routes operating in dedicated transit lanes along seven corridors by 2021. The 2017 Rapid Transit Network Plan builds on the existing Bus Rapid Transit system to provide improved rapid transit service for residents with seven rapid transit routes operating along six corridors. Additional ridership, improved customer service and increased transit service hours are anticipated with the implementation of the 2017 Plan.



- Focusing development along centres and corridors:
  - Increases the intensified mixed-use development consistent with intensification targets
  - Maximizes the economic development potential
  - Optimizes the transportation capacity and services
- Congestion mitigation is being supported through the investment in programs designed to reduce the demand for vehicle travel including initiatives such as:
  - Promoting Transit use
  - Active Transportation Programs supporting non-vehicle travel
  - Ride share programs

- Investment in technology and business intelligence incurs an initial cost but results in a long term benefit of performance measurement and improvement.
- Transit Fare revenues are expected to increase as ridership grows. To maintain an equitable balance between tax funding and user fees a fare rate increase has been approved for 2014.

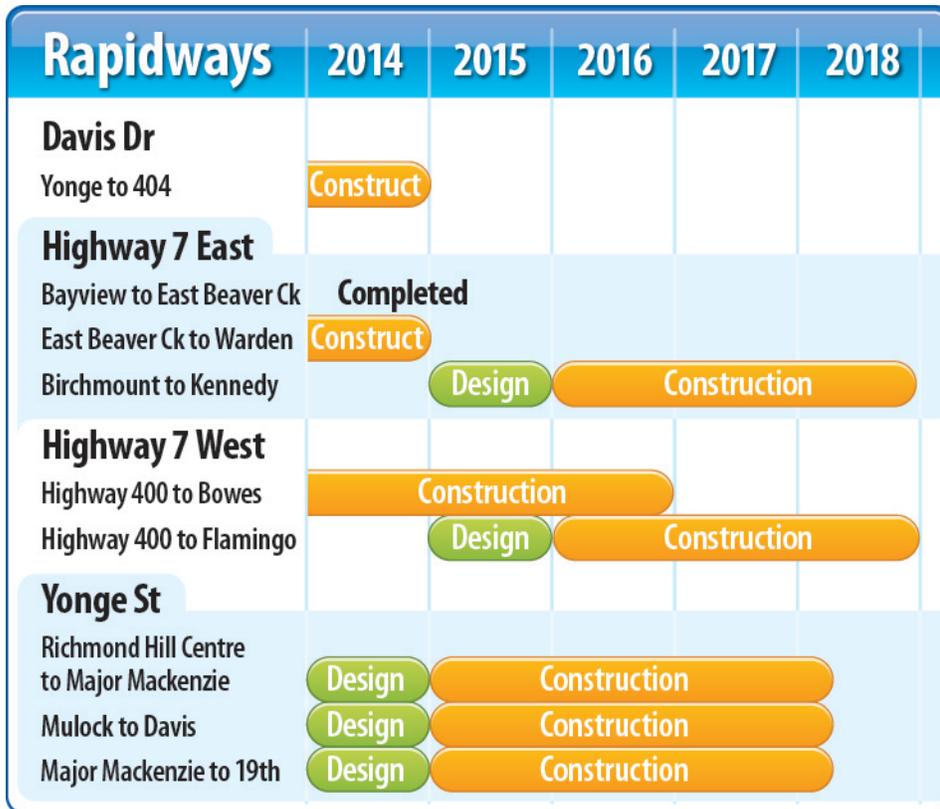
## **Key Challenges**

- Meeting the needs of a growing Road network by delivering over 90% of the approved capital budget. Individual capital projects experience delays as a result of environmental assessments or land acquisition. It is challenging to achieve capital delivery expectations and meeting necessary approval processes when faced with unanticipated project delays.
- Ridership growth and cost containment are the keys to improved Transit financial performance. Increasing ridership increases the use of the Transit system, reduces vehicle travel and increases the cost recovery of Transit service.
- An improved asset management strategy will ensure Transportation assets are maintained in a state-of-good-repair while minimizing the total cost of ownership.
- Community Planning is updating the Region's Official Plan and working with local municipalities to ensure conformity with the Province's Places to Grow Act.
- Transportation Planning will be updating the Transportation Master Plan which serves as the foundation for the 20 year Roads capital budget and Development Charge update. The Transportation Master Plan is updated every five years and requires extensive investment of staff time, consultants and consultation with the public and other stakeholders.

## **Service Challenges**

- Facilitating population and employment intensification along Regional Centres and Corridors in support of transit ridership and other non-automotive modes of travel.
- Service reliability attracts and retains ridership. Improving on-time performance improves transit predictability which is an important factor for transit users.

- By 2018, the Region will improve transit service by having 35 km of transit rapidways (Yonge Street, Highway #7 and Davis Drive). By 2018, the Province of Ontario, through Metrolinx, will have invested \$3.2 billion to build transit rapidways and extend the Spadina subway system into York Region. The rapidways will promote ridership growth by reducing commuter times along Regional corridors.



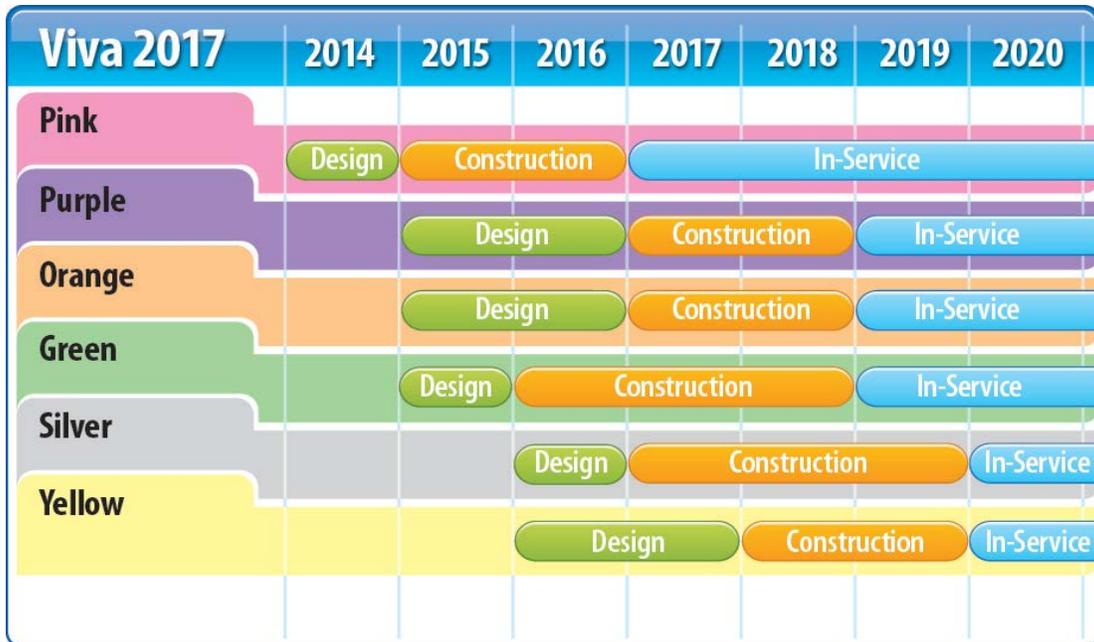
- A key transit initiative is the extension of the Spadina subway to the Vaughan Metropolitan Centre. The subway extension further integrates York Region Transit service with commuters travelling to Toronto.



- The 2017 Rapid Transit Network Plan (RTNP) is a supplementary plan to the 2012–2016 Five-Year Service Plan. It identifies rapid transit services and infrastructure elements planned for implementation between 2014 and 2017. RTNP will enhance the existing Viva service and implement new Viva services to expand York Region’s rapid transit network.

The 2017 Rapid Transit Network Plan initiatives will:

- Increase transit ridership
- Decrease transit travel time
- Improve schedule reliability
- Increase transit network connectivity



- Substantial scheduling changes will be required to accommodate the assumption of: the Spadina subway, VivaNext rapidways, 2017 Viva Rapid Transit Network Plan and additional terminal in Markham.
- As transit service hours grow, so will the need for fleet and facilities. The transit facilities strategy is to replace currently leased premises with Region owned properties.



- As the Regional road network grows and urbanizes so does the amount of effort required to maintain it. Additional resources and facilities will be required to maintain service levels. Listed below are the planned increases to existing facilities.



- Innovative design solutions and upgrading of traffic control devices improve the Region’s ability to promote Traffic safety and congestion management.
- The protection of existing employment lands and bringing employment opportunities closer to residents will support congestion mitigation by reducing the distance traveled by commuters.

## Strategic Goals

Over the next several years, the Department’s focus will be on near-term improvements while continuing to move longer-term projects forward, develop more targeted and creative congestion management solutions and increase the use of business intelligence to drive business decisions. Based on the Corporate Strategic Plan priority areas, the key Department’s goals are as follows:

### Continue to deliver and sustain critical infrastructure

- By delivering projects on time and on budget. Our focus is also the optimization of the transportation network and our resources to manage traffic congestion.

### Focus growth along Regional centres and corridors

- By ensuring that transportation related infrastructure improvements are prioritized to locations in greatest need. This will be through a combination of growth projects and targeted road design solutions for traffic management.
- By completing local conformity exercises for the Places to Grow Act and Regional Official Plan. Based on a ‘one-window’ approach, we will approve development applications, support intensification efforts in our Centres and Corridors and support sustainable development forms with our community partners.

### Make Regional services more user friendly

- Through improvements in our control centres and call centres and by using state-of-art technology to better inform the travelling public.

### Strengthen organizational capacity

- Through the increased use of data analysis, our focus will be to make better informed business decisions. This includes development of asset management plans and improved service delivery models through the use of Business Intelligence.

## **Department Objectives**

- Deliver Transportation infrastructure as per the 20 year capital plans
- Increase transit ridership
- Realign transit service routes to better match demand
- Improve asset management practices to optimize total cost of ownership of Regional assets
- Focus on customer service by improving traveler information, reducing construction related delays and improve customer issue responsiveness
- Develop a 'One Window' approach for processing of development applications to improve customer relations and reduce turnaround times
- Develop the staffing resources and functions of the capital planning team

## Staffing Resources

Total Permanent FTE's *	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Transit	125.2	129.2	133.2	133.2	0.0
Roads	133.0	143.0	149.0	148.0	(1.0)
TM & ITS	53.0	57.5	60.5	60.5	0.0
Community Planning	26.0	27.0	28.0	28.0	0.0
Transportation Planning	19.0	19.0	20.0	21.0	1.0
Administration	52.0	54.0	56.0	56.0	0.0
<b>Total Permanent FTE's</b>	<b>408.2</b>	<b>429.7</b>	<b>446.7</b>	<b>446.7</b>	<b>0.0</b>
<b>Net FTE Change</b>		<b>21.5</b>	<b>17.0</b>	<b>17.0</b>	<b>0.0</b>

\* Includes PFT & PPT.

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Transit	21.0	18.9	18.9	17.9	(1.0)
Roads	20.8	20.8	20.8	32.7	11.9
TM & ITS	3.0	11.3	11.3	12.3	1.0
Community Planning	2.0	2.0	2.0	4.5	2.5
Transportation Planning	0.5	0.5	0.5	1.5	1.0
Administration	10.3	13.1	13.1	14.1	1.0
<b>Total Casual</b>	<b>57.6</b>	<b>66.6</b>	<b>66.6</b>	<b>83.0</b>	<b>16.4</b>
<b>Net Casual Change**</b>		<b>9.0</b>	<b>0.0</b>	<b>16.4</b>	<b>16.4</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day).

## Transportation and Community Planning 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Transit</u>				
Fare Media Inspector	1	G	84	84
Transit Inspector	1	G	84	84
Social Media Coordinator	1	G	94	94
Mobility Plus Inspector	1	V	7	7
<u>Roads</u>				
Roads Maintenance Business Analyst	1	G	153	153
District Operations Technologist	1	G	110	110
Community Liaison Specialist	1	C	116	
Project Engineer	1	C	131	
Fleet Procurement Supervisor	1	G	131	131
<u>TM &amp; ITS</u>				
Technologist II - Traffic	1	G	110	110
Traffic Engineer	1	G	131	131
Technologist III - Safety	1	G	115	115
<u>Community Planning</u>				
Planner	1	G	108	108
<u>Transportation Planning</u>				
Technologist II	1	G	110	110
Project Manager	1	G	144	36
<u>SP &amp; BP</u>				
Admin Clerk Intermediate (TCP Front Counter)	1	G	67	67
Asset Management Analyst	1	G	94	94
<b>Total Permanent FTEs</b>		<b>17.0</b>	<b>1,789</b>	<b>1,434</b>

**\*Type of FTE's Legend:**

B - Base  
 B-M - Base-Mandatory  
 B-A - Base-Annualization  
 G - Growth  
 E - Enhancement  
 C - Capital  
 V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered  
 for the above requested positions

Yes

## Transportation and Community Planning Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	42,098	49,167	50,637	54,395	3,758	5,228
Program Specific Costs	121,882	135,225	140,622	133,056	(7,565)	(2,169)
Professional / Contracted Services	7,280	10,902	11,538	10,961	(578)	58
General Expenses	24,968	27,373	28,121	27,934	(187)	561
Financing Costs	31,104	31,649	40,168	34,994	(5,174)	3,345
Occupancy Costs	6,747	11,409	12,300	12,160	(140)	751
Contribution to Reserves	43,354	41,315	39,746	39,277	(470)	(2,038)
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	183	451	458	467	9	16
Direct Charges & Intra-allocations	(7,241)	(12,883)	(13,139)	(15,645)	(2,506)	(2,762)
<b>Total Expenditures</b>	<b>270,375</b>	<b>294,607</b>	<b>310,451</b>	<b>297,598</b>	<b>(12,853)</b>	<b>2,991</b>
<b>% Budget Change</b>			5.4%		-4.1%	1.0%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	(50,187)	(68,528)	(72,412)	(70,042)	2,369	(1,515)
Fees and Charges	(3,231)	(2,665)	(2,665)	(2,826)	(161)	(161)
Development Charges	(14,071)	(14,815)	(23,520)	(19,579)	3,941	(4,764)
Contribution From Reserves	(24,784)	(15,022)	(15,022)	(14,760)	262	262
Third Party Recoveries	(383)	(678)	(678)	(757)	(79)	(79)
Court Revenues Disbursement	(132)	(921)	(1,186)	(180)	1,006	741
<b>Total Revenues</b>	<b>(92,787)</b>	<b>(102,628)</b>	<b>(115,482)</b>	<b>(108,143)</b>	<b>7,339</b>	<b>(5,515)</b>
<b>% Budget Change</b>			12.5%		-6.4%	5.4%
<b>Net Tax Levy Requirement</b>	<b>177,587</b>	<b>191,979</b>	<b>194,969</b>	<b>189,455</b>	<b>(5,514)</b>	<b>(2,524)</b>
<b>% Budget Change</b>			1.6%		-2.8%	-1.3%

## Transportation and Community Planning Operating Financial Summary by Program

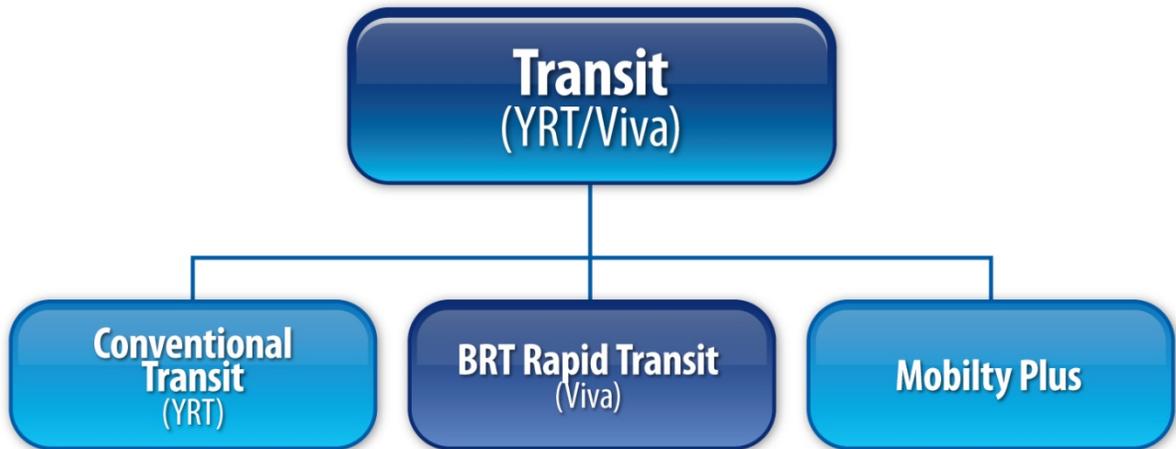
(Figures in \$ 000's)	2012 Actual		2013 Budget		2014 Outlook		2014 Approved	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Transit	165,759	89,773	181,994	98,534	187,026	99,668	179,247	94,278
- Contribution to Capital	9,217	9,217	8,100	8,100	9,100	9,100	9,100	9,100
Roads	49,644	35,747	55,788	39,838	67,612	42,951	63,621	43,085
- Contribution to Capital	30,190	30,190	27,072	27,072	25,417	25,417	26,005	26,005
Traffic Management & Intelligent	11,337	9,989	16,188	14,080	17,389	15,036	16,235	14,807
- Contribution to Capital	2,672	2,672	4,355	4,355	2,797	2,797	2,180	2,180
Program Support*	1,557	0	1,110	-	1,110	-	1,210	-
<b>Total</b>	<b>270,375</b>	<b>177,587</b>	<b>294,607</b>	<b>191,979</b>	<b>310,451</b>	<b>194,969</b>	<b>297,598</b>	<b>189,455</b>

\*Includes Strategic Policy & Business Planning, Commissioner's Office and Planning Branches

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## Branch Description

YRT/Viva offers seamless transit services across its nine local municipalities, as well as easy access to the Toronto Transit Commission (TTC) and the Province’s GO Transit system. The services provided, encompass more than 120 bus routes, using a fleet of almost 500 vehicles. The YRT/Viva operation is organized into 3 service delivery areas:



In support of these service delivery areas, the Transit Branch also includes the following functional units:

- Operations: day to day
- Capital Assets / Fleet / Facilities
- Service Planning
- Customer Service
- Marketing and Communications
- Enforcement & Security

## Mission/Vision

To provide quality public transit services which support the economic vitality, environmental sustainability, and health of the Regional community. As a transportation leader, we will be recognized as the customers’ choice and essential to the Region’s success.

## Mandate

The YRT/VIVA mandate is to provide high quality, reliable, safe, accessible and convenient transit services to meet the needs of residents through the “Family of Services” model: Conventional, Bus Rapid Transit (Viva) and Mobilty Plus.

As indicated in the 2012-2016 Five-Year Service Plan, YRT/Viva is currently in the realignment phase of its life cycle.

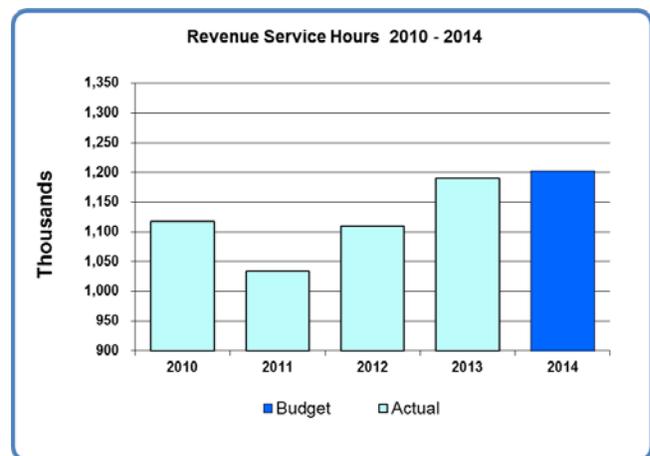


To guide YRT/Viva through the transit system’s realignment phase and prepare for the rapid growth, Transit has established its strategic goals for the next 5 years.

## Base Drivers

### Service hours are the main driver of Transit costs

The number of service hours is the key base cost driver. Any increase in service hours results in a corresponding increase in contractor costs, fuel and maintenance costs. Service hours continued to increase with the YRT/Viva rapid growth phase during 2005-2010 to allow the majority of resident’s access to the transit system. During the 2012 – 2014, the focus is on matching service levels to meet demand.



\*2011 and 2012 revenue service hours reduced due to contractor strike

### Contracted services costs slightly lower in 2014

Transit service contracts account for the majority of the operating budget. These rates generally increase at the rate of inflation and may also be subject to specific market drivers such as labour rates or fuel costs. In 2014 the contractor cost budget includes a one-time downward adjustment due to:

- A historical review of TTC contract rate trends lowers the 2014 forecast
- Anticipation of recent lower CPI to continue
- Lower negotiated rates on Mobility Plus bus contracts

Excluding this one-time downward adjustment due to the above factors, actual contractor rates are budgeted to increase by approximately 3%, but overall contractor costs are actually down by approximately 2%.

## Transit fares are increasing to maintain a balance in revenues

Transit operations are funded through a combination of fare revenue and property taxes. Effective January 1, 2014, Transit prices in the form of cash, tickets, passes and PRESTO, are to be increased. The increase will improve the funding of Transit operations from fare revenue to slightly over 40%.

The long term goal is to achieve a revenue to cost ratio of 50% which is being achieved through:

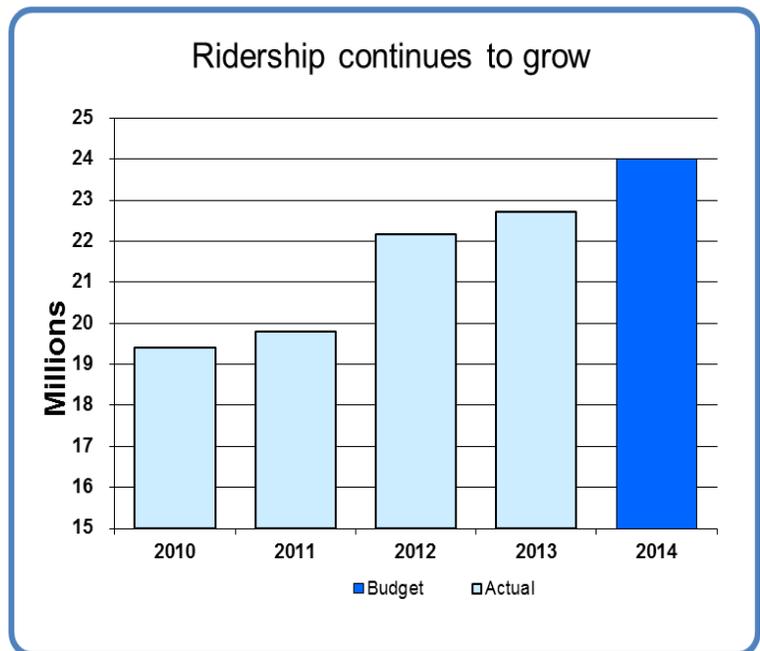
- Increased ridership
- Cost management
- Increased population densities which rely on public transit
- The alignment of transit service to service the areas of intensification

## Key Challenges

### Ridership growth and managing costs are key to improved financial performance

A primary challenge for YRT/Viva is to increase ridership while managing costs. Ridership in 2013 increased 2.5% compared to prior year. Lingering impacts due to the Transit strike and service delays due to rapidway construction are suspected causes for the limited ridership growth.

Transit ridership for 2014 is budgeted at 24 million. It is important to maintain the revenue/cost ratio to allow York Region to sustain and improve transit service for residents and businesses.

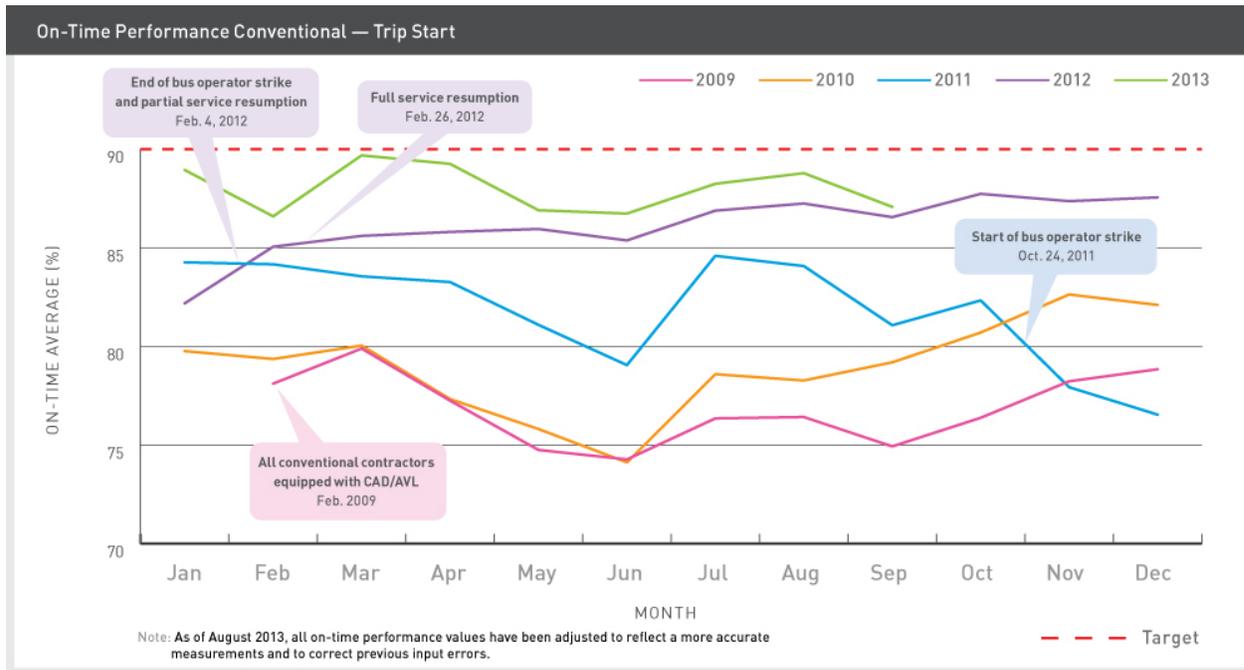


### Service realignment to optimize transit network

Ridership has grown due to realigning service to better match service with demand; by reducing underutilized routes and reallocating the service to routes in greater demand. In the next five years, YRT/Viva growth will focus on Regional centres and corridors.

## Service reliability continues to be a priority as it attracts and retains ridership

The reliability of the transit system is critical in attracting and retaining riders. Closer monitoring of the on-time performance has led to improvements in the reliability of the transit service. The proactive maintenance program introduced in 2011 has significantly reduced mechanical breakdowns further improving service reliability & consistency.



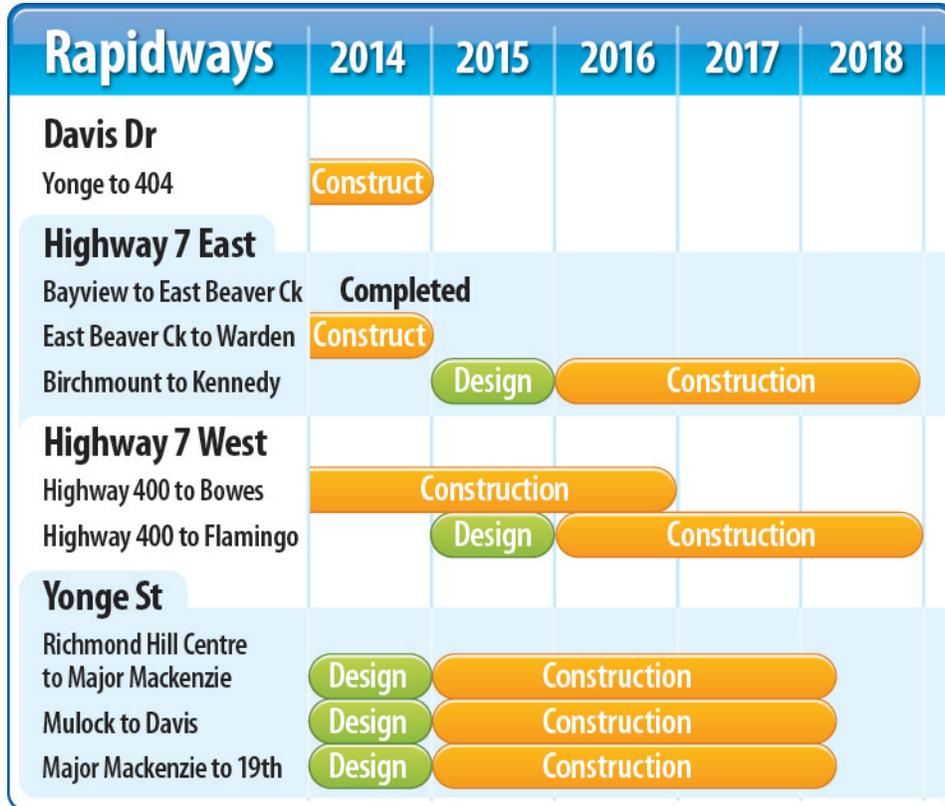
## Service Challenges

### VivaNext Construction continues to impact schedule adherence

Traffic delays as a result of the vivaNext construction (rapidways and Spadina Subway extension), will be an increasing challenge until 2018. To minimize commuting times additional service hours above and beyond the existing, schedule changes and bus stop relocations will be required.

As agreed upon with Corporate Finance, the vivaNext construction mitigation costs over and above current service level were not included in YRT/Viva budget.

By 2018, approximately 36 kilometers of vivaNext rapidways and 40 stations will be completed, which will have a significant impact on Transit facility maintenance costs.



### Spadina subway opening will require substantial changes to service scheduling

The Spadina subway will be extended to the Vaughan Metropolitan Centre and is scheduled to be in service by the fall of 2016. In conjunction with the subway opening, York Region Transit will be assuming responsibility for servicing bus routes previously serviced by the Toronto Transit Commission. Each of these changes will require substantial changes to service schedules to minimize commuter times and optimize operational efficiencies. YRT/Viva's 2017 budget captures these service changes, as well as a revenue loss due to removal of service to/from York University.



## 2017 Rapid Transit Network Plan is in line with the Transportation Master Plan

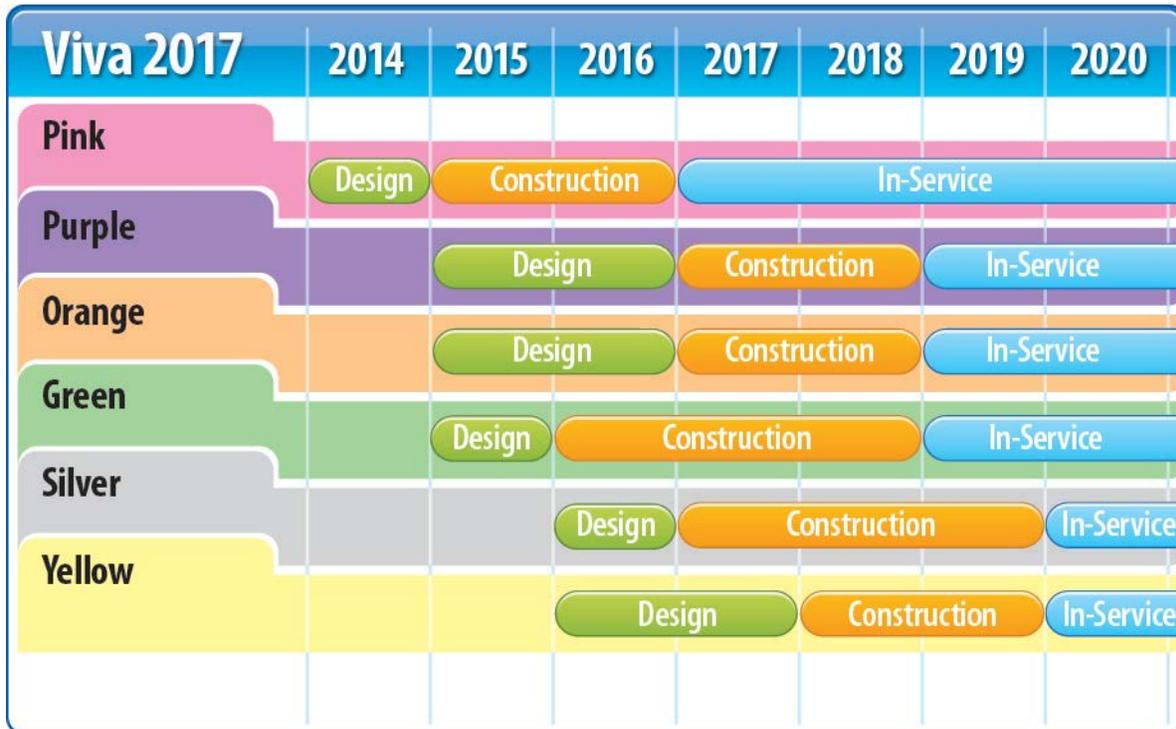
The 2017 Rapid Transit Network Plan is a supplementary Plan to the 2012–2016 Five Year Plan. The objective of the 2017 Rapid Transit Network Plan is to:

- Adjust and optimize existing viva service for operation on vivaNext rapidways – rapid transit ready
- Launch new viva service to expand and integrate York Region’s rapid transit network

The 2017 Rapid Transit Network Plan initiatives will:

- Increase ridership
- Decrease commuter travel times along the Region’s rapid transit corridors
- Improve on-time performance and service reliability

The operating impact of the 2017 Rapid Transit Network Plan will be the additional Viva service hours as well as the on-going maintenance of infrastructure added to the Viva network. Below is a summary of the routes and planned construction timing:



**All Operation and Maintenance contracts will be up for renewal over the next 5 years**

All Conventional and Mobility Plus Operating and Maintenance contracts will be awarded/renewed in the next five years. The main challenge will be to manage cost increases while ensuring services provided are safe, reliable and efficient.



**The Pan Am Games are coming to York Region in 2015**

In 2015, the Pan Am Games and the Para-Pan Am Games will take place in Toronto, York Region and Hamilton area. In total, 280,000 athletes, tourists and volunteers will participate in the games and YRT/Viva will face unique challenges to meet their needs for access to venues within York Region.

**Additional staff will be required to maintain service levels**

As the Regional population grows YRT/Viva will need to provide increased service hours to maintain a consistent level of service. In addition to service hours, resources will be required for contract management, maintaining on-time performance, inspection, enforcement and customer service standards.

**Strategic Goals**

- Improve operational performance to support ridership growth
- Focus on growth along Regional centres and corridors
- Implement 2012-2016 Five Year Service Plan and develop new Five Year plan
- Transit readiness for Rapidways, Spadina subway and 2017 Rapid Transit Network expansion
- Mitigate service impacts from vivaNext construction
- Effectively manage contracted services to achieve service delivery excellence
- Continue to provide a high level of customer service
- Maintain transit assets in a state of good repair
- Implement requirements of the AODA

## Branch Objectives

- Increase transit ridership
- Improve on-time performance
- Realign service routes to better match demand
- Prepare new Southwest and BRT contracts (expire in 2015) aiming at improving service/cost efficiency
- Continue preventive maintenance program to improve service reliability
- Optimize Mobility Plus service delivery model
- Make service more user friendly

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	118.0	121.0	125.0	125.0	0.0
Part-Time FTE's (PPT)	7.2	8.2	8.2	8.2	0.0
Total Permanent FTE's	125.2	129.2	133.2	133.2	0.0
<b>Net FTE Change*</b>		<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>

\* Does not include FTE's from support branches.

\*\* 2013 budget and 2014 outlook numbers are adjusted to reflect 1 PFT converted to 2 PPTs (1FTE) in 2013.

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	21.0	18.9	18.9	17.9	(1.0)
<b>Net Casual Change**</b>		<b>(2.1)</b>	<b>0.0</b>	<b>(1.0)</b>	<b>(1.0)</b>

\*\* \*Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day).

## Transit 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Transit Enforcement &amp; Security</u>				
Fare Media Inspector	1.0	G	84	84
<u>Bus Operations</u>				
Transit Inspector	1.0	G	84	84
<u>Marketing and Communications</u>				
Social Media Coordinator	1.0	G	94	94
<u>Mobility Plus</u>				
Mobility Plus Inspector	1.0	V	7	7
Share of Program Support	1.5		134	119
<b>Total Permanent FTEs</b>	<b>5.5</b>		<b>403</b>	<b>388</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes

## York Region Transit/Viva Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	12,151	13,802	14,153	14,586	433	784
Program Specific Costs	112,498	124,175	129,641	122,262	(7,378)	(1,913)
Professional / Contracted Services	1,286	2,301	2,183	2,022	(161)	(279)
General Expenses	17,773	17,703	17,906	16,917	(989)	(786)
Financing Costs	10,870	9,742	8,266	8,292	26	(1,450)
Occupancy Costs	5,084	7,932	8,739	8,502	(237)	570
Contribution to Reserves	9,217	8,100	9,100	9,100	-	1,000
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	18	110	127	116	(11)	6
Direct Charges & Intra-allocation	6,080	6,230	6,011	6,551	540	320
<b>Total Expenditures</b>	<b>174,976</b>	<b>190,094</b>	<b>196,126</b>	<b>188,347</b>	<b>(7,779)</b>	<b>(1,747)</b>
<b>% Budget Change</b>			<b>3.2%</b>		<b>-4.0%</b>	<b>-0.9%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	(50,185)	(68,523)	(72,407)	(70,037)	2,369	(1,515)
Fees and Charges	(3)	-	-	-	-	-
Development Charges	(935)	(351)	(345)	(346)	(1)	5
Contribution From Reserves	(24,731)	(14,400)	(14,400)	(14,400)	-	-
Third Party Recoveries	(1)	(6)	(6)	(6)	-	-
Court Revenues Disbursement	(132)	(180)	(200)	(180)	20	-
<b>Total Revenues</b>	<b>(75,987)</b>	<b>(83,460)</b>	<b>(87,358)</b>	<b>(84,970)</b>	<b>2,388</b>	<b>(1,510)</b>
<b>% Budget Change</b>			<b>4.7%</b>		<b>-2.7%</b>	<b>1.8%</b>
<b>Net Tax Levy Requirement</b>	<b>98,989</b>	<b>106,634</b>	<b>108,768</b>	<b>103,378</b>	<b>(5,391)</b>	<b>(3,257)</b>
<b>% Budget Change</b>			<b>2.0%</b>		<b>-5.1%</b>	<b>-3.1%</b>

## 2014 Budget Change from Approved Outlook

### York Region Transit/Viva - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	190,094		106,634		
2014 Approved Outlook - Restated	196,126	3.2	108,768	2.0	133.2
Budget re-class from Contingency to meet service requirements	1,000	0.5	1,000	0.9	
Compensation Adjustment for Contract settlement	576	0.3	576	0.5	
Compensation Adjustments	(26)	(0.0)	(26)	(0.0)	
New staff -incl. one position converted from a temporary position	(87)	(0.0)	(87)	(0.1)	
vivaNext impact -higher facility maintenance costs	537	0.3	537	0.5	
Support branch allocation adjustments	336	0.2	336	0.3	
Fuel costs -lower fuel consumption per service hour	(303)	(0.2)	(303)	(0.3)	
Other adjustments - incl. Winter Mtnce & Vehicle Mtnce reduction	(1,041)	(0.5)	(1,041)	(1.0)	
Debenture financing of capital program net of development charges	26	0.0	25	0.0	
Lower Mobility Plus contractor costs - lower ridership and per trip costs	(1,615)	(0.8)	(1,615)	(1.5)	
Lower Conventional contractor costs -lower CPI increase and lower TTC rate	(7,182)	(3.8)	(7,182)	(6.7)	
Fare revenue reduction -lower than anticipated average fare	-	-	944	0.9	
Fare revenue reduction - ridership adjustment	-	-	1,425	1.3	
Fine revenue adjustment	-	-	20	0.0	
Total Change to 2014 Approved Outlook	(7,779)	(4.1)	(5,391)	(5.1)	-
<b>2014 Approved Budget</b>	<b>188,347</b>	<b>(0.9)</b>	<b>103,378</b>	<b>(3.1)</b>	<b>133.2</b>

\* Total permanent Transit staff including Support branch allocations is 159.8 which includes 1.5 allocated permanent Support staff asks in 2014.

# 2014 Budget Change Explanations

## York Region Transit/Viva - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	190,094		106,634		129.2
<b>Base</b>					
Budget re-class from Contingency to meet service requirements	1,000	0.5	1,000	0.9	
Compensation Adjustment for Contract settlement	562	0.3	562	0.5	
Compensation Adjustments	(18)	(0.0)	(18)	(0.0)	1.0
Insurance change	66	0.0	66	0.1	
Contractor cost reduction - lower CPI increase & lower TTC rate	(3,380)	(1.8)	(3,380)	(3.2)	
Other adjustments - inflation or market adjustment	468	0.2	468	0.4	
2013 Fare revenue adjustment -lower average fare & ridership	-		4,938	4.6	
Transit fare increase - effective Jan. 1, 2014	-		(3,622)	(3.4)	
<b>Sub Total Base</b>	<b>(1,301)</b>	<b>(0.7)</b>	<b>15</b>	<b>0.0</b>	<b>1.0</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>0.0</b>
<b>Annualization</b>					
Debenture financing of capital program net of development charges	(1,516)	(0.8)	(1,511)	(1.4)	
Increased contribution to capital to support 2014 Capital Budget	1,000	0.5	1,000	0.9	
Waste collection - increase of waste/recycling units	120	0.1	120	0.1	
<b>Sub Total Annualization</b>	<b>(396)</b>	<b>(0.2)</b>	<b>(391)</b>	<b>(0.4)</b>	<b>0.0</b>
<b>Net Operating Impact of Capital</b>					
Operating impact of vivaNext -facility maintenance cost increase	966	0.5	966	0.9	
<b>Sub Total Net Operating Impact of Capital</b>	<b>966</b>	<b>0.5</b>	<b>966</b>	<b>0.9</b>	<b>0.0</b>
<b>Efficiency</b>					
Fuel cost reduction - lower consumption per service hour	(303)	(0.2)	(303)	(0.3)	
Vehicle repair & mtnce, winter mtnce - reduced due to demand	(1,350)	(0.7)	(1,350)	(1.3)	
<b>Sub Total Efficiency</b>	<b>(1,653)</b>	<b>(0.9)</b>	<b>(1,653)</b>	<b>(1.5)</b>	<b>0.0</b>
<b>Total Base</b>	<b>(2,385)</b>	<b>(1.3)</b>	<b>(1,064)</b>	<b>(1.0)</b>	<b>1.0</b>
<b>Growth</b>					
Compensation Adjustment for Contract settlement	14	0.0	14	0.0	
Additional Transit & Fare Media Inspectors, Social Media Comm. Specialist	254	0.1	254	0.2	3.0
Support branch allocations	203	0.1	203	0.2	
Introduction of Route 50B	167	0.1	167	0.2	
Additional fare revenues due to ridership growth	-		(2,831)	(2.7)	
<b>Total Growth</b>	<b>638</b>	<b>0.3</b>	<b>(2,193)</b>	<b>(2.1)</b>	<b>3.0</b>
<b>Total Enhancement</b>	<b>-</b>		<b>-</b>		<b>0.0</b>
<b>Total Budget Change</b>	<b>(1,747)</b>	<b>(0.9)</b>	<b>(3,257)</b>	<b>(3.1)</b>	<b>4.0</b>
<b>2014 Approved Budget</b>	<b>188,347</b>		<b>103,378</b>		<b>133.2</b>

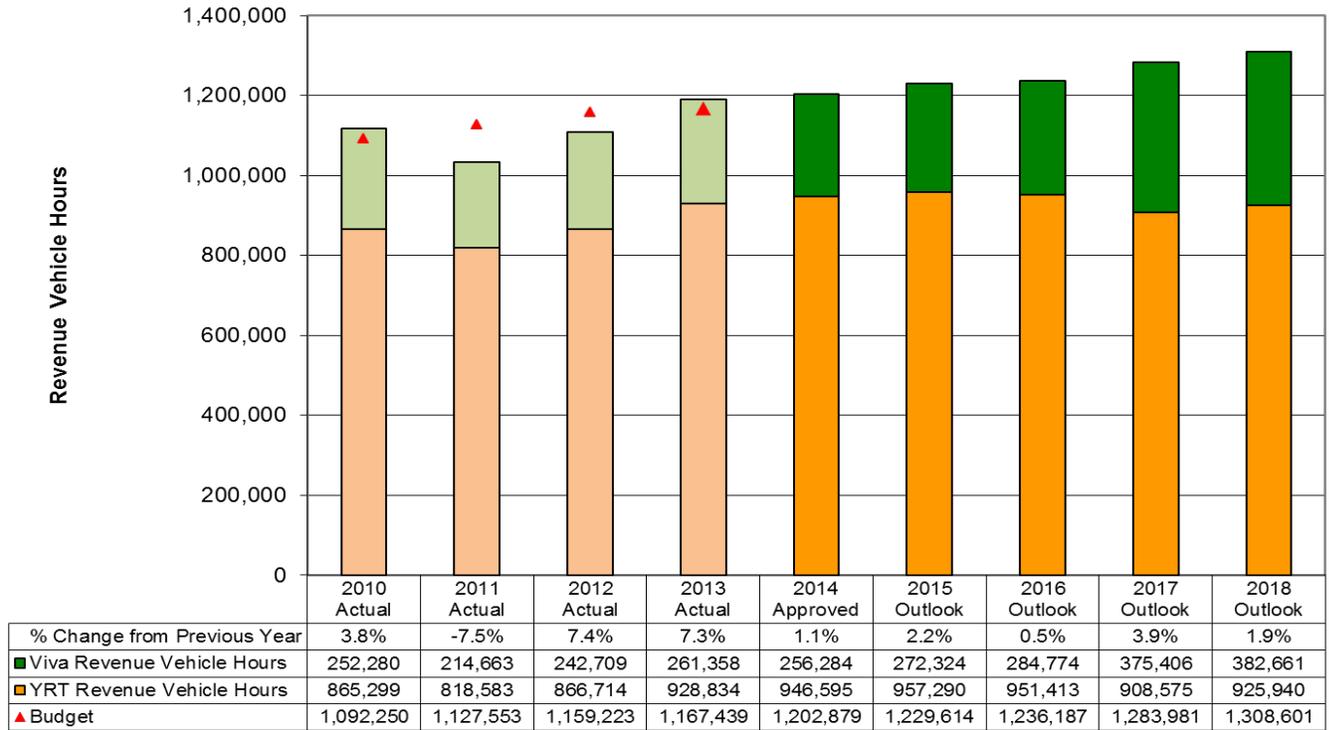
\* Total permanent Transit staff including Support branch allocations is 159.8 which includes 1.5 allocated permanent Support staff asks in 2014.

## Key Performance Indicators

# CONVENTIONAL & RAPID TRANSIT (COMBINED)

# Transportation and Community Planning Department Transit Operating

## Revenue Vehicle Hours - Conventional + Viva



Source: Annual vehicle hours operated by scheduled active "in-revenue" vehicles and do not include charters, deadheading, training, road tests and or maintenance related travel.

### What does the graph show?

- The total available revenue vehicle hours throughout the Region for regular conventional and bus rapid transit services.

### Explanation of KPI Trend

- Since amalgamation (2001) to 2010, revenue vehicle hours have been increasing. This is due to the assumption of previously existing GO service routes and the introduction of Viva services.
- 2011 revenue vehicle hours were 7.5% lower than 2010. This drop in revenue vehicle hours was mainly due to the strike by three O&M contractors (Miller Transit, First Canada & Veolia BRT) in the last quarter of 2011. Revenue vehicle hours were projected to be approximately 1.2 million hours had there been no strike.

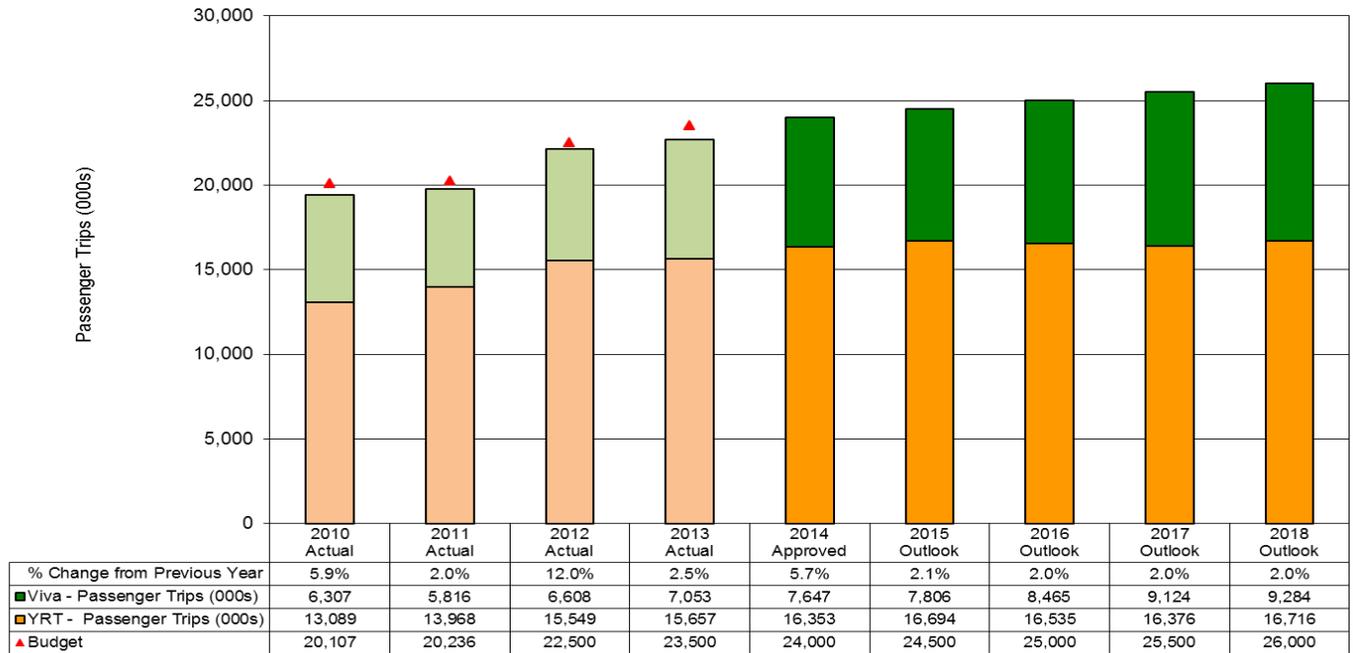
## **Transportation and Community Planning Department Transit Operating**

- Revenue vehicle hours in 2012 were 7.4% higher than 2011. The variance was largely due to the YRT contractor strike (34 days in 2012 vs. 69 days in 2011).
- Revenue vehicle hours in 2013 were 7.3% higher than 2012. This was mainly due to the impact of strike in 2012 and the additional hours implemented in 2013 to mitigate the impact of vivaNext construction.
- 2014 Revenue vehicle hours will maintain at 2013 level. The focus will be matching service to demand.
- Revenue vehicle hours in the outlook years (2015-2018) are projected to increase with the implementation of 2017 Rapid Transit Network Plan.

# Transportation and Community Planning Department Transit Operating

## Community Impact

**Number of Passenger Trips - Conventional + Viva**



Source: Passenger Trips - Regular service passenger trips are linked trips riding one way from origin to final destination; passengers whose trip involves transfers count only as one.

### What does the graph show?

- The total annual ridership for regular conventional and bus rapid transit services.

### Explanation of KPI Trend

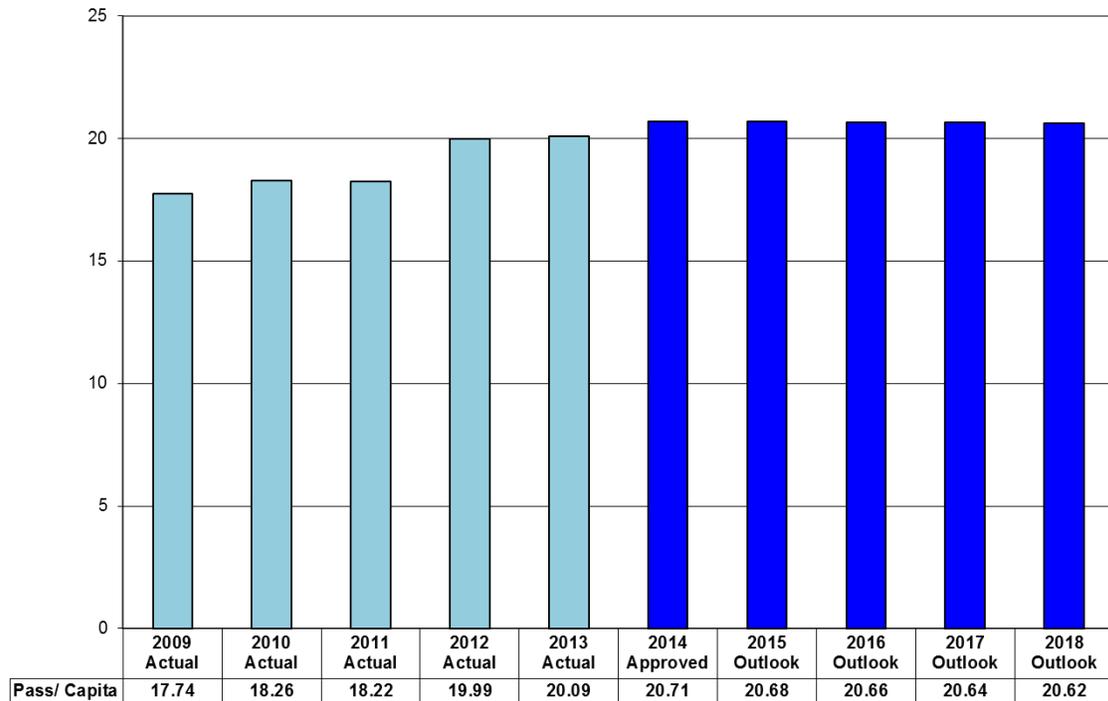
- 2011 ridership was 2.0% higher than prior year. This increase was attributed to service improvements and population growth. Ridership was forecast to reach 21.8 million or 12% higher than 2010 had there been no strike by the three O&M contractors (Miller Transit, First Canada and Veolia BRT) in the last quarter of the year.
- Ridership in 2012 reached 22.2 million which was 12.0% higher than 2011 and in line with 2012 budget. Ridership lost during the transit strike was recovered by free transit offer to YRT customers for a period of approximately 2 months in 2012.
- Ridership in 2013 was 22.7 million, which was an increase of 2.5% over 2012 ridership as a result of service improvement and general population growth.

## **Transportation and Community Planning Department Transit Operating**

- Ridership in 2014 is budgeted to reach 24M as a result of continuous service improvements. Ridership in the outlook years (2015-2018) are budgeted to increase by about 2% each year keeping pace with general population growth.

## Transportation and Community Planning Department Transit Operating

**Passenger Trips per Capita - Conventional + Viva**



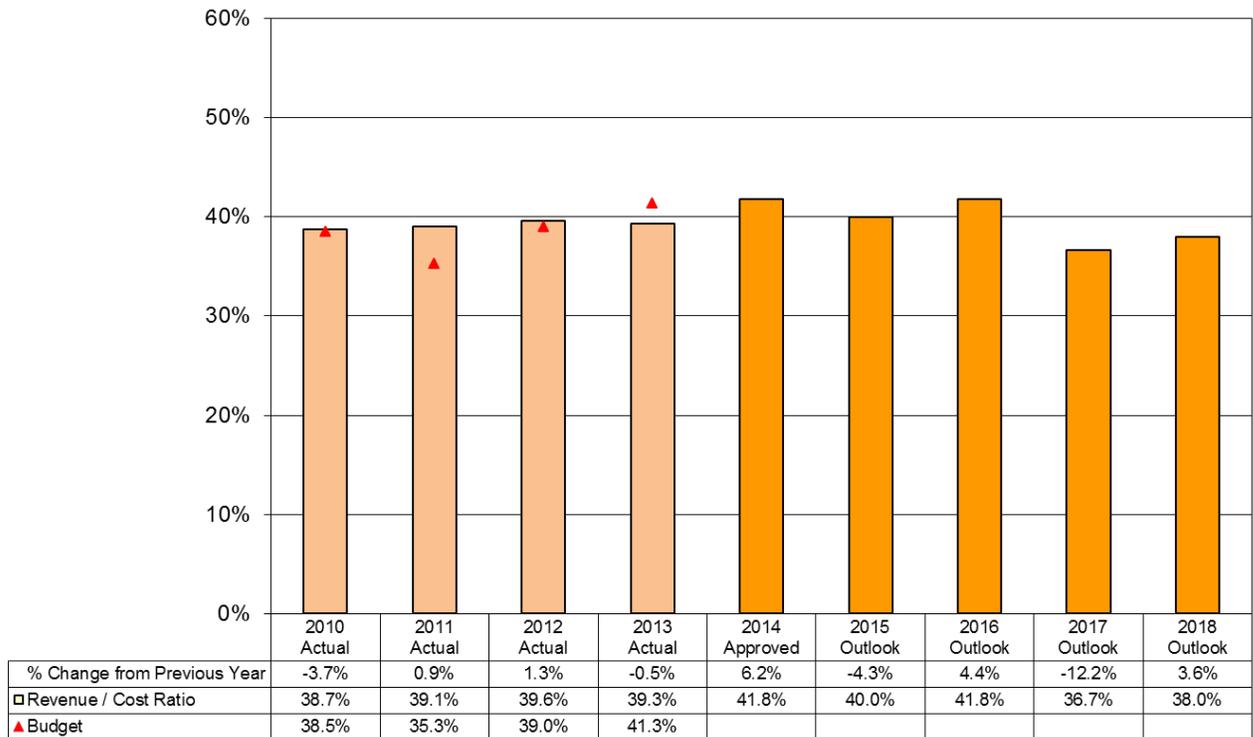
Since 2010, passenger trips per capita has been showing consistent improvements attributed to continuous ridership growth. In 2014, passenger trips per capita is projected to be 20.71.

Passenger trips per capita in the outlook years (2015-2018) are forecast to be in the 20.60 range, a result of ridership growth keeping pace with population growth.

# Transportation and Community Planning Department Transit Operating

## Efficiency

**Revenue/Cost Ratio - Conventional + Viva**



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Revenue (000s)	51,468	52,702	59,806	63,987	69,445	70,870	76,295	69,998	75,248
Gross Costs (000s)	133,021	134,935	151,190	162,654	166,177	177,160	182,648	190,951	198,098

Source: Revenue – Total operating revenues, including regular service passenger revenues plus other operating revenues (i.e. school contracts, local charters, advertising and parking lot charges).  
Gross Costs – Total direct operating expense plus cross boundary service expense (TTC including depreciation). This includes costs allocated from support programs and excludes financing charges and occupancy costs.

### What does the graph show?

- The percentage of operating costs that is recovered through operating revenues.

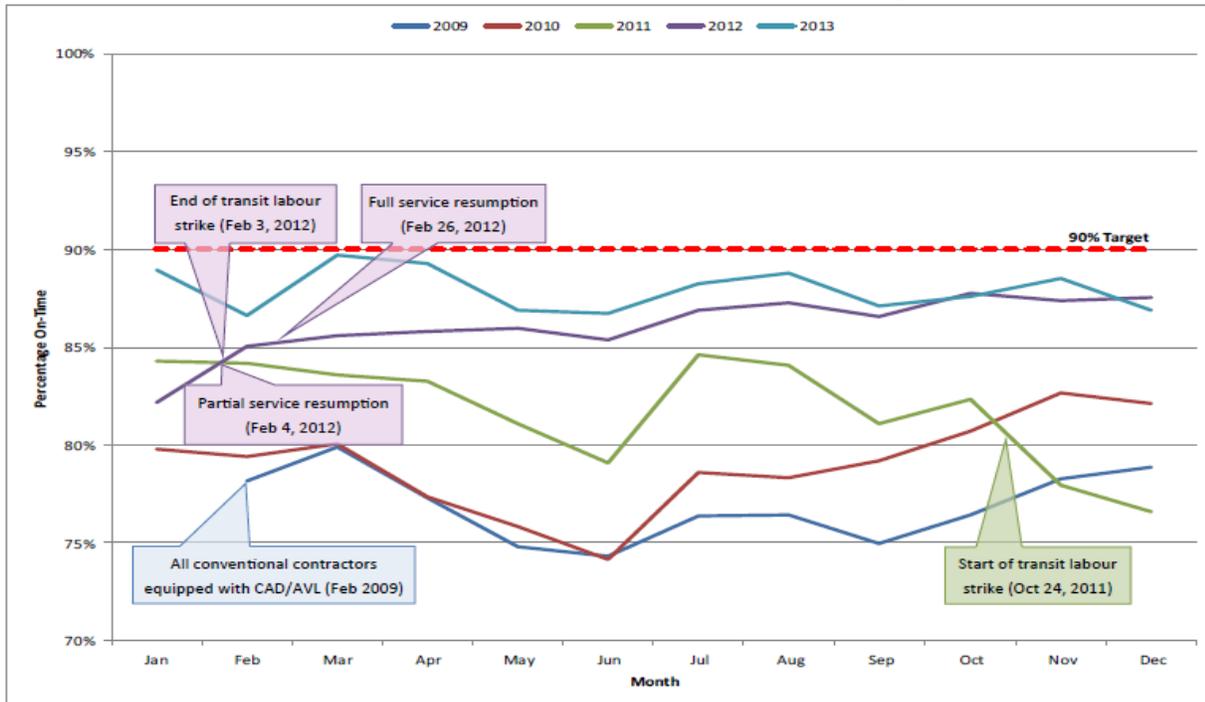
## Transportation and Community Planning Department Transit Operating

### Explanation of KPI Trend

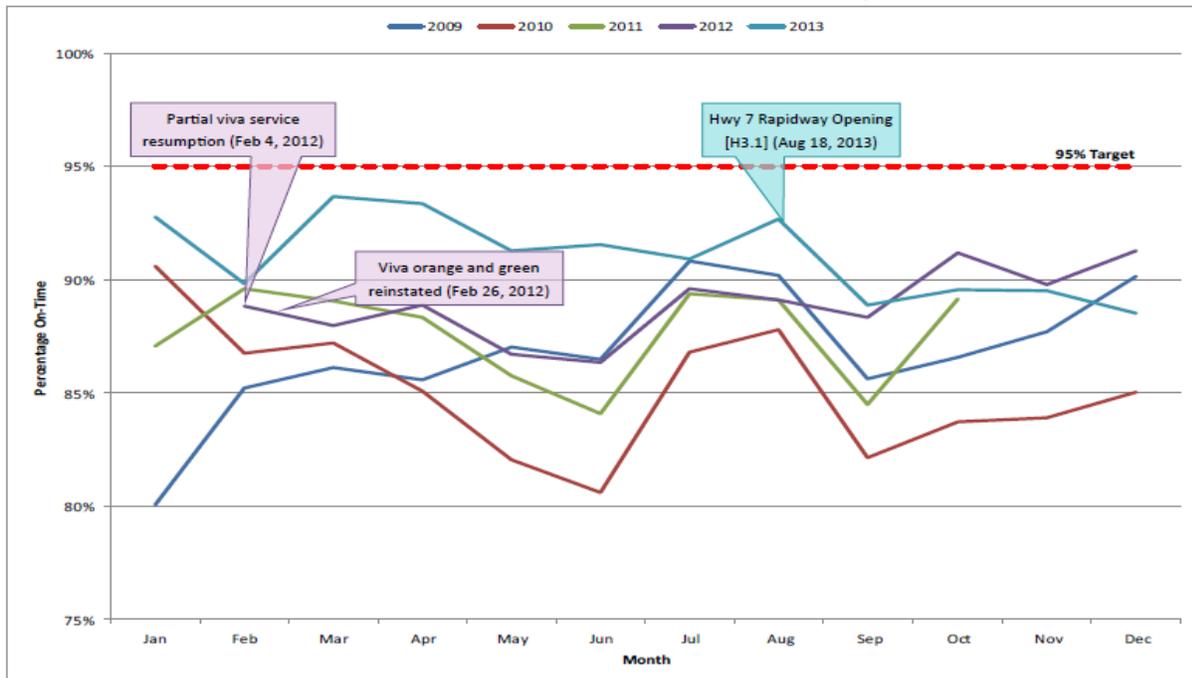
- Revenue/Cost ratio (R/C) improved slightly in 2011. This was largely due to cost savings as a result of the strike by the three contractors (Miller Transit, First Canada and Veolia BRT) that lasted for 69 days in the last quarter of 2011.
- R/C in 2012 was 1.3% higher than 2011 largely attributed to higher ridership in 2012. Strike savings from 2011 and 2012 were used to fund the free rides in February & March for the year of 2012.
- R/C ratio in 2013 was 39.3% which is lower than the budget of 41.3%. This is largely due to lower than anticipated ridership and average fare.
- R/C ratio in 2014, 2016 & 2018 is projected to be higher than prior years largely due to the anticipated fare increase for that year. R/C in 2017 is projected to decrease to 36.7% as a result of the revenue loss due to Spadina subway opening. This estimate is subject to change pending fare integration agreement with TTC & Metrolinx.

# Transportation and Community Planning Department Transit Operating

## On-Time Performance Conventional Bus Routes, Trip Start



## On-Time Performance VIVA BRT Routes, Trip Start



**What do these graphs show?**

- Percentage of trips start (depart from the first stop of a trip) on time of all the trips for Conventional and Viva routes. On time means departing no later than 5:00 minutes after the scheduled departure time.

## **Transportation and Community Planning Department Transit Operating**

### **Explanation of KPI Trend**

- To improve on-time performance for the trip start time, YRT/Viva made significant adjustments to schedules in November 2010.
- Trip start on-time performance targets were identified at the Jun 16, 2011 Council meeting:
  - 90% for conventional service
  - 95% for Viva service
- With on-going analysis of on-time performance and adjustment to schedule, trip start on-time performance for both Conventional & Viva routes has continued to improve since 2011.
- In 2013, trip start on-time performance for Conventional routes was tracking in the range of 86% to 89% approaching its target of 90%.
- In 2013, trip start on-time performance for Viva routes was tracking in the range of 88% to 93%, also on the positive trend to attain the target of 95%.

### **Comments / Background:**

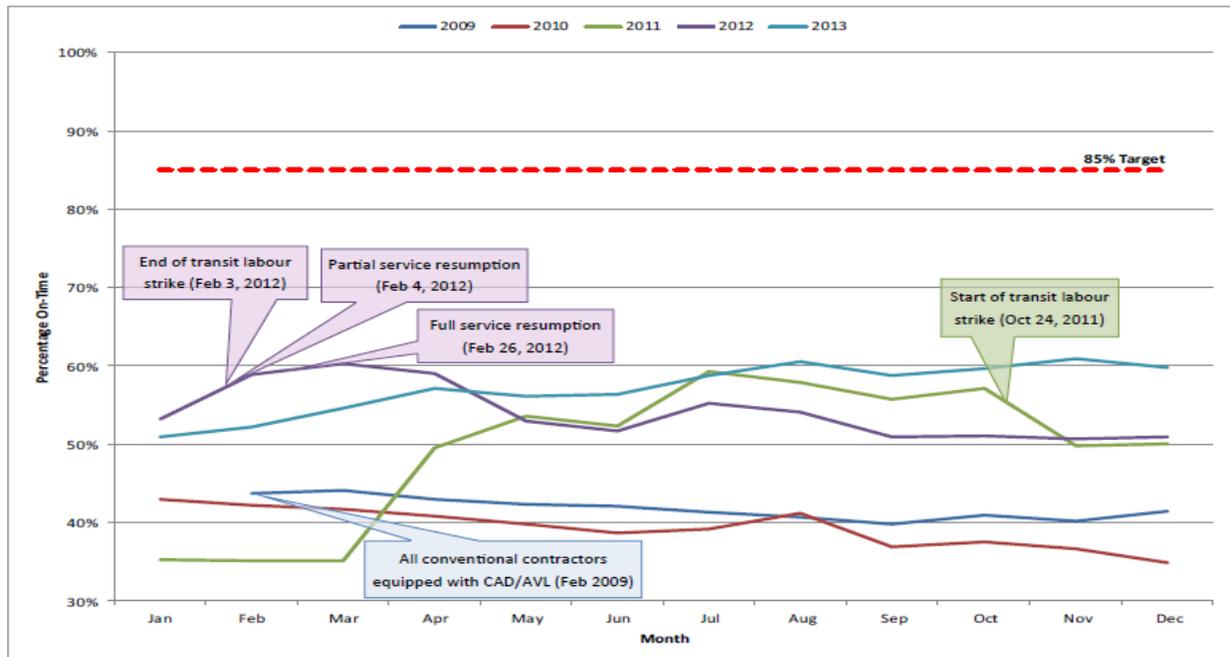
A YRT/Viva working group made up of representatives from Operations, Customer Service and Service Planning and Scheduling, analyze Innovations in Transportation (INIT) data from the buses on-board Computer Aided Dispatch/Automatic Vehicle Locating system (CAD/AVL) for each YRT and Viva route for both weekday and weekend services. This analysis allows staff to make informed decisions on the bus schedules. All schedule adjustments are made in consultation with YRT/Viva's bus operating and maintenance contractors.

The purpose of the group is to:

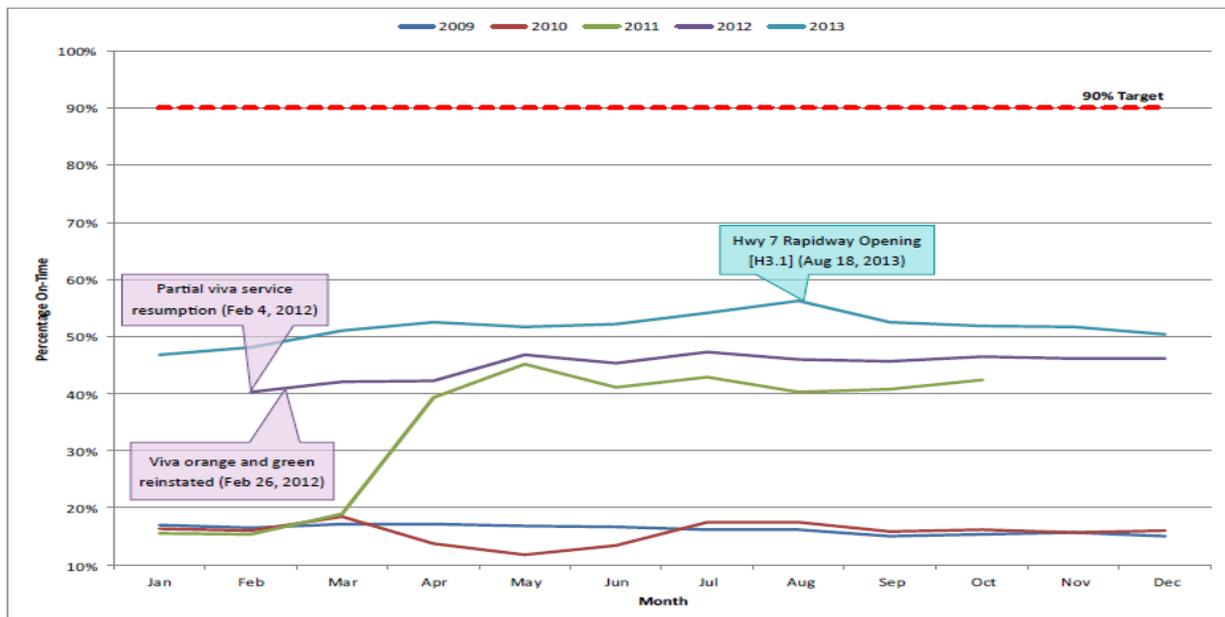
- Identify areas needing improvement
  - Routes departing less than 90% on-time for Conventional services
  - Routes departing less than 95% on-time for Viva services
- Identify corrective measures
  - Schedule changes
  - Interim operational measures
  - Technology changes and upgrades
  - Bus operator training
  - Contingency bus requirement

# Transportation and Community Planning Department Transit Operating

## On-Time Performance Conventional Bus Routes, Trip Arrival



## On-Time Performance VIVA BRT Routes, Trip Arrival



### What does the graph show?

- Percentage of trips arrive (reach the last stop of a trip) on time of all trips for Conventional and Viva routes. On time means arriving no later than 5:00 minutes after the scheduled arrival time.

## **Transportation and Community Planning Department Transit Operating**

### **Explanation of KPI Trend**

- To improve on-time performance for the trip arrival time, YRT/Viva made significant adjustments to schedules in November 2010.
- Trip arrival on-time performance target was identified as 85%-90% at the Jun 16, 2011 Council meeting.
- With on-going analysis of on-time performance and adjustment to schedule, arrival on-time performance for both Conventional and Viva routes has shown continuous improvements.
- In 2013, arrival on-time performance for Conventional routes was tracking in the range of 51% to 61%. Continuous efforts are required to improve the performance to attain the target of 85%
- In 2013, arrival on-time performance for Viva routes was tracking in the range of 46% to 56%. The performance has shown significant increase in the past three years, and is on the right track to attain the 90% target.

### **Comments / Background:**

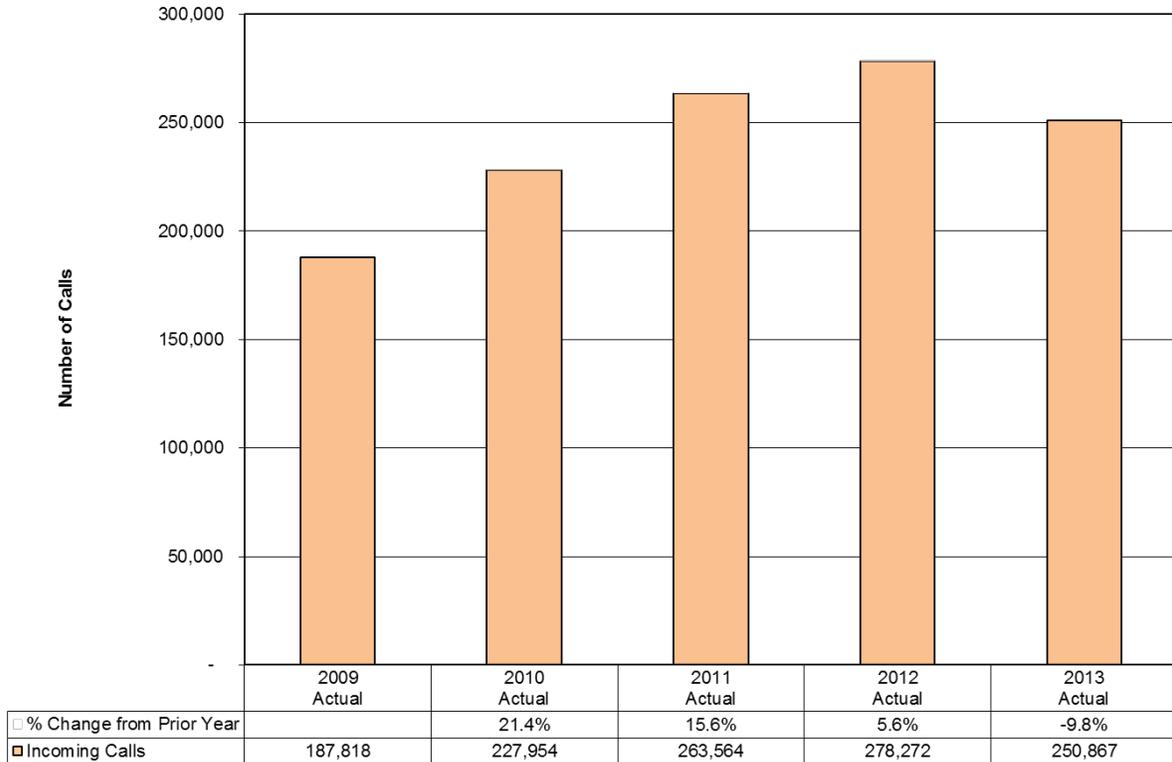
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The purpose of the group is to:

- Identify areas needing improvement
  - Routes arriving less than 85% on-time for both Conventional and Viva services.
- Identify corrective measures
  - Schedule changes
  - Interim operational measures
  - Technology changes and upgrades
  - Bus operator training
  - Contingency bus requirement

# Transportation and Community Planning Department Transit Operating

## Call Centre Statistics Incoming Calls



### What does the graph show?

This graph shows the total number of incoming calls to the YRT/Viva Contact Centre that are directed to a Customer Service Representative (CSR).

### Explanation of KPI Trend

- Comparing data for 2011 and 2012 is not a true identifier of emerging trends as calls were affected by the bus operator strike and free transit service.
- When comparing calls received in 2009 to 2010 and 2013, calls received continue to trend up – a 21.2% increase when comparing 2009 to 2010 and a 10% when comparing 2010 to 2013 which is in line with the ridership trend.

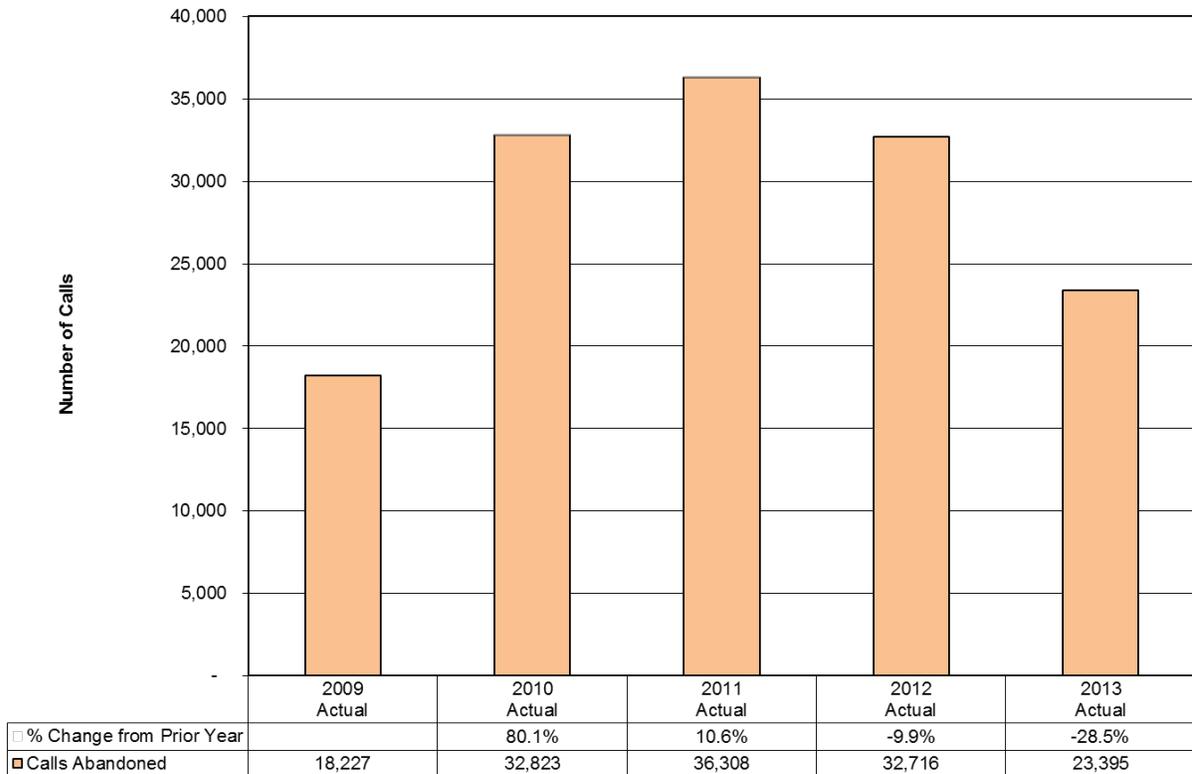
## Transportation and Community Planning Department Transit Operating

### Comments / Background:

- Currently call centre staff respond to an average of 700-800 calls during weekdays and an average of 300 to 400 calls on weekends. It is anticipated that call volumes will continue to increase as ridership continues to grow.
  
- The following events also influence call volumes:
  - Interactive Voice Response (IVR) and web site issues
  - Major service delays/accidents/detours
  - Inclement weather
  - Service board changes (major schedule/route adjustments)
  - Labour Disputes (service operators/transit agencies/schools, colleges and universities)

# Transportation and Community Planning Department Transit Operating

## Call Centre Statistics - Call Abandoned



### What does the graph show?

This graph shows the number of calls abandoned. It represents total number of callers who hang up before a CSR answers their call.

### Explanation of KPI Trend

- In 2010, calls abandoned totalled 32,823 and almost doubled compared to 2009.
- Calls abandoned increased by 10.6% in 2011 over 2010.
- In 2012, calls abandoned decreased by 9.9% per cent over 2011. This can be attributed to the increase of one full time customer service representative (CSR) in the contact Centre.
- In 2013, number of calls abandoned continued to decrease, a result of reduced incoming calls when compared to 2012, as well as the increase of staff resource in the contract centre (One full time CSR was approved in 2013).

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## Branch Description

The primary responsibilities of the Roads Branch are the construction and maintenance of the growing Regional road network and the procurement/maintenance of fleet vehicles. Accordingly, the Branch is organized into the following three areas of service delivery:



The design and construction of new roads and expansion/rehabilitation of existing roads is the responsibility of the Capital Delivery Division. The Maintenance Division is responsible for road operations and day to day maintenance. The Fleet Division is responsible for the procurement and maintenance of approximately 500 corporate vehicles and operating equipment.

## Mission/Vision

The Branch mission is to provide a safe and well-designed environment for all modes of travel by maintaining a safe and efficient road system.

## Mandate

The Roads Branch mandate is to assist in the safe and efficient transport of goods and people through the construction and maintenance of interconnecting roads between urban and rural areas. This is achieved through:

- Optimizing the performance of Regional road infrastructure for all road users
- Delivering road infrastructure capital projects in a timely, fiscally responsible manner to meet the changing needs (growth and urbanization) of York Region
- Ensuring a state-of-good repair for all road infrastructure assets
- Implementing asset management practices to plan and deliver maintenance activities, rehabilitation and reconstruction of the road infrastructure
- Procuring, managing and maintaining the Regional fleet of cars, trucks and equipment (excluding YRP, EMS and YRT/viva buses)

## Base Drivers

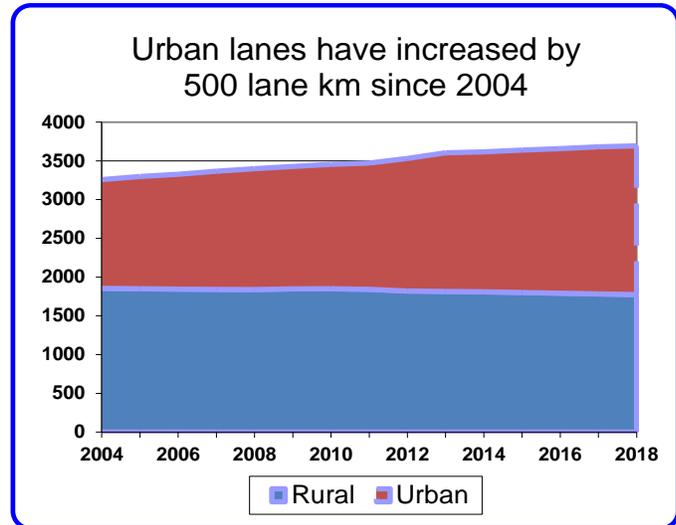
### The road network is growing and becoming more urban

The road network is comprised of over 3,585 lane km and is expected to grow on an average of 25 lane km each year over the next 20 years (due to new roads constructed by Capital Delivery and excluding the uploading of roads from local municipalities). More significant is that the mix of roads is changing from rural to urban.

Urbanization increases:

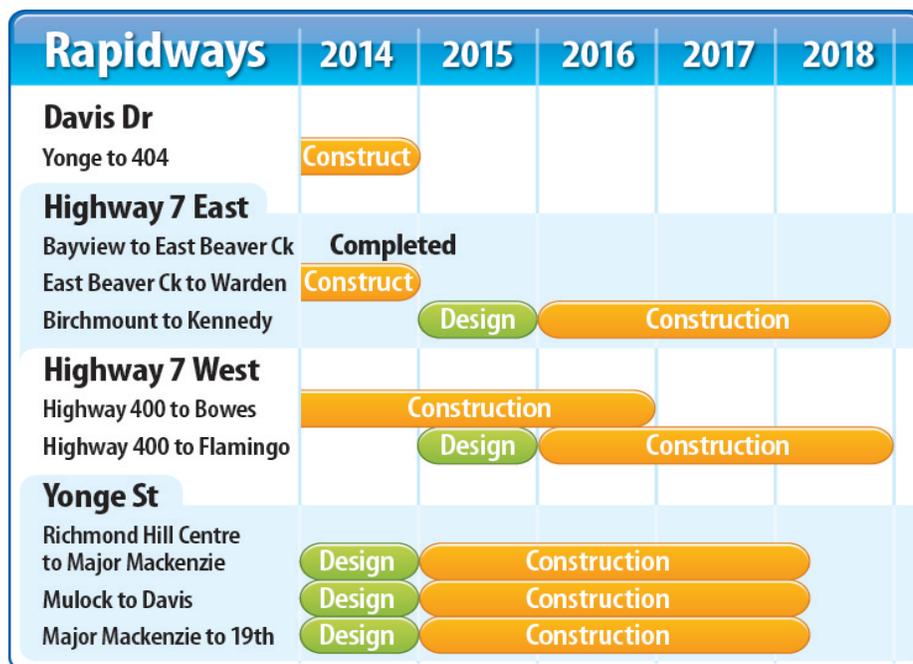
- Multi-modal travel as Transit, cyclists and pedestrians make greater use of the road network
- The number of road assets such as: islands, pavement markings, oil grit separators and signage

The number and complexity of assets required on urban roads is much greater than in a rural setting. As a result, it requires three and a half times more effort to maintain urban roads versus rural roads.



### Maintenance costs will increase as vivaNext rapidways come into service

To facilitate Transit use, 36 km of vivaNext rapidways will be constructed by 2018. Rapidways create a new urban standard with unique challenges for snow plowing and possible snow removal, contract maintenance and the need for more technical asset management expertise. Road maintenance has restructured its delivery model to enhance the technical capabilities of its yards.



## Business intelligence is improving Fleet Services operations

Fleet Services is improving its tracking of vehicle usage and age. Identifying underutilized vehicles and assets past their useful life will improve fleet efficiency and maintenance costs. Fuel consumption is also being tracked to improve the use of in-house versus commercially purchased fuel.

## Key Challenges

### An improved asset management program will ensure our roads are maintained in a state-of-good-repair

York Region has a relatively young road network, which has resulted in the roads being in good condition; however, requirements for rehabilitation spending will increase as the road network ages and older municipal roads are uploaded from other levels of government. Further development of preventative maintenance programs, data collection and new technologies are maintaining assets in a state of good repair and extending their useful life. As the Roads capital program migrates from being growth driven to asset replacement driven there will be an increased demand on the tax rate as growth related projects are largely funded from non-tax sources.

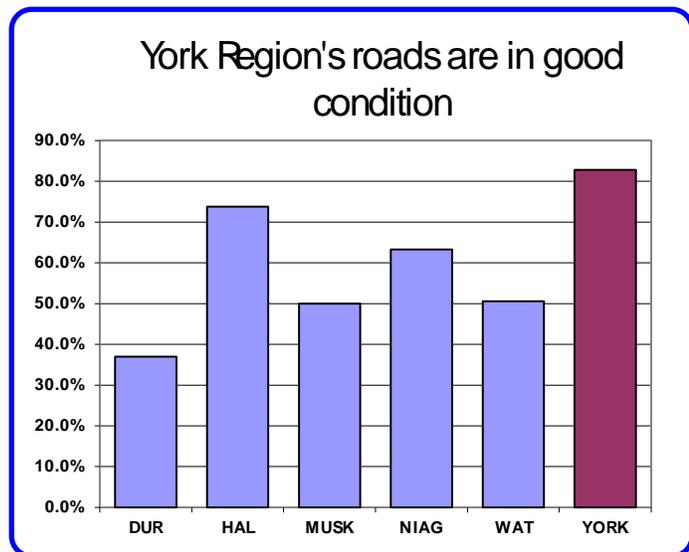
### Investing in business intelligence will result in improved performance

Upgrading the information system in Fleet Services is improving performance. Continuing to invest in systems provides business intelligence necessary to implement improvements in:

- Asset management practices
- Delivery of maintenance activities
- Internal and external reporting

### Urbanization changes the road network and the fleet required to maintain it

Roads maintenance is changing to meet the needs of urbanization and so is the fleet. More versatile equipment is being used to increase productivity while minimizing fleet requirements. Examples of recent changes in fleet purchases include: snow melting machines as a possible alternative to snow removal, Mad Vac's for debris pick up and the use of hybrid vehicles.



### Road Condition Index

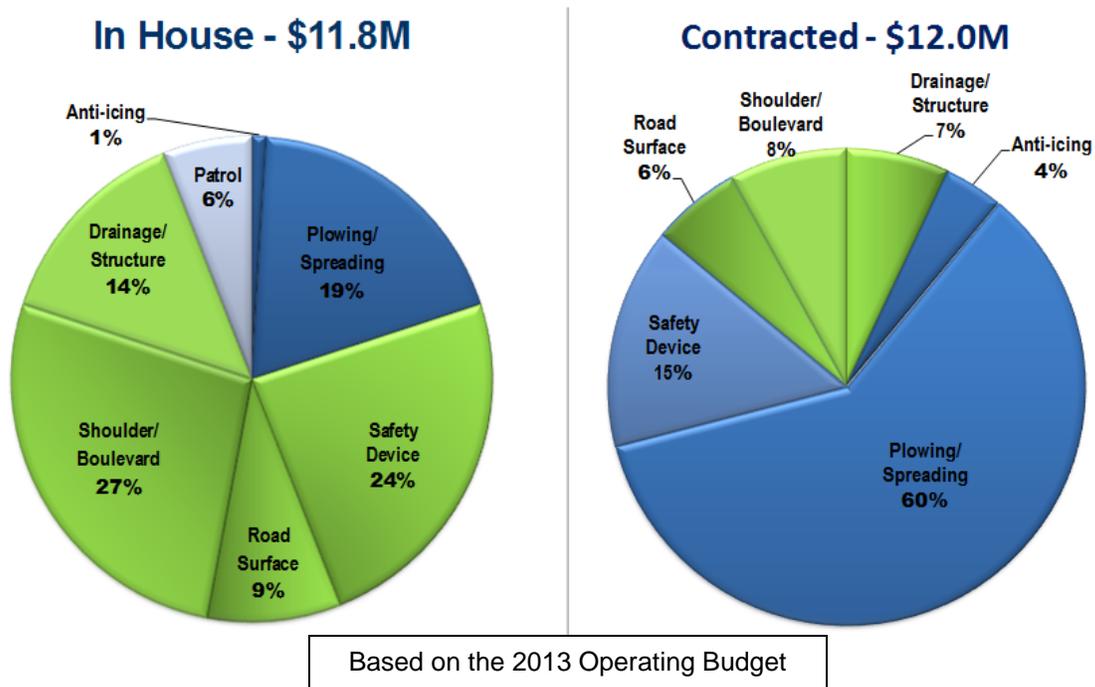
The road condition index assesses the average quality of the roads within York Region. Bi-annual data on surface conditions are collected and averaged. Future road condition assessments will expand the data collected to improve asset management efforts.

## Service Challenges

### Service delivery is a balance of in-house expertise and contracted services

Over the last 10 years the amount of contracted services has increased to maintain service delivery flexibility at a reasonable cost. By maintaining a blend of in-house and contracted services the Region:

- Remains a capable knowledgeable client
- Can shift internal teams to take advantage of market conditions



### Winter maintenance is dependent upon weather conditions

Road Maintenance activities are grouped into two main categories: winter maintenance and non-winter maintenance. Non-winter maintenance activities predominately maintain the road network in a state of good repair and are relatively predictable; winter maintenance activities focus on traffic safety and are dependent upon the weather and therefore much less predictable.

## Additional facilities will be required to support operations and maintain service levels

As the road network grows, the need for facilities also grows. Additional facilities will be required within the next 10 years to accommodate a new southeast patrol yard as well as a new snow management facility. An additional facility is proposed over the next ten years. As development continues, there is less land available for roads maintenance sites. As a result, property requirements need to be projected in the near-term. Below is a summary of the planned maintenance facilities:



## Strategic Goals

- Modify business practices to support urbanization and the increased need for multi-modal travel
- Strengthen partnerships with stakeholders who shares common interests
- Continue to deliver and sustain critical infrastructure (on-time and on-budget) while maintaining service levels

## Branch Objectives

- Improve asset management practices to reduce the total cost of ownership of Regional assets
- Increase branch adaptability to meet changing needs of the road network
- Develop information systems and performance measures for more informed decision making
- Report to Council and the public on the branch's service delivery
- Develop performance measures to track and improve branch performance

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	133.0	143.0	149.0	148.0	(1.0)
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	133.0	143.0	149.0	148.0	(1.0)
<b>Net FTE Change*</b>		<b>10.0</b>	<b>6.0</b>	<b>5.0</b>	<b>(1.0)</b>

\* Does not include FTE's from support branches.

Casual Full Time Equivalentents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	20.8	20.8	20.8	32.7	11.9
<b>Net Casual Change**</b>		<b>0.0</b>	<b>0.0</b>	<b>11.9</b>	<b>11.9</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (7 hour work day) or 2,080 (8 hour work day).

## Roads

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Non-Winter Maintenance</u>				
Roads Maintenance District Manager	1.0	G	153	153
District Operations Technologist	1.0	G	110	110
<u>Capital Delivery</u>				
Community Liaison Specialist	1.0	C	116	
<u>Capital Delivery - State of Good Repairs</u>				
Project Engineer	1.0	C	131	
<u>Equipment Fleet Operations</u>				
Fleet Procurement Supervisor	1.0	G	131	131
Share of Program Support	3.0		334	258
<b>Total Permanent FTEs</b>	<b>8.0</b>		<b>974</b>	<b>651</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes

## Roads Transportation Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	14,677	16,297	16,706	18,509	1,803	2,212
Program Specific Costs	8,620	10,201	10,462	9,910	(552)	(291)
Professional / Contracted Services	2,166	2,952	3,384	3,423	39	471
General Expenses	3,632	4,766	5,030	5,540	510	774
Financing Costs	20,051	21,740	31,835	26,585	(5,250)	4,845
Occupancy Costs	(3)	1,338	1,339	1,395	56	57
Contribution to Reserves	31,465	28,859	27,849	27,996	147	(863)
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	129	222	222	215	(7)	(7)
Direct Charges & Intra-allocations	(904)	(3,515)	(3,798)	(3,947)	(148)	(432)
<b>Total Expenditures</b>	<b>79,834</b>	<b>82,860</b>	<b>93,029</b>	<b>89,626</b>	<b>(3,403)</b>	<b>6,766</b>
<b>% Budget Change</b>			12.3%		-3.7%	8.2%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(366)	(310)	(310)	(310)	-	(0)
Development Charges	(13,136)	(14,464)	(23,175)	(19,232)	3,942	(4,769)
Contribution From Reserves	(15)	(622)	(622)	(360)	262	262
Third Party Recoveries	(380)	(554)	(554)	(633)	(79)	(79)
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(13,897)</b>	<b>(15,950)</b>	<b>(24,662)</b>	<b>(20,536)</b>	<b>4,126</b>	<b>(4,585)</b>
<b>% Budget Change</b>			54.6%		-16.7%	28.7%
<b>Net Tax Levy Requirement</b>	<b>65,937</b>	<b>66,910</b>	<b>68,368</b>	<b>69,090</b>	<b>723</b>	<b>2,180</b>
<b>% Budget Change</b>			2.2%		1.1%	3.3%

## 2014 Budget Change from Approved Outlook

### Roads Transportation - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	82,860		66,910		143.0
2014 Approved Outlook - Restated	93,029	12.3	68,368	2.2	149.0
Salary Adjustment for Contract Settlement	553	0.7	553	0.8	
Contract Cost - Winter/Summer Maintenance	214	0.3	214	0.3	
Fleet maintenance costs did not increase as anticipated	(550)	(0.7)	(554)	(0.8)	
Operating impact from VivaNext maintenance	570	0.7	570	0.9	
Additional seasonal staff offset by reduction of one permanent staff request	800	1.0	800	1.2	(1.0)
Service Level Increase (additional snow plows for multi-lane roadways)	724	0.9	724	1.1	
CPI, interdepartmental and other adjustments	(468)	(0.6)	(543)	(0.8)	
Recovery from Capital increases due to additional staff supporting capital projects	(415)	(0.5)	(415)	(0.6)	
Revised new lane kilometre and vehicle requirements reduces impact on operations	(128)	(0.2)	(128)	(0.2)	
Allocations to York Region Rapid Transit	(115)	(0.1)	(115)	(0.2)	
Allocations from other supporting departments within York Region	74	0.1	74	0.1	
Contribution from Reserves	0	-	262	0.4	
Debenture Financing of Capital Program Net of Development Charges	(5,250)	(6.3)	(1,307)	(2.0)	
Increased contribution to capital to support 2014 Capital Budget	588	0.7	588	0.9	
Total Change to 2014 Approved Outlook	(3,403)	(4.1)	723	1.1	
<b>2014 Approved Budget</b>	<b>89,626</b>	<b>8.2</b>	<b>69,090</b>	<b>3.3</b>	<b>148.0</b>

# 2014 Budget Change Explanations

## Roads Transportation - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	82,860		66,910		143.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	527	0.6	527	0.8	
Compensation Adjustments	44	0.1	44	0.1	
Seasonal Staff	833	1.0	833	1.2	
Contribution from Reserves	-		262	0.4	
Fleet Maintenance Costs	(86)	(0.1)	(90)	(0.1)	
Other Adjustments (CPI/Price/Decrease in Salt Usage)	(565)	(0.7)	(640)	(1.0)	
Corporate and Interdepartment Allocations	(360)	(0.4)	(360)	(0.5)	
<b>Sub Total Base</b>	<b>393</b>	<b>0.5</b>	<b>576</b>	<b>0.9</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Annualization</b>					
Debenture Financing of Capital Program Net of Development Charges	4,797	5.8	29	0.0	
Decreased contribution to capital to support 2014 Capital Budget	(1,067)	(1.3)	(1,067)	(1.6)	
VivaNext Maintenance Cost (contractors, snow plow rentals)	948	1.1	948	1.4	
<b>Sub Total Annualization</b>	<b>4,679</b>	<b>5.6</b>	<b>(90)</b>	<b>(0.1)</b>	<b>-</b>
<b>Net Operating Impact of Capital</b>					
NOI - New lane km and additional fleet vehicles	76	0.1	76	0.1	
<b>Sub Total Net Operating Impact of Capital</b>	<b>76</b>	<b>0.1</b>	<b>76</b>	<b>0.1</b>	<b>-</b>
<b>Efficiency</b>					
Contractual Service Change (grasscutting services outsourced)	(193)	(0.2)	(193)	(0.3)	
Fleet Maintenance Costs (repairs and fuel usage)	(47)	(0.1)	(47)	(0.1)	
Material Usage (less rural roads to pave)	(161)	(0.2)	(161)	(0.2)	
<b>Sub Total Efficiency</b>	<b>(401)</b>	<b>(0.5)</b>	<b>(401)</b>	<b>(0.6)</b>	<b>-</b>
<b>Total Base</b>	<b>4,747</b>	<b>5.7</b>	<b>161</b>	<b>0.2</b>	<b>-</b>
<b>Growth</b>					
Additional Technologist, District Manager, Supervisor, Engineer, Community Liaison Specialist	640	0.8	640	1.0	5.0
Support Branch Allocations	159	0.2	159	0.2	
Additional Seasonal Staff	65	0.1	65	0.1	
Increase Service Levels and Related Material Requirements (bridge washing, multi-use path maintenance, catch basin cleaning)	479	0.6	479	0.7	
Snow Plow Rentals (additional trucks for Yonge Street corridor, more trucks required for other multi-lane roads)	675	0.8	675	1.0	
<b>Total Growth</b>	<b>2,019</b>	<b>2.4</b>	<b>2,019</b>	<b>3.0</b>	<b>5.0</b>
<b>Total Enhancement</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Budget Change</b>	<b>6,766</b>	<b>8.2</b>	<b>2,180</b>	<b>3.3</b>	<b>5.0</b>
<b>2014 Approved Budget</b>	<b>89,626</b>		<b>69,090</b>		<b>148.0</b>

\* Total permanent Roads staff including Support branch allocations is 219 which includes 3 allocated permanent Support staff asks in 2014.

# Roads Transportation Operating

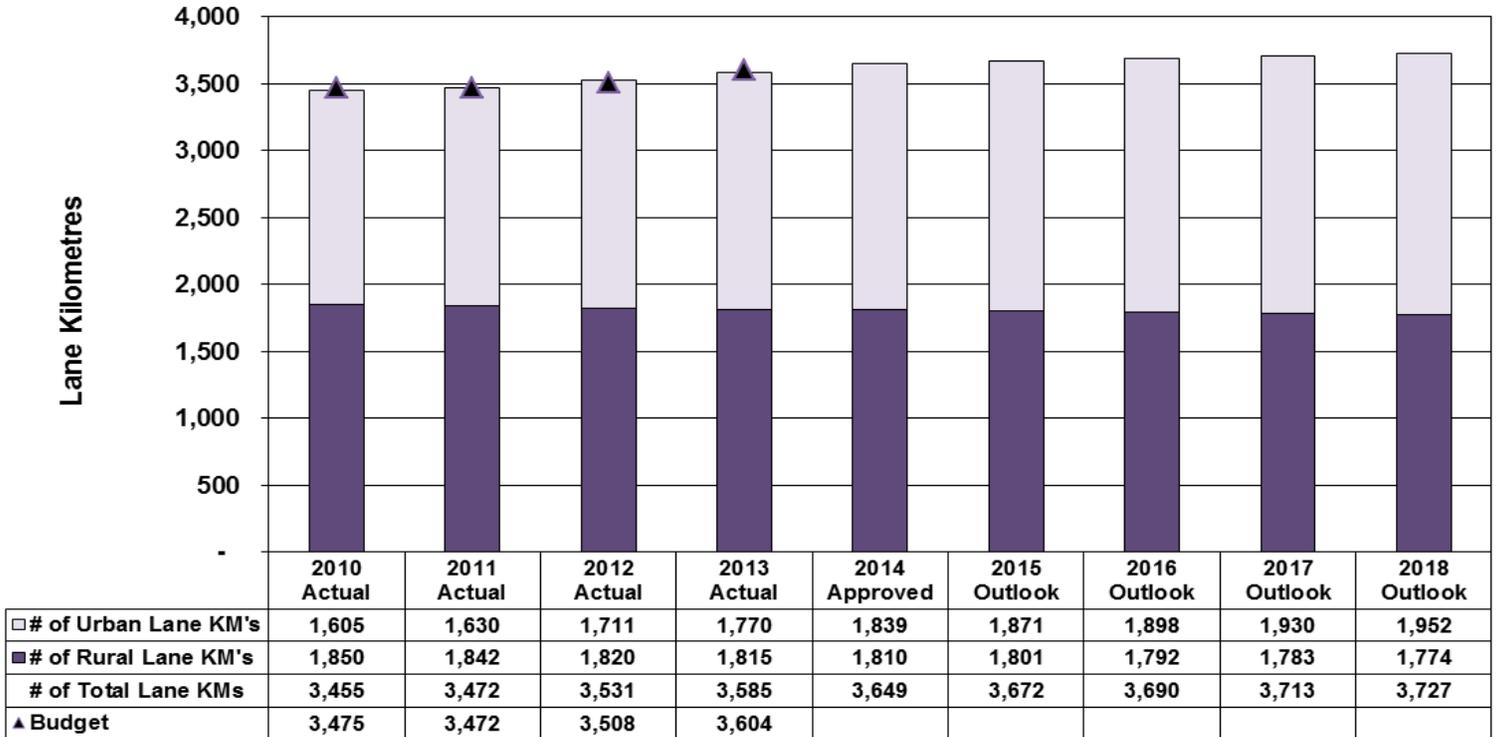
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## Key Performance Indicators

## Transportation and Community Planning Roads

### Service Level

#### Number of Lane Kilometres



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

Lane Kilometres: A lane kilometre is a continuous lane of road that conveys traffic in one direction. Total lane kilometres are determined by multiplying the number of centre line kilometres by the number of lanes for each road.

#### What does the graph show?

- The number of rural and urban lane kilometres that make up the total Regional road system. Differentiating between rural and urban is significant as the level of effort of road maintenance is significantly higher for urban roads.

#### Explanation of KPI Trend

- 2012 - Capital Delivery completed 59 new lane kilometres.
  - 16<sup>th</sup> Avenue and Reesor Road Jog Elimination 1 lane-kms
  - Bathurst Street – Wellington St to Mulock Dr 1 lane-kms
  - Gamble Sdrd – Yonge St to Bathurst St 4 lane-kms
  - Langstaff Road – Hwy 50 to Hwy 27 6 lane-kms
  - Stouffville Rd – Hwy 404 to Warden Ave 6 lane-kms
  - Bathurst Street – King Rd to Wellington Street 12 lane-kms

## Transportation and Community Planning Roads

- Woodbine Avenue – Ravenshoe Road to Morton Avenue 13 lane-kms
- Woodbine Avenue – Major Mackenzie to 19<sup>th</sup> Avenue 16 lane-kms
  
- 2013 - Capital Delivery completed 54 new lane kilometres.
  - Bloomington Rd – All projects 24 lane-kms
  - Ninth Line – Hwy 407 to Donald Cousens Parkway 7 lane-kms
  - Highway 50 – Ebenezer Road to Rutherford Road 4 lane-kms
  - Warden Ave 4 lane-kms
  - Stouffville Road – Highway 404 to McCowan Road 8 lane-kms
  - Enterprise Dr – Warden Ave to Birchmount Rd (vivaNext) 1 lane kms
  - Bayview Ave to Enterprise Dr via Hwy 7 (vivaNext) 6 lane-kms
  
- 2014 - Capital Delivery is expected to complete 12 new lane kilometres and assume 52 lane kilometres\*.
  - Bloomington Rd – Yonge St to Bayview Ave 4 lane-kms
  - York Durham Line and Durham Rd 5 1 lane-kms
  - Ninth Line and Elgin Mills Rd 1 lane-kms
  - Ninth Line and Major Mackenzie Dr 1 lane-kms
  - Ninth Line & Stouffville Rd Jog Elimination 1 lane-kms
  - Warden Ave – 16<sup>th</sup> Ave to Major Mackenzie Dr 4 lane-kms
  - Kirby Rd from Hwy 27 to Dufferin St\* 24 lane-kms
  - King Vaughan Rd from Pine Valley Dr to Bathurst St\* 20 lane-kms
  - Pine Valley Dr from King-Vaughan Rd to Teston Rd\* 8 lane-kms

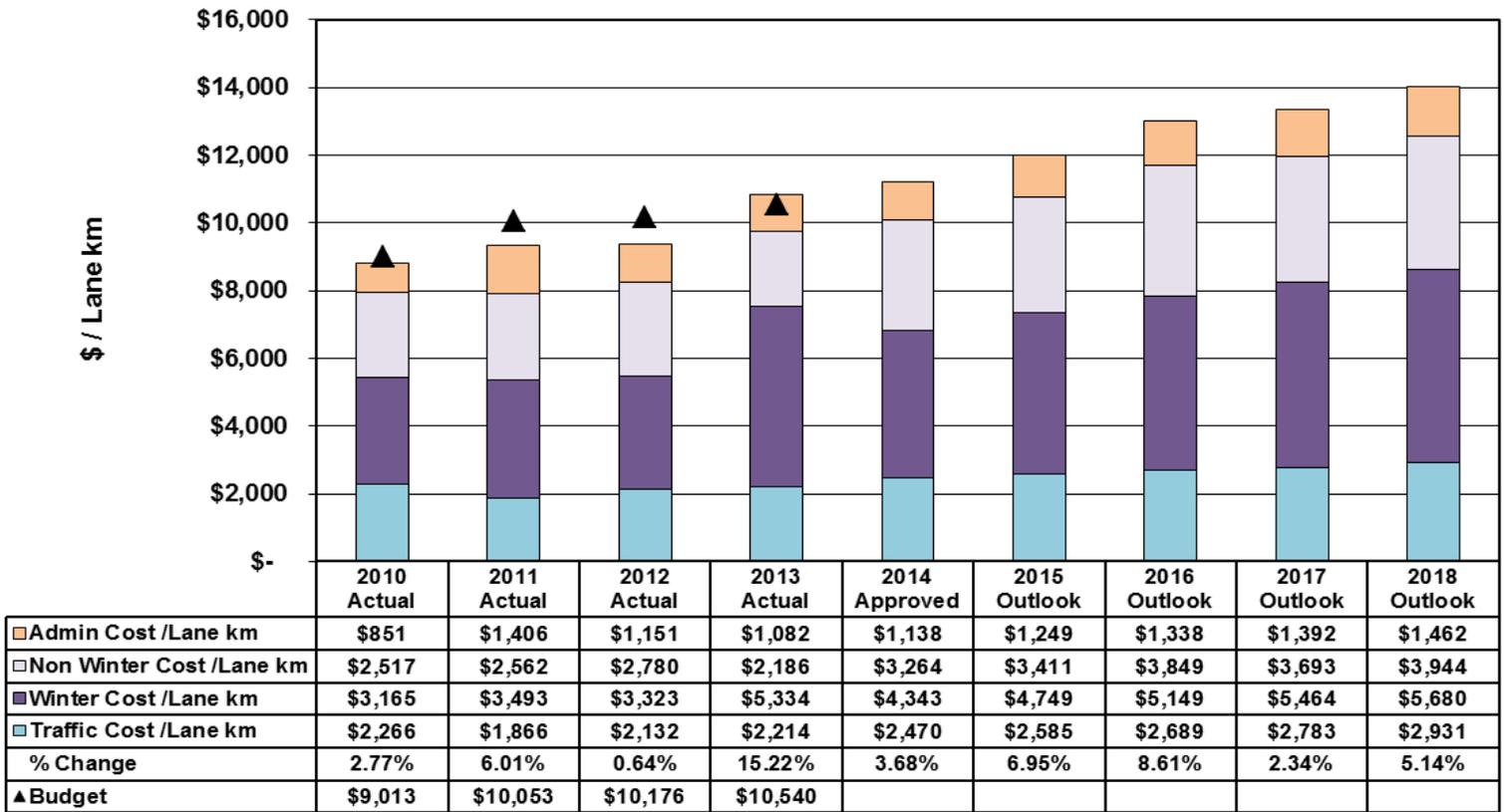
### **Comments / Background:**

- York Region has approximately \$5.1 billion in assets and roads as of December 2013. The Roads infrastructure (3,585 lane kms), which includes land, land improvements, roadbed, road surface intersections, bridges and culverts account for \$1.6 billion (approximately 31%) of the Region's assets.

## Transportation and Community Planning Roads

### Efficiency

### Cost per Lane Kilometre - All Roadway Operations



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Total Cost \$000's	\$30,398	\$32,383	\$33,146	\$38,769	\$40,914	\$44,035	\$48,068	\$49,502	\$52,235
Lane kms	3,455	3,472	3,531	3,585	3,649	3,672	3,690	3,713	3,727
Total Cost per Lane km	\$8,798	\$9,327	\$9,387	\$10,816	\$11,214	\$11,994	\$13,026	\$13,332	\$14,017

**Total Costs** for all roadway operations are calculated from the following programs:

<u>Included</u>	<u>Excluded</u>
TCP Administration (37002)	Fleet Operations (37230)
Roads Operations – Non Winter (37010)	Capital Delivery (37801/2)
Roads Operations – Winter (37040)	Financing Charges (37910)
Traffic Signal Operations (36203)	

## Transportation and Community Planning Roads

**Lane Kilometres:** The total number of lane kilometres in the Regional road system.

### **What does the graph show?**

- The total annual operating costs per lane kilometre of Regional road including all road maintenance and traffic signal maintenance costs.

### **Explanation of KPI Trend**

- 2013 – The total actual cost for all Roadway Operations was \$38.8M (includes winter and non-winter maintenance, traffic signals and administration programs and is equivalent to \$10,816 per lane km), an increase of \$5.6M compared to 2012 results and \$3.1M increase compared to the 2012 Budget. The following factors and initiatives contributed to the variance between the 2012 and 2013 actual results:

#### **All Roadway Operations**

- \$1.1M Salaries and benefits increase was a result some vacant positions that were subsequently filled and cost of living adjustments.

#### **TCP Administration**

- \$0.1M Increase in allocated support costs.

#### **Road Operations – Non Winter**

- \$0.6M Increase in fleet maintenance costs was a result of replacement of vehicles at the end of their useful life as well as purchase of new vehicles.
- \$0.5M Increase in contractor costs was due to higher volume of road maintenance work completed.
- \$0.1M Contractor cost increase in grass cutting services was due to annual CPI adjustment as per contract.
- (\$0.1M) Less operating equipment expenditures were required in 2013.
- (\$0.4M) Costs incurred by the Region relating to 2011 and 2012 Enterprise Drive maintenance and previously accrued for were waived by Markham in 2013. This more than offset cost the Region incurred while completing work on the Woodbine Bypass for Markham and resulted in overall costs related to services provided by municipalities to be lower.

#### **Road Operations – Winter**

- \$2.8M Increase in sand used on Regional Roads was a direct result of the December ice storm and a heavier than average winter season in general.
- \$0.9M Snow plows were operating for longer periods of time to clear Regional Roads, which resulted in increased costs.

#### **Traffic Signal Operations**

- \$0.0M A number of minor expenditure items such as IT Lease costs, staff training and telecommunications were slightly higher.

## Transportation and Community Planning Roads

- 2014 – The total budgeted cost for all Roadway Operations is \$40.9M (includes winter and non-winter maintenance, traffic signals and administration programs and is equivalent to \$11,214 per lane km), an increase of \$3.0M compared to the 2013 Budget. The following factors and initiatives have contributed to the budget to budget variance:

### **All Roadway Operations**

- \$1.2M Salaries and benefits increase will mainly be a result of requests for additional regular and casual positions to support road and traffic signal maintenance operations as well as salary adjustments.

### **TCP Administration**

- \$0.4M Increase in corporate allocations and adjustments to amounts recovered from capital.

### **Road Operations – Non Winter**

- \$0.6M Increase in contractor costs will be a result of the addition of new services that include bridge washing, multi-use path maintenance, CCTV inspection and additional catch basin cleaning. Additional signalized intersections and vivaNext signal maintenance is expected to contribute to this increase as well.
- \$0.3M Depletion of Highway 48 Reserve.
- \$0.2M Material costs are expected to increase with the use of more durable paint for line painting activities.
- \$0.1M Increase in fleet maintenance costs will be a result of replacement of vehicles at the end of their useful life as well as purchase of new vehicles.
- (\$0.2M) Reduction in grass cutting and median maintenance costs is expected once transfer of services from local municipality to a contractor is complete.

### **Road Operations – Winter**

- \$0.8M Snow plow rental costs are expected to increase as a result of clearing additional vivaNext lanes and removing the snow to designated facilities.
- \$0.8M Additional snow plows will be required to clear major corridors such as Yonge Street and other multi-lane roadways across the region due to increased urbanization.
- (\$0.6M) Reduction in anticipated salt usage.

### **Traffic Signal Operations**

- (\$0.6M) Decrease in contractor costs will be a result of more efficient traffic signal maintenance practices, which will also result in a lower volume of maintenance activities.

## Transportation and Community Planning Roads

- 2015 to 2018 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
  - Winter maintenance contracts.
  - vivaNext implementation.
  - System growth in lane kilometres and signalized intersections.
  - Increased urbanization of roads results in increased maintenance efforts.

### **Comments / Background:**

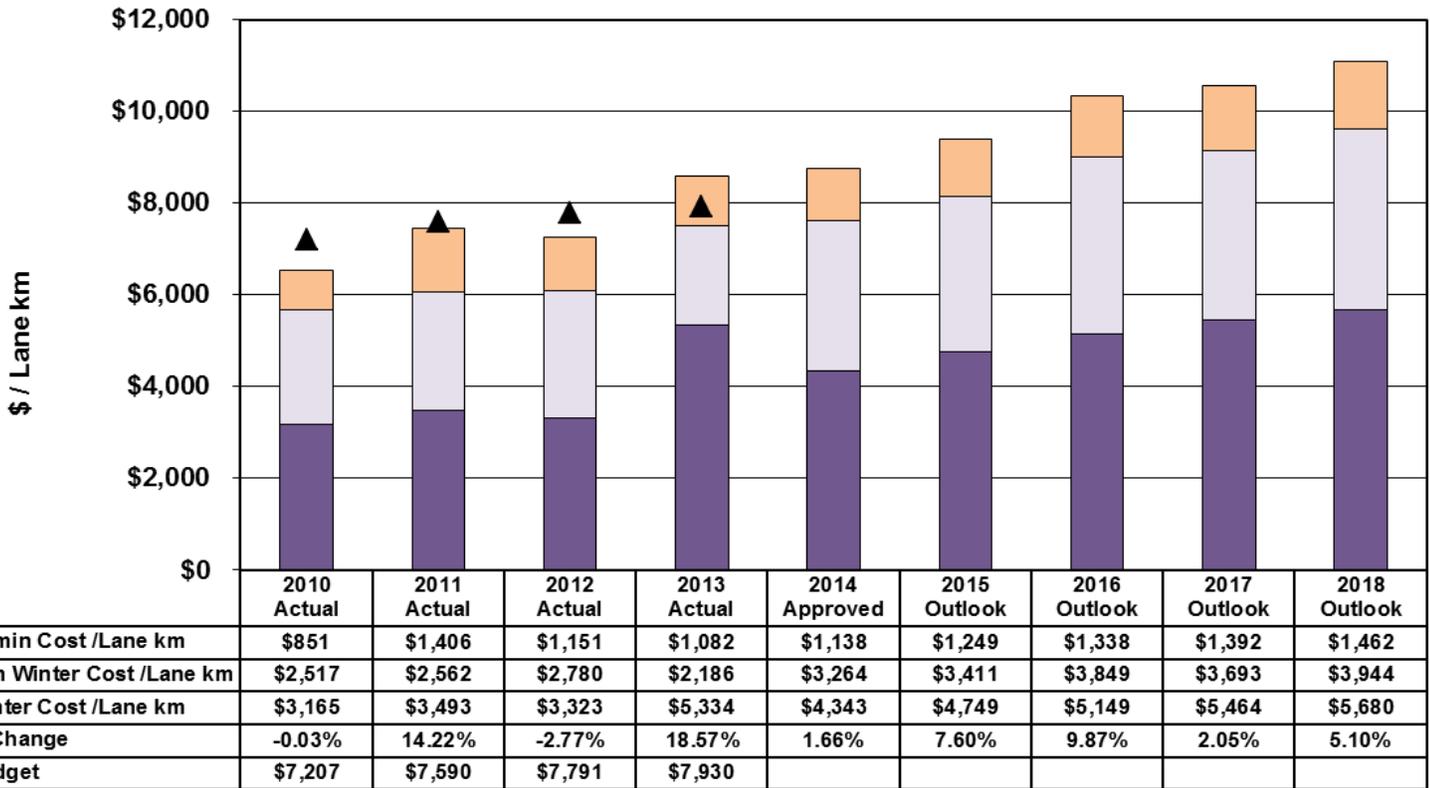
The number of winter events and wind storms has a significant effect on the cost of roadway operations. Winter events drive the expenditures on winter maintenance contracts, salt and sand, while wind storms drive expenditures on signal maintenance and summer maintenance activities.

The increased urbanization in York Region is also driving the need for a snow management strategy and increasing the summer maintenance demands per kilometre as more effort is required to maintain urban roadways.

Transportation and Community Planning  
Roads

Efficiency

Cost per Lane Kilometre of Road Maintenance



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Total Cost \$000's	\$22,570	\$25,906	\$25,616	\$30,833	\$31,904	\$34,544	\$38,144	\$39,167	\$41,313
Lane kms	3,455	3,472	3,531	3,585	3,649	3,672	3,690	3,713	3,727
Total Cost per Lane km	\$6,533	\$7,461	\$7,255	\$8,602	\$8,744	\$9,409	\$10,337	\$10,548	\$11,086

**Total Costs for Road Maintenance** are calculated from the following programs:

Included	Excluded
TCP Administration (37002)	Fleet Operations (37230)
Roads Operations – Non Winter (37010)	Capital Delivery (37801/2)
Roads Operations – Winter (37040)	Financing Charges (37910)
	Traffic Signal Operations (36203)

## Transportation and Community Planning Roads

### What does the graph show?

- The annual operating cost for road maintenance per lane kilometre of Regional road.

### Explanation of KPI Trend

- 2013 – The total actual cost for Road Maintenance was \$30.8M (includes winter, non-winter maintenance and administration programs and was equivalent to \$8,602 per lane km). This was an increase of \$5.2M compared to 2012 results and \$3.5M compared to the 2012 budget. The following factors and initiatives contributed to the variance between the 2012 and 2013 actual results:

#### **All Road Maintenance Operations**

- \$0.8M Salaries and benefits increase was a result of cost of living adjustments and requests for additional positions.

#### **Road Operations – Non Winter**

- \$0.6M Increase in fleet maintenance costs was a result of replacement of vehicles at the end of their useful life as well as purchase of new vehicles.
- \$0.5M Increase in contractor costs was due to higher volume of road maintenance work completed.
- \$0.1M Contractor cost increase in grass cutting services was due to annual CPI adjustment as per contract.
- (\$0.1M) Less operating equipment expenditures were required in 2013.
- (\$0.4M) Costs incurred by the Region relating to 2011 and 2012 Enterprise Drive maintenance and previously accrued for were waived by Markham in 2013. This more than offset cost the Region incurred while completing work on the Woodbine Bypass for Markham and resulted in overall costs related to services provided by municipalities to be lower.

#### **Road Operations – Winter**

- \$2.8M Increase in sand used on Regional Roads was a direct result of the December ice storm and a heavier than average winter season in general.
  - \$0.9M Snow plows were operating for longer periods of time to clear Regional Roads, which resulted in increased costs.
- 2014 – The total budgeted cost for Road Maintenance is \$31.9M (includes winter, non-winter maintenance and administration programs and is equivalent to \$8,744 per lane km). This is an increase of \$3.4M compared to the 2013 budget. The following factors and initiatives have contributed to this budget to budget variance:

#### **All Road Maintenance Operations**

- \$1.0M Salaries and benefits increase will mainly be a result of requests for additional regular, casual positions to support road maintenance operations and salary adjustments.

## Transportation and Community Planning Roads

### **Road Administration**

- \$0.4M Increase in corporate allocations and adjustments to amounts recovered from capital.

### **Road Operations – Non Winter**

- \$0.5M Increase in contractor costs will be a result of the addition of new services that include bridge washing, multi-use path maintenance, CCTV inspection and additional catch basin cleaning.
- \$0.3M Depletion of Highway 48 Reserve.
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- \$0.1M Increase in fleet maintenance costs will be a result of replacement of vehicles at the end of their useful life as well as purchase of new vehicles.
- (\$0.2M) Reduction in grass cutting and median maintenance costs is expected once transfer of services from local municipality to a contractor is complete.

### **Road Operations - Winter**

- \$0.8M Snow plow rental costs are expected to increase as a result of clearing additional vivaNext lanes and removing the snow to designated facilities.
  - \$0.8M Additional snow plows will be required to clear major corridors such as Yonge Street and other multi-lane roadways across the region due to increased urbanization.
  - (\$0.6M) Reduction in anticipated salt usage.
- 2015 to 2018 – the outlook years include moderate increases for roadway maintenance. The main pressures contributing to the increases in these years are:
    - Winter maintenance contracts.
    - vivaNext implementation.
    - System growth in lane kilometres.
    - Increased urbanization of roads results in increased maintenance efforts.

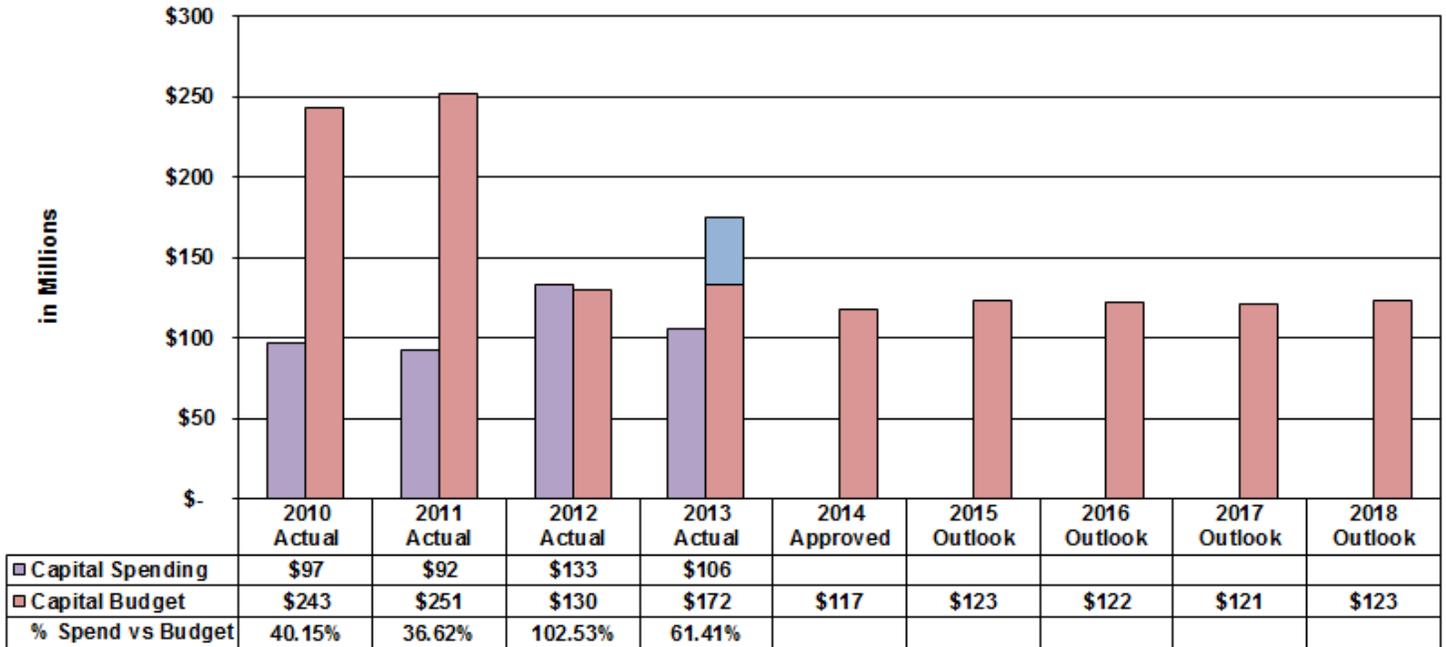
### **Comments / Background:**

Urbanization of region roads continues to be a pressure on the maintenance costs of maintaining the regional road network. Increased urbanization requires more frequent roadside maintenance than on rural roads and increases the complexity of winter maintenance activities.

## Transportation and Community Planning Roads

### Efficiency

**Capital Spend vs Capital Budget**



■ - Budget for acquisition of Southeast Patrol Yard

#### What does the graph show?

- The annual Roads capital budget and the actual amount spending on capital during the year.

#### Explanation of KPI Trend

- 2012 – Following two years of low capital spending in relation to the budget, the 2012 capital budget was reduced to better reflect the branch’s capacity to deliver. As a result, the group was able to deliver the capital program in accordance to the budget.
- 2013 – Actual spending was \$106M or 61.4% of budget. The largest cause for the under spending is due to the delay in purchasing land for two facilities. Excluding the facilities capital spending was 77.4% of budget.

## Transportation and Community Planning Roads

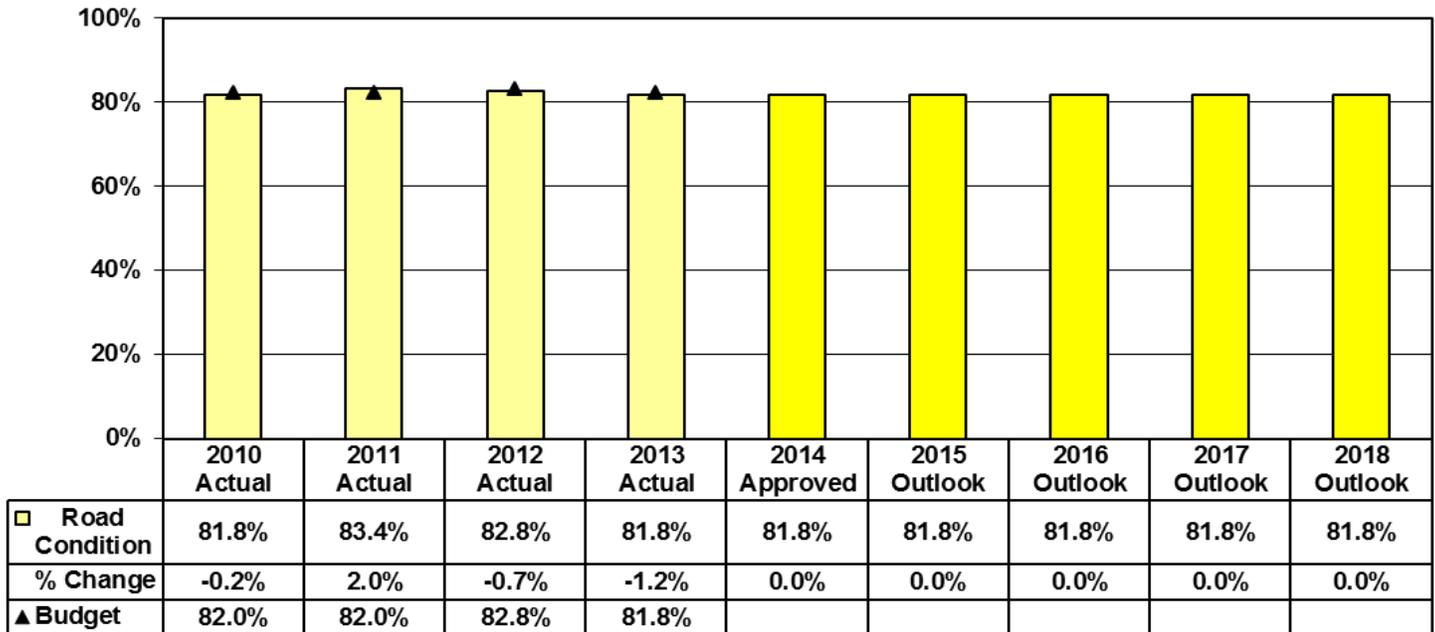
### **Comments / Background:**

Prior to 2012 the Roads capital budget was comprised of many individual capital projects. Often projects get delayed due to external factors which hinder the group's ability to deliver. In 2012, the capital budget was modified by grouping similar projects. Although each project is tracked individually, grouping of projects provided flexibility for staff to switch efforts when projects are delayed provided spending is within individual project budgets and within project grouping budgets.

Transportation and Community Planning  
Roads

**Customer Service**

**Road Condition Index (RCI)**



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Good/V. Good	1,313	1,535	1,540	1,338	1,358	1,385	1,413	1,441	1,470
Lane kms Tested	1,605	1,841	1,860	1,636	1,660	1,693	1,727	1,762	1,797
△ Rating	15	223	5	-202	20	20	20	21	21
△ kms Tested	22	236	19	-224	24	24	25	25	26

Source: Road Condition Index is maintained by Roads Operations Technologist.

**What does the graph show?**

- Biannually external consultants assess the condition of all of the roads in the Region of York. The Road Condition Index is a percentage measure of the roads in the Region which are in good or better condition and is a primary measure of the state of good repair of Regional Assets.

## Transportation and Community Planning Roads

### **Explanation of KPI Trend**

- 2010 – The RCI is level vs. 2009 due to increased funding of the resurfacing program.
- 2011 – Stimulus funding used to improve road condition on several arteries.
- 2012 to 2018 – The RCI is slightly lower in 2012 and will continue to decline in 2013 but then remain steady due to assumption of additional lane kilometres from Vaughan. These additional lane kilometres are in poorer condition than the average kilometre in the York Region road network.

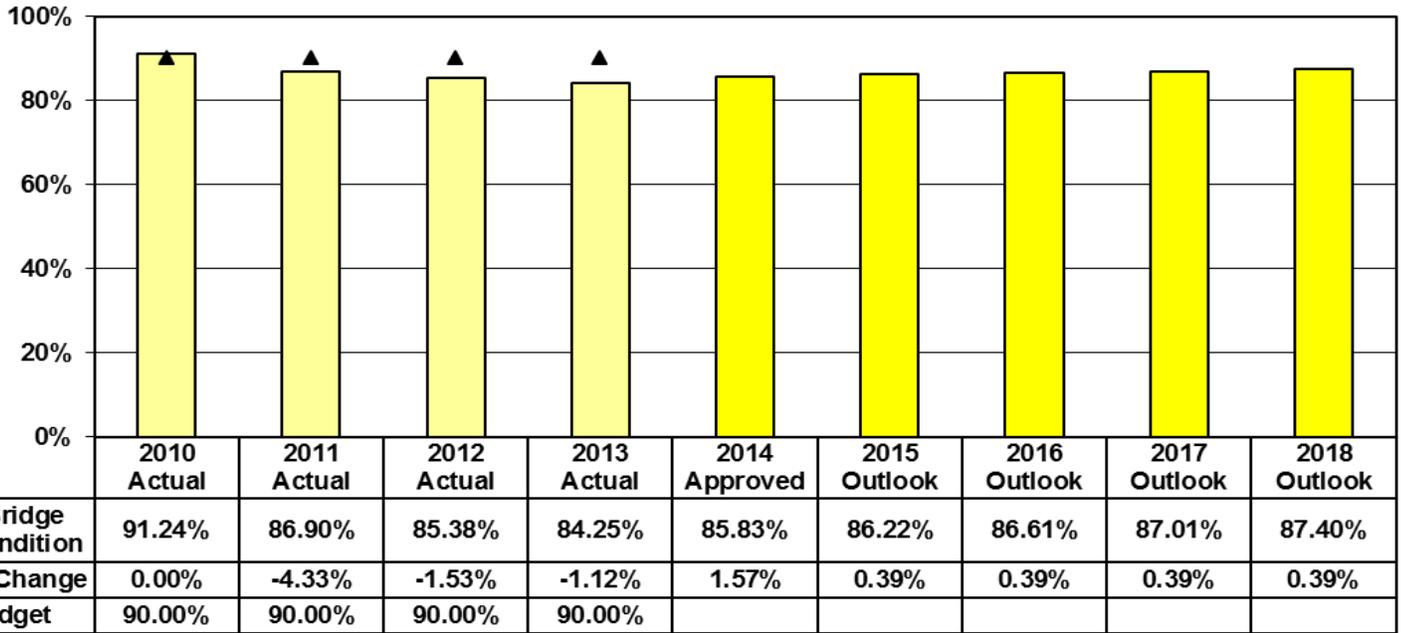
### **Comments / Background:**

The Road Condition Index (RCI) is a way of evaluating the overall acceptance of the road surface to the driver. Currently the Region measures one-half of the road system each year which is representative of the entire road system. The road condition index has been relatively stable. The expected index at 81.8% is considered satisfactory and consistent with the target of our maintenance program.

Transportation and Community Planning  
Roads

**Customer Service**

**Bridge Condition Index (BCI)**



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Good/V. Good	229	219	216	214	218	219	220	221	222
Bridges/Culverts Tested	251	252	253	254	254	254	254	254	254
△ Rating	0	-10	-3	-2	4	1	1	1	1
△ Bridges/Culverts Tested	0	1	1	1	0	0	0	0	0

Source: Bridge Condition Index is maintained by Roads Operations Technologist.

**What does the graph show?**

- Biannually external consultants assess the condition of all of the bridges in the Region of York. The Bridge Condition Index is a percentage measure of the bridges in the Region which are in good or better condition and is a primary measure of the state of good repair of Regional Assets.

## Transportation and Community Planning Roads

### **Explanation of KPI Trend**

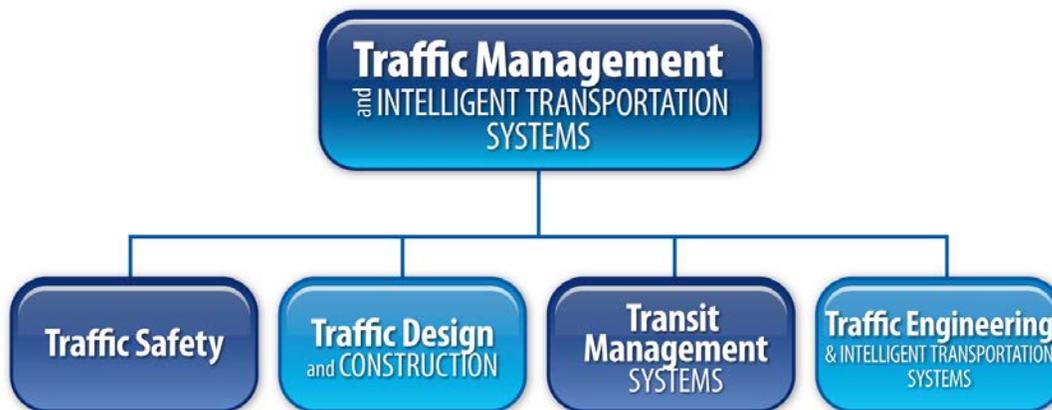
- 2010 – The Bridge Condition Index had a rating of 91.2% is considered satisfactory and consistent with the target of the Region's maintenance program.
- 2011 – Additional bridges were identified as requiring improvements. This is due mainly to the aging infrastructure. A bridge rehabilitation and replacement program was implemented to maintain and help keep the Region's bridge network in a good state of repair.
- 2012 to 2018 – A bridge rehabilitation and replacement program was implemented in 2011 to maintain the Region's bridge network in a state of good repair and continuously improve their condition in the coming years.

### **Comments / Background:**

The Bridge Condition Index (BCI) is a measure that was introduced in 2009. It is a way of evaluating the overall acceptance of the Region's bridges (and culverts with a span of greater than 3m). Currently the Region measures its bridges and culverts on a biannual basis. The current index at 84.3% is considered satisfactory but is expected to improve. The Roads 10 Year capital budget includes rehabilitation of bridges and culverts which is why the bridge condition index rises gradually in future years.

## Branch Description

The Traffic Management & Intelligent Transportation Systems (TM&ITS) Branch is responsible for managing congestion, traffic operations and safety issues and deployment and operation of transportation control systems to optimize safety and mobility. In addition, this Branch supports Transit operations by providing support for on-bus and on-street electronic systems. The Branch is organized into four service delivery areas:



## Mission/Vision

To apply technology and expertise to inform travelers, improve safety, accommodate growth and maximize efficiency of the transportation system.

## Mandate

The TM&ITS mandate is to provide a safe and efficient road network. This is achieved through:

- The use of technology to monitor traffic conditions and provide real time information to all road users
- The identification of 'bottlenecks and pinch points' in the transportation network and develop targeted solutions
- The development and implementation of road disruption management plans
- Collaboration with department branches to co-ordinate activity in the corridors (maintenance, construction, transit operations)
- The maintenance of traffic and transit systems to ensure state of good repair
- The review of traffic design and operational issues to address concerns from the public and other stakeholders

## Base Drivers

### Develop programs to reduce demand for vehicle travel

Continued population growth and resulting urbanization is driving the need for the road network to accommodate alternate modes of transportation. Programs such as: Transportation Demand Management and Active Transportation are being enhanced to meet the changing needs of the Region. Urbanization also increases the needs of Transit service and increased support of Transit technology requirements.

**Transportation Demand Management (TDM)**

TDM is a suite of policies and programs designed to reduce single-occupant vehicle trips. TDM can include increased use of: Transit, carpooling, walking and cycling as well as trip elimination.

### Maintenance costs will increase as vivaNext rapidways come into service

By 2018 there will be 36 km of vivaNext rapidways in operation throughout the Region. The rapidways will significantly increase the amount and complexity of the electrical traffic components maintained by the Region. Costs for maintenance and replacement will increase as the rapidways are assumed. Electrical maintenance activities are more likely to occur overnight to avoid service delivery interruptions. The electrical and ITS equipment installed as part of the rapidway project is unique and maintenance procedures and equipment used will require modification.

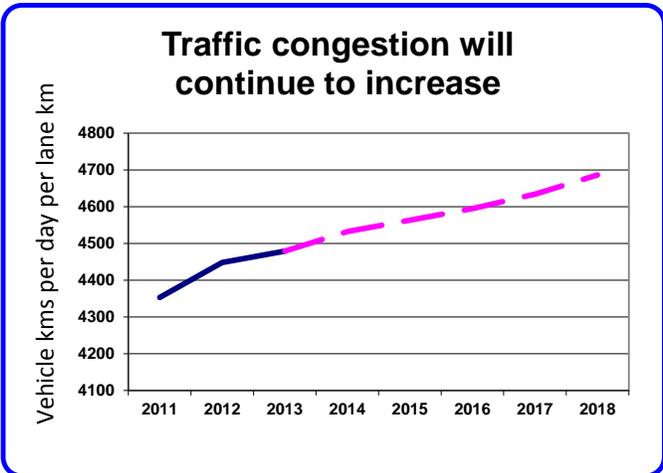
**Traffic Signals Maintained by the Region**

687	Region owned
59	MTO owned
34	407 ETR owned
<u>31</u>	<u>Local municipalities</u>
811	Total maintained

## Key Challenges

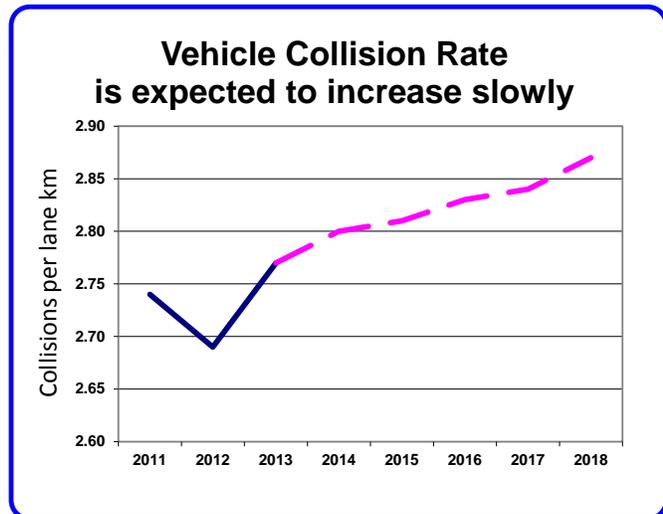
### Improving congestion management through the leveraging of new technologies and use of business intelligence

Traffic congestion is the primary municipal concern of York Region Residents. As the population grows traffic congestion will continue to increase. Evolving technologies such as traffic data collection through cell phone tracking will enhance the Traffic Control Centre, Traveler Information and Traffic Flow Reviews. Data collected will help identify reoccurring 'bottlenecks and pinch points' and provide staff and the public with real time traffic conditions.



## Urbanization and increased multi-model travel will reduce speed limits on Regional roads

The Region's speed limit policy reflects the injury minimization approach to setting speed limits. Limits are set according to the types of crashes that are likely to occur and the tolerance that the human body can withstand. As pedestrian and cyclist travel increases and the number of traffic control devices increases speed limits on Regional roads will decrease to maintain public safety.



## Service Challenges

### Traffic safety is supported through design solutions and traffic control devices

Accommodating growth in a safe and efficient manner is a constant challenge. Innovative design solutions and improving the capabilities of traffic control devices helps identify and minimize risk while maximizing the efficiency of the network.

### Regular review of traffic bylaw controls, technical guidelines and policies will help maintain traffic safety

Detailed traffic studies are performed based on collision data analysis and issues raised by the public. Collision data analysis is reviewed to identify locations for safety improvement opportunities. In addition to civil and electrical improvements, committee reports and policies are developed to resolve traffic operational concerns to the satisfaction of Council and residents.

### 2014 will be the first full year of red light camera operations

In 2013 red light cameras were installed and activated at 20 sites in York Region. 2014 will be the first full year of operation of this initiative. The expected results are a reduction in right-angle collisions which is a leading cause of serious injury. The red light camera program will be evaluated in 2016 based on results in 2014 and 2015.

## **The 2017 Rapid Transit Network Plan will increase operating costs starting in 2016**

The 2017 Rapid Transit Network Plan identifies rapid transit service and infrastructure elements that are planned for implementation. The introduction of the plan will impact Traffic intersection and control devices as well as on-street and on-bus Transit equipment.

## **The deadline for Ontario One Call participation is June 2014**

Ontario One Call is a new service provided by the province to centralize any requests for anyone planning to “disturb the ground”. The Act also requires all owners of buried facilities to register all buried facilities by June 18, 2014. Extensive effort will be required to register all buried facilities that cross Regional right of ways. The new legislation will require an updating of the Road Permit Policy.

## **Strategic Goals**

- Support multi-modal travel on the Regional road network through a variety of civil, electrical and public communication programs
- Improve congestion management by improving traffic data collection capabilities
- VivaNext – work closely with York Region Rapid Transit Corporation during the design, construction and commissioning of the VivaNext project to ensure effective delivery of traffic management and ITS issues

## **Branch Objectives**

- Focus on customer service by improving traveler information, reducing construction related delays and improve customer issue responsiveness
- Enhance travel time data collection to improve traveler information and optimizing traffic capacity of the existing road network (focus in “bottlenecks and pinch-points”)
- Improve road disruption management practices to minimize delays and improve traveler information
- Report to Council and the public on the Branch’s service delivery
- Develop performance measures to track and improve Branch performance

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	53.0	56.0	59.0	59.0	0.0
Part-Time FTE's (PPT)	0.0	1.5	1.5	1.5	0.0
Total Permanent FTE's	53.0	57.5	60.5	60.5	0.0
<b>Net FTE Change*</b>		<b>4.5</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>

\* Does not include FTE's from support branches.

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	3.0	11.3	11.3	12.3	1.0
<b>Net Casual Change**</b>		<b>8.3</b>	<b>0.0</b>	<b>1.0</b>	<b>1.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (7 hour work day) or 2,080 (8 hour work day).

## TM&ITS 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Traffic Engineering ITS</u>				
Technologist II - Traffic	1.0	G	110	110
Traffic Engineer	1.0	G	131	131
<u>Traffic Safety</u>				
Technologist III - Safety	1.0	G	115	115
Share of Program Support	0.5		55	38
<b>Total Permanent FTEs</b>	<b>3.5</b>		<b>411</b>	<b>394</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered  
for the above requested positions

Yes

## Traffic Management & ITS Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	5,102	7,184	7,536	7,885	349	701
Program Specific Costs	(187)	(146)	(176)	(176)	-	(30)
Professional / Contracted Services	3,093	4,515	5,011	4,168	(843)	(347)
General Expenses	2,779	3,541	3,813	3,996	183	455
Financing Costs	6	5	5	5	-	-
Occupancy Costs	1,664	2,114	2,197	2,157	(39)	43
Contribution to Reserves	2,672	4,356	2,798	2,181	(617)	(2,175)
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	3	28	28	28	-	-
Direct Charges & Intra-allocations	(1,123)	(1,053)	(1,024)	(1,828)	(804)	(776)
<b>Total Expenditures</b>	<b>14,009</b>	<b>20,543</b>	<b>20,186</b>	<b>18,415</b>	<b>(1,771)</b>	<b>(2,128)</b>
<b>% Budget Change</b>			<b>-1.7%</b>		<b>-8.8%</b>	<b>-10.4%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(1,338)	(1,250)	(1,250)	(1,310)	(61)	(61)
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(6)	-	-	-	-	-
Third Party Recoveries	(3)	(117)	(117)	(117)	-	-
Court Revenues Disbursement	-	(741)	(986)	-	986	741
<b>Total Revenues</b>	<b>(1,347)</b>	<b>(2,108)</b>	<b>(2,353)</b>	<b>(1,427)</b>	<b>925</b>	<b>680</b>
<b>% Budget Change</b>			<b>11.6%</b>		<b>-39.3%</b>	<b>-32.3%</b>
<b>Net Tax Levy Requirement</b>	<b>12,662</b>	<b>18,435</b>	<b>17,833</b>	<b>16,987</b>	<b>(845)</b>	<b>(1,448)</b>
<b>% Budget Change</b>			<b>-3.3%</b>		<b>-4.7%</b>	<b>-7.9%</b>

## 2014 Budget Change from Approved Outlook

### Traffic Management & ITS - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	20,543		18,435		57.5
2014 Approved Outlook - Restated	20,186	(1.7)	17,833	(3.3)	60.5
Compensation Adjustment for Contract Settlement	194	0.9	194	1.1	
Fleet maintenance costs did not increase as anticipated	(15)	(0.1)	(15)	(0.1)	
Operating impact from VivaNext maintenance	155	0.8	155	0.8	
Additional temporary staff and position reclass	93	0.5	93	0.5	-
Recovery from Capital increases due to additional staff supporting capital projects	(749)	(3.6)	(749)	(4.1)	
CPI, interdepartmental and other adjustments	(769)	(3.7)	(769)	(4.2)	
IT Lease chargeback adjustment	103	0.5	103	0.6	
Red Light Camera Program operating costs	0	-	986	5.3	
Revised requirements for TMS projects reduces impact on operations	(166)	(0.8)	(166)	(0.9)	
Decreased contribution to capital due to reallocation of commitments to future years	(617)	(3.0)	(617)	(3.3)	
Revised estimates from permit revenues	0	-	(61)	(0.3)	
Total Change to 2014 Approved Outlook	(1,771)	(8.6)	(845)	(4.6)	
<b>2014 Approved Budget</b>	<b>18,415</b>	<b>(10.4)</b>	<b>16,988</b>	<b>(7.9)</b>	<b>60.5</b>

\* Total permanent TMITS staff including Support branch allocations is 67.9 which includes 0.5 allocated permanent Support staff asks in 2014.

# 2014 Budget Change Explanations

## Traffic Management & ITS - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	20,543		18,435		57.5
<b>Base</b>					
Compensation Adjustment for Contract Settlement	153	0.7	153	0.8	
Compensation Adjustments	82	0.4	82	0.4	
Red Light Camera Program (full year of program operation, revenue moved to Courts)	245	1.2	986	5.3	
Other Adjustments (CPI/Price/Traffic Signal Maintenance Volume)	(774)	(3.8)	(775)	(4.2)	
Corporate and Interdepartment Allocations	(607)	(3.0)	(607)	(3.3)	
<b>Sub Total Base</b>	<b>(901)</b>	<b>(4.4)</b>	<b>(161)</b>	<b>(0.9)</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Annualization</b>					
VivaNext Maintenance Costs	88	0.4	88	0.5	
Decreased contribution to capital to support 2014 Capital Budget	(2,175)	(10.6)	(2,175)	(11.8)	
<b>Sub Total Annualization</b>	<b>(2,087)</b>	<b>(10.2)</b>	<b>(2,087)</b>	<b>(11.3)</b>	<b>-</b>
<b>Net Operating Impact of Capital</b>					
NOI - VivaNext (Signal Maintenance)	157	0.8	157	0.9	
NOI - Presto Network	50	0.2	50	0.3	
NOI - Additional Traffic Signals (maintenance)	60	0.3	60	0.3	
NOI - Additional TMS Projects	85	0.4	85	0.5	
<b>Sub Total Net Operating Impact of Capital</b>	<b>352</b>	<b>1.7</b>	<b>352</b>	<b>1.9</b>	<b>-</b>
<b>Efficiency</b>					
Fleet Costs	(2)	(0.0)	(2)	(0.0)	
<b>Sub Total Efficiency</b>	<b>(2)</b>	<b>(0.0)</b>	<b>(2)</b>	<b>(0.0)</b>	<b>-</b>
<b>Total Base</b>	<b>(2,638)</b>	<b>(12.8)</b>	<b>(1,898)</b>	<b>(10.3)</b>	<b>-</b>
<b>Growth</b>					
Additional Technologists, Engineer	360	1.8	360	2.0	3.0
Support Branch Allocations	67	0.3	67	0.4	
Additional Seasonal Staff	85	0.4	24	0.1	
<b>Total Growth</b>	<b>512</b>	<b>2.5</b>	<b>451</b>	<b>2.4</b>	<b>3.0</b>
<b>Total Enhancement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Budget Change</b>	<b>(2,128)</b>	<b>(10.4)</b>	<b>(1,447)</b>	<b>(7.9)</b>	<b>3.0</b>
<b>2014 Approved Budget</b>	<b>18,415</b>		<b>16,988</b>		<b>60.5</b>

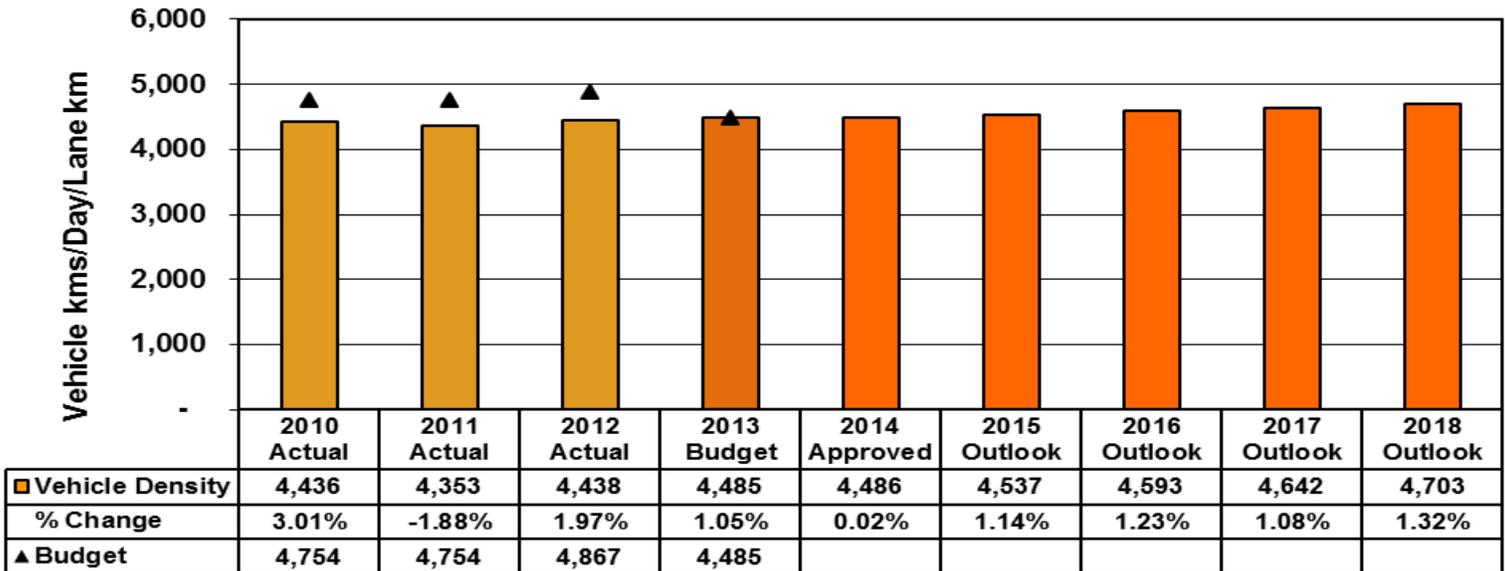
\* Total permanent TMITS staff including Support branch allocations is 67.9 which includes 0.5 allocated permanent Support staff asks in 2014.

## Key Performance Indicators

Transportation and Community Planning  
Traffic Management & Intelligent Transportation Systems

**Community Impact**

**Vehicle Density - Congestion**



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Vehicle kms/Day (000's)	15,327	15,113	15,672	16,077	16,367	16,657	16,947	17,237	17,527
Lane kms	3,455	3,472	3,531	3,604	3,616	3,639	3,658	3,681	3,694
△ Vehicle kms (000's)/Day	564	-214	559	405	290	290	290	290	290
△ Lane kms	27	17	59	73	12	23	19	23	13

Source: Vehicle Density records are maintained by Roads Traffic Safety Operations Technologist

Vehicle Kilometres: Total number of vehicle kilometres travelled on the Regional road system on a 24-hour basis.

Lane Kilometres: The total number of lane kilometres in the Regional road system.

**What does the graph show?**

- Average utilization (vehicle kms) per day that travel over one lane kilometre of Regional road.

## Transportation and Community Planning Traffic Management & Intelligent Transportation Systems

### **Explanation of KPI Trend**

- The population growth has exceeded the increase in road lane kilometres over the past number of years. From 2010 to 2012 York Region's population has grown 4.4%, outpacing the increase in lane kilometres of 2.0% over the same period of time.
- Vehicle kilometre data for 2013 is based on approved budgeted assumptions. Actual data currently unavailable

### **Comments / Background:**

Count data is calculated using an estimated Average Daily Vehicle Kilometre travelled on York Region Roads based on the Annual Average Daily Traffic volumes. As historically noted this data represents only roads within York's ownership / jurisdiction and does not reflect all roads in the Region (local municipal / Provincial).

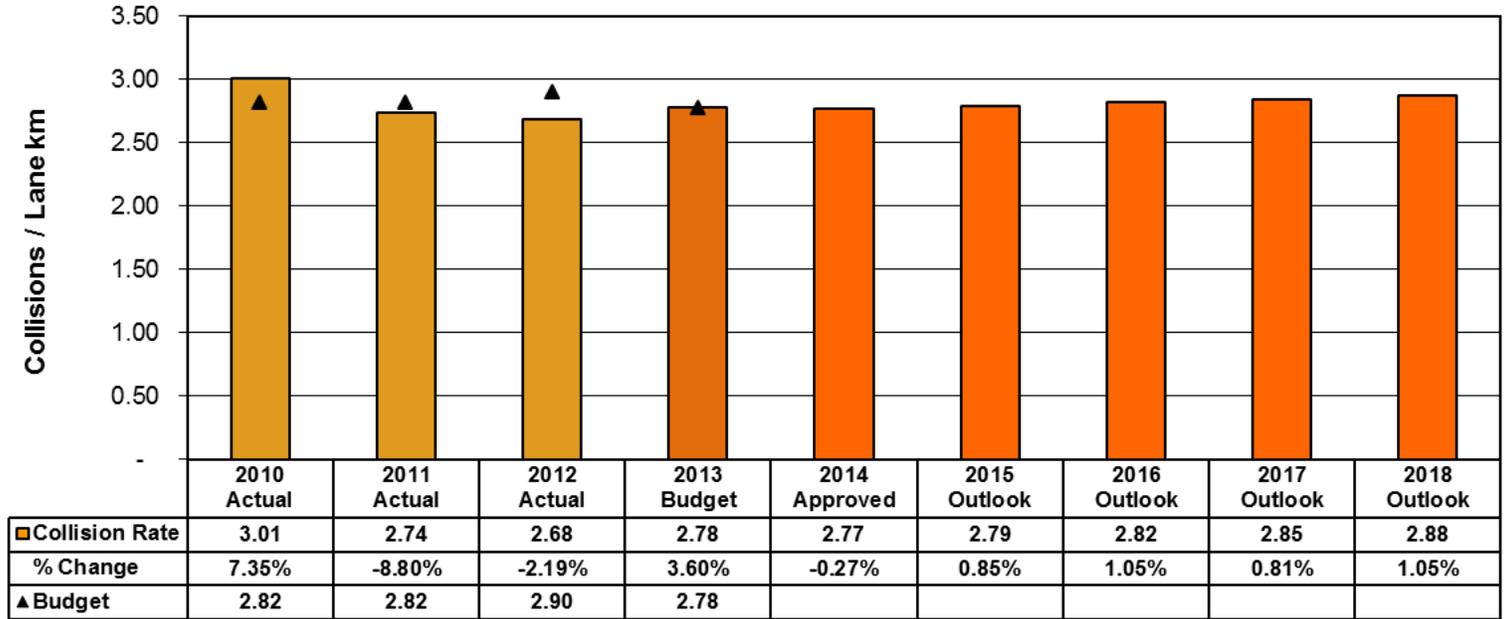
The road system continues to be under significant pressure due to the peak hour congestion experienced by the travelling public. Congestion is now being experienced during non-peak hours throughout the day.

In order to combat this, the Region is making an effort to encourage greater use of public transit.

Transportation and Community Planning  
Traffic Management & Intelligent Transportation Systems

**Community Impact**

**Vehicle Collision Rate**



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Collisions	10,507	9,520	9,470	9,960	10,110	10,260	10,420	10,570	10,720
Lane kms	3,455	3,472	3,531	3,604	3,616	3,639	3,658	3,681	3,694
△ Accidents	1,211	-987	-50	490	150	150	160	150	150
△ Lane kms	27	17	59	73	12	23	19	23	13

Source: Vehicle Density records are maintained by Roads Traffic Safety Operations Technologist.

Collisions: Total number of vehicle collisions reported during the year.  
Lane Kilometres: Total number of lane kilometres in the Regional road system.

**What does the graph show?**

- Average number of vehicle collisions per year for one lane kilometre of Regional road.

## Transportation and Community Planning Traffic Management & Intelligent Transportation Systems

### **Explanation of KPI Trend**

The Region of York uses a scientific process based on historic collision rates to measure safety at intersections and target key areas that may require safety improvements.

- There were a number of factors that could have attributed to the above average increase in collisions for 2010. The increased urbanization of York Region and the corresponding increase in traffic, pedestrian and cyclists volumes (exposure) are the two most likely factors.
- The increase in 2010 is not expected to be an emerging trend. The collision rate for 2011 experienced a reduction from 2010 and a further reduction in 2012. Looking forward however, vehicle collision rates are expected to increase at a steadier pace from 2013 to 2018 and beyond as the forecasted population continues to grow.
- Collision data for 2013 is based on approved budgeted assumptions. Actual data currently unavailable.

### **Comments / Background:**

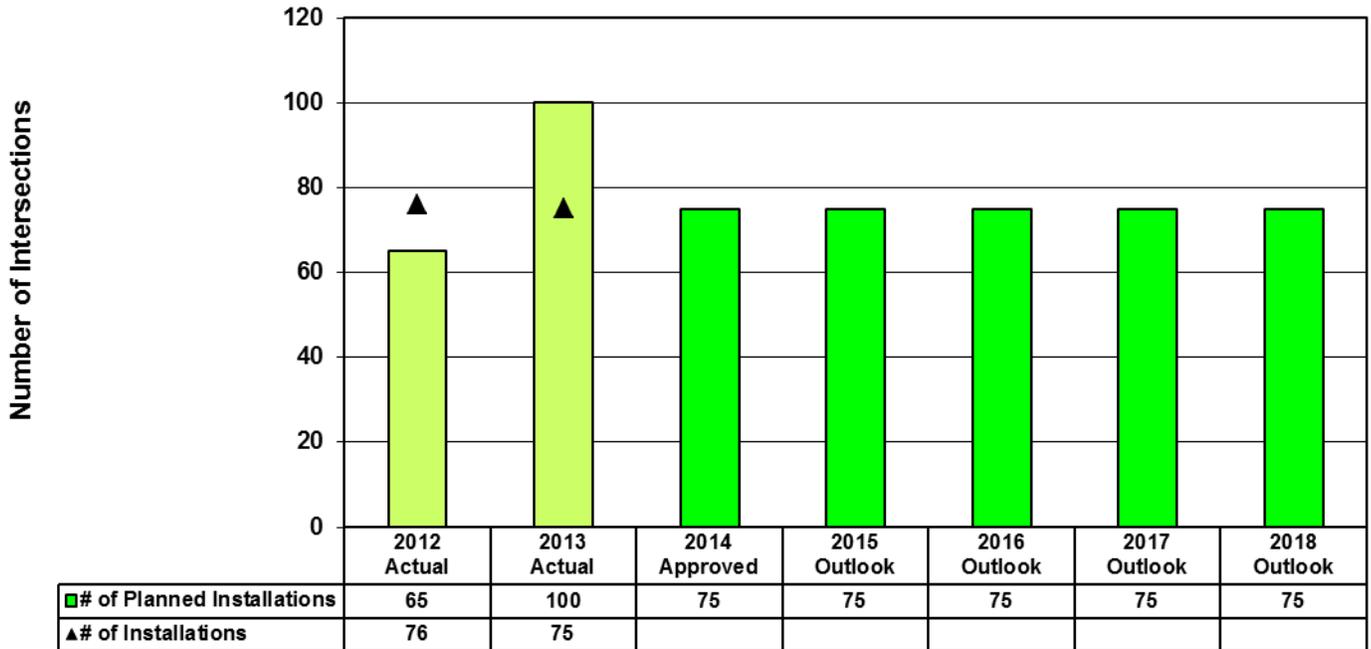
The random nature of vehicle collision frequency is most likely associated with increases in traffic, pedestrian and cyclist volumes. The increased number of vehicles travelling on the regional network as reported in the vehicle congestion KPI therefore increases the exposure to collision occurrence.

The Region is committed to improving road safety levels. The Transportation Services Department in conjunction with Regional Police and Public Health developed a 3 year traffic safety strategy. This strategy includes reducing aggressive driving, reducing speed limits, increasing pedestrian safety, reducing impaired driving and increasing seatbelt and child restraint use.

The changes in collision rate are primarily related to weather conditions and increased road congestion. Both conditions will increase the collision rate.

**Community Impact**

**Zebra Marking Installation Program**



Source: Zebra marking installation are planned by Road Safety and Traffic Data Management.

Zebra Markings: Pedestrian crossings distinguished by alternating dark and light stripes.

**What does the graph show?**

- Number of pedestrian crossings featuring zebra markings to be installed each year.

**Explanation of KPI Trend**

- Installation of pedestrian crossings featuring zebra markings shows York Region’s continued commitment to improve pedestrian safety at signalized intersections and optimize community benefits by ensuring pavement markings are kept visible and maintained to an appropriate level. Estimates for the number of pavement markings to be installed for 2013 were revised downwards as a result of minor issues related to staffing required to manage the program.

## Transportation and Community Planning Traffic Management & Intelligent Transportation Systems

### **Comments / Background:**

Although pavement markings have no regulatory authority, it is standard best practice to ensure that they are kept in a state of good repair. This is particularly true in cases where pavement markings are put in place to provide additional safety and comfort for pedestrians and cyclists.

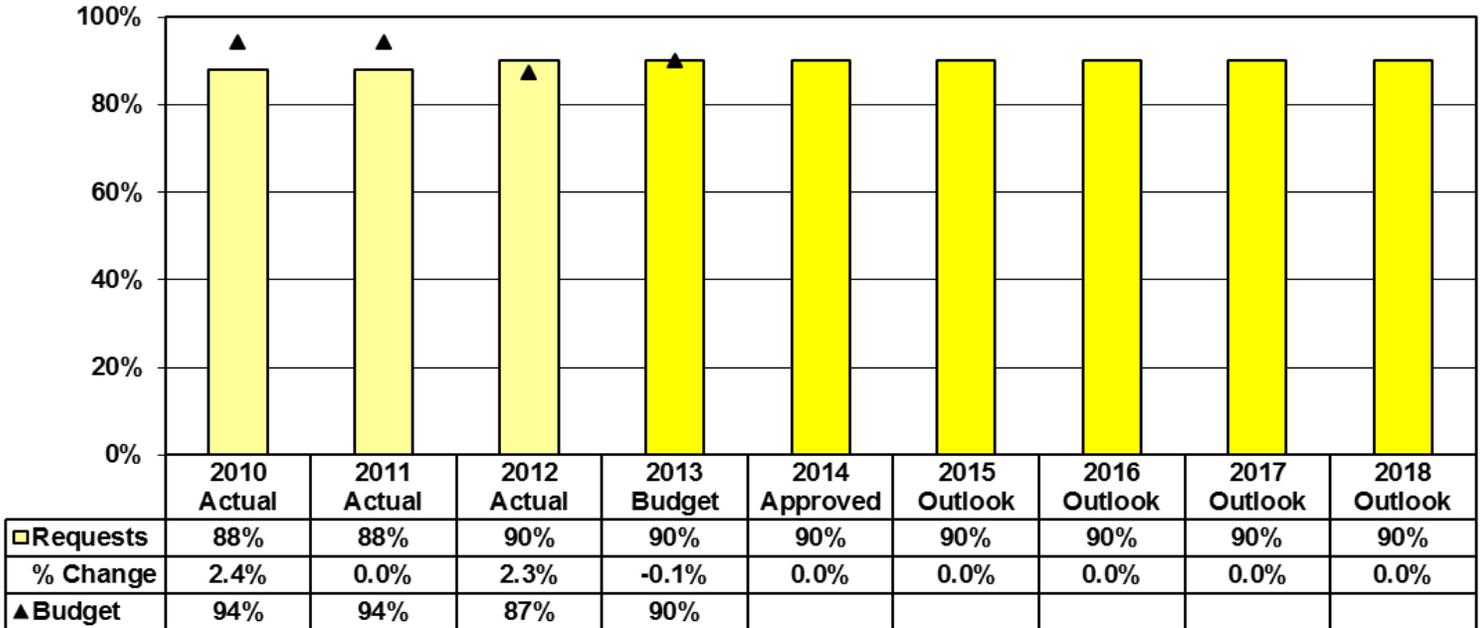
A review of York Region collision statistics shows that the number of roadway fatalities has remained relatively constant over a 10 year period. However, the percentage of those fatalities that involve pedestrians has been steadily increasing.

Studies from other jurisdictions have shown that zebra markings can reduce the frequency of vehicle/pedestrian collisions particularly between right turning vehicles and pedestrians within crosswalks.

Transportation and Community Planning  
Traffic Management & Intelligent Transportation Systems

**Customer Service**

**% of Customer Service Requests to Standard**



Data Table	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Requests to Standard	502	700	931	1,058	1,223	1,387	1,552	1,715	1,880
Total Requests	570	795	1,034	1,176	1,359	1,541	1,724	1,906	2,089
△ Requests to Standard	81	250	231	127	165	164	165	163	165
△ Total Requests	82	193	239	142	183	182	183	182	183

Source: CARES Database

Requests: The number of traffic service requests that meet standard response time.

**What does the graph show?**

- The percentage of customer service requests logged into T&W Cares that meet standard response time.

## Transportation and Community Planning Traffic Management & Intelligent Transportation Systems

### **Explanation of KPI Trend**

On average a reasonable response time to complete a customer request is 10 days. Response time varies according to type of request. Maintenance requests such as traffic signal not functioning are immediately repaired. Signal timing requests take up to 1 week and traffic counts up to 8 weeks to complete.

Customer service requests to standard data for 2013 are based on approved budgeted assumptions. Actual data currently unavailable.

### **Comments / Background:**

Traffic Safety respond to requests and concerns from the public in an efficient and timely manner as set out by the customer service corporate policy. Public concerns are investigated and, if necessary, studies are created.

The urbanized areas in the Region have increased as a result of population growth. This trend is likely to continue for future years. This will add significant pressure to current resources. To maintain the current level of service additional staff and contractors will be required.

## TCP Support Branches 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Community Planner</u> Planner	1.0	G	108	108
<u>Transportation Planning</u> Technologist II	1.0	G	110	110
Project Manager	1.0	G	144	36
<u>SP&amp;BP</u> Admin Clerk Intermediate (TCP Front Counter)	1.0	G	67	67
Asset Management Analyst	1.0	G	94	94
<b>Sub-total Permanent FTEs</b>	<b>5.0</b>		<b>523</b>	<b>415</b>
Allocation to Transit, Roads and TMITS	<b>(5.0)</b>		<b>(523)</b>	<b>(415)</b>
<b>Total Permanent FTEs</b>	<b>0.0</b>		<b>0.0</b>	<b>0.0</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered  
for the above requested positions  
Yes

## Transportation & Community Planning - Support Branches

### Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	10,168	11,884	12,241	13,415	1,174	1,531
Program Specific Costs	950	995	695	1,060	365	65
Professional/Contracted Services	736	1,135	960	1,348	388	213
General Expenses	783	1,363	1,372	1,482	110	119
Financing Costs	177	162	62	112	50	(50)
Occupancy Costs	3	25	25	105	80	80
Contribution to Reserves	-	-	-	-	-	-
Internal Charges/Recoveries	-	-	-	-	-	-
Minor Capital	33	91	81	108	27	17
Direct Charges & Intra-allocations	(11,294)	(14,546)	(14,327)	(16,420)	(2,094)	(1,875)
<b>Total Expenditures</b>	<b>1,557</b>	<b>1,110</b>	<b>1,110</b>	<b>1,210</b>	<b>100</b>	<b>100</b>
<b>% Budget Change</b>			0.0%		9.0%	9.0%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	(1)	(5)	(5)	(5)	-	-
Fees and Charges	(1,523)	(1,105)	(1,105)	(1,205)	(100)	(100)
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(32)	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(1,556)</b>	<b>(1,110)</b>	<b>(1,110)</b>	<b>(1,210)</b>	<b>(100)</b>	<b>(100)</b>
<b>% Budget Change</b>			0.0%		9.0%	9.0%
<b>Net Tax Levy Requirement</b>	<b>0</b>	<b>-</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>
<b>% Budget Change</b>						

## 2014 Budget Change from Approved Outlook

### Transportation & Community Planning - Support Branches - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact*
2013 Approved Budget - Restated	1,110		0		100.0
2014 Approved Outlook - Restated	1,110	0.0	0		104.0
Compensation Adjustment (due to benefit change and re-classification)	49	4.4	0		
Additional staff to provide the ability to deliver environment assessment for capital program	1,003	90.4	0		1.0
CPI/Volume/Price and Other Adjustments	1,228	110.6	0		
Allocation to 3 main operation branches	(2,180)	(196.4)	0		
Total Change to 2014 Approved Outlook	100	9.0	0		1.0
<b>2014 Approved Budget</b>	<b>1,210</b>	<b>9.0</b>	<b>(0)</b>		<b>105.0</b>

\* Total 105 permanent support staff allocates to 3 main operation branches as follows:  
 York Region Transit/Viva: 26.6 which includes 1.5 permanent Support Staff asks in 2014  
 Roads Transportation: 71.0 which includes 3.0 permanent Support Staff asks in 2014  
 Traffic Management & ITS: 7.4 which includes 0.5 permanent Support Staff asks in 2014

# 2014 Budget Change Explanations

## Transportation & Community Planning - Support Branches - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	FTE % Impact*
2013 Approved Budget	1,110		0	100.0
<b>Base</b>				
Compensation Adjustment (due to benefit change and re-classification)	50	4.5	0	
CPI/Volume/Price and Other Adjustments	645	58.1	0	
Allocation to 3 main operation branches (YRT/Transit, Roads, TM&ITS)	(1,599)	(144.1)	0	
<b>Sub Total Base</b>	<b>(903)</b>	<b>(81.4)</b>	<b>0</b>	<b>0.0</b>
<b>Sub Total Mandatory</b>	<b>0</b>		<b>0</b>	<b>0.0</b>
<b>Sub Total Annualization</b>	<b>0</b>		<b>0</b>	<b>0.0</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>0</b>		<b>0</b>	<b>0.0</b>
<b>Sub Total Efficiency</b>	<b>0</b>		<b>0</b>	<b>0.0</b>
<b>Total Base</b>	<b>(903)</b>	<b>(81.4)</b>	<b>0</b>	<b>0.0</b>
<b>Growth</b>				
Additional staff to provide better customer services and the ability to deliver environment assessment for capital programs	1,003	90.4	0	5.0
<b>Total Growth</b>	<b>1,003</b>	<b>90.4</b>	<b>0</b>	<b>5.0</b>
<b>Total Enhancement</b>	<b>0</b>		<b>0</b>	<b>0.0</b>
<b>Total Budget Change</b>	<b>100</b>	<b>9.0</b>	<b>0</b>	<b>5.0</b>
<b>2014 Approved Budget</b>	<b>1,210</b>			<b>105.0</b>

\* Total 105 permanent support staff allocates to 3 main operation branches as follows:  
 York Region Transit/Viva: 26.6 which includes 1.5 permanent Support Staff asks in 2014  
 Roads Transportation: 71.0 which includes 3.0 permanent Support Staff asks in 2014  
 Traffic Management & ITS: 7.4 which includes 0.5 permanent Support Staff asks in 2014

## Departmental Description

Water, Wastewater, Waste Management and Forestry services are delivered by the Environmental Services Department to approximately 1.1 million residents and over 28,000 businesses in York Region. These services are delivered through the following four program areas:

- **Operations, Maintenance & Monitoring** – Responsible for day-to-day delivery of water and wastewater services through maintaining and operating more than \$3.4 billion worth of built water and wastewater conveyance and treatment assets owned by the Region. Operates and monitors water and wastewater infrastructure in compliance with stringent regulatory requirements.
- **Capital Planning & Delivery** – Responsible for delivery of infrastructure projects through all phases from Master Planning and environmental assessment through construction, both for new and expanded assets as well as major rehabilitation of existing assets. Drives planning, analysis, and management of water and wastewater servicing capacity requirements.
- **Environmental Promotion & Protection** – Responsible for delivering environmental programs, including advanced water conservation, innovative waste management services, public engagement, drinking water source protection and engaging regulatory bodies, as well as leading regulatory reporting activities for the Department. Natural Heritage and Forestry undertakes initiatives to preserve the Region's natural environment for the benefit of present and future generations.
- **Strategy & Business Planning** – Responsible for developing and implementing the Department's strategic business planning, asset management, financial and budget services, technology and business support services, as well as managing inter-municipal agreements vital for long term servicing.

## Quick Facts

- Over 85% of York Region's water and wastewater operating budget is comprised of fixed costs that do not fluctuate with water and wastewater flows. The majority of these fixed costs are attributed to repayment on debt associated with constructing capital infrastructure to service approved growth.
- York Region has consistently managed approximately 320 kilograms of residential waste per person, per year since 2007. Region-wide waste diversion increased from 46% in 2007 to 57% in 2012 and is forecasted at 62% for 2013.
- 21 properties consisting of 2,300 hectares of publicly accessible lands are currently managed for environmental protection and passive recreation.

## Awards and Leading Results

Over the past several years, the Environmental Services Department has received the following awards and leading results:

- Greater Toronto Sewer and Watermain Contractors Association - Environmental Partners in Excellence Award 2013
  - Daniel Kostopoulos – Director, Capital Planning and Delivery
- American Public Works Association - Public Works Project of the Year 2013
  - Uplands Emergency Sewer Repair
- Recycling Council of Ontario – Gold Municipal Communications Award
  - SM4RT Living Family Challenge campaign
- Infrastructure 100: World Cities Edition 2012
  - Durham York Energy Centre
- Ministry of the Environment Showcasing Water Innovation 2012 Demonstration Projects
  - Removal of Micropollutants from Municipal Wastewater Using Advanced Oxidation Process
  - Innovative Sustainable Development Approvals
- Federation of Canadian Municipalities - Sustainable Neighbourhood Retrofit Action Program (SNAP) 2012
  - Pilot project to better control storm water run-off into Lake Wilcox in the Town of Richmond Hill
- 2011 - OWWA Award of Excellence for Public Education and Awareness
  - Long Term Water Conservation Strategy Education Program
- Ontario Chief Drinking Water Inspector's Annual Report, 2010-2011
  - Water Quality Compliance (99.98%)
  - Facility Compliance (99.82%)
- Ontario Public Works Association - Public Works Leader of the Year
  - 2010 Brett Bloxam – Director, Operations, Maintenance and Monitoring
- Lake Simcoe Region Conservation Authority 2010 Watershed Heroes Awards
  - Water Conservation Award
  - Education Award
- Federation of Canadian Municipalities 2010 Sustainable Community Award – Waste Category
  - McCleary Court Community Environmental Centre
- Toronto Region Conservation Award - Excellence in Environmental Compliance 2009
  - Stephen Marino – Construction Administrator
- Forest Stewardship Council
  - In 2001, York Regional Forest recognized as Canada's first publicly-owned forest to receive international certification for sustainable management

## Mission

Our innovative people provide environmental services that protect public health and the environment and meet the needs of our thriving communities.

## Vision

We will provide sustainable environmental services through integrated efforts in an organizational culture of opportunity, trust, leadership and partnership.

## Mandate

The Mandate of the Environmental Services Department is to:

- Plan, construct, operate and maintain water, wastewater and waste management facilities and programs in accordance with applicable legislation
- Secure drinking water sources, provide treatment and bulk distribution to our nine local municipalities
- Provide bulk collection and treatment of wastewater from our nine local municipalities
- Provide high quality, sustainable waste management services to our residents including completion of an Integrated Waste Management Master Plan
- Deliver Natural Heritage and Forestry services as they relate to the creation/acquisition, operation, maintenance and management of infrastructure and green infrastructure in compliance with all regulatory requirements
- Ensure the health and safety of all staff
- Deliver environmental infrastructure to service approved growth through a comprehensive and future-focused capital planning and delivery program
- Ensure responsible and proactive asset management practices are in place to maintain levels of service, extend the life of existing infrastructure and optimize costs
- Negotiate and manage inter-regional water, wastewater and waste management agreements to meet the long-term servicing needs of the Region
- Collaborate with our local municipal partners to enhance program effectiveness and meet provincial requirements for inflow and infiltration reduction and long-term water conservation
- Promote and evoke sustainable environmental behaviour Region-wide through successful events such as the Children's Water Festival, Georgina Splash Festival and Windfall Ecology Festival
- Protect drinking water sources and provide sustainable funding sources for the development of source protection and risk management plans required under the *Clean Water Act*
- Develop and implement business continuity plans
- Enforce the updated Regional Sewer Use By-law and Hauled Waste program
- Advocate for future environmental regulations such as the *Water Opportunities and Water Conservation Act*, as well as the proposed *Waste Reduction Act*

## Aligning with Vision 2051 and the Strategic Plan

In 2011, York Region initiated development of Vision 2051 and the Strategic Plan. Together, these strategies lay out long-term goals and near-term tactics to help shape the future of York Region support services for all communities served. Environmental Services used the 2011-2015 Strategic Plan Framework to inform 2014 budget priorities and business plans.

As the Region continues to grow, Environmental Services is preparing to optimize efficiencies and meet increasing demands through principles of innovation, investment and infrastrutching (or efforts to extend the life of existing assets) within the budget and business planning process. By leveraging existing programs and upcoming strategies, Environmental Services has developed operating strategies, as well as a 20 year capital plan, which embrace these principles to realize implementing of program and business efficiencies, decrease costs and drive full cost recovery where available.

## Roadmap to integrating York Region’s Strategic Plan with Vision 2051



1. Begin with the end in mind
2. Move backwards from the vision to the present
3. Move step by step towards the vision

## Key Linkages to the 2011 – 2015 Strategic Plan

As part of Environmental Services Business Planning all programs were mapped to the Environmental Services Strategic Plan, 2011 – 2015 Strategic Plan and Vision 2051 key areas. The Strategic Plan identified seven strategic priority areas. Linkages between the 2014 Environmental Services Plan and these priority areas are detailed below.

### ***Continue to deliver and sustain critical infrastructure***

The Environmental Services Plan in 2014 and beyond will deliver on this objective by:

- Establishing an increasingly diverse and resilient waste management system
- Exploring innovative approaches for reclaiming water and recovering nutrients to ensure sustainability in servicing future growth

- Responsibly prioritizing and delivering quality capital infrastructure projects (Duffin Creek Water Pollution Control Plant Expansion and Upgrades, Durham York Energy Centre, etc.) in a timely fashion to accommodate the needs of the growing population in York Region
- Continuing to deliver innovative programs to encourage waste reduction and reuse through developing and implementing an Integrated Waste Management Master Plan
- Continuing to invest and leverage partnerships in natural heritage and forestry for sustainable management of the Region's green infrastructure to ensure protection of the natural environment and enhanced social, as well as community benefits for present and future generations
- Initiating a Water and Wastewater Master Plan update to provide the blueprint for new water and wastewater infrastructure to accommodate growth to 2051 and beyond

### ***Focus growth along Regional Centres and Corridors***

The Environmental Services Plan in 2014 and beyond will deliver on this objective by:

- Building on the source water protection framework under the *Clean Water Act* and helping to ensure that our strategic, long-term water infrastructure decisions and future land uses are informed by a comprehensive understanding of risks and threats
- Delivering critical water and wastewater infrastructure to service growth in Regional centres and corridors

### ***Improve social and health supports***

The Environmental Services Plan in 2014 and beyond will deliver on this objective by:

- Implementing actions in the Greening Strategy that create and protect green infrastructure (e.g. urban forests and woodlots, wetlands, meadows and agricultural lands) and contribute to sustainable healthy communities. Green infrastructure provides energy cost savings, employment opportunities through ecotourism, source water protection, improved air quality, reduction in urban heat islands, climate change mitigation, storm water retention and opportunities for active and healthy communities
- Providing and operating water, wastewater and waste management infrastructure fundamental to ensuring thriving and healthy communities across York Region

### ***Increase the economic vitality of the Region***

The Environmental Services Plan in 2014 and beyond will deliver on this objective by:

- Applying the principles of sustainability in construction, operation and maintenance of infrastructure by equally considering environmental, social and economic impacts in decision making
- Leveraging partnerships to secure land for expanding our natural heritage areas
- Expanding business opportunities through partnership initiatives, such as Habitat for Humanity and Goodwill, as identified in the Region's SM4RT Living Solid Waste Master Plan

- Providing safe and reliable drinking water and wastewater service delivery to businesses operating throughout York Region

### ***Manage the Region's finances prudently***

The Environmental Services Plan in 2014 and beyond will deliver on this objective by:

- Proactively managing and maintaining infrastructure assets to ensure short and long-term adequacy and reliability of water, wastewater, waste management and forestry services
- Invasive species management to proactively and cost-effectively manage threats to the natural landscape and green assets
- Making improvements in life-cycle asset management practices, as well as in conservation and efficiency. Continuing to implement robust asset management practices to provide guidance on the right investment priorities and ensure funds flow to the assets that need them most

### ***Make Regional services more user-friendly***

The Environmental Services Plan in 2014 and beyond will deliver on this objective by:

- Ensuring water, wastewater, waste management and forestry service levels are clear and achieved by encouraging collaboration, communication and involvement with stakeholders in establishing new and refining existing programs and services
- Delivering water, wastewater, waste management and forestry services through an integrated management system in compliance with all regulatory requirements (*Clean Water Act, Environmental Protection Act, Accessibility for Ontarians with Disabilities Act, Occupational Health and Safety Act, Safe Drinking Water Act*)
- Providing public access as part of the Region's Open Data initiative to a number of environmental service's data sets, including information on source protection planning

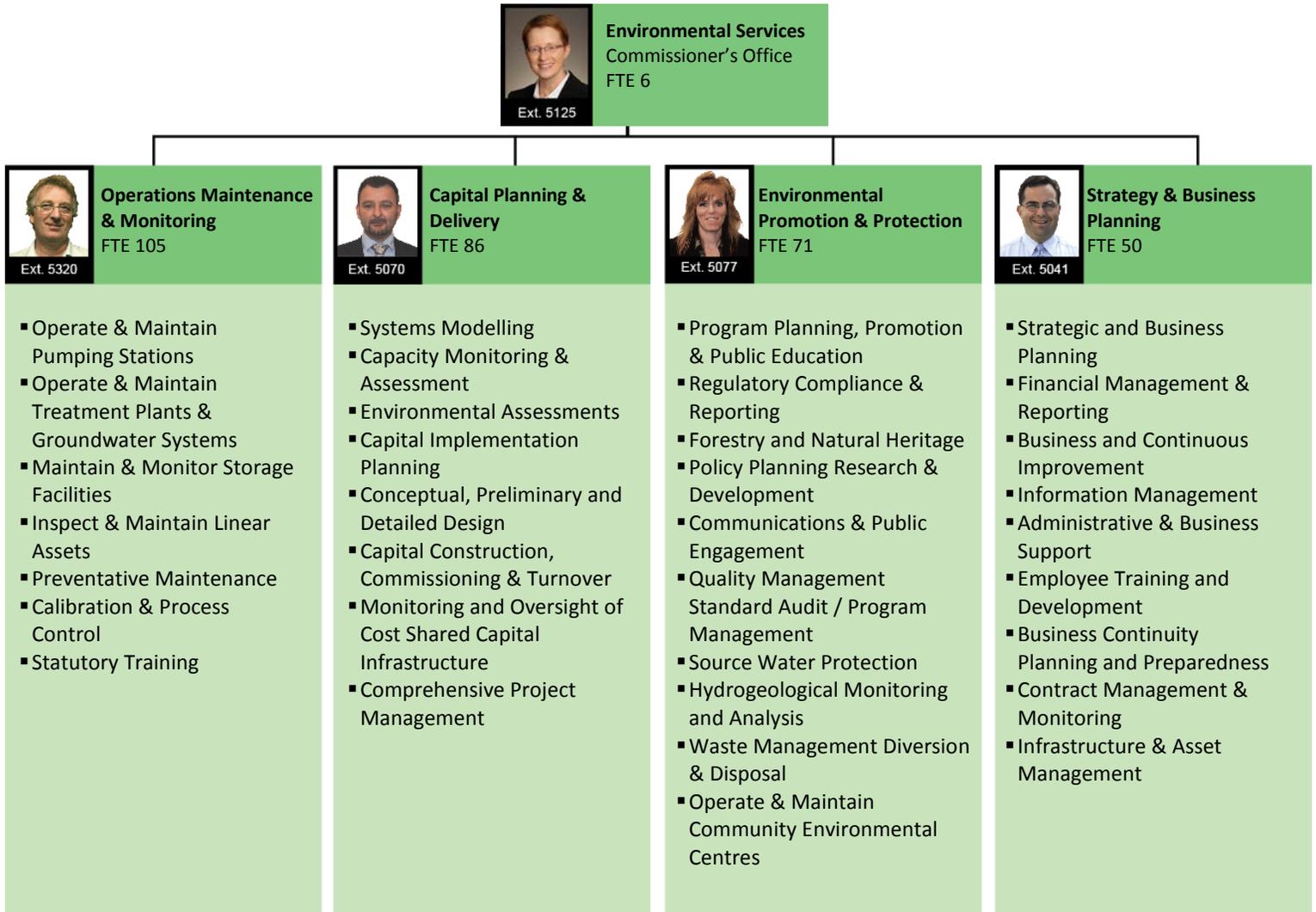
### ***Strengthen organizational capacity***

The Environmental Services Plan in 2014 and beyond will deliver on this objective by:

- Attracting, retaining and developing highly qualified staff to effectively deliver our growing water, wastewater, waste management and forestry services
- Developing succession plans to sustain required skills and abilities and resource levels necessary to achieve York Region's strategic priorities and our regulatory commitments
- Proactively managing business processes and technology to drive continuous improvement initiatives in Environmental Services through projects such as All Pipes, Maximo, and Project Server/SharePoint
- Integrating and enhancing relationships with other Departments in order to provide seamless services to the public by consolidating services through initiatives such as the Call Centre with Community and Health Services
- Developing and presenting strong business cases to support the need for required staff resources to deliver on Council's objectives

## Staffing Resources

### Environmental Services Department Summary 2013 Approved Budget 318.0 (PFT & PPT)



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## Key Highlights

As the Region continues to grow, the Water and Wastewater program is preparing to meet increased service demands by implementing guiding principles of innovation, investment and infrestretching (or efforts to extend the life of existing assets) within the budget and business planning process. By leveraging existing programs and upcoming strategies, the Water and Wastewater program has developed an operating strategy which embraces these principles to implement program and business efficiencies, decrease costs and drive full cost recovery.

## Base Drivers

### Realizing Operational Excellence

Water and Wastewater program will further implement continuous improvement strategies to maintain quality service levels through proactive management of our systems and business processes. Specific initiatives include:

- Further implementation of Water Conservation and Efficiency Strategy to reduce per capita consumption to extend capacity of infrastructure
- Maintain water quality and compliance with applicable regulations by continuously monitoring our water and wastewater systems
- Forecast and maintain water and wastewater system capacity
- Maintain quality service levels and uninterrupted services for residents and businesses in York Region
- Manage risk through effective application of the Integrated Management System and implement best practices within all branches
- Implement energy management plans to optimize energy use at water and wastewater facilities
- Optimize facilities and operational practices to reduce energy and chemical costs while maintaining compliance
- Proactively manage wastewater systems to avoid wastewater bypasses and mitigate odor
- Prepare for potential wastewater regulatory changes through consultation with Ministry of the Environment and industry experts
- Implement grit separator and hauled waste billing equipment at Aurora Pumping Station to improve monitoring and integrity of hauled waste programs and protect infrastructure
- Address inflow and infiltration reduction through projects such as the YDSS Rehabilitation Project to assist in reducing inflow and infiltration within the Markham Collector
- Provide sufficient staffing levels to achieve Water and Wastewater objectives within approved staffing and spending limits
- Continuous improvement of environmental protection requirements within the Integrated Management System

## **Managing Finances Prudently**

Water and Wastewater program continues to practice sound fiscal management while balancing increasing service demands. Specific initiatives include:

- Multi-year approval of water and wastewater rate increases required to build reserves and support a sustainable asset rehabilitation and replacement program
- Annualization of debt cost increases 8% for wastewater and decreases 3% for water due to debenture financing required to deliver the capital program
- Purchased water increases of 6% primarily due to increased Peel capital reserve contribution for proactive asset management
- Annualization of \$0.6 million to operate Duffin Creek Stage 3 Solids expansion
- Peel wastewater treatment rate decrease of 12% due to decreased Peel capital reserve contribution
- Increased costs for hydro, chemicals and bio-solids management driving increased operating costs
- Additional and upgraded facilities (linear and discrete) require additional resources for operation
- Continuous planning for net operating impacts of capital such as annualization of debt, additional operating costs and additional resources required to support newly commissioned and more complex assets
- Prioritize capital projects in accordance with department and Corporate objectives to align projects with Corporate Strategic plan and debt limits
- Initiate the Value of Water Campaign and Rate Analysis project to ensure sustainable cost recovery to continue to provide residents and businesses with high quality water services
- Building sewer-use program rates into periodic water / wastewater rate review to ensure full cost program recovery

## **Proactive Asset Management**

Water and Wastewater program has developed a comprehensive asset management multi-year plan to assess and ensure optimum system performance is derived from the investments in infrastructure made to date. Specific initiatives include:

- Manage lifecycle of more than \$3.4 billion worth of assets through the Infrastructure Management Program
- Manage lifecycle of well monitoring equipment to ensure operational excellence, including on-going effort to assess and maintain optimum efficiency at all Regional wells
- Optimize replacement reserve contributions for future rehabilitation and replacement projects
- Conduct condition assessments of assets to determine optimum timing for renewal and rehabilitation work
- Implement risk-based sampling on industrial sewer users that applies greater emphasis on monitoring high-risk dischargers; more oversight equates to potentially less impact to infrastructure
- Design infrastructure and optimize operations to mitigate energy cost, consumption and emissions

- 2013 – 2015 phase out of oil and grease as a surchargeable parameter – potential to result in significant savings collectively for Region and local area municipalities on maintenance programs
- Risk management office implementation of source protection risk management plans to protect Regional infrastructure

## **Collaboration and Partnerships Vital to Success**

Water and Wastewater program continues to partner with all levels of government and stakeholders to facilitate the delivery of environmentally sustainable infrastructure. Specific initiatives include:

- Inter-municipal Servicing Agreements with Toronto, Peel and Durham provide critical water and wastewater services to residents
- Implement Long-Term Water Conservation Strategy in partnership with local municipalities, Transportation and Community Planning, Corporate Services, Finance, Conservation Authorities, school boards, non-governmental organizations and community groups
- Conservation Authorities – programs such as the Streambank Inspection program, in-water restoration works, stewardship efforts, low-water response program, planning review, and streamflow monitoring, provide the Region with valuable data and services
- Establish Inter-Municipal agreements for Source Water Protection implementation with Durham and Bradford
  - Costs for Source Protection Implementation will be incurred to safeguard all Regional water supplies
  - Policy implementation will be required within portions of the Region (wellhead protection areas and intake protection zones) and beyond the Region (Lake Ontario supplies and the Stouffville wellhead that extends into Durham)
- Collaborate with local municipalities to determine and assign servicing capacity along with clearly identifying and documenting asset ownership jurisdictions
- Collaborate with local municipalities and municipal partners to exchange data that will benefit all parties and residents
- Continue work with academic and industry groups to research new technologies and operational processes to maximize Regional system efficiencies
- Ongoing collaboration with developer groups on pre-paid Development Charge Credit Agreements to advance required infrastructure
- Continue to liaise with the Ministry of the Environment to advocate for approval efficiencies and to proactively discuss capital infrastructure approval priorities
- Continue to conduct Municipal Liaison Meetings with York Region's nine local municipalities to proactively discuss and coordinate service delivery efficiencies and issues
- Continue to advance, implement and advocate critical Public Works priorities through the Regional Public Works Commissioners of Ontario
- Continue to apply for awards and funding programs to support and enhance the profile of York Region as a leader and innovator

## Investing for Growth

Water and Wastewater program will continue to identify and leverage capacity available to complete the build-out of developing communities and prioritize new capital infrastructure projects to support managed growth and optimize community benefit. Specific initiatives include:

- Initiate the water and wastewater master plan update to accurately plan sustainable long term infrastructure delivery
- Increase Regional system capacity to accommodate growth
- Cost shared programs in partnership with Peel to provide additional sewage servicing capacity
- Servicing growth in East Gwillimbury, Aurora, Newmarket through Upper York Sewage Solutions
- Continue to prioritize our capital infrastructure program to align with the Region's Centres and Corridors strategy

## Key Challenges

Over 50% of gross operating costs are directed to financing new / expanded capital infrastructure. Growth in capital infrastructure requirements has resulted in the Region incurring debt to pay for capital costs. Cost of debt repayment for water and wastewater infrastructure resides in the operating budget. Debt servicing costs for the capital infrastructure program to service approved growth will continue to significantly impact water and wastewater operating costs over the next 10 to 15 years.

While the Capital Delivery program continues to be in significant growth mode, current infrastructure is aging and approaching a point where increased investment in rehabilitation and replacement is required to maintain adequate levels of service and service life. These asset management projects are non-growth related and will be funded from rate revenues through contribution to non-growth capital and contribution to capital replacement reserves, as well as through the issuance of debt.

Successful water efficiency programs, such as *Water for Tomorrow*, contribute additional pressure on rates. As per capita water consumption decreases due to the success of water conservation programming and growing market trends, revenue declines resulting in pressure on the water rates to recover the full cost of service delivery. A fiscally responsible system is operated efficiently. Lower per capita water demands may result in the need to increase water rates to recover the full cost of service delivery. This will be examined over the next two years prior to multi-year rate recommendations being brought forward in 2015.

## Financial Constraints

- Potential litigation related to Source Protection Plan implementation cannot be fully predicted
- Analysis of Sewer Use Bylaw rates including hauled wastewater, dewatering discharge and surcharge rates to ensure full cost recovery
- Integration of dewatering discharge permits into draft plan approvals process to better capture activity and improve billing
- Limit spending within debt and Annual Repayment Limit (ARL) through prioritization of capital projects
- Introduction of project costing to identify the actual cost per facility will help with management and budgeting
- Efficient allocation of staff and resources through implementing the risk based sampling protocol for Sewer Use Bylaw

## Regional Growth

Growth pressures continue to impact operations as over 50% of gross operating costs are driven by financing new infrastructure capital required to service approved growth. Implementation of capital projects currently underway such as Southeast Collector and North Don Relief Sewer will address existing wastewater system constraints to meet current and committed flows. Continued implementation of water conservation and inflow and infiltration reduction initiatives are key to optimizing the use of available capacity within existing water and wastewater systems.

### Infrastructure Management

- Cost sharing negotiations with Toronto, Peel and Durham to manage both new and aging infrastructure
- Continue to implement successful Infrastructure Improvement projects through condition assessments and inspection of assets to determine optimum timing for renewal and rehabilitation
- Optimize infrastructure lifecycle and mitigate risk through maintenance, renewals and rehabilitation focusing on critical and redundant systems
- Extend high risk dischargers' information into industrial, commercial, institutional sector (i.e. – hospitals, long-term care facilities, etc.)
- Assess use of food waste grinders – examining alternatives for cost recovery and addressing capacity impact
- Continue to service growth through infrastructure renewal, rehabilitation and replacement, infirstretching with conservation and reducing inflow and infiltration
- Review climate change impacts for short and long-term effects on the existing infrastructure

## Regulatory Demands

Addressing increased demand from emerging legislation and new regulatory requirements including the *Lake Simcoe Protection Act*, *Water Opportunities and Water Conservation Act*, *Clean Water Act*, *Safe Drinking Water Act*, *Occupational Health and Safety Act*, proposed Great Lakes Protection Act and Intra-Basin Transfer will continue over the next five year horizon.

Source Protection Plans will likely be approved by the Minister of the Environment in 2014, triggering new legislative responsibilities for the Region. Staff resources are already in place, preparing for implementation of the Plans, as resource requirements were anticipated and re-purposed where possible since 2009.

In addition to the resources to oversee Source Protection implementation, costs to mitigate Region-owned threats (primarily sewage infrastructure) will also be incurred. Source Protection policies for significant sewage threats require the Ministry of Environment to add conditions, where necessary, to Environmental Compliance Approvals to manage water quality risks. These mitigation measures will be required for sewage collection systems within and outside the Region (portions of the YDSS and the Duffin Creek Water Pollution Control Plant).

After finalization of the Lake Simcoe Protection Plan, the Environmental Compliance Approvals for all five York Region Water Pollution Control Plants in the Lake Simcoe watershed were updated with special conditions requiring effluent wastewater characterizations to be completed by 2017. 2014 will trigger the development of project plans to ensure these characterizations are prepared and reported within the required timeframes. It is anticipated that results of these characterizations may further inform future phosphorous reduction strategies or regulations for the Region.

Further pressure results from meeting comprehensive conditions of approval on major infrastructure projects. These conditions intensify the operating impact of capital projects by increasing the pressure on rates. Changes to the *Occupational Health and Safety Act* also increase staffing requirements and other resource demands, as well as the need to improve worker safety and protect the public. These business drivers will impact staff levels to address and meet all regulatory requirements. Thus, continuously strive to achieve proactive regulatory compliance and develop Regulatory Excellence Action Plan for the department.

## Proactive Risk Management

As a proactive measure to mitigate wastewater risks associated with industrial discharges to the Region's sanitary collection and treatment systems, the Sewer Use By-law has been amended to include enhanced enforcement powers and more stringent requirements for industrial dischargers. The program is also expanding to monitor more high-risk industries. These activities drive additional resource pressures, including data management (software), staffing and equipment. To meet these needs, rates and other service fees have either been increased or implemented to better match program costs and ensure improved cost recovery to help support program improvements and current levels of service.

One of the key objectives of the Asset Management Program is to manage and mitigate risk to water services through infrastructure renewal. This is carried out through prioritizing needed infrastructure improvements based on risk, determined by combining the consequence of failure with the probability of failure and redundancy.

A water system criticality assessment is underway to complete a comprehensive system-wide analysis to evaluate and update available system redundancy and determine additional redundant infrastructure necessary to further enhance the reliability of water services. This project will feed valuable information to the Drinking Water Quality Management Standard (DWQMS) and Infrastructure Improvement Planning process to further strengthen the Region's ability to mitigate risk. It will also assist the Infrastructure Management Program to develop and deploy risk management strategies, including condition monitoring and inspection programs for critical infrastructure. Similar assessment for the Region's wastewater system is planned to begin in 2014. This assessment will inform asset management decisions in order to carry out condition assessments and monitoring based on the infrastructure criticality and redundancy.

In an effort to expedite compliance with Source Protection Plan requirements, a five year incentive program for affected business and land owners to implement risk mitigation measures, including the preparation of mandatory risk management plans, is included in the 2014 budget. An annual budget of \$0.5 million is proposed from 2014 through 2018 to align with the required risk management plan timelines as identified in the Source Protection Plan.

## Service Challenges

The following service challenges are major issues facing York Region and Water and Wastewater over the coming year:

- Increased costs and resource requirements for rehabilitation, replacement and repairs due to aging infrastructure, maintenance inspections, replacement parts, and health and safety equipment
- Implementation of a risk management program to comply with the *Clean Water Act* without Provincial funding for large municipalities
- Compliance with legislative and regulatory requirements including the *Occupational Health and Safety Act*, *Safe Drinking Water Act*, *Clean Water Act* and approved Source Protection Plans and Lake Simcoe Protection Plan, the Drinking Water Quality Management Standard, Public Sector Accounting Board rules
- Retaining and attracting staff in a competitive market and promoting continuous learning to ensure ongoing effective service delivery to customers
- Implementing recommendations detailed in the Long-Term Water Conservation Strategy, conditions of approval on Intra-Basin Transfer and Inflow and Infiltration Reduction Plan
- Increased scope of the Region's Integrated Management System (ISO 9001, ISO 14001 and Drinking Water Quality Management Standard) to include new facilities, other Environmental Services' business units, and other applicable management systems (i.e. ISO 18001 Occupational Health and Safety Advisory Services)

- Implementation of an in-house Compliance Audit Program to accompany the Region's existing management systems resulting in increased resource requirements
- Increasing demand for partnership opportunities and presence at community events throughout the Region results in increased resource requirements
- Increased costs and resource requirements to monitor and enforce the Sewer Use program
- Increased costs and resources to operate and maintain a growing and more complex asset base

## **Continuous Service Delivery Improvement**

- Continuously improve performance of our Integrated Management System including regular reporting and analysis of program metrics to highlight performance improvements
- Manage evolving community expectations and population growth through Corporate sustainability and strategic initiatives
- Improve access to information for dischargers and local municipalities through GovOnline system
- Automated hauled wastewater receiving facilities (Sutton Water Pollution Control Plant and Aurora Pumping Station) which improve billing functions and efficiency
- Customer satisfaction and customer focused services (confirming our residents are better off; supporting corporate initiatives like Customer Relationship Management, Accessible Customer Service Standard (AODA), coordination of Portal and Web Content)
- Space planning program to accommodate future growth
- Establish Corporate asset management approach based on established levels of service constructed from rational and informed customer expectations and management practices with KPI's based on risk management
- The Duffin Creek Water Pollution Control Plant asset management program is designed to support short and long term capital planning. The aim of the Program is to develop asset management strategies and frameworks including condition assessments and performance evaluation and monitoring

## **Long term Partners**

- Local municipal planning and building official cooperation ensure success of Source Water Protection implementation
- Successfully work with development community, local municipalities, municipal partners, and conservation authorities to build transparency and accountability
- Continue advocacy role with local municipalities and industry associations in support of municipal position on various regulatory and policy changes
- Continue to work with Peel and Toronto to optimize timing of cost shared projects and ensure delivery timeframes accommodate future growth
- Cooperative development of service level agreement with local area municipalities to address water billing, quality and quantity challenges through joint operational strategies

- Framework of Collaborative Sewer Use Programs – moving forward with local municipalities to share resources on protecting local and Regional infrastructure
- Increase integration with the Region’s Legal Department for purpose of compliance, advocacy, and enforcement

## Strategic Goals

Environmental Services Strategic Goals inform planned initiatives and link to 2011 – 2015 Corporate Strategic Plan and Vision 2051. All Environmental Services programs have been mapped to these Strategic Goals to ensure effective and efficient service delivery.

Water & Wastewater service delivery has a particular focus on the Strategic Priority Areas of “Continue to Deliver and Sustain Critical Infrastructure” and “Focus Growth Along Regional Centres and Corridors”. Environmental Services is engaged in the fourteen Indicators of Success directly related to the Corporate Strategic Plan. Twelve of the fourteen Indicators of Success affecting Water and Wastewater are as follows:

### Environmental Services Lead

1. Decrease in inflow and infiltration in Regional and local wastewater systems to increase system capacity
2. Increased water conservation per capita
3. Completed Environmental Services 2011 State of Infrastructure Update Report
4. Completed Environmental Services 2013 State of Infrastructure Update Report

### Environmental Services Co-Lead

1. Life-cycle Infrastructure Asset Management Strategy
2. Implementation of cost-shared infrastructure with partner municipalities and agencies with increased per cent of cost-shared capital obligation met by the Region
3. Increased percentage of capital infrastructure focused on servicing Regional Centres and Corridors
4. Developed Corporate Asset Management Framework
5. Complete (2014/2015) Corporate State of Infrastructure Report

### Participation with All Departments

1. Number of developmental opportunities and stretch assignments offered
2. Number of continuous improvement recommendations implemented
3. Increased per cent of capital projects delivered in accordance with approved budget and business plans

## Water and Wastewater Objectives

The objectives listed below have been developed to support implementation of the Corporate Strategic Plan and the planned initiatives link directly to the objectives.

- 1) Provide clean and safe drinking water to over one million residents in York Region
  - Achieve key milestones on growth and renewal infrastructure to deliver critical capacity assignment as confirmed through the corporate capital project prioritization
  - Deliver critical milestones of Value of Water campaign and Water Rate Analysis
  - Increased understanding of how water and wastewater systems deal with emerging issues
  - Enhance partnerships and share information with Conservation Authorities to protect assets near streams and riverbanks
  - Drive enhanced partnerships with Peel, Toronto and Durham regarding long-term water and wastewater delivery including shared operational strategies
- 2) Support population and employment growth
  - Develop outreach, promotion and education programs to drive consumer behavior towards departmental objectives, including long-term water conservation strategy, source water protection, asset management and inflow and infiltration reduction
  - Commence Water/Wastewater Master Plan public consultation process and perform system modeling and analysis
- 3) Proactively manage over \$3.4 billion worth of built water and wastewater assets
  - Implement Water Billing Audit recommendations and formal dispute resolution process
  - Continue to enhance Asset Management condition assessment systems and processes for prioritizing and renewing infrastructure, and providing access to useful data
- 4) Return high quality effluent to the environment
  - Support Energy Management initiatives and Deliver Energy Management Programs including hydro cost savings initiatives and Greenhouse Gas emission reductions
- 5) Minimize risk through accreditation to Drinking Water Quality Management Standards and compliance with Acts and Regulations
  - Initiative conformity to the Source Protection Plan and monitor progress of implementation across the Region
  - Continue to demonstrate leadership in Regulatory Excellence and Compliance including Financial, Accessible Customer Service Standard and Drinking Water Quality Management Standard through continuous enhancements of Integrated Management System, including evaluation of full integration of existing management systems and requirements of occupational health and safety management system
  - Implement enhancements to the sewer use control and hauled waste program including a focus on high/medium risk industrial dischargers through partnerships with local municipalities
  - Implement a risk management program to conform to approved Source Protection Plans under the Clean Water Act to protect drinking water source waters through mandatory and voluntary actions which control land use activities that may threaten the quality or quantity of drinking water

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	257.0	272.0	284.0	284.0	0.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	257.0	272.0	284.0	284.0	0.0
<b>Net FTE Change</b>		<b>15.0</b>	<b>12.0</b>	<b>12.0</b>	<b>0.0</b>

Casual Full Time Equivalent	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	7.0	7.0	7.0	7.0	0.0
<b>Net Casual Change*</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Environmental Services - Water and Wastewater

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Capital Planning and Delivery</u>				
Design Technologist (Level II)	1.0	C	110	44
Field Engineer	1.0	C	131	52
Modeling Engineer	1.0	C	131	52
<u>Strategy and Business Planning</u>				
Business Intelligence & Data Warehouse Analyst	1.0	G	115	115
Condition Assessment Technologist	1.0	G	115	115
System Support Specialist	1.0	G	119	119
Program Manager, Budget Planning & Inter-Municipal Agreements	1.0	G	131	131
<u>Operations, Maintenance and Monitoring</u>				
Instrumentation Technician	1.0	G	94	94
Contract Administrator	1.0	G	94	94
Program Manager, OMM Support	1.0	G	144	144
SCADA Business Intelligence & Data Warehouse Analyst	1.0	G	110	109
<u>Environmental Promotion and Protection</u>				
Community Outreach Coordinator	1.0	G	103	103
<b>Total Permanent FTEs</b>		<b>12.0</b>	<b>1,397</b>	<b>1,171</b>

**\*Type of FTE's Legend:**

B - Base  
 B-M - Base-Mandatory  
 B-A - Base-Annualization  
 G - Growth  
 E - Enhancement  
 C - Capital

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes  
 No

## 2014 Budget - Water Rate Summary

	2013 RESTATED BUDGET			2014 BUDGET			2013/2014 INC/(DEC)				
	Flow (m3 000's)	Amount (\$ 000's)	Rate (cents/m3)	Flow (m3 000's)	Amount (\$ 000's)	Rate (cents/m3)	% Change	% Share of Total	Flow (m3 000's)	Budget (\$ 000's)	% Rate Impact
<b>EXPENDITURES</b>											
<b>Operations</b>											
York Operations	16,883	29,744	22.94	17,982	30,906	24.07	3.91%	28.11%	1,099	1,162	0.11%
Recoveries - Operations		(1,111)	(0.86)		(1,111)	(0.87)	0.00%	(1.01)%		0	(0.00)%
	<b>16,883</b>	<b>28,633</b>	<b>22.08</b>	<b>17,982</b>	<b>29,795</b>	<b>23.20</b>	<b>4.06%</b>	<b>27.10%</b>		<b>1,162</b>	<b>0.11%</b>
<b>Purchased Water</b>											
Toronto	81,395	26,095	20.12	77,733	26,756	20.83	2.53%	24.34%	(3,662)	661	0.07%
Peel	31,390	13,529	10.43	32,711	15,173	11.82	12.15%	13.80%	1,321	1,644	0.13%
Total Purchased Water	112,785	39,624	30.56	110,444	41,929	32.65	5.82%	38.14%	-2,341	2,305	0.20%
<b>Total Operating Expenditures</b>		<b>68,257</b>			<b>71,724</b>		<b>5.08%</b>	<b>65.25%</b>		<b>3,467</b>	
<b>Capital - Related</b>											
Financing Charges - Gross		102,922	79.37		99,700	77.63	(3.13)%	90.70%	(3,222)	(3,222)	(0.17)%
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(91,909)	(70.88)		(87,740)	(68.32)	(4.54)%	(79.82)%		4,169	0.25%
Contribution to Reserves		16,461	12.70		8,096	6.30	(50.82)%	7.36%		(8,365)	(0.62)%
Contribution to Capital Construction (Non-growth)		7,500	5.78		18,148	14.13	141.97%	16.51%		10,648	0.81%
<b>Total Capital Related Expenditures</b>		<b>34,974</b>			<b>38,204</b>		<b>9.24%</b>	<b>34.75%</b>		<b>3,230</b>	<b>0.00%</b>
<b>TOTAL EXPENDITURES</b>	<b>129,668</b>	<b>103,231</b>	<b>79.61</b>	<b>128,426</b>	<b>109,928</b>	<b>85.60</b>	<b>6.49%</b>	<b>100.00%</b>	<b>-1,242</b>	<b>6,697</b>	<b>0.58%</b>
<b>REVENUES</b>											
<b>Water Rate Revenues</b>											
Aurora	6,182	4,919	79.61	5,779	4,948	85.60	0.59%	4.50%	(403)	29	0.58%
East Gwillimbury	1,444	1,150	79.61	2,185	1,874	85.60	62.96%	1.70%	741	724	0.58%
Georgina	3,597	2,862	79.61	3,367	2,885	85.60	0.80%	2.62%	(230)	23	0.58%
King	1,117	889	79.61	1,254	1,075	85.60	20.92%	0.98%	137	186	0.58%
Markham	38,289	30,481	79.61	38,028	32,521	85.60	6.69%	29.58%	(261)	2,040	0.58%
Newmarket	9,693	7,711	79.61	8,790	7,522	85.60	(2.45)%	6.84%	(903)	-189	0.58%
Richmond Hill	21,559	17,161	79.61	22,613	19,395	85.60	13.02%	17.64%	1,054	2,234	0.58%
Vaughan	44,679	35,582	79.61	43,082	36,856	85.60	3.58%	33.53%	(1,597)	1,274	0.58%
Whitchurch - Stouffville	3,108	2,476	79.61	3,328	2,852	85.60	15.19%	2.59%	220	376	0.58%
<b>TOTAL REVENUES</b>	<b>129,668</b>	<b>103,231</b>	<b>79.61</b>	<b>128,426</b>	<b>109,928</b>	<b>85.60</b>	<b>6.49%</b>	<b>100.00%</b>	<b>-1,242</b>	<b>6,697</b>	<b>0.58%</b>

Note: Above 2014 Water Rate of 85.60 cents/m3 is the "effective annual" rate. Actual 2014 rate is 80.87 cents/m3 from January to March 2014, and 86.97 cents/m3 from April to December 2014.

# 2014 Budget - Wastewater Rate Summary

	2013 RESTATED BUDGET			2014 BUDGET			2013/2014 INC/(DEC)				
	Flow (m3 000's)	Amount (\$ 000's)	Rate (cents/m <sup>3</sup> )	Flow (m3 000's)	Amount (\$ 000's)	Rate (cents/m <sup>3</sup> )	% Change	% Share of Total	Flow (m3 000's)	Amount (\$ 000's)	% Rate Impact
<b>EXPENDITURES</b>											
<b>Operations</b>											
York Operations	114,611.0	28,023.0	22.00	113,894.0	29,735.0	23.59	6.11%	21.78%	(717.0)	1,712.0	0.13%
Recoveries - Operations		(1,015.0)	(0.80)		(1,035.0)	(0.82)	1.97%	(0.76%)		(20.0)	(0.00%)
Duffin Creek Operations	0.0	29,004.0	22.77	0.0	29,617.0	23.49	2.11%	21.69%	0.0	613.0	0.06%
Peel Wastewater Treatment	12,775.0	5,477.0	4.30	12,178.0	4,597.0	3.65	(16.07%)	3.37%	(597.0)	(880.0)	(0.05%)
<b>Total Operating Expenditures</b>		<b>61,489.0</b>			<b>62,914.0</b>		<b>2.32%</b>	<b>46.07%</b>		<b>1,425.0</b>	<b>0.00%</b>
<b>Capital - Related</b>											
Financing Charges - Gross		130,903.0	102.76		141,565.0	112.29	8.14%	103.67%		10,662.0	0.77%
Less Recoveries - DC Reserve Fund - Capital Financing (Growth Related)		(101,814.0)	(79.93)		(107,147.0)	(84.99)	5.24%	(78.47%)		(5,333.0)	(0.41%)
Contribution to Reserves		26,623.0	20.90		27,409.0	21.74	2.95%	20.07%		786.0	0.07%
Contribution to Capital Construction (Non - Growth)		6,074.0	4.77		11,806.0	9.36	94.37%	8.65%		5,732.0	0.37%
<b>Total Capital Related Expenditures</b>		<b>61,786.0</b>			<b>73,633.0</b>		<b>19.17%</b>	<b>51.80%</b>		<b>11,847.0</b>	<b>0.00%</b>
<b>TOTAL EXPENDITURES</b>	<b>127,386.0</b>	<b>123,275.0</b>	<b>96.77</b>	<b>126,072.0</b>	<b>136,547.0</b>	<b>108.31</b>	<b>10.77%</b>	<b>100.00%</b>	<b>(1,314.0)</b>	<b>13,272.0</b>	<b>0.94%</b>
<b>REVENUES</b>											
<b>Wastewater Rate Revenues</b>											
Aurora	6,182.0	5,978.0	96.77	5,785.0	6,271.0	108.31	4.90%	4.59%	(397.0)	293.0	0.94%
East Gwillimbury	676.0	655.0	96.77	1,444.0	1,570.0	108.31	139.69%	1.15%	768.0	915.0	0.94%
Georgina	3,597.0	3,478.0	96.77	3,367.0	3,652.0	108.31	5.00%	2.67%	(230.0)	174.0	0.94%
King	255.0	246.0	96.77	750.0	812.0	108.31	230.08%	0.59%	495.0	566.0	0.94%
Markham	38,289.0	37,051.0	96.77	38,028.0	41,133.0	108.31	11.02%	30.12%	(261.0)	4,082.0	0.94%
Newmarket	9,693.0	9,369.0	96.77	8,790.0	9,518.0	108.31	1.59%	6.97%	(903.0)	149.0	0.94%
Richmond Hill	21,559.0	20,859.0	96.77	22,613.0	24,570.0	108.31	17.79%	17.99%	1,054.0	3,711.0	0.94%
Vaughan	44,448.0	43,038.0	96.77	42,429.0	45,914.0	108.31	6.68%	33.63%	(2,019.0)	2,876.0	0.94%
Whitchurch - Stouffville	2,687.0	2,601.0	96.77	2,866.0	3,107.0	108.31	19.45%	2.28%	179.0	506.0	0.94%
<b>TOTAL REVENUES</b>	<b>127,386.0</b>	<b>123,275.0</b>	<b>96.77</b>	<b>126,072.0</b>	<b>136,547.0</b>	<b>108.31</b>	<b>10.77%</b>	<b>100.00%</b>	<b>(1,314.0)</b>	<b>13,272.0</b>	<b>0.94%</b>

Note: Above 2014 Wastewater Rate of 108.31 cents/m3 is the "effective annual" rate. Actual 2014 rate is 0.9910 cents/m3 from January to March 2014, and 1.1099 cents/m3 from April to December 2014.

## Water & Wastewater Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	29,890	34,823	36,597	38,207	1,610	3,384
Program Specific Costs	72,602	78,987	84,601	81,288	(3,313)	2,301
Professional / Contracted Services	1,587	2,689	2,208	2,581	373	(109)
General Expenses	4,931	6,809	6,533	6,994	461	186
Financing Costs	201,142	235,472	259,343	242,932	(16,411)	7,460
Occupancy Costs	10,518	13,075	13,395	14,645	1,250	1,571
Contribution to Reserves	56,788	57,437	72,588	65,461	(7,127)	8,024
Minor Capital	962	2,327	2,239	2,154	(85)	(173)
Direct Charge & Intra Dept Co	(3,939)	(15,272)	(15,633)	(17,172)	(1,539)	(1,900)
<b>Total Expenditures</b>	<b>374,480</b>	<b>416,346</b>	<b>461,871</b>	<b>437,090</b>	<b>(24,781)</b>	<b>20,744</b>
<b>% Budget Change</b>			10.9%		-5.4%	5.0%
<b>Revenues</b>						
User Fees	(197,939)	(226,506)	(251,599)	(246,474)	5,125	(19,968)
Fees and Charges	(2,047)	(2,126)	(2,219)	(2,146)	73	(20)
Development Charges	(167,127)	(193,724)	(214,434)	(194,887)	19,547	(1,163)
Contribution From Reserves	(12,991)	-	-	-	-	-
<b>Total Revenues</b>	<b>(380,104)</b>	<b>(422,356)</b>	<b>(468,253)</b>	<b>(443,507)</b>	<b>24,746</b>	<b>(21,151)</b>
<b>% Budget Change</b>			10.9%		-5.3%	5.0%
<b>Net Tax Levy Requirement</b>	<b>(5,624)</b>	<b>(6,010)</b>	<b>(6,381)</b>	<b>(6,417)</b>	<b>(35)</b>	<b>(407)</b>
<b>% Budget Change</b>			6.2%		0.6%	6.8%

## 2014 Budget Change from Approved Outlook

### Water & Wastewater - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	416,346		(6,010)		272.0
2014 Approved Outlook - Restated	461,871	10.9	(6,381)	6.2	284.0
Compensation Adjustment for Contract Settlement	685	0.2	685	(11.4)	
Compensation Adjustments	(202)	(0.0)	(202)	3.4	
Peel Purchased Water	968	0.2	968	(16.1)	
Toronto Purchased Water	(2,653)	(0.6)	(2,653)	44.1	
Duffin Creek	(423)	(0.1)	(423)	7.0	
Peel Ww Treatment	(1,333)	(0.3)	(1,333)	22.2	
Treatment Chemicals, Lab Fees and Sludge Removal	256	0.1	330	(5.5)	
Occupancy Costs, Repairs & Maintenance, Hydro & Insurance	(121)	(0.0)	(121)	2.0	
General Expenses-Supplies, Materials, Training & Equipment	(99)	(0.0)	(99)	1.7	
Minor Capital - Operating and Spare Equipment & Small Tools	(782)	(0.2)	(782)	13.0	
Interdepartmental Allocations	1,482	0.4	1,482	(24.7)	
Debenture Financing of Capital Program Net of Development Charges	(16,385)	(3.9)	3,162	(52.6)	
Contribution to Non-Growth Capital - Water	9,756	2.3	9,756	(162.3)	
Contribution to Non-Growth Capital - Wastewater	(2,084)	(0.5)	(2,084)	34.7	
Capital Recovery	506	0.1	506	(8.4)	
Negotiated Specifics	(132)	(0.0)	(132)	2.2	
Operations Maintenance & Monitoring Proposed FTE's	(14)	(0.0)	(14)	0.2	
Capital Planning & Delivery Proposed FTE's	(0)	(0.0)	(0)	0.0	
Strategy & Business Planning Proposed FTE's	42	0.0	42	(0.7)	
Environmental Promotion & Protection Proposed FTE's	(7)	(0.0)	(7)	0.1	
Allocated Fleet Costs	70	0.0	70	(1.2)	
New Vehicles moved to Capital Budget	(289)	(0.1)	(289)	4.8	
Contribution to Reserve	(14,021)	(3.4)	(14,021)	233.3	
Flow Revenue	0		5,125	(85.3)	
Total Change to 2014 Approved Outlook	(24,782)	(6.0)	(37)	0.6	
<b>2014 Approved Budget</b>	<b>437,090</b>	<b>5.0</b>	<b>(6,417)</b>	<b>6.8</b>	<b>284.0</b>

# 2014 Budget Change Explanations

## Water Wastewater Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	416,346		(6,010)		272.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	659	0.2	659	(11.0)	
Compensation Adjustments	241	0.1	241	(4.0)	
Peel Purchased Water	1,031	0.2	1,031	(17.1)	
Toronto Purchased Water	1,921	0.5	1,921	(32.0)	
Duffin Creek	316	0.1	316	(5.3)	
Peel Ww Treatment	(655)	(0.2)	(655)	10.9	
Treatment Chemicals, Lab Fees and Sludge Removal	433	0.1	413	(6.9)	
Occupancy Costs, Repairs & Maintenance, Hydro & Insurance	442	0.1	442	(7.4)	
General Expenses-Supplies, Materials, Training & Equipment	(345)	(0.1)	(345)	5.7	
Minor Capital - Operating and Spare Equipment & Small Tools	(161)	(0.0)	(161)	2.7	
Interdepartmental Allocations	768	0.2	768	(12.8)	
Contribution to Reserve	(7,984)	(1.9)	(7,984)	132.9	
Allocated Fleet Costs	70	0.0	70	(1.2)	
Capital Recovery	1,206	0.3	1,206	(20.1)	
Negotiated Specifics	85	0.0	85	(1.4)	
Flow Revenue	-		(19,968)	332.3	
<b>Sub Total Base</b>	<b>(1,972)</b>	<b>(0.5)</b>	<b>(21,960)</b>	<b>365.4</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Annualization</b>					
Debenture Financing of Capital Program Net of Development Charges	7,440	1.8	6,276	(104.4)	
Contribution to Non-Growth Capital - Water	10,973	2.6	10,973	(182.6)	
Contribution to Non-Growth Capital - Wastewater	6,057	1.5	6,057	(100.8)	
<b>Sub Total Annualization</b>	<b>24,470</b>	<b>5.9</b>	<b>23,306</b>	<b>(387.8)</b>	<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Efficiency</b>					
Occupancy Costs, Repairs & Maintenance, Hydro & Insurance	(80)	(0.0)	(80)	1.3	
Minor Capital - Operating and Spare Equipment & Small Tools	(766)	(0.2)	(766)	12.7	
New Vehicles moved to Capital Budget	(842)	(0.2)	(842)	14.0	
<b>Sub Total Efficiency</b>	<b>(1,688)</b>	<b>(0.4)</b>	<b>(1,688)</b>	<b>28.1</b>	<b>-</b>
<b>Total Base</b>	<b>20,810</b>	<b>5.0</b>	<b>(342)</b>	<b>5.7</b>	<b>-</b>
<b>Growth</b>					
Peel Purchased Water	613	0.1	613	(10.2)	
Toronto Purchased Water	(1,261)	(0.3)	(1,261)	21.0	
Duffin Creek	237	0.1	237	(3.9)	
Peel Ww Treatment	(225)	(0.1)	(225)	3.8	
Capital Recovery	(582)	(0.1)	(582)	9.7	
Operations Maintenance & Monitoring Proposed FTE's	441	0.1	441	(7.3)	4.0
Capital Planning & Delivery Proposed FTE's	372	0.1	372	(6.2)	3.0
Strategy & Business Planning Proposed FTE's	480	0.1	480	(8.0)	4.0
Environmental Promotion & Protection Proposed FTE's	103	0.0	103	(1.7)	1.0
Contribution to Reserve	(245)	(0.1)	(245)	4.1	
<b>Total Growth</b>	<b>(67)</b>	<b>(0.0)</b>	<b>(67)</b>	<b>1.1</b>	<b>12.0</b>

# 2014 Budget Change Explanations

## Water Wastewater Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
Total Enhancement	-		-		-
Total Budget Change	20,743	5.0	(409)	6.8	12.0
2014 Approved Budget	437,090		(6,417)		284.0

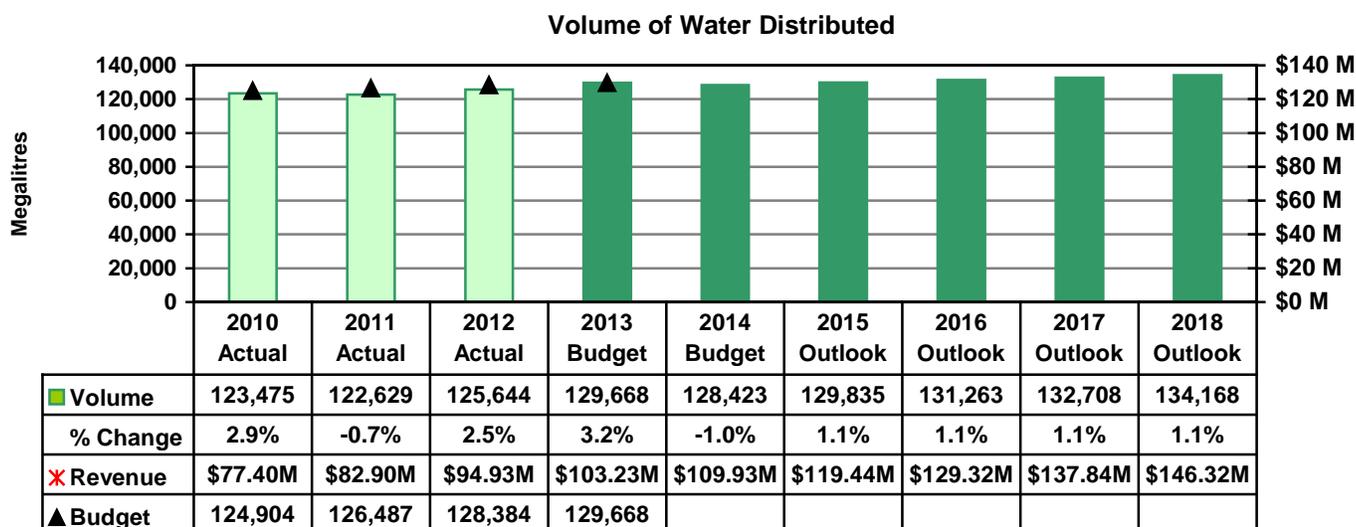
**Environmental Services  
Water & Wastewater Operating**

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**Key Performance Indicators – 2014 Budget**

Environmental Services  
Water & Wastewater - Operating

**Service Level – Water**



**What does the graph show?**

- Total annual volume of water distributed for wholesale to the York Region local municipalities
- Total revenue generated from water sales to the nine York Region local municipalities

**Explanation of KPI Trend**

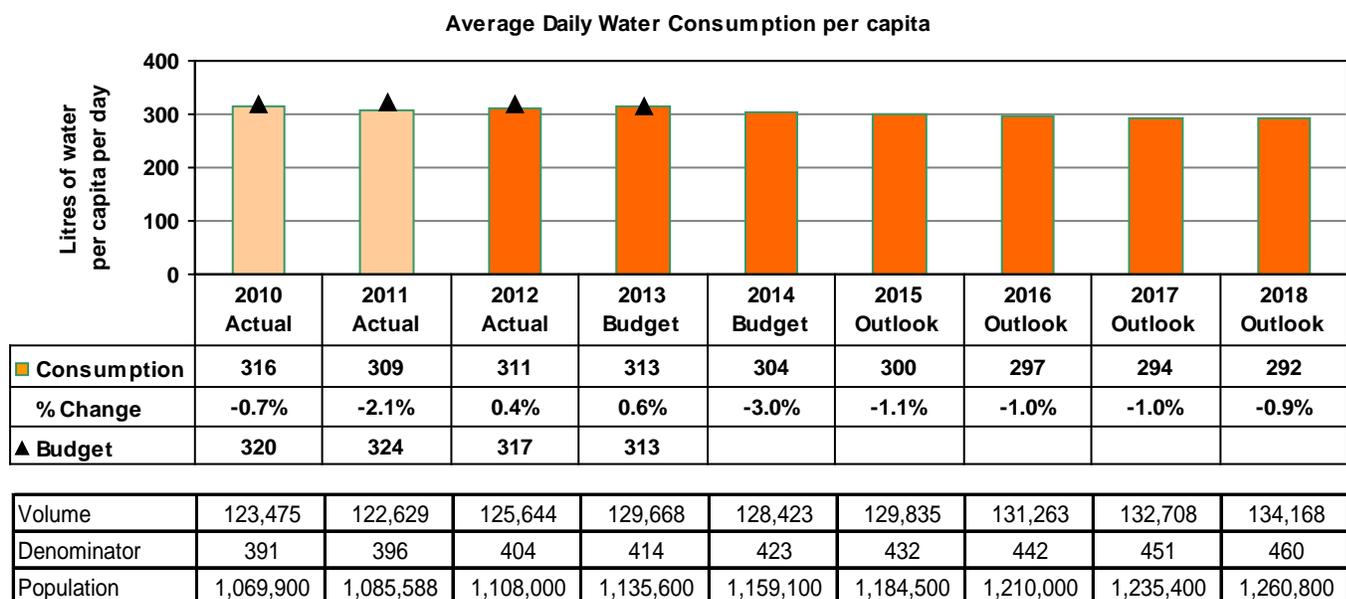
- Water consumption is primarily affected by residential water use practices, weather, conservation, industrial and commercial use, as well as population growth
- 2012 had a hotter/drier summer compared with 2011 driving an increase in water demands. 2010 and 2011 were cooler/wetter summers compared to the historic average resulting in lower than average annual water demands.
- Flows are budgeted to decrease by 1% for 2014 compared to the 2013 Budget due to successful water conservation programs and actual volume distributed in 2012
- From 2015 to 2018 it is projected that flows will increase annually by 1.1% while the population growth for the same time period is 2.1%. The difference of 1.0% is the projected savings from water conservation programs. Total water revenue is budgeted to increase by an average of 6.8% in each year 2014 to 2018 due to the changes in flows and user rates.

**Comments / Background:**

- Water purchased from the City of Toronto represents 54% of the total water distributed in 2012 and is dispersed to 7 of the 9 local municipalities in York Region
- Water purchased from Peel Region represents 33% of the total water distributed in 2012 and is dispersed to 7 of the 9 local municipalities in York Region
- Groundwater supplies account for 11% of water volume distributed and Lake Simcoe accounts for the remaining 2%

Environmental Services  
Water & Wastewater - Operating

### Community Impact - Water



#### What does the graph show?

- Average daily volume of water consumed on a per person basis
- Flows are captured by meters at York facilities
- To convert megalitres to litres, the total annual York Region population is multiplied by 365 days in one year and then divided by 1,000,000

#### Explanation of KPI Trend

- Water consumption is primarily affected by residential water use practices, conservation, industrial and commercial use, population growth and is highly dependent on weather conditions
- 2012 was a hotter/drier summer but with the successful water conservation programs the average daily water consumption per capita in 2012 only increased slightly by 0.4% over 2011
- 2010 and 2011 experienced higher than anticipated wet weather conditions, resulting in lower than average annual demands
- Water Consumption per capita had declined by 1.6% from 2010 to 2012 as a result of York Region's successful water conservation programs
- Per capita water consumption is expected to decrease by 1.4% on average each year from 2014 to 2018 as a result of continued efforts in conservation and public education through work completed under the Water for Tomorrow Program and the Long Term Water Conservation Strategy

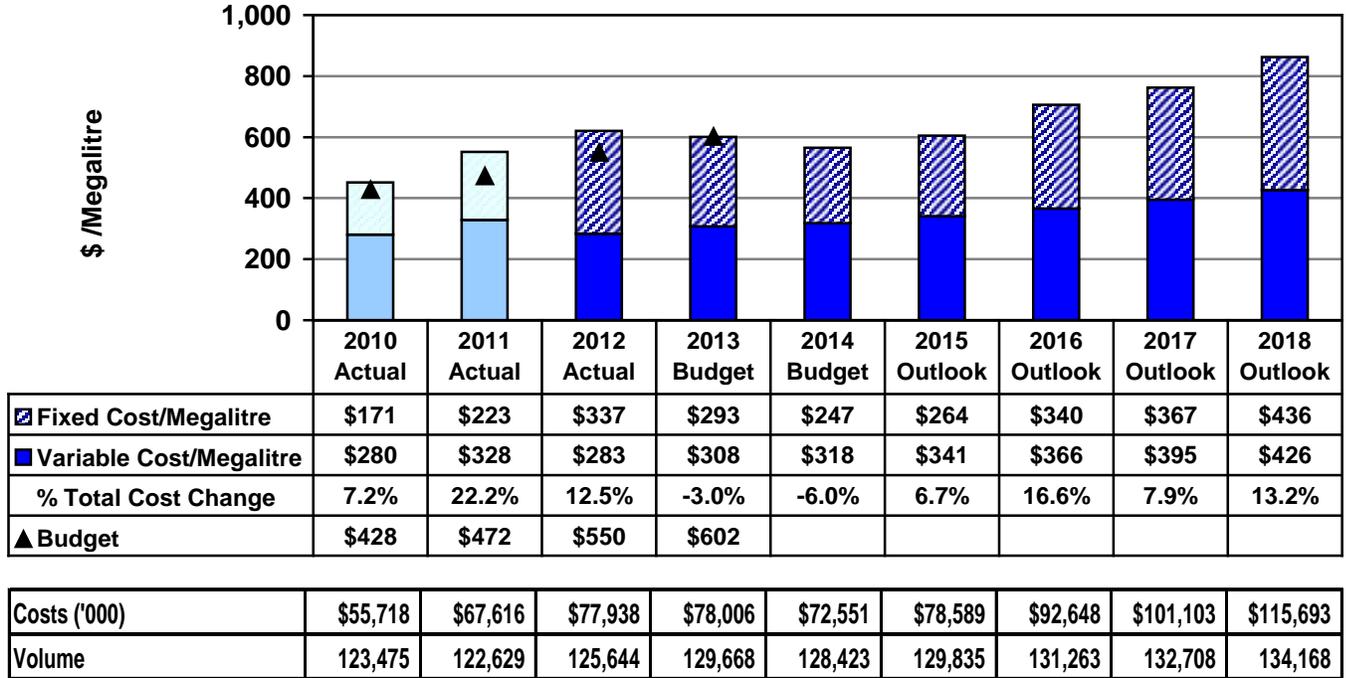
#### Comments / Background:

- Long Term Planning has estimated that the population at the end of 2012 was 1,108,000 (2013 - 1,135,600; 2014 - 1,159,100; 2015 - 1,184,500; 2016 - 1,210,000; 2017 - 1,235,400; 2018 - 1,260,800)

Environmental Services  
Water & Wastewater - Operating

**Efficiency - Water**

**Cost per Megalitre of Water - Treated and Distributed**



**What does the graph show?**

- Total operating cost (excluding financing costs) for the treatment and distribution per million litres of drinking water, for wholesale to the Region's local municipalities
- Water flows are captured by meters at York Region facilities

**Explanation of KPI Trend**

- The total operating cost per megalitre treated and distributed in 2012 has decreased by 5.6% primarily due to the decrease in contribution to non-growth capital program, decrease in purchased water from Toronto because of lower than budgeted water rate combined with the increase in flows
- The cost of purchased water from Toronto and Peel had been steadily increasing each year with increases of 6.45% and 9.8% respectively in 2011. The primary reason for the increase is that York purchased more water from Peel in 2011 as well as 2010 reconciliation amounts were paid in 2011.
- 2014 variable costs are projected to represent 56% of total costs as they include program specific costs such as purchased water from Toronto and Peel, hydro and treatment chemicals

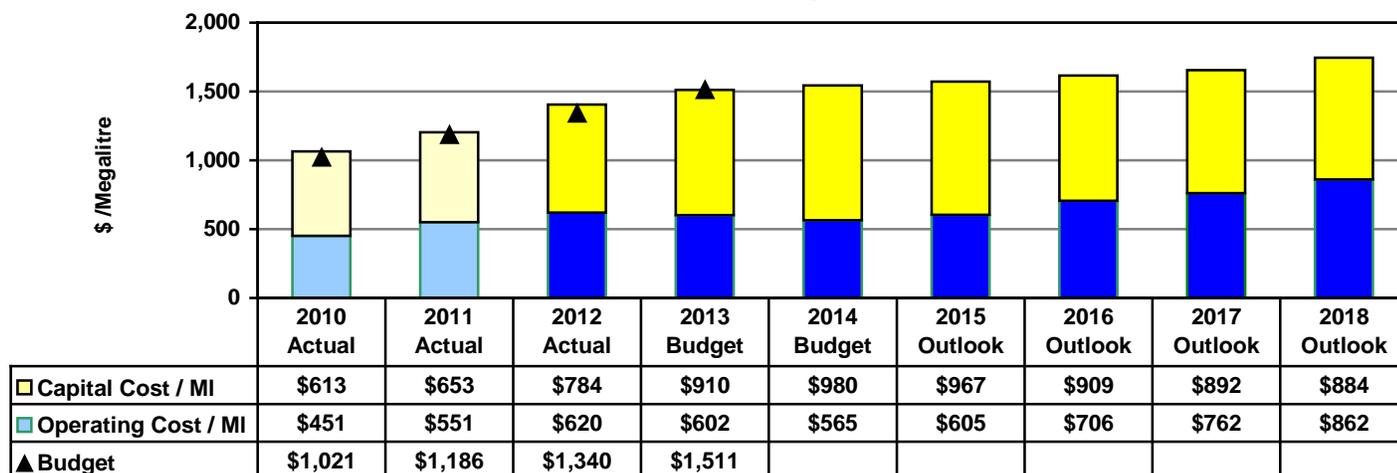
**Comments / Background:**

- Water Treatment and Distribution Operations is a registered ISO 9001:2000 Quality Management System and have an accredited Drinking Water Quality Management Standard

Environmental Services  
Water & Wastewater - Operating

**Efficiency - Water**

**Total Gross Expenditures per Megalitre of Water - Treated and Distributed**



Total Cost / MI	\$ 1,064	\$ 1,205	\$ 1,405	\$ 1,511	\$ 1,545	\$ 1,572	\$ 1,615	\$ 1,654	\$ 1,747
% Change	11.7%	13.2%	16.6%	7.5%	2.2%	1.7%	2.7%	2.5%	5.6%
Capital ('000)	\$ 75,683	\$ 80,113	\$ 98,455	\$ 117,957	\$ 125,894	\$ 125,536	\$ 119,288	\$ 118,425	\$ 118,644
Operating ('000)	\$ 55,718	\$ 67,616	\$ 77,938	\$ 78,006	\$ 72,551	\$ 78,591	\$ 92,650	\$ 101,105	\$ 115,695
Total Cost	\$ 131,401	\$ 147,729	\$ 176,394	\$ 195,963	\$ 198,446	\$ 204,127	\$ 211,938	\$ 219,530	\$ 234,339
Volume	123,475	122,629	125,644	129,668	128,423	129,835	131,263	132,708	134,168

**What does the graph show?**

- The total gross operating cost for the treatment and distribution per million litres of drinking water for wholesale to the Region's local municipalities
- Water flows are captured by meters at York facilities

**Explanation of KPI Trend**

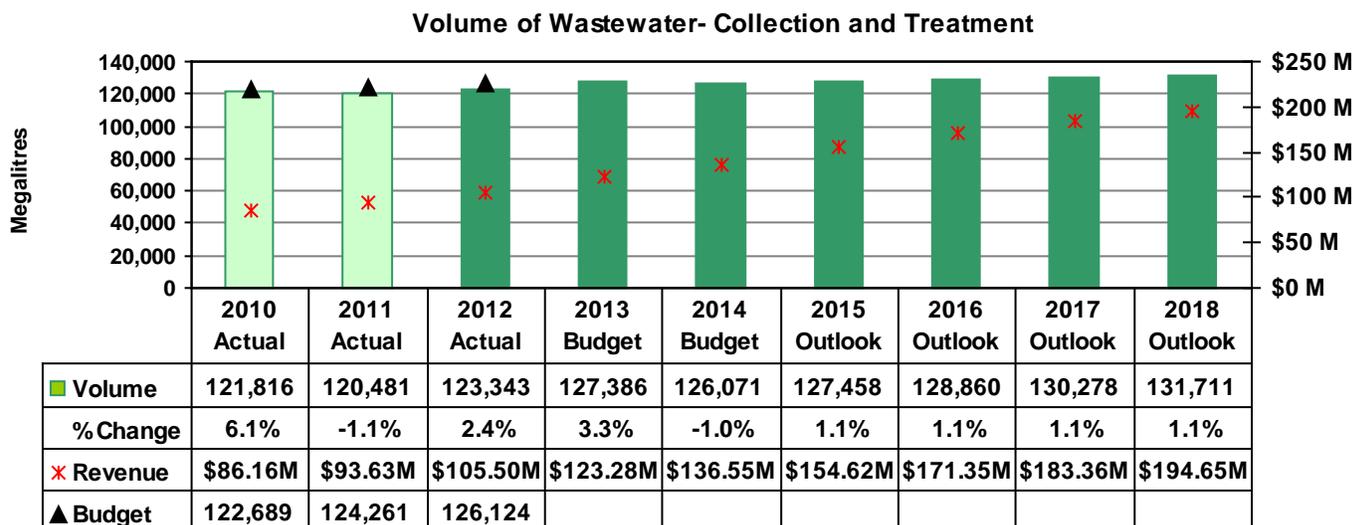
- The total operating and capital cost per megalitre of water treated and distributed increased by 16.7% primarily due to the 35.7% increase in capital costs. Contribution to non-growth capital has increased by 67.0% or \$4.1 million and debt payments increased by 27.4% or \$18.1 million. The increases in capital related costs have been partially offset by the 5.6% decrease in operating costs.
- Capital cost increase trend (19.2% average increase from 2010 to 2012) is indicative of significant regional growth pressures and need to build increased treatment and distribution capacity to service approved growth. Also, capital costs are high as York Region does not have direct access to Lake Ontario. Cost shared water capital projects with Toronto and Peel are included in our capital costs.
- In 2014 the total cost for water treated and distributed is projected to increase by 1.3% primarily due to the \$10.6 million increase in contribution to non-growth capital projects

**Comments / Background:**

- Water Treatment and Distribution Operations is a registered ISO 9001:2000 Quality Management System and have an accredited Drinking Water Quality Management Standard

Environmental Services  
Water & Wastewater - Operating

**Service Level - Wastewater**



**What does the graph show?**

- Volume of York Region wastewater collected and treated for safe return to the environment
- Total revenue generated from wastewater charges to the York Region area municipalities

**Explanation of KPI Trend**

- The volume of wastewater collected is correlated with water consumption
- Conservation measures initiated through the Water for Tomorrow program have successfully reduced the rate of increase of annual wastewater flow volumes below the rate of increase of the population growth in York Region. From 2010 to 2012, the population for York Region increased by 2.4% however the wastewater volume only increased by 1.3%.
- The 2014 proposed budget includes a decrease of 1.0% in flows compared to 2013 Budget due to the successful water conservation programs and actual volume treated in 2012
- Flows are budgeted to grow by 1.0% from 2015 to 2018 while the Region is projecting a 2.0% population increase. A steady increase in annual volumes of wastewater collected in outlook years is consistent with current and projected population growth in York Region. The wastewater rate increase approved by Council for April 2012 to April 2016 is 12%. Revenue is budgeted to increase by 9.6% on average each year 2014 to 2018 due to the changes in flows and user rates.

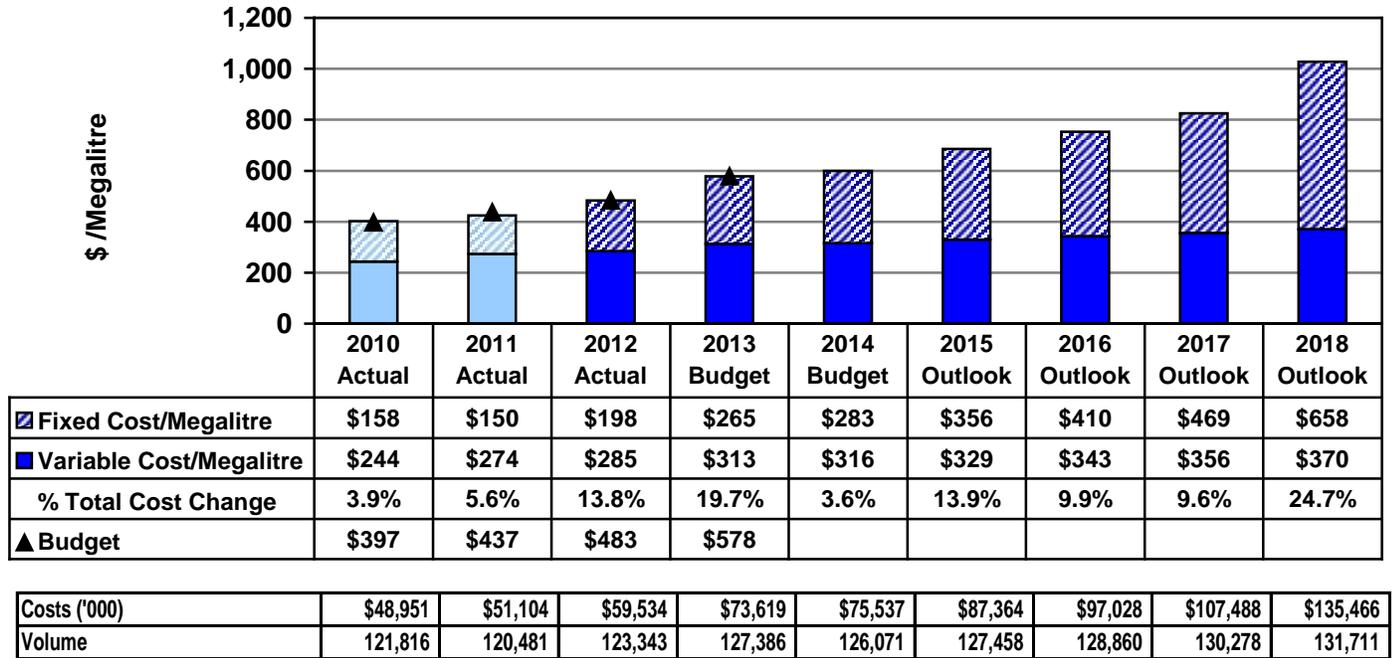
**Comments / Background:**

- Approximately 85% of the total wastewater generated in York Region is treated at the Duffin Creek Water Pollution Control Plant (WPCP) of the York-Durham Sewage System (YDSS). The Duffin Creek facility is jointly owned by York and Durham Regions. York Region funds about 80% of the operating costs of this shared use treatment facility.
- Wastewater treated by the Peel Sewage System accounts for 10% of the wastewater flows for York Region
- The remaining 5% of wastewater generated in the Region is treated at smaller sewage treatment facilities in York Region

Environmental Services  
Water & Wastewater - Operating

**Efficiency - Wastewater**

**Cost per Megalitre of Wastewater - Collection and Treatment**



**What does the graph show?**

- Total operating cost (excluding financing costs) for the collection, treatment and disposal per million litres of the Region's wastewater

**Explanation of KPI Trend**

- 2012 total costs increased by 13.5% from 2011 primarily due to higher operational costs at Duffin Creek Operations as a result of dewatering and incineration
- 2011 total costs increased by 4% from 2010 mainly due to higher operational costs at Duffin Creek Operations and Peel Wastewater Treatment
- 2010 total costs increased on average by 11% from 2006 due to commissioning of Duffin Creek Stage 3 Solids Expansion, higher operational costs at the York-Durham Sewage System (YDSS), Peel WPCP, Keswick WPCP and the first year of operations of the Nobleton WPCP
- Total operating cost per megalitre is projected to increase by 3.0% in 2014 compared with 2013 primarily due to an increase in Duffin Creek operating costs combined with decreased wastewater flows

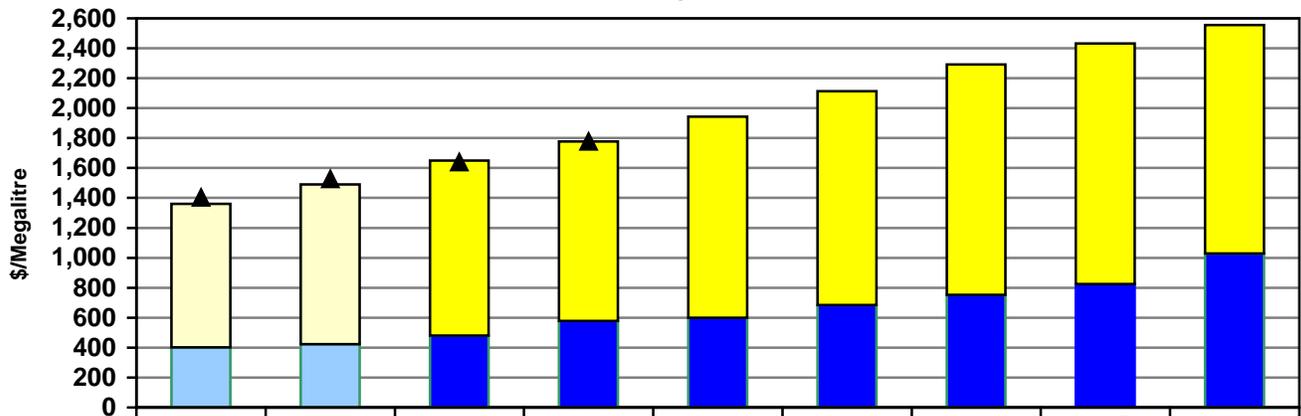
**Comments / Background:**

- Wastewater Collection, Treatment and Disposal Operations are conducted with a registered ISO 14001:2004 Environmental Management System

Environmental Services  
Water & Wastewater - Operating

**Efficiency - Wastewater**

**Total Gross Expenditures Per Megalitre of Wastewater - Collection and Treatment**



	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
□ Capital Cost/MI	\$959	\$1,066	\$1,169	\$1,199	\$1,345	\$1,429	\$1,539	\$1,606	\$1,526
■ Operating Cost/MI	\$402	\$424	\$481	\$578	\$599	\$685	\$753	\$825	\$1,029
▲ Budget	\$1,404	\$1,527	\$1,639	\$1,777					

Total Cost	\$ 1,361	\$ 1,490	\$ 1,650	\$ 1,777	\$ 1,944	\$ 2,115	\$ 2,292	\$ 2,431	\$ 2,554
% Change	11.9%	9.5%	10.7%	8.4%	9.4%	8.8%	8.4%	6.0%	5.1%
Capital ('000)	\$ 116,868	\$ 128,422	\$ 144,165	\$ 152,774	\$ 169,526	\$ 182,176	\$ 198,320	\$ 209,163	\$ 200,963
Operating ('000)	\$ 48,951	\$ 51,104	\$ 59,534	\$ 73,619	\$ 75,537	\$ 87,364	\$ 97,028	\$ 107,488	\$ 135,466
Total Cost	\$ 165,819	\$ 179,526	\$ 203,699	\$ 226,393	\$ 245,064	\$ 269,540	\$ 295,347	\$ 316,651	\$ 336,428
Volume	121,816	120,481	123,343	127,386	126,071	127,458	128,860	130,278	131,711

**What does the graph show?**

- Total gross operating cost for collection and treatment per million litres of the Region's wastewater

**Explanation of KPI Trend**

- On average, operational costs have increased annually by 9.8% from 2010 to 2012. These costs include Duffin Creek operations, Peel Wastewater Treatment, York-Durham Sewage System (YDSS) and smaller sewage treatment facilities operated by the Region.
- Capital cost increase trend (10.4% average annual increase from 2010 to 2012) is indicative of significant regional growth pressures and need for building increased treatment and distribution capacity to service approved growth
- The total combined actual capital and operating costs have increased annually by 10.2% on average from 2010 to 2012. The forecasted annual increase for 2014 and outer years is budgeted at an average of 7.8%.
- The total operating and capital cost per megalitre of wastewater collection and treatment is projected to increase by 9.4% in 2014 primarily due to \$5.7 million or 94.3% increase in contribution to non – growth capital and 2.5% increase in York operations

**Comments / Background:**

- Wastewater Collection, Treatment and Disposal Operations are conducted with a registered ISO 14001:2004 Environmental Management System

## Key Highlights

As the Region continues to grow, the Waste Management program is preparing to meet increased service demands by implementing guiding principles of innovation, investment and infstretching (or efforts to extend the life of existing assets) within the budget and business planning process. By leveraging existing programs and upcoming strategies, the Waste Management program has developed an operating strategy which embraces these principles to implement program and business efficiencies and decrease costs.

## Base Drivers

- Implementation of the SM4RT Living Solid Waste Master Plan will have an increasing role in driving the operating budget as recommendations are implemented over the next five years and beyond
- SM4RT Living Solid Waste Master Plan is intended to drive innovative reduction programs as waste diversion returns become more limited
- Processing costs will increase by approximately 2% due to increases in the consumer price index
- Population growth of an estimated 2% results in commensurate increases in processing tonnages in the short term. The SM4RT Living Solid Waste Master Plan goal to reduce waste generation within the 2031 outlook will, in the long term, allow for 'infstretching' or the ability to extend the life of assets and cost effectively manage increasing demand associated with growth in York Region. This will potentially extend existing capacity at the Materials Recovery Facility and the Durham York Energy Centre while managing service demands
- Economic conditions drive blue box market revenues which are benchmarked at \$90 per tonne. Reserve contributions are used to mitigate this risk
- Uncertainty around the Extended Producer Responsibility program makes forecasting difficult as funding levels are not guaranteed
- Pressure of capital debenture financing will increase financing expenditures in future years. Exploration of alternative financing sources for capital projects will continue

## Key Challenges

The following trends and issues will have an impact on the Waste Management Program:

### Financial Constraints

Economic conditions influence revenues generated from the sale of blue box recyclables by the Region. In 2013 forecasted blue box revenues are expected to offset the program's gross operating budget by over 50%. Market revenue prices have been more volatile in the past few years, with end markets demanding high quality material for recycling. York Region has maintained high quality materials for end markets with recent sorting equipment upgrades at the Material Recycling Facility. In 2014, an additional upgrade to the mixed paper line, estimated at \$800,000, is planned for the Material Recycling Facility to improve the Region's ability to meet end market specifications.

In 2013, the cost of waste management per household was approximately \$227. The cost of delivering waste management services will continue to increase with inflationary and other growth and budget pressures. It is forecasted that implementation of the SM4RT Living Solid Waste Master Plan will offset this increase and provide an overall avoided future cost of approximately \$22 to a homeowner in 2031. These avoided costs will be realized through tonnage reductions and the associated lower requirement for waste processing and disposal, however additional near term operating costs are required to implement the SM4RT Living Solid Waste Master Plan recommendations in order to realize these longer term savings.

## Regional Growth

Development of the SM4RT Living Solid Waste Master Plan focused on delivery initiatives with emphasis on first 2 R's in the waste management hierarchy - reduction and reuse. The combination of initiatives for implementation is projected to drive reduction and waste generation from 321 kg per person in 2012 to 289 kg per person in 2031, a conservative reduction of approximately 10%.

The SM4RT Living Solid Waste Master Plan reduction projections will require additional research and program changes to realize their full potential. Consequently, 2014 budgeted tonnages are calculated using the 2013 forecasted tonnages plus 2% growth.

Planning for servicing future growth, particularly the long-term trend towards intensification within the urban core, will result in a significant increase in multi-residential dwellings. The SM4RT Living Solid Waste Master Plan has recommended establishing development standards for new developments and multi-residential buildings to support waste management and diversion programs; this would include three-stream waste separation for new developments and existing buildings (as indicated in York Region's Official Plan), on-site composting opportunities and pilots, and the establishment of local municipal development standards. Examples of development standards includes, but are not limited to, submission of a waste management plan to municipalities, educational material for residents and appropriate space allocation for bins in multi-residential dwellings.

Research will continue to ensure that as York Region's population grows, waste management services are provided in a fiscally responsible manner while driving waste reduction first and foremost and maximizing material capture and diversion.

## Regulatory Issues

In 2013 a new Bill was introduced by the Ministry of the Environment to repeal the *Waste Diversion Act* and replaced it with the proposed *Waste Reduction Act* in an effort to ensure that producers of designated products retain responsibility, both financially and environmentally, for end-of-life management of unused products and packaging. Municipalities in Ontario have been advocating for more Extended Producer Responsibility to drive sustainability as end-of-life costs will be incorporated into products and paid for by the specific consumers of these products rather than being borne by the general taxpayer.

As recently as early June 2013, York Region and other municipal partners have witnessed the benefits of strong advocacy. Release of the proposed *Waste Reduction Act* from the Province highlights and enshrines some key messages that municipalities in Ontario have historically advocated for in waste management. A continued role of municipalities in delivering integrated waste management programming to residents and return on program investments are two critical items that the proposed legislation forecasts to deliver.

Through implementation of the recommendations in the SM4RT Living Solid Waste Master Plan, a formalized approach to advocacy is being developed around various municipal waste management issues. This includes increased and sustained involvement and presence from York Region staff to raise the profile of York Region programs and positions. Specific focus areas include advocacy related to industry, regulators, brand owners and retailers related to ensuring municipal compensation under extended and individual producer responsibility.

While preliminary discussions with the Ministry of the Environment have indicated that municipal funding will be maximized for management of designated products, the Extended Producer Responsibility program uncertainty continues to be reflected as an increase in the Regional budget for the Municipal Hazardous and Special Waste Program for 2014 and for the Waste Electrical and Electrical Equipment Program and Tire Program in the 2015 – 2018 outlook period. Significant senior staff effort is expected to be required to negotiate new Individual Producer Responsibility agreements and costs.

## **Environmental Issues**

The Region continues to pursue infrastructure ownership to decrease reliance on external contractors for service delivery and increase due diligence in meeting environmental and regulatory goals and objectives. The Durham York Energy Centre, with 21% York Region ownership, together with the Waste Management Centre and the Community Environmental Centres form the foundation of a robust Region-owned waste management infrastructure system. Over the coming four years a Region-owned Organics Facility is planned to be built in partnership with Dufferin County.

## **Consumer Packaging Trends**

Changes are occurring to products and packaging that are managed in the municipal system. Heavier materials such as paper and glass are decreasing and lighter materials such as plastics and waxed cardboard (polycoat) packaging is increasing. Over the longer term, these changes will affect performance and efficiency of York Region's processing facilities and modifications may be required to the assets and/or the operating contracts for these facilities to manage these material changes.

## Service Challenges

The following service challenges are major issues facing York Region and Waste Management over the coming year:

### Processing Capacity for Source Separated Organics

The SM4RT Living Solid Waste Master Plan Source Separated Organics strategy provides principles for evaluation of technology when investigating the option of a York Region facility. Currently, sufficient contract capacity is available for this stream until 2017. In February 2013, Council authorized development of a procurement strategy with \$80 million currently allocated in the 20 year capital plan for construction of Source Separated Organics Facilities. Design work is scheduled to begin in 2024 on a full-scale facility. In the interim, short-term contracted processing contingencies will be required.

- Approximately 96,000 tonnes of organics are forecasted for generation in 2013 with processing split between Orgaworld in London, Ontario and Lafleche Environmental Inc. in Moose Creek, Ontario
  - Orgaworld is under contract with the Region to process up to 80,000 tonnes until 2016 and continues under contract with the Region for 60,000 tonnes until 2022 with an optional five year extension
  - With recent facility expansions, Lafleche will have capacity to process 40,000 tonnes per year and is under contract with the Region until 2016 with an optional one year extension
  - With this additional capacity, effective August 2013 the Region has enough capacity to process all organics and no longer requires incineration and/or landfill disposal alternatives

## Strategic Goals

Environmental Services Strategic Goals inform planned initiatives and link to 2011 – 2015 Corporate Strategic Plan and Vision 2051. All Environmental Services programs have been mapped to these Strategic Goals to ensure effective and efficient service delivery.

Waste Management service delivery has a particular focus on the Strategic Priority Areas of “Continue to Deliver and Sustain Critical Infrastructure” and “Strengthen Organizational Capacity”. Environmental Services is engaged in the fourteen Indicators of Success directly related to the Corporate Strategic Plan. Twelve of the fourteen Indicators of Success affecting Waste Management are as follows:

### Environmental Services Lead

1. Reduction in solid waste generation per capita
2. Increase diversion of solid waste from landfill
3. Completed Environmental Services 2011 State of Infrastructure Update Report
4. Completed Environmental Services 2013 State of Infrastructure Update Report

## **Environmental Services Co-Lead**

1. Life-cycle Infrastructure Asset Management Strategy
2. Implementation of cost-shared infrastructure with partner municipalities and agencies with increased per cent of cost-shared capital obligation met by the Region
3. Increased percentage of capital infrastructure focused on servicing Regional Centres and Corridors
4. Develop Corporate Asset Management Framework
5. Complete (2014/2015) Corporate State of Infrastructure Report

## **Participation with All Departments**

1. Number of developmental opportunities and stretch assignments offered
2. Number of continuous improvement recommendations implemented
3. Increased per cent of capital projects delivered in accordance with approved budget and business plans

Waste Management has developed the following guiding principles for service delivery over the coming years:

1. Reframe waste as being comprised of resources that are finite and must be conserved.
2. Lead through action, demonstrations, pilots, innovative education, advocacy, and, proactive policy development.
3. Make decisions using “integrated systems” thinking - balancing environmental, social and fiscal responsibility.
4. Demonstrate innovation and leadership through the integrated partnership model, with shared decision making and accountability.
5. Honor the waste management hierarchy and the 4Rs (Reduce, Reuse, Recycle and Recovery), balancing the wants and needs of our communities.
6. Nurture and cultivate local economic growth, innovation and entrepreneurship.
7. Focus on creating vibrant communities through the promotion of enhanced community connections and informed, inspired and engaged citizens.
8. Strive to change the consumer culture through inspiring conscious decision making and advocating change in communities, governments and industry.
9. Demonstrate flexibility and resilience to anticipate and adapt to local and global influence and change for the future.

## Waste Management Objectives

The objectives listed below have been developed to support implementation of the Corporate Strategic Plan and the planned initiatives link directly to the objectives:

- 1) Initiate implementation of the SM4RT Living Solid Waste Master Plan and continue coordination with Capital Planning and Delivery on development of Waste Management Infrastructure
  - Continued advocacy to Federal, Provincial and Industry Organizations on waste management issues, particularly the proposed *Waste Reduction Act*
  - Refinement and ongoing monitoring of key performance metrics to enable continuous improvement
  - Continued partnership building with local municipalities through integrated partnerships
  - Securing Public Depot Operational Services through procurement process and continuous improvement for Site Operations
  - Continued tracking and monitoring of Stewardship programs and operational impacts of changing legislation
  - Source Separated Organics strategy
- 2) Durham York Energy Centre
  - Tracking commissioning and operational performance
- 3) Continue contract compliance review for waste projects / contracts / facilities with increased oversight of Health and Safety at York Region waste management sites
  - Improved tracking and management of customer inquiries through new call centre service provider
  - Development and tracking of waste projections and contingency planning

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)*	31.0	33.0	35.0	35.0	0.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	31.0	33.0	35.0	35.0	0.0
<b>Net FTE Change</b>		<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	4.0	3.0	3.0	3.0	0.0
<b>Net Casual Change**</b>		<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

*\*Includes allocation of 6 Environmental Support Staff*

*\*\*Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)*

# Environmental Services - Waste Management

## 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Environmental Promotion and Protection</u>				
Senior Program Analyst	1.0	G	123	123
Program Manager, Education & Outreach	1.0	B	144	72
<b>Total Permanent FTEs</b>		<b>2.0</b>	<b>267</b>	<b>195</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes  
No

## Waste Management Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	2,648	3,232	3,335	3,449	114	217
Program Specific Costs	9,844	10,977	12,240	9,571	(2,669)	(1,406)
Professional / Contracted Services	30,017	34,480	35,973	34,076	(1,896)	(403)
General Expenses	1,372	1,581	1,551	1,628	77	46
Financing Costs	4,034	4,316	6,214	4,518	(1,696)	202
Occupancy Costs	838	574	555	576	21	2
Contribution to Reserves	10,813	6,976	3,734	7,842	4,108	866
Minor Capital	10	46	41	41	0	(5)
Direct Charges & Intra-allocations	(223)	(282)	347	429	82	711
<b>Total Expenditures</b>	<b>59,354</b>	<b>61,900</b>	<b>63,990</b>	<b>62,129</b>	<b>(1,860)</b>	<b>230</b>
<b>% Budget Change</b>			3.4%		-2.9%	0.4%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(11,323)	(10,218)	(10,443)	(10,841)	(398)	(623)
Development Charges	-	-	-	-	-	-
Contribution From Reserves	-	-	-	-	-	-
Third Party Recoveries	(10,830)	(8,924)	(9,092)	(8,806)	287	118
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(22,153)</b>	<b>(19,142)</b>	<b>(19,535)</b>	<b>(19,647)</b>	<b>(112)</b>	<b>(505)</b>
<b>% Budget Change</b>			2.1%		0.6%	2.6%
<b>Net Tax Levy Requirement</b>	<b>37,201</b>	<b>42,758</b>	<b>44,454</b>	<b>42,482</b>	<b>(1,972)</b>	<b>(276)</b>
<b>% Budget Change</b>			4.0%		-4.4%	-0.6%

## 2014 Budget Change from Approved Outlook

### Waste Management - Operating Budget

Budget Change Explanations	Gross		Net		FTE Impact
	\$000's	%	\$000's	%	
2013 Approved Budget - Restated	61,900		42,758		33.0
2014 Approved Outlook - Restated	63,990	3.4	44,454	4.0	35.0
Compensation Adjustment for Contract settlement	104	0.2	104	0.2	
Dongara closure savings	(3,829)	(6.0)	(3,829)	(8.6)	
Green Lane contingency not required	(688)	(1.1)	(688)	(1.5)	
Financing cost savings due to fall debenture issuance cancelled for EFW & SSO	(1,785)	(2.8)	(1,785)	(4.0)	
Reserve contribution	4,018	6.3	4,018	9.0	
Legal Fees	500	0.8	500	1.1	
Fuel surcharge	(67)	(0.1)	(67)	(0.2)	
Other	(112)	(0.2)	(223)	(0.5)	
Total Change to 2014 Approved Outlook	(1,859)	(2.9)	(1,970)	(4.4)	
2014 Approved Budget	62,129	0.4	42,482	(0.6)	35.0

# 2014 Budget Change Explanations

## Waste Management - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	61,900		42,758		33.0
<b>Base</b>					
Compensation Adjustment for Contract settlement	98	0.2	104	0.2	
Program Manager, Education & Outreach (reduced by EPP casual salary)	(11)	(0.0)	(11)	(0.0)	1.0
Fuel Surcharge	8	0.0	8	0.0	
Source Separated Organics	37	0.1	37	0.1	
Household Hazardous Waste	(130)	(0.2)	158	0.4	
Yard Waste	21	0.0	29	0.1	
CEC Mcleary CT, Vaughan	137	0.2	171	0.4	
CEC Elgin Mills, Richmond Hill	(383)	(0.6)	(272)	(0.6)	
Blue Box	574	0.9	466	1.1	
Blue Box Market Revenue	-		(729)	(1.7)	
Georgina Transfer Station	30	0.0	30	0.1	
Waste Diversion Ontario - Third Party Payments	162	0.3	-		
Integrated Waste Management Master Plan (IWMMP)	470	0.8	470	1.1	
Waste Diversion Disposal	(100)	(0.2)	(100)	(0.2)	
Administration	288	0.5	288	0.7	
Waste Disposal	410	0.7	695	1.6	
IntraDepartmental Allocations	617	1.0	614	1.4	
Contribution to Solid Waste Reserve	191	0.3	191	0.4	
Departmental Direct Service Charges	197	0.3	197	0.5	
<b>Sub Total Base</b>	<b>2,615</b>	<b>4.2</b>	<b>2,345</b>	<b>5.5</b>	<b>1.0</b>
<b>Sub Total Mandatory</b>	-		-		-
<b>Annualization</b>					
Debt Principle and Interest	32	0.1	32	0.1	
<b>Sub Total Annualization</b>	<b>32</b>	<b>0.1</b>	<b>32</b>	<b>0.1</b>	-
<b>Sub Total Net Operating Impact of Capital</b>	-		-		-
<b>Efficiency</b>					
Blue Box	(402)	(0.6)	(402)	(0.9)	
Waste Disposal	(3,427)	(5.5)	(3,427)	(8.0)	
IntraDepartmental Allocations	0	0.0	0	0.0	
Contribution to Solid Waste Reserve	513	0.8	513	1.2	
<b>Sub Total Efficiency</b>	<b>(3,316)</b>	<b>(5.4)</b>	<b>(3,316)</b>	<b>(7.8)</b>	-
<b>Total Base</b>	<b>(668)</b>	<b>(1.1)</b>	<b>(938)</b>	<b>(2.2)</b>	<b>1.0</b>
<b>Growth</b>					
Senior Program Analyst, IWMMP	123	0.2	123	0.3	1.0
Source Separated Organics	281	0.5	281	0.7	
Yard Waste	36	0.1	36	0.1	
Blue Box	199	0.3	199	0.5	
Blue Box Market Revenue	-		(71)	(0.2)	
Waste Disposal	99	0.2	99	0.2	
<b>Total Growth</b>	<b>738</b>	<b>1.2</b>	<b>667</b>	<b>1.6</b>	<b>1.0</b>
<b>Enhancement</b>					
Contribution to Solid Waste Reserve	162	0.3	-		
<b>Total Enhancement</b>	<b>162</b>	<b>0.3</b>	-		-

# 2014 Budget Change Explanations

## Waste Management - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
Total Budget Change	232	0.4	(270)	(0.6)	2.0
2014 Approved Budget	62,129		42,482		35.0

**Environmental Services  
Waste Management Operating**

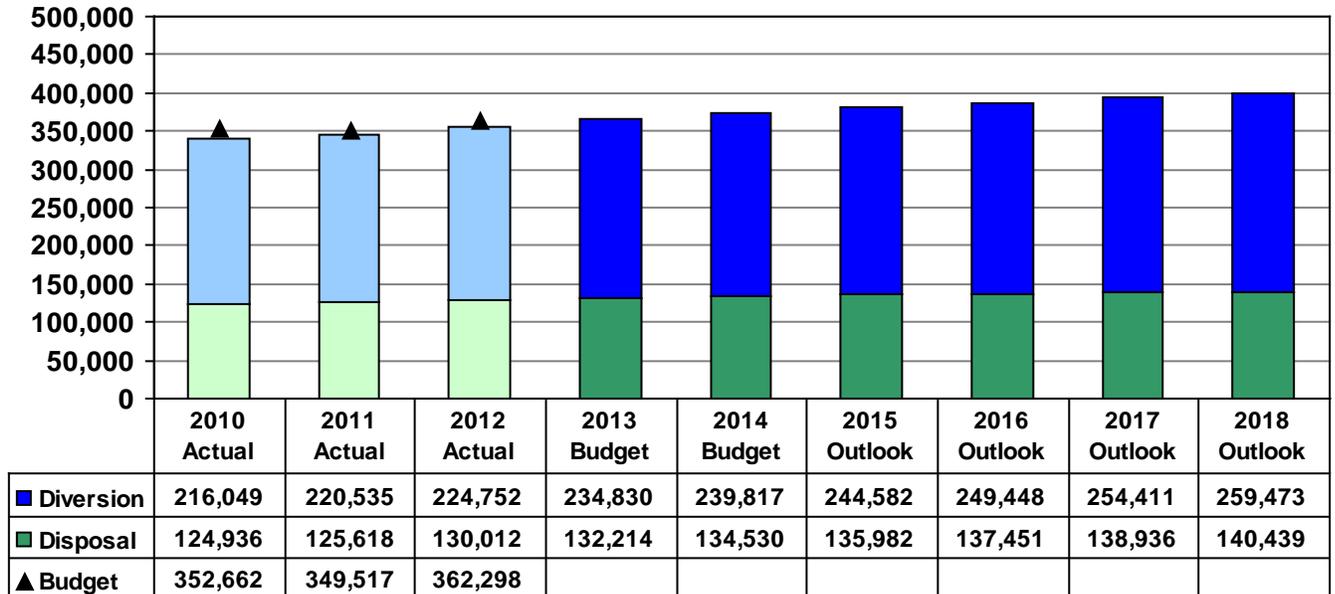
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**Key Performance Indicators – 2014 Budget**

## Environmental Services Waste Management

### Service Level

### Total Tonnes of Waste Managed



% Change	2.4%	1.5%	2.5%	3.5%	2.0%	1.7%	1.7%	1.7%	1.7%
WDO									
Diversion %	52%	54%	57%	62%	63%	63%	63%	64%	64%

<b>Total</b>	<b>340,985</b>	<b>346,153</b>	<b>354,764</b>	<b>367,044</b>	<b>374,347</b>	<b>380,564</b>	<b>386,899</b>	<b>393,347</b>	<b>399,912</b>
KG Per Capita	321.08	322.25	326.80	323.76	322.96	321.29	319.75	318.40	317.19
ΔDiversion	4,875	4,486	4,217	10,078	4,987	4,765	4,866	4,963	5,062
ΔDisposal	3,236	682	4,394	2,202	2,316	1,452	1,469	1,485	1,503

### What does the graph show?

- The total metric tonnes of residual waste managed annually by the Region
- Diversion equals inbound tonnes of blue box, green bin, yard waste, household hazardous waste, electronics, scrap metal, tires, clean fill and textiles. Blue box residues are deducted and moved to disposal. No other residuals are deducted as the Region only manages blue box processing
- Disposal equals inbound residual waste plus blue box residue
- The annual percentage change of total tonnes managed
- York Region publicly reports the Waste Diversion Ontario diversion rate, which is calculated in accordance with Waste Diversion Ontario approved protocols
- Waste Diversion Ontario diversion rates for 2006 to 2011 have been publicly reported. Rates from 2013 to 2018 are calculated estimates based on budget submissions, but not yet reported to the public. The 2012 rate of 57% is the submitted rate to Waste Diversion Ontario and is pending verification. The rate increase of 5% in 2013 is driven by the budget assumption that all organics will be processed and diverted

## Environmental Services Waste Management

### **Explanation of KPI Trend**

- The total annual quantity of waste produced in the Region is driven by consumer habits, population growth, and to a lesser extent prevailing economic conditions
- The 2013 increase of 3.5% is composed of 2.3% population growth, 1,500 additional tonnes increase for yard waste ash borer infestation and 200 tonnes for the proposed addition of household hazardous waste collection at the Elgin Mills Community Environmental Centre
- 2014 to 2018 budgeted diversion tonnes are expected to increase with population growth of 2.0%; residual waste is expected to increase at a lower rate of 1% based on trends within the Region and local municipalities

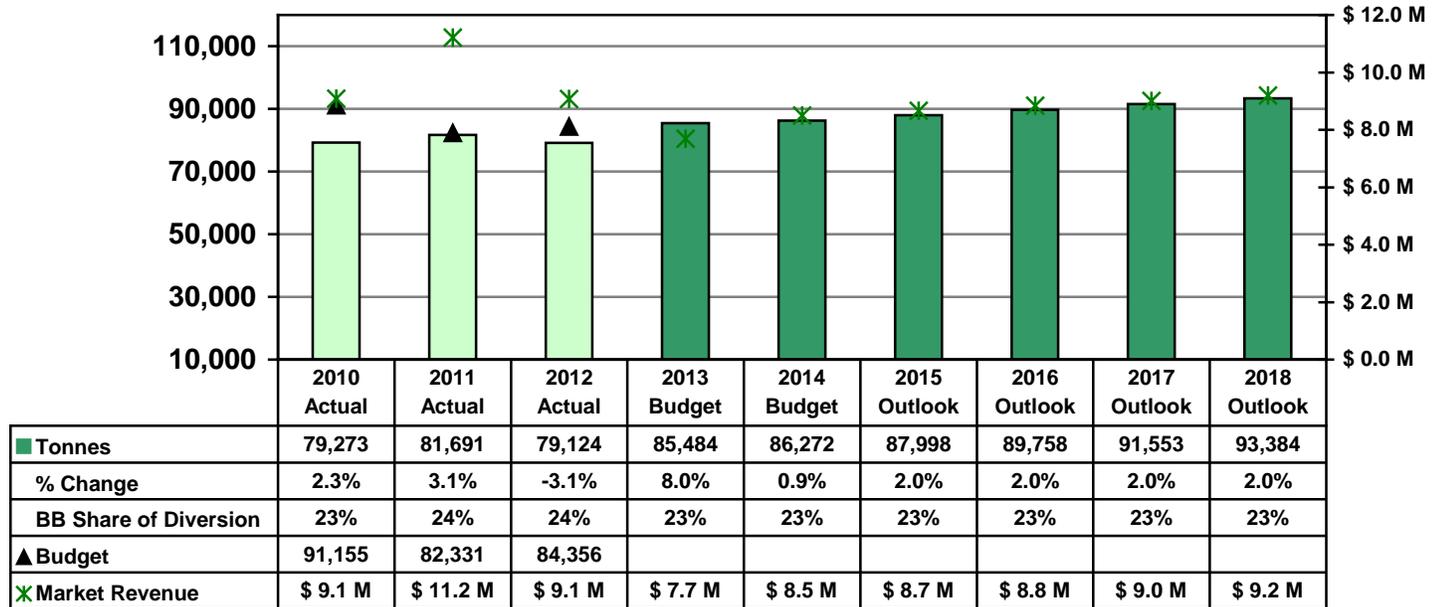
### **Comments / Background:**

- Waste management involves the haulage and disposal of waste to Green Lane and Niagara Waste landfills, Algonquin and Covanta energy recovery facilities as well as management of the blue box program, source separated organics, yard waste composting, household hazardous waste, waste electronics, collection of tires, scrap metal and textiles

## Environmental Services Waste Management

### Service Level

#### Total Tonnes of Recyclable Blue Box Material



#### What does the graph show?

- Total metric tonnes of marketed recyclable blue box material managed by Region
- Annual percentage change
- Total tonnes of recyclable blue box material diverted from landfill as a percentage of the total tonnes of solid waste managed by Region
- Blue box market revenue

#### Explanation of KPI Trend

- Total tonnes of blue box material managed fluctuates with population growth, economic conditions and changes in public participation as a result of promotion and education efforts
- Tonnes of recyclables declined in 2012 as a result of light weighting of blue box materials through continued advocacy efforts combined with a temporary decline in economic conditions
- 2013 budget is 8% higher than 2012 actuals primarily due to the temporary decline in 2012 blue box revenues as a result of slower economic conditions
- Blue Box market revenue fluctuates with market demand for commodities and economic conditions. The cost per basket of goods is benchmarked at \$90 in the 2014 budget and outlook years. Reserve contributions are used to mitigate this risk with \$3.3 million contributed annually for blue box contingency
- The actual basket of goods price in 2012 was \$109 and as of August 2013 is \$100 per tonne. The price is trending downward this year and has fluctuated from a high of \$124 in March to a low of \$81 in August

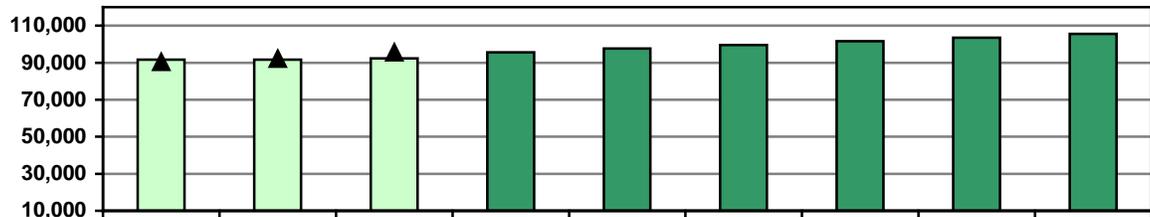
#### Comments / Background:

- Recyclable blue box materials are comprised of 74% fibre, 22% plastics & glass and 4% aluminium and steel
- Aluminum represents 12% of total revenue

## Environmental Services Waste Management

### Service Level

#### Total Tonnes of Source Separated Organics



	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
■ Tonnes	91,680	91,685	92,260	95,670	97,583	99,535	101,526	103,556	105,627
% Change	3.4%	0.0%	0.6%	3.7%	2.0%	2.0%	2.0%	2.0%	2.0%
SSO Share of Diversion	26.89%	26.49%	26.01%	26.06%	26.07%	26.15%	26.24%	26.33%	26.41%
▲ Budget	90,475	92,194	95,676						

Cost Per Tonne	2010	2011	2012	2013	2014	2015	2016	2017	2018
	\$145	\$186	\$159	\$179	\$183	\$184	\$191	\$196	\$201

#### What does the graph show?

- The total metric tonnes of source separated organic material managed by Region
- The annual percentage change
- The total tonnes of inbound source separated organics (SSO) received by the Region as a percentage of the total tonnes of solid waste managed by the Region
- Cost per tonne

#### Explanation of KPI Trend

- Total tonnes of source separated organics managed are expected to increase with population growth as well as promotion and education efforts in the outlook years
- Tonnages do not fluctuate significantly on a year over year basis as economic conditions have less impact on SSO generation compared to economic impacts on the quantities of blue box recyclables
- Actual cost per tonne fluctuations are caused by implementation of contingency plans resulting in lower processing cost for tonnes sent to landfill or incineration due to processor disruptions
- 2014 and outlook years increase by population growth and CPI increases at full processing capacity (assuming no processor disruptions)

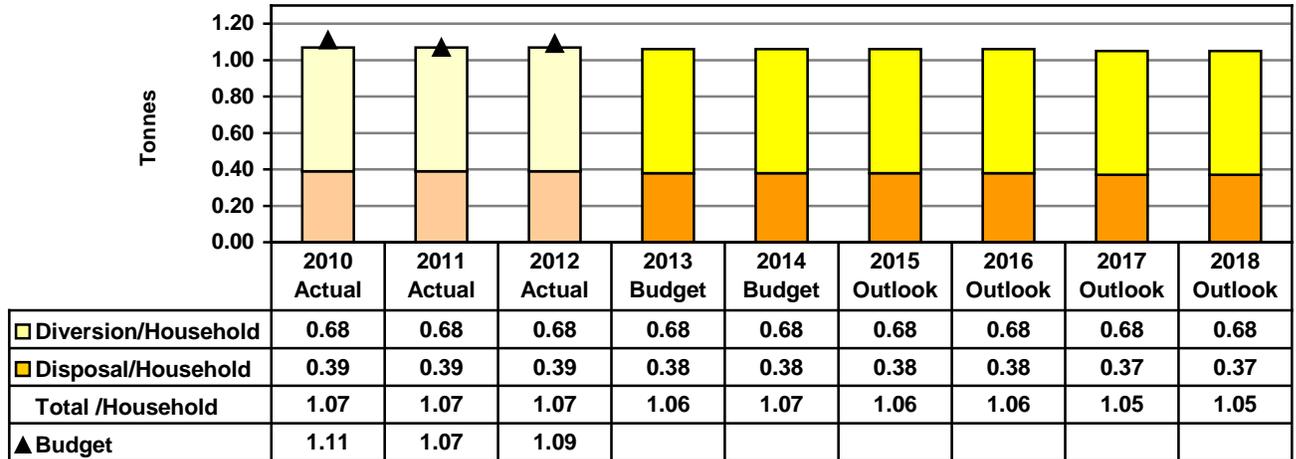
#### Comments / Background:

- Collection of SSO materials began in 2004 with the introduction of a Markham pilot project, expanding to town-wide collection in 2005
- Vaughan began SSO collection in November 2006, Richmond Hill began in April 2007 and the remaining six local municipalities completed their roll-out in September 2007
- Implementation of this program is part of the overall waste diversion strategy to reduce waste disposal to landfill
- SSO tonnage reductions resulting from food waste reduction efforts are forecast to take effect starting in 2018 but are not yet reflected in the budget

## Environmental Services Waste Management

### Community Impact

#### Tonnes of Solid Waste Per Household



<b>Diversion Tonnes</b>	216,049	220,535	224,752	234,830	239,817	244,582	249,448	254,411	259,473
<b>Disposal Tonnes</b>	124,936	125,618	130,012	132,214	134,530	135,982	137,451	138,936	140,439
<b>Households</b>	317,964	325,831	332,788	345,782	351,091	358,667	366,242	373,818	381,394
Δ Diversion	4,875	4,486	4,217	10,078	4,987	4,765	4,866	4,963	5,062
Δ Disposal	3,236	682	4,394	2,202	2,316	1,452	1,469	1,485	1,503
Δ Households	9,112	7,867	6,957	12,994	5,309	7,576	7,575	7,576	7,576

#### What does the graph show?

- The average amount of solid waste, diversion and disposal, per household, collected per year in the Region
- The annual tonnage and household change

#### Explanation of KPI Trend

- Forecasted declining trend in total tonnes per household is based on a reduction of waste generation as a result of advocacy and promotional efforts focused on industry, regulators, brand owners and retailers. Food Waste Reduction and Reuse strategies, including “Buy What You Need” programs will drive waste generation in the future, through a formalized long term approach outlined in the Integrated Waste Management Master Plan

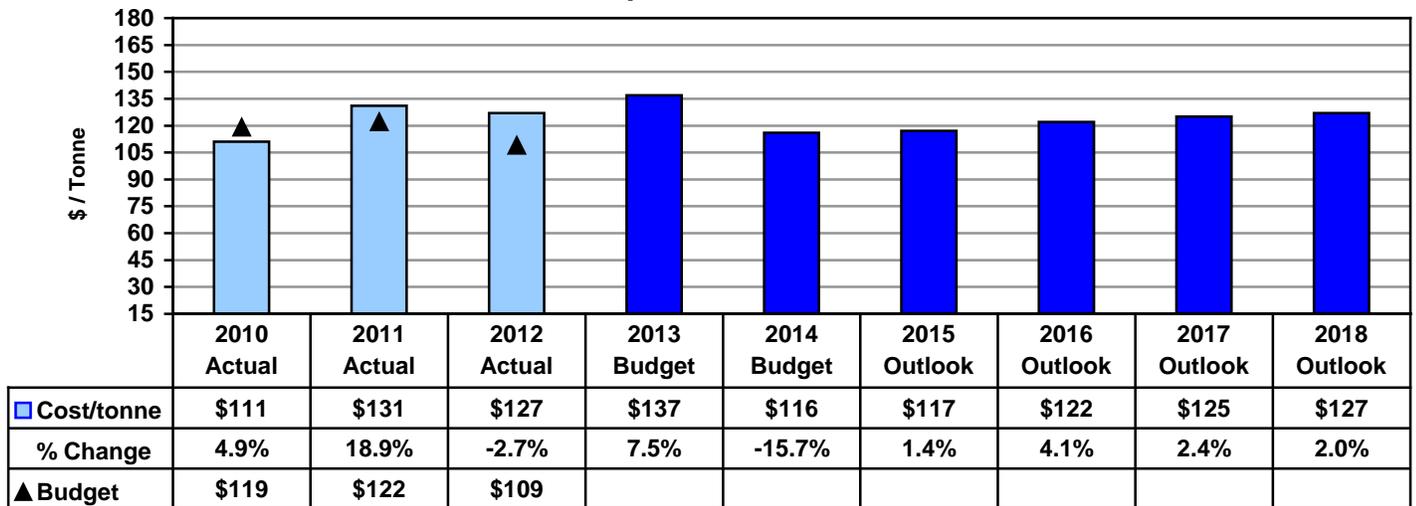
#### Comments / Background:

- OMBI Provincial median for tonnes collected per household was 0.92 in 2011. The Region’s OMBI average for 2011 was higher at 1.05 in 2011 (Note: OMBI numbers are reduced by IC&I)

## Environmental Services Waste Management

### Efficiency

#### Disposal Cost Per Tonne



Cost(000's)	\$13,845	\$16,463	\$16,574	\$18,126	\$15,544	\$15,939	\$16,767	\$17,352	\$17,897
Tonnes Disposed	124,936	125,618	130,012	132,214	134,530	135,982	137,451	138,936	140,439
Δ Cost (000's)	\$992	\$2,618	\$111	\$1,551	(\$2,582)	\$395	\$829	\$584	\$545
Δ Tonnes	3,236	682	4,394	2,202	2,316	1,452	1,469	1,485	1,503

#### What does the graph show?

- The gross unit costs to dispose of solid waste
- The annual percentage change

#### Explanation of KPI Trend

- 2012 actual costs were higher than budget due to 16,000 tonnes sent to landfill but not captured in the budget plus additional contribution to reserve
- The 2013 \$10 per tonne price increase (\$1.5M increase) is due to 24,000 more tonnes budgeted to higher priced Dongara processing facility than processed by Dongara in 2012 (76,000 processed in 2012 vs.100,000 budgeted in 2013), plus 2% CPI increases
- 2014 is lower by \$21 per tonne due to \$3.8M cost savings as a result of shifting 100,000 tonnes from Dongara to lower priced Algonquin and Covanta incineration. This is offset by \$0.7M increase in road based glass expense and 1.9% CPI increases
- 2015 through 2018 reflect increases of 2% for CPI and 1% tonnage growth annually

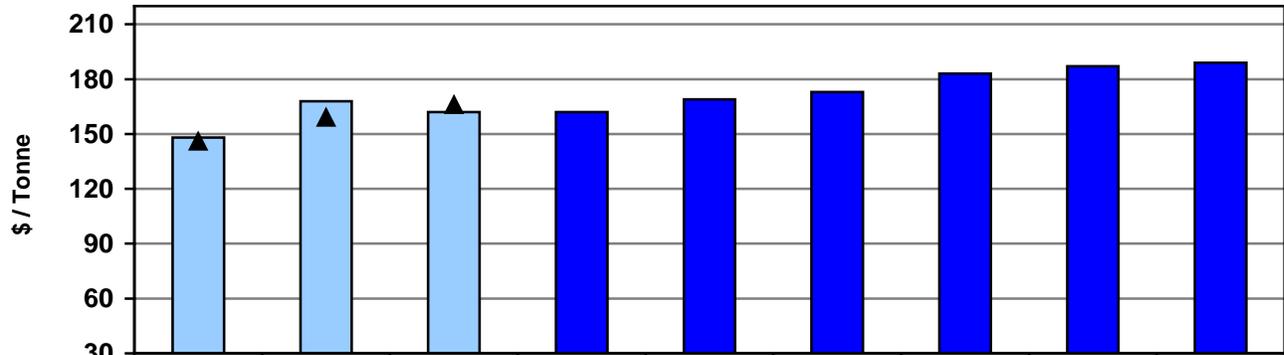
#### Comments / Background:

- In 2003 the Region became responsible for all costs of disposal. The Region is now shipping residual waste to Niagara Waste and Green Lane (landfills) and to Algonquin and Covanta processing facilities (energy recovery)
- Regional Council recognizes energy recovery as a sustainable waste management option, environmentally preferable to landfill disposal despite the higher cost

Environmental Services  
Waste Management

Efficiency

Diversion Cost Per Tonne



	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
■ Cost/tonne	\$148	\$168	\$162	\$162	\$169	\$173	\$183	\$187	\$189
% Change	21.0%	13.5%	-3.2%	-0.2%	4.6%	2.4%	5.6%	1.8%	1.5%
▲ Budget	\$146	\$159	\$166						

Cost (000's)	\$31,885	\$36,955	\$36,453	\$38,026	\$40,615	\$42,428	\$45,711	\$47,466	\$49,153
Tonnes Diverted	216,049	220,535	224,752	234,830	239,817	244,582	249,448	254,411	259,473
Δ Cost (000's)	\$6,136	\$5,070	-\$502	\$1,573	\$2,588	\$1,813	\$3,283	\$1,755	\$1,688
Δ Tonnes	4,875	4,486	4,217	10,078	4,987	4,765	4,866	4,963	5,062

What does the graph show?

- Gross unit costs for diversion of material
- Annual percentage change

Explanation of KPI Trend

- 2012 actual cost per tonne was \$4 lower than budget due to savings of \$3.7 million for unprocessed source separated organics sent to lower cost landfill/incineration partially offset by \$2.6 million additional contribution to reserve (diversion portion)
- 2013 budget remains flat compared to 2012 due to reduced cost for Municipal Hazardous and Special Waste processing as contractor is claiming a portion of Phase 1 materials from Stewardship Ontario at no charge to the Region
- 2014 reflects increases of 2% for CPI and 2% for growth
- 2015 to 2018 increases are primarily due to higher debt financing costs for design of a Source Separated Organics facility as well as additional FTE requests in 2016

Comments / Background:

- Commencing in 2004, Source Separated Organics (SSO) was introduced on a pilot basis in the Town of Markham and was expanded in 2006 with the addition of Vaughan. The remaining seven local municipalities were fully on-line with the SSO program by September 2007

## Key Highlights

As the Region continues to grow, Natural Heritage and Forestry is preparing to meet increased service demands by implementing guiding principles of innovation, investment and infrestretching (or efforts to extend the life of existing assets) within the budget and business planning process. By leveraging existing programs and upcoming strategies, Natural Heritage and Forestry has developed an operating strategy which embraces these principles to implement program efficiencies and decrease costs.

## Base Drivers

- Accelerated advancement of Emerald Ash Borer resulting in increased pressure on budgets and staff as original work plans must be implemented at an accelerated rate to deal with increased spread. Dead street trees need to be removed as a priority due to safety concern of falling trees and duty of care responsibilities under the *Municipal Act*.
- Emerald Ash Borer public engagement and other communication initiatives will increase as public awareness and interest escalates and the health of trees declines, they die and require removal. The public will demand timely replacement of dead trees.
- VivaNext projects are well underway with the first 2.6 kilometres assumed by the Region in 2013. By 2021 there will be 36 kilometres of VivaNext infrastructure with significant softscape maintenance requirements increasing workload and operating costs for streetscape features – trees, shrubs, plants and flowers
- Increasing tree maintenance costs (primarily hazard tree removals) due to expansion of Regional Road Networks as a result of uploading of 10 kilometres of municipal roadway from Vaughan
- Increasing Regional Street Tree and other softscape maintenance demands with capital implementation of Great Regional Streets (6 lane cross sections). Our street tree asset inventory increases by approximately 2,000 street trees per year from capital construction and development projects along the Regional road network.
- Increased use of the York Regional Forest will place demands on the forest ecosystem and site infrastructure (parking areas, trails, signage etc.). Climate change with increased storm frequency is increasing the incidence of trail wash-outs and erosion.

## Key Challenges

The following trends and issues will have an impact on the Natural Heritage and Forestry Program:

### Regional Growth

Population growth, service levels, environmental and economic conditions are key factors driving the Natural Heritage and Forestry business plan. Street tree and other softscape living elements of the Region's streetscape will increase with population growth. Consequently, urbanization and higher landscaping requirements

of VivaNext capital construction and Great Regional Streets capital projects will significantly increase street tree program service levels, and drive significant increases in annual program operating budgets and staffing requirements.

A growing population and heightened awareness of the importance of our green infrastructure will result in an increase in the use of the 21 York Regional Forest properties (2,300 hectares). As York Regional Forests become more popular, maintenance requirements and forest infrastructure (e.g. parking lots, trails and signage) will need to keep pace with increased use.

## By-law Regulatory Improvements

In 2013 Council endorsed some regulatory and administrative changes to the Forest Conservation Bylaw. These changes included:

- Better alignment with *Municipal Act* changes
- Changes to the permit structure to meet industry expectations (e.g. focus on Good Forestry Practices and removal of Harvest Permits)
- Increased emphasis on education and stewardship
- Improvements in compensation and mitigation criteria
- Recognition of the need to develop Standard Operating Procedures and other optimization and standardization mechanisms – supporting the role of a Senior Enforcement Officer for 2014

With increased value of Regional assets and better tracking and management, staff will scope the value of the Regional Forest Bylaw and a Street Tree Bylaw to determine their usefulness and effectiveness.

## Environmental Issues

Global warming and climate change continue to directly and indirectly impact our green infrastructure. This impacts our operations in the following areas:

### Invasive Species – Management

The federal government declared the Asian Long-horned Beetle eradicated from York Region early in 2013 however, a discovery of the Asian Long-horned Beetle was subsequently made in Peel Region in late 2013. Vigilant wood moving and processing practices coupled with monitoring and public awareness were key in the battle against the Asian Long-horned Beetle as a primary tree killer.

The Emerald Ash Borer was identified through the Regional monitoring program to be in every municipality in York Region. Street tree removal and replacement activities will increase significantly over the next few years. Public communication efforts will need to ramp up to meet public demand. Management of the York Regional Forest will be impacted through the need for increased removal of hazardous trees along public trails, and assessment of fire risk associated with the increased presence of dead trees.

## **Regional Street Tree Health and Survival**

Mild winters, early springs and dry summers stress street trees and require increased contractor oversight and maintenance activities (e.g. establishment practices – watering programs to ensure program and public expectations are met). Programs continue to adapt to changing demands and requirements associated with increasing service level expectations.

## **York Regional Forest Management**

Invasive species, as well as fire management and preparedness, will require additional attention in future years. Silvicultural management and hazard tree removals will need to be adjusted to meet the demand of warmer climates and invasive species including: dog strangling vine, garlic mustard and spread of the Emerald Ash Borer.

## **Greening Strategy Implementation**

There is increased public awareness on the value of the urban forest. The functions and services that the urban forest provide include: stormwater management, source water protection through pollution uptake, oxygen production, wildlife habitat, energy savings (heating and cooling), health benefits etc., The Greening Strategy is advancing new partnerships which acknowledge and emphasize the connections between a healthy ecosystem and public health benefits – ‘Healthy Trees, Healthy Communities’ is an important connection which will be promoted across a broad range of programs and projects.

## **Rouge National Urban Park**

Rouge National Urban Park is advancing under Parks Canada leadership. The Federal Government has committed significant capital and operating funds (approximately \$156 million over 10 years) to the development and management of the park. City of Markham, City of Toronto and York Region are considering the merits of an annual financial contribution (subject to Council approval) to provide formal linkages and operational efficiencies to help integrate the park and its functions into the urban communities.

## **Service Challenges**

The following service challenges are major issues facing York Region and Natural Heritage and Forestry over the coming year:

- Significant increases in all road softscape maintenance activities: street trees, shrubs and other vegetation, associated with highly visible VivaNext works in Markham and upcoming in Newmarket, as well as those associated with major roads capital delivery of Great Regional Streets. Requirement for additional staffing support to retain core competency, implement adequate contractor oversight and manage assets to appropriate service levels.
- Increased costs and resourcing requirements for advancing implementation of the Emerald Ash Borer Management Plan including: street tree removal and timely replacement, York Regional Forest hazard tree management, and public

communications initiatives (media releases, media events, and public information sessions).

- Advancing changes to the Forest Conservation Bylaw and development of standard procedures with the need for a Senior Bylaw Enforcement Officer to coordinate activities, meet program needs and ensure regulatory compliance with the *Municipal Act* and the *Occupational Health and Safety Act*.
- Increasing demand for strategic partnership opportunities under the Greening Strategy, and presence at community events and public education programming throughout the Region resulting in increased resource requirements.

## Strategic Goals

Environmental Services Strategic Goals inform planned initiatives and link to 2011 – 2015 Corporate Strategic Plan and Vision 2051. All Environmental Services programs have been mapped to these Strategic Goals to ensure effective and efficient service delivery.

Natural Heritage and Forestry service delivery has a particular focus on the Strategic Priority Areas of “Continue to Deliver and Sustain Critical Infrastructure” and “Make Regional Services More User-friendly”. Environmental Services is engaged in the fourteen Indicators of Success directly related to the Corporate Strategic Plan. Ten of the fourteen Indicators of Success affecting Natural Heritage and Forestry are as follows:

### Environmental Services Lead

1. Completed Environmental Services 2011 State of Infrastructure Update Report
2. Completed Environmental Services 2013 State of Infrastructure Update Report

### Environmental Services Co-Lead

1. Life-cycle Infrastructure Asset Management Strategy
2. Implementation of cost-shared infrastructure with partner municipalities and agencies with increased per cent of cost-shared capital obligation met by the Region
3. Increased percentage of capital infrastructure focused on servicing Regional Centres and Corridors
4. Developed Corporate Asset Management Framework
5. Complete (2014/2015) Corporate State of Infrastructure Report

### Participation with All Departments

1. Number of developmental opportunities and stretch assignments offered
2. Number of continuous improvement recommendations implemented
3. Increased per cent of capital projects delivered in accordance with approved budget and business plans

## Natural Heritage and Forestry Objectives

The objectives listed below have been developed to support implementation of the Corporate Strategic Plan and the planned initiatives link directly to the objectives.

- 1) Implement Street Tree Program planting and establish continuous improvement practices
  - Issue annual street tree planting contract
  - Plant 1,500 street trees/year
  - Audit all works
- 2) Implement softscape maintenance for VivaNext and Great Regional Streets
  - Issue softscape maintenance contract for VivaNext and Roads capital works
  - Audit all works
- 3) Implement Street Tree maintenance – proactive management of growing and aging street tree assets
  - Issue large tree maintenance contract
  - Audit all works
- 4) Implement sustainable management of York Regional Forest properties
  - Issue timber harvest and trail construction contracts
  - Audit all works
- 5) Advance communications on urban forest benefits
  - Complete forest cover assessment
  - Report to Council
- 6) Implement updated Greening Strategy with new programs and partnerships
  - Complete Urban Forest Studies and summary publication
  - Report to Council
- 7) Implement schedule of environmental education and stewardship outreach
  - Develop partnerships with agricultural, health sectors
  - Scope school board partnerships
- 8) Implement Invasive Species Emerald Ash Borer Management Plan
  - Execute LEAF agreement for residential tree planting
  - Remove and replace street trees
  - Engage municipalities through working groups, media, public forums and communications
- 9) Advance York Regional Forest Stewardship and Education Centre building replacement
  - Complete construction works
  - Open the Forest building
- 10) Initiate community engagement on targeted environmental initiatives
  - Review Urban Forest Studies report, Emerald Ash Borer and Forestry communications strategies and initiatives
  - Implement strategies and engage residents and stakeholders

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	13.0	13.0	15.0	15.0	0.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	13.0	13.0	15.0	15.0	0.0
<b>Net FTE Change*</b>		<b>0.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	0.0	3.8	3.8	3.8	0.0
<b>Net Casual Change**</b>		<b>3.8</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*Includes allocation of 1 additional support staff from Strategy and Business Planning

\*\*Casual (FTE Equivalent) will be total casual dollars divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

# Environmental Services - Forestry

## 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Environmental Promotion and Protection</u>				
Senior By-law Enforcement Officer	1.0	G	104	104
Forestry Technician	1.0	V	93	5
<b>Total Permanent FTEs</b>		<b>2.0</b>	<b>197</b>	<b>109</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes  
No

## Natural Heritage & Forestry Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	1,192	1,535	1,657	1,634	(23)	99
Program Specific Costs	18	60	63	63	-	3
Professional / Contracted Services	1,118	1,656	2,067	2,431	364	775
General Expenses	400	258	259	551	292	293
Financing Costs	10	37	37	37	(0)	0
Occupancy Costs	0	2	2	93	91	91
Contribution to Reserves	2,885	2,630	2,390	2,625	235	(5)
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	16	7	7	7	(0)	-
Direct Charges & Intra-allocations	233	466	16	(426)	(442)	(892)
<b>Total Expenditures</b>	<b>5,872</b>	<b>6,650</b>	<b>6,497</b>	<b>7,013</b>	<b>517</b>	<b>364</b>
<b>% Budget Change</b>			<b>-2.3%</b>		<b>8.0%</b>	<b>5.5%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(100)	(50)	(50)	(50)	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(423)	(682)	(600)	(671)	(71)	11
Third Party Recoveries	-	(100)	(100)	(100)	-	-
Court Revenues Disbursement	(8)	-	-	-	-	-
<b>Total Revenues</b>	<b>(530)</b>	<b>(832)</b>	<b>(750)</b>	<b>(821)</b>	<b>(71)</b>	<b>11</b>
<b>% Budget Change</b>			<b>-9.8%</b>		<b>9.5%</b>	<b>-1.3%</b>
<b>Net Tax Levy Requirement</b>	<b>5,341</b>	<b>5,818</b>	<b>5,747</b>	<b>6,192</b>	<b>446</b>	<b>374</b>
<b>% Budget Change</b>			<b>-1.2%</b>		<b>7.8%</b>	<b>6.4%</b>

## 2014 Budget Change from Approved Outlook

### Natural Heritage & Forestry - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget	6,650		5,818		13.0
2014 Approved Outlook	6,497	-2.3	5,747	-1.2	15.0
Compensation Adjustment for Contract Settlement	39	0.6	39	0.7	
Compensation Adjustments	(59)	-0.9	(59)	-1.0	
Accelerated EAB Replacement	235	3.5	235	4.0	
Accelerated EAB Removal	243	3.7	243	4.2	
Forestry Technician to be recovered from Capital	(90)	-1.4	(90)	-1.5	
VivaNext - Revised Maintenance Cost Estimates	79	1.2	79	1.4	
One time cost in 2013 for assumption of Vaughan Roads delayed to 2014	71	1.1	0	0.0	
Program Related Expenses	(1)	0.0	(1)	0.0	
Total Change to 2014 Approved Outlook	517	7.8	446	7.7	
<b>2014 Approved Budget</b>	<b>7,013</b>	<b>5.5</b>	<b>6,192</b>	<b>6.4</b>	<b>15.0</b>

# 2014 Budget Change Explanations

## Natural Heritage & Forestry - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	6,650		5,818		13.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	37	0.6	37	0.6	
Compensation Adjustments	(59)	(0.9)	(59)	(1.0)	
Forestry Technician TFT converted to PFT	5	0.1	5	0.1	1.0
Additional recovery from Capital - Forestry Technician	(5)	(0.1)	(5)	(0.1)	
Forestry Building: Increased maintenance costs	14	0.2	14	0.2	
Reduced contribution from Greening Reserve	-		82	1.4	
Uploaded Vaughan Roads to be recovered from Tax Reserve	-		(71)	(1.2)	
Program Related Expenses	92	1.3	92	1.5	
<b>Sub Total Base</b>	<b>85</b>	<b>1.3</b>	<b>96</b>	<b>1.6</b>	<b>1.0</b>
<b>Sub Total Mandatory</b>	-		-		-
<b>Annualization</b>					
Contribution to Capital	(5)	(0.1)	(5)	(0.1)	
VivaNext Corridor Maintenance	471	7.1	471	8.1	
<b>Sub Total Annualization</b>	<b>466</b>	<b>7.0</b>	<b>466</b>	<b>8.0</b>	-
<b>Sub Total Net Operating Impact of Capital</b>	-		-		-
<b>Efficiency</b>					
Phase out of Asian Long-Horned Beetle program	(610)	(9.2)	(610)	(10.5)	
<b>Sub Total Efficiency</b>	<b>(610)</b>	<b>(9.2)</b>	<b>(610)</b>	<b>(10.5)</b>	-
<b>Total Base</b>	<b>(59)</b>	<b>(0.9)</b>	<b>(49)</b>	<b>(0.8)</b>	<b>1.0</b>
<b>Growth</b>					
Emerald Ash Borer - dead/hazardous tree removal	295	4.4	295	5.1	
Senior By-Law Enforcement Officer	104	1.6	104	1.8	1.0
Vehicle Costs	24	0.4	24	0.4	
<b>Total Growth</b>	<b>424</b>	<b>6.4</b>	<b>424</b>	<b>7.3</b>	<b>1.0</b>
<b>Total Enhancement</b>	-		-		-
<b>Total Budget Change</b>	<b>365</b>	<b>5.5</b>	<b>375</b>	<b>6.4</b>	<b>2.0</b>
<b>2014 Approved Budget</b>	<b>7,013</b>		<b>6,192</b>		<b>15.0</b>

## Department Description

Community and Health Services provides a range of health, housing and social services that touch the lives of residents everyday and at every stage of life.

Community and Health Services operates under provincial and federal legislation and regulations – these set out the policy directions and objectives which guide programs and services, and define roles and responsibilities. While the department funds and manages Regional discretionary programs which address community-specific needs, a significant portion of the department’s funding comes from federal and provincial subsidies.

Community and Health Services is part of a broader range of human services providers in York Region. In some service sectors, the department is one of many service providers funded from other levels of government to provide direct services to residents such as long-term care, community support services for seniors, and some family and children’s services.

In other cases, the department acts as a service system manager for provincially-mandated and cost-shared programs. In these situations, the department takes the lead in planning, managing and evaluating a network of human services to meet the needs of residents and communities. These include:

- Ontario Works
- Child care and early intervention services
- Social and affordable housing
- Homelessness prevention

Community and Health Services also provides public health programs legislated under the *Health Protection and Promotion Act* and operates York Region’s Emergency Medical Services (EMS).

Community and Health Services is the largest department in the Region with approximately 1,500 employees who work in various locations including service and operational centres, EMS stations and Housing York Inc. housing sites. The department is organized into six branches.

## Mission

Working together for inclusive, healthy, resilient communities

## Mandates

Housing and Long Term Care:

- Administers approximately 6,000 social housing units that are owned and managed by community housing providers and Housing York Inc.; manages region-wide wait list for subsidized housing and rent supplement programs; and acts as developer and funder of affordable housing programs.
- Operates two long-term care facilities; supportive housing services; and provides a variety of day and outreach programs for seniors and adults with disabilities.

Social Services:

- Plans, administers and delivers region-wide services that help residents remain or become economically and/or socially independent including child care fee assistance and early intervention services for children with special needs; administers wage subsidy in licensed child care programs and a wide range of family strengthening programs; manages

homelessness prevention programs; and manages funding and program relationships with emergency shelter operators and domiciliary operators.

- Provides services under *Ontario Works Act*, other applicable legislation, and Council approved municipal programs, including financial assistance, employment assistance, emergency shelters, and homemakers and nurses services.

#### Strategies and Partnerships:

- Provides services to Community and Health Services through: program communications; strategic policy analysis and data services; community investment funding strategies; and coordination of a number of human services planning initiatives including the York Region Local Immigration Partnership Initiative, the Human Services Planning Board of York Region and Regional and departmental accessibility planning and compliance coordination.

#### Emergency Medical Services:

- Delivers emergency pre-hospital care and non-emergency medical response to patients, including patient assessment, life saving treatment and monitoring, and safe and timely transport to appropriate facility for continuing medical care.

#### Public Health:

- Delivers a broad range of services and programs designed to prevent disease, protect the health and safety of York Region residents and promote healthy lifestyles as outlined in the 2008 Ontario Public Health Standards.

#### Business Operations & Quality Support:

- Provides financial planning and reporting, process design and business intelligence, staff learning and development, business services and family support programs and operates the Contact Centre.

### Strategic Alignment

*Investing in our Communities: A Multi-Year Plan for the Community and Health Services Department* (MYP) is in alignment with the York Region Strategic Plan, *From Vision to Results: 2011 to 2015*, which provides a collaborative and integrated approach to meet service delivery obligations. The Strategic Plan is built on the longer-range vision for the Region and a framework of “four pillars of excellence”: Sustainable Environment, Healthy Communities, Vibrant Economy and Good Government.

Following 2014, Community and Health Services will integrate its MYP with the *Corporate Strategic Plan* as a basic framework. Both plans guide investments and set priorities for human services needs in York Region over the coming years.

### Base Drivers

The drivers affecting the department base budget for the next two years include:

- Population growth
- Changing demographics including: income, diversity and immigration, aging population
- More non-traditional families, people with disabilities
- Growing gap between household income and the high cost of living in York Region
- Coordinated support required to help people with increasingly complex human service needs
- Increased community expectation for “one-stop” access to information and services

- Increasing pressures of regulatory requirements and growth in demand for services faced by Public Health, EMS, Social Services and Long Term Care
- Changes in provincial legislation, administration and funding
- Changes in provincial policy direction will require Community and Health Services to transition into new or expanded roles
- Changes in technology

## Strategic Goals

The MYP identifies six goals.

### 1. **Contribute to Regional economic vitality by helping low income residents with access to basic needs, and with finding and keeping jobs.**

#### *Highlights of achievements in 2013*

- Introduced a revised community investment strategy with and added an Innovation and Collaboration Funding Stream promoting innovation, multi-sectoral partnerships and collective actions.
- Implemented provincial social assistance reform changes.
- Implemented and evaluated the Transit Fare Subsidy pilot.
- Helped an additional 80 low-income families with child care fee subsidy, enabling them to find and keep jobs.
- Provided approximately 475 clients with vocational testing, job-related skills training and life skills programming under a new workforce initiative that helped people get ready to enter the workforce.

#### *Highlights of 2014-2018 goals*

- Continue to implement provincial social assistance reform changes.
- Promote innovative solutions and workforce-development strategies to support improved labour market opportunities for Ontario Works participants.
- Build creative internal and external partnerships to foster a collaborative approach to service delivery and improved outcomes for residents.
- Provide OW participants with innovative program options that promote improved opportunities for labour-market attachment.
- Promote improved employer engagement through new partnerships, funding opportunities and outreach.
- Solicit consumer input to guide program planning and service delivery.

### 2. **Support healthy communities through a broad range of housing choices and supports to meet the diverse needs of residents.**

#### *Highlights of achievements in 2013*

- Launched new LTC risk-management reporting.
- Implement new provincial housing and homelessness funding model changes and reforms from the Ministry of Municipal Affairs and Housing.
- Developed and launched a 10-year housing and homeless plan.
- Began implementation of Provincial Community Homelessness Prevention initiative reforms.
- Increased housing options for residents with the construction of 103 affordable housing units in two non-profit housing communities and one expanded Housing York Inc. building.
- Approved construction for an additional 97 units for a new Housing York Inc. building.

- Made energy and accessibility upgrades, including playground retrofits benefiting over 1,150 households as a result of enhancements to the Social Housing Innovation fund.
- Maintained safe and affordable housing for more than 500 families by investing \$2.5 million for essential building repairs.
- Instituted a Housing Stability Pilot which focuses on wrap around and follow up services to get and keep residents housed

#### *Highlights of 2014-2018 goals*

- Begin implementation of the Region's 10-Year Housing Plan.
- Implement the Housing York Inc. strategic plan.
- Continue to Implement new provincial housing and homelessness funding model changes and reforms from the Ministry of Municipal Affairs and Housing and implement new Domiciliary Hostel Standards
- Continue to develop new affordable housing and maximize opportunities to redevelop and intensify existing social housing sites by leveraging federal and provincial funding opportunities.
- Complete and operationalize: Lakeside Residences, Belinda's Place, Richmond Hill Housing and Community Hub, and Woodbridge.
- Support the development projects of two community groups: Ja'Fari and DeafBlind.

### **3. Optimize the health of the community for all ages and stages through health protection, prevention and promotion initiatives.**

#### *Highlights of achievements in 2013*

- Expanded YorkSafe inspection disclosure program to services, wading pools, splash pads and small drinking water systems.
- Decreased paramedic response time throughout region by one minute and 12 seconds over two years.
- Developed strategies to improve public health program delivery and access to services by maximizing use of technology and other innovations.
- Expanded scope of paramedic care in the community.

#### *Highlights of 2014-2018 goals*

- Introduce and establish the Community Health Framework to better respond to the growing complexity of clients.
- Develop long-term care standards and standardize policies and procedures to provide quality care, reduce resident safety risk and meet best practices.
- Improve delivery of recreation programs and services to residents of long-term care homes.
- Review and evaluate current programs and services delivered by Seniors Community Programs.
- Implement recommendations of the Alternate Community Living service review.
- Continue the implementation of the 10-year master plan for EMS
- Support expanding the scope of paramedic community care.
- Implement strategies for targeted efficiency improvements to ambulance dispatch processes.
- Address social determinants of health/health inequities in program planning and delivery where appropriate.
- Continue to improve immunization access and coverage.

#### **4. Strengthen our neighbourhoods now and in the future by supporting children, families and youth to fulfill their potential.**

##### *Highlights of achievements in 2013*

- Monitored and responded to provincial direction around service system changes. (Modernization of Child Care, and Child and Family Centre Development).
- Strengthen Early Intervention capacity through expanding community partnerships and through technological reforms

##### *Highlights of 2014-2018 goals*

- Monitor and respond to provincial direction related to service system changes specifically:
  - Continued implementation of the new provincial funding formula and framework
  - Child and Family Centre Development
  - Service system changes as a result of the Ontario Early Years Policy Framework
- Continue to support families in accessing recreation and parenting programs through the provision of family strengthening programs.
- Expand to support families with access to after school programs in Social Housing locations
- Monitor and respond to provincial direction related to service system changes that support the implementation of quality assurance in the licensed child care system.
- Monitor and respond to provincial direction related to changes that impact the delivery of services for children with special needs under the Modernization of Child Care initiative, including a potential revised model of service for EIS pending future direction from EDU.

#### **5. Foster social inclusion and economic opportunities by addressing the needs of a growing and diverse community.**

##### *Highlights of achievements in 2013*

- Contributed to the community results and actions to implement the York Region Immigration Settlement Strategy.
- Provide mature workers, newcomers and internationally educated professionals with innovative program options that promote improved opportunities for labour market attachment.
- Implemented innovative awareness-raising initiatives in support of the *Making Ends Meet* initiative.

##### *Highlights of 2014-2018 goals*

- Develop a senior's strategy.
- Implement provincial and locally-driven operational homelessness reforms that focus on preventing and reducing homelessness and providing transitional supports to those impacted by homelessness.
- Explore new service delivery options tailored to the unique needs of the Region's changing demographics and labour market.
- Use innovation and partnerships to support continuous quality improvement, program sustainability and client-centered service.
- Continue to advance community results for the Immigration Strategy.
- Strengthen employer engagement to promote enhanced work opportunities for residents
- Provide OW participants with innovative program options that promote improved opportunities for labour market attachment.
- Promote improved employer engagement through new partnerships, funding opportunities and outreach.

### 6. Deliver a more integrated human service system that supports effective community planning and quality services.

#### *Highlights of achievements in 2013*

- Implemented an integrated approach to the planning, development and delivery of services in CHS using the department's Multi-Year Plan as a basic framework.
- Supported the collaborative planning efforts of both the Human Services Planning Board of York Region and the Community Partnership Council to implement action plans for the *Making Ends Meet* initiative and the *Immigration Settlement Strategy*.
- Launched the first phase of a process of annual communication planning to improve access to Community and Health Services programs and services.

#### *Highlights of 2014-2018 goals*

- Develop strategies to improve program delivery and access to services (e.g. through public health innovations and maximizing use of technologies).
- Support sustainable municipalities with healthy natural and built environments through collaboration with community partners.
- Support the collaborative planning efforts of both the Human Services Planning Board of York Region and the Community Partnership Council to implement action plans for the *Making Ends Meet* Initiative and the *Immigration Settlement Strategy*.
- Enhance community development funds to address changing needs within the community and increase opportunities for low- and moderate-income residents to remain or become contributing members of the Region's economy and communities.
- Provide Corporate coordination, in collaboration with lead departments, to meet the requirements of both the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) and the *Ontarians with Disabilities Act, 2001* (ODA).
- Continue to address human service needs within the community through timely and responsive policy and program support and development of information and analysis on the changing socio-economic and demographic characteristics in York Region.
- Continue to lead the development of strategic communications for the Department's programs and services incorporating features and activities that increase access to the information through innovative approaches, technology and media.

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	1,471.0	1,522.0	1,557.6	1,559.7	2.1
Part-Time FTE's (PPT)	146.8	146.0	146.4	149.5	3.1
<b>Total Permanent FTE's</b>	<b>1,617.8</b>	<b>1,668.0</b>	<b>1704.0</b>	<b>1,709.2</b>	<b>5.2</b>
<b>Net FTE Change*</b>		<b>50.2</b>	<b>36.0</b>	<b>41.2</b>	<b>5.2</b>

Casual Full Time Equivalents	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
<b>Total Casual</b>	<b>161.4</b>	<b>175.8</b>	<b>175.8</b>	<b>180.8</b>	<b>5.0</b>
<b>Net Casual Change**</b>		<b>14.4</b>	<b>0.0</b>	<b>5.0</b>	<b>5.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

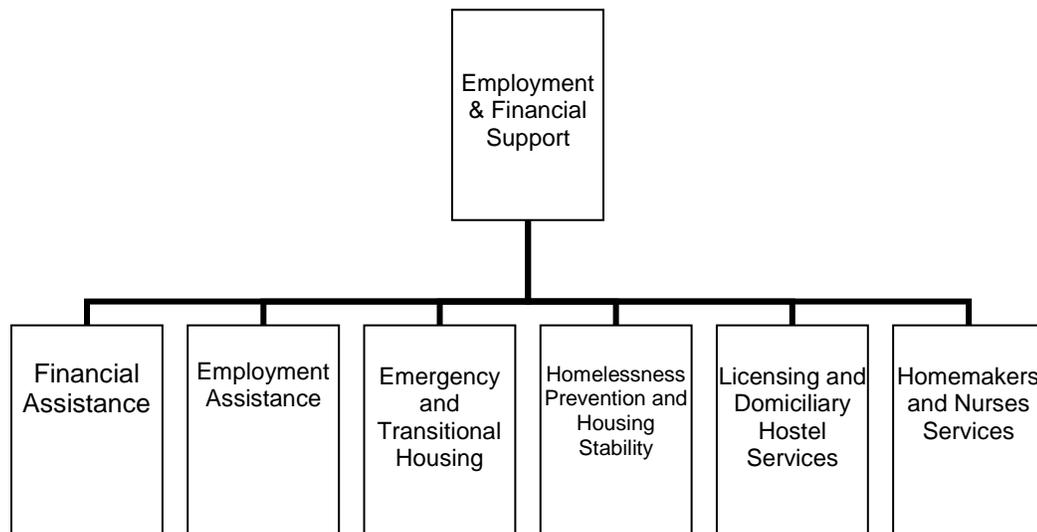
## Community & Health Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	160,665	174,291	177,680	183,912	6,231	9,621
Program Specific Costs	170,320	201,582	205,996	207,113	1,117	5,531
Professional / Contracted Services	3,276	4,174	3,954	4,763	809	589
General Expenses	11,369	12,103	12,143	12,904	761	802
Financing Costs	4,579	4,236	4,456	4,080	(376)	(156)
Occupancy Costs	2,697	7,088	7,109	7,241	132	153
Contribution to Reserves	12,065	9,004	9,313	9,203	(110)	199
Internal Charges / Recoveries		-	( )			
Minor Capital	1,029	1,264	1,310	1,232	(78)	(33)
Direct Charges & Intra-allocations	3,746	76	481	216	(265)	139
<b>Total Expenditures</b>	<b>369,746</b>	<b>413,818</b>	<b>422,442</b>	<b>430,663</b>	<b>8,221</b>	<b>16,845</b>
<b>% Budget Change</b>			2.1%		1.9%	4.1%
<b>Revenues</b>						
Grant Subsidies	(215,313)	(237,204)	(244,971)	(247,376)	(2,406)	(10,172)
User Fees	8	-	-	-	-	-
Fees and Charges	(12,235)	(13,084)	(13,485)	(13,563)	(77)	(479)
Development Charges	(230)	(241)	(364)	(254)	110	(13)
Contribution From Reserves	(5,104)	(13,000)	(10,440)	(13,656)	(3,216)	(655)
Third Party Recoveries	(858)	(960)	(961)	(971)	(10)	(11)
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(233,731)</b>	<b>(264,490)</b>	<b>(270,221)</b>	<b>(275,819)</b>	<b>(5,599)</b>	<b>(11,330)</b>
<b>% Budget Change</b>			2.2%		2.1%	4.3%
<b>Net Tax Levy Requirement</b>	<b>136,015</b>	<b>149,328</b>	<b>152,222</b>	<b>154,844</b>	<b>2,622</b>	<b>5,516</b>
<b>% Budget Change</b>			1.9%		1.7%	3.7%

## Community & Health Services Operating Financial Summary by Program

(Figures in \$ 000's)	2012 Actual		2013 Budget		2014 Outlook		2014 Approved	
	Gross	Net	Gross	Net	Gross	Net	Gross	Net
Employment & Financial Support	79,991	20,387	95,851	19,552	97,937	20,606	99,614	20,066
Family & Children's Services	64,240	13,491	78,994	15,842	79,479	16,327	79,661	16,463
Housing	66,691	42,804	70,940	44,310	73,553	45,547	76,089	46,058
Long Term Care	35,568	11,912	38,088	14,053	37,828	13,613	38,368	13,810
Public Health	54,068	7,865	56,626	11,742	57,317	10,322	58,586	12,431
Emergency Medical Services	52,563	24,731	57,338	28,397	60,504	30,433	62,079	30,229
- Contribution to Capital	3,254	3,254	3,014	3,014	2,588	2,588	2,588	2,588
Strategies & Partnerships	13,366	11,571	12,968	12,418	13,235	12,785	13,679	13,198
Business Operations & Quality Assurance	5							
<b>Total</b>	<b>369,746</b>	<b>136,015</b>	<b>413,818</b>	<b>149,328</b>	<b>422,442</b>	<b>152,222</b>	<b>430,663</b>	<b>154,844</b>

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## Mission/Vision

To assist residents to achieve and maintain socio-economic independence through the provision of employment and financial supports and homelessness prevention in a manner that maintains legislative integrity and fiscal responsibility.

## Mandate

To provide services to eligible residents under the *Ontario Works Act*, other applicable legislation, and council approved municipal programs including:

### Financial Assistance

- Food and shelter
- Drug, dental care and other supports

### Employment Assistance

- Pre-employment and job search supports
- Career exploration
- Training and job placement

### Emergency and Transitional Housing

- Short-term emergency housing
- Interim transitional housing
- Transition to permanent housing

### Licensing and Domiciliary Hostel Services

- Board and Lodging/Personal Needs Allowance
- Licensing and Compliance
- Quality of Life Program
- Seasonal clothing allowance
  - Homelessness Prevention and Housing Stability
- Housing Stability Program

- Outreach services

#### Homemakers and Nurses Services (HNS)

- Basic homemaking supports
- Professional nursing services

#### Base Drivers

- Population growth, economic conditions and changing demographics continue to be the main drivers of the Ontario Works (OW) caseload and demand for emergency and transitional housing supports.
- Changes in the administration and funding of housing start-up benefits and emergency housing operating costs, resulting from the consolidation of provincial housing and homelessness funding, will have implications on base costs in 2014.

#### Rate Increases

A number of social services programs are funded through rates and per diems. These rates and per diems are paid to service providers based on the services they deliver. For example, York Region will pay a domiciliary hostel service provider an amount per month based on a per diem rate as a shelter allowance to provide service to an eligible resident. The rates and per diems include:

- Domiciliary hostel per diem and Personal Needs Allowance (PNA)
- Homemakers and Nurses Services rate

These rates may change annually based on provincial and regional direction. The Community and Health Services Department has incorporated rate and per diem increases into its 2014 budget request. These increases are subject to Ministry direction and Department program review, and will be approved by the Commissioner of Community and Health Services within the limits of regulation and the 2014 budget.

Current rates and per diems:

- Domiciliary hostel allowance                      \$50.00 per diem and \$136 monthly PNA
- Homemakers and Nurses Services              schedule of rates based on service type

## Key Challenges

#### Regional Growth and Economic Factors

- Population growth will continue to have a direct influence on the OW caseload and homelessness supports in 2014 and the outlook years.
- The economy will continue to be a key driver of the OW caseload and is expected to have a favorable impact on the caseload in the coming year.
- A lack of affordable housing is increasing the economic hardship of low income residents and increasing the need for emergency housing as well as housing stability and homelessness prevention supports.

## Program Reform

- Provincially mandated changes in both Social Assistance and Housing and Homelessness will continue to transform program design, delivery and municipal accountability.
- Province-wide technological reform will impact social assistance program administration and the need for new business processes and staff training.
- The new Community Homelessness Prevention Initiative announced in July 2012 will require continued operational reform in the delivery of emergency housing, domiciliary hostels, homelessness prevention and homeless supports.

## Service Challenges

### Service Demands

- Influenced primarily by population growth and legislative change, the OW caseload is expected to experience modest growth in 2014, placing pressure on existing resources to meet the needs of low-income residents.
- In 2014, the opening of Belinda's Place will increase the number of emergency housing beds in York Region by 25% (29 emergency housing beds and 9 transitional units for single women not experiencing violence) to respond to the lack of emergency housing services for women.
- York Region currently funds 411 beds and licenses approximately 650 Domiciliary Hostel beds. There is a need for additional funded beds which has been identified by licensed operators to meet demand for service.

### Demographic Changes

- A growing number of participants with complex and multiple barriers to employment will continue to require intensive employment and housing supports.
- Increasing numbers of new Canadians and internationally educated professionals will require innovative services to transition to employment.
- A growing number of participants require basic literacy and other pre-employment supports to effectively compete in the changing labour market.
- An increasing number of mature participants will require specialized supports to effectively re-establish themselves in today's workforce.

### Provincial Program Transformation

- Guided by recommendations from the Commission for the Review of Social Assistance in Ontario, the government recently announced its commitment to reforming social assistance in Ontario, which could have implications on service delivery, service demand, funding and program administration.

### Legislative Changes

The Province announced in fall 2013 it would improve the incomes and employment opportunities of Ontario Works recipients.

Program changes to the asset rules, effective September 1, 2013 include the following:

- An increase in the amount a recipient can earn while receiving OW (up to \$200 per month without being deducted from the client's assistance).

- An increase in personal asset limits (\$2,500 for singles and \$5,000 for couples) These changes could impact the number of people coming onto assistance and the length of time residents stay on assistance.

### **Program Funding Caps and Changes**

- Provincially capped Ontario Works administrative and employment assistance allocations continue to represent a challenge in supporting participants to move to employment.
- A provincial cap on certain Ontario Works benefits (e.g. dental, orthotics and beds) will require a comprehensive review of local policies and the introduction of appropriate service restrictions.
- Changes in the administration and funding of emergency housing and homelessness services could provide additional supports to meet the needs of vulnerable residents and improve housing stability.

### **Strategic Goals**

- Implement provincial social assistance reform changes.
- Support the smooth transition to a new province-wide social assistance technology.
- Implement provincial and locally-driven operational homelessness reforms that focus on preventing and reducing homelessness and providing transitional supports to those impacted by homelessness.
- Implement homelessness prevention, system integration and housing stability initiatives identified in the Region's 10-year Housing & Homelessness Plan.
- Inform the development of the homelessness framework for the province's 10-year housing and homelessness plan.
- Explore new service delivery options tailored to the unique needs of the Region's changing demographics and labour market.
- Use innovation and partnerships to support continuous quality improvement, program sustainability and client-centered service.
- Strengthen employer engagement to promote enhanced work opportunities for residents.

### **Department Objectives**

- 1) Guide and implement provincial social assistance reform and resulting policy change
- 2) Implement new province-wide social assistance technology through staff training and enhanced local business processes
- 3) Implement homelessness operational reform focused on prevention and housing stabilization
- 4) Promote innovative solutions and creative workforce development strategies to support improved labour market opportunities for OW participants
- 5) Build creative internal and external partnerships to foster a collaborative approach to service delivery and improved outcomes for residents
- 6) Provide OW participants with innovative program options that promote improved opportunities for labour market attachment
- 7) Promote improved employer engagement through new partnerships, funding opportunities and outreach
- 8) Actively utilize consumer input to guide program planning and service delivery

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	133.0	139.0	147.0	147.0	0.0
Part-Time FTE's (PPT)	4.0	4.0	4.0	4.0	0.0
Total Permanent FTE's	137.0	143.0	151.0	151.0	0.0
<b>Net FTE Change*</b>		<b>6.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>

\*Does not include Share of Program Support

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	14.0	16.5	16.5	18.5	2.0
<b>Net Casual Change**</b>		<b>2.5</b>	<b>0.0</b>	<b>2.0</b>	<b>2.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Employment & Financial Support 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<b>Employment &amp; Financial Support</b>				
Employment Specialists (convert temporary to permanent)	4.0	V	12	12
Integrated Social Worker	1.0	G	102	102
<b>Homelessness Community Programs</b>				
Outreach Worker - Shelter (Convert temporary to permanent)	1.0	V	3	3
SA Case Coordinator - Shelter (Convert temporary to permanent)	1.0	V	3	3
Program Manager - Homelessness	1.0	E	156	156
<b>Total Permanent FTEs</b>		<b>8.0</b>	<b>275</b>	<b>275</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions  
Yes

## Employment & Financial Support

### Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	13,400	13,880	14,073	15,428	1,355	1,547
Program Specific Costs	61,939	74,544	76,393	75,651	(742)	1,107
Professional / Contracted Services	122	196	196	896	700	700
General Expenses	914	1,091	1,091	1,097	6	6
Financing Costs	43	42	44	42	(2)	-
Occupancy Costs	18	718	718	772	54	54
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	2,796	5,274	5,336	5,618	282	344
Minor Capital	42	70	76	70	(6)	-
Direct Charges & Intra-allocations	718	36	10	40	31	5
<b>Total Expenditures</b>	<b>79,991</b>	<b>95,851</b>	<b>97,937</b>	<b>99,614</b>	<b>1,677</b>	<b>3,763</b>
<b>% Budget Change</b>			2.2%		1.7%	3.9%
<b>Revenues</b>						
Grant Subsidies	(59,479)	(69,752)	(73,054)	(73,661)	(607)	(3,908)
User Fees	69	-	-	-	-	-
Fees and Charges	(2)	(5)	(5)	(5)	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(192)	(6,542)	(4,273)	(5,883)	(1,611)	658
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(59,604)</b>	<b>(76,299)</b>	<b>(77,331)</b>	<b>(79,548)</b>	<b>(2,217)</b>	<b>(3,250)</b>
<b>% Budget Change</b>			1.4%		2.9%	4.3%
<b>Net Tax Levy Requirement</b>	<b>20,387</b>	<b>19,552</b>	<b>20,606</b>	<b>20,066</b>	<b>(540)</b>	<b>513</b>
<b>% Budget Change</b>			5.4%		-2.6%	2.6%

## 2014 Budget Change from Approved Outlook

### Employment & Financial Support - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	95,851		19,552		143.0
2014 Approved Outlook - Restated	97,937	2.2	20,606	5.4	151.0
Compensation Adjustment for Contract Settlement	573	0.6	573	2.9	
Compensation Adjustments	76	0.1	76	0.4	
Domiciliary Hostel 3% rate increase - PNA & Per Diem	103	0.1	103	0.5	
Capital Reserve Contribution - Leeder Place	33	0.0	33	0.2	
IT Lease Chargeback - increase to annual infrastructure fees	19	0.0	19	0.1	
General Administrative Pressures	54	0.1	54	0.3	
Change in Departmental Allocation	(1)	0.0	(1)	0.0	
Corporate Insurance Allocation	(2)	0.0	(2)	0.0	
1% rate increase for basic & shelter lower due to decline in caseload	(389)	-0.4	(43)	-0.2	
OW basic & shelter allowance increase due to new OW asset and eligibility requirements	2,044	2.1	233	1.2	
Change in caseload (monthly average 6,180 vs. 6,300)	(2,294)	-2.4	(603)	-3.1	
Eliminate use of reserve funding for Discretionary Benefits			1,619	8.3	
Eliminate reserve funding for caseload growth as provincial upload escalates			(1,382)	-7.1	
Provincial funding upload (from 85.8% in 2013 to 88.6% in 2014)			177	0.9	
Reduction of time-limited federal funding for HIFIS			11	0.1	
Reduction in OW Employment expenditures & Provincial funding	(39)	0.0	(39)	-0.2	
Increase to OW Administration provincial funding			(1,021)	-5.2	
Deferral of Belinda's Place Shelter training and operating costs - project # 67918	(1,071)	-1.1	(1,071)	-5.5	
Partial reversal of one-time Homelessness Support Initiative	1,070	1.1	1,070	5.5	
MYP 5.2a) Integrated Social Worker Initiative	8	0.0	8	0.0	
Program Analyst, TFT	(90)	-0.1	(90)	-0.5	
Program Manager, Homelessness	151	0.2	151	0.8	1.0
3 TFT's for Housing Stability program (Social Assistance Case Coordinators)	254	0.3	254	1.3	
One-time TFT's (4) for OW SAMS implementation, offset with Social Assistance reserves (Manager, Supervisor, Business Performance Specialist, Training Officer)	460	0.5			
One-time Shelter security and operational review - Costs to implement recommendations, offset with Social Assistance reserve	500	0.5			
Share of program support services	133	0.1	133	0.7	
Dedicated Agreement - Property Services & Property Acquisition	84	0.1	84	0.4	
Deferral of Transit Subsidy Pilot conversion to on-going program			(886)	-4.5	(1.0)
Total Change to 2014 Approved Outlook	1,677	1.7	(540)	-2.8	
<b>2014 Approved Budget</b>	<b>99,614</b>	<b>3.9</b>	<b>20,066</b>	<b>2.6</b>	<b>151.0</b>

# 2014 Budget Change Explanations

## Employment & Financial Support - Operating Budget

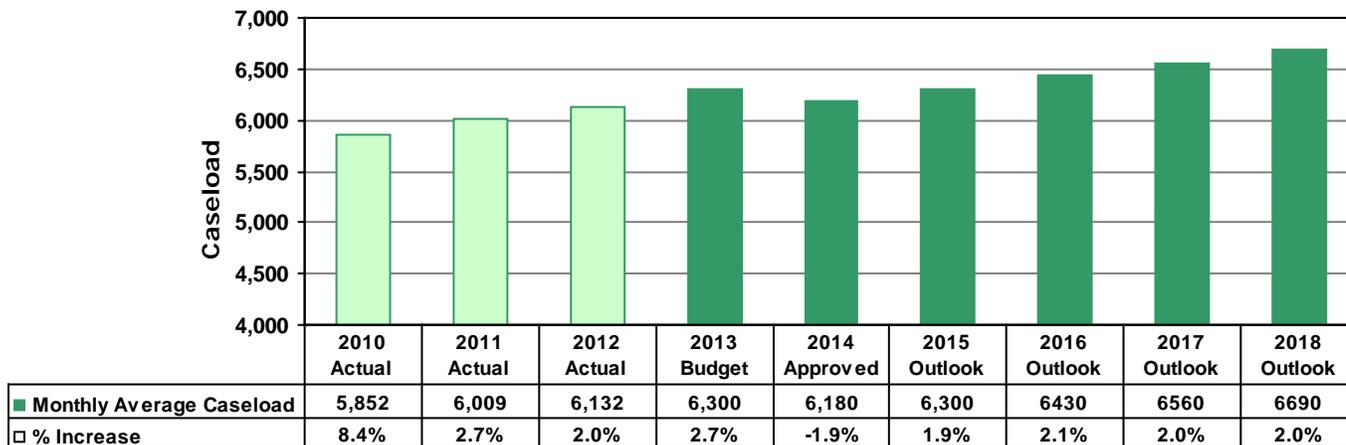
Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	95,851		19,552		143.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	565	0.6	565	2.9	
Compensation Adjustments	91	0.1	91	0.5	
Convert temporary Employment Specialists to permanent					4.0
Convert temporary Outreach Worker (Shelter) to permanent					1.0
Convert temporary Social Assistance Case Coordinator (Shelter) to permanent					1.0
Domiciliary Hostel 3% rate increase - PNA & Per Diem	103	0.1	103	0.5	
Leeder Place Shelter Capital Reserve Contribution	33	0.0	33	0.2	
IT Lease Chargeback - increase to annual infrastructure fees	19	0.0	19	0.1	
General Administrative Pressures	54	0.1	54	0.3	
Dedicated Agreement - Property Services & Property Acquisition and Planning	58	0.1	58	0.3	
Share of Program Support Services	121	0.1	121	0.6	
<b>Sub Total Base</b>	<b>1,044</b>	<b>1.1</b>	<b>1,044</b>	<b>5.3</b>	<b>6.0</b>
<b>Mandatory</b>					
1% rate increase for OW basic & shelter allowances, VAW shelter PNA, and impact of new OW asset and eligibility requirements	2,201	2.3	266	1.4	
Caseload adjustment (from 6,300 monthly average to 6,180)	(1,089)	(1.1)	(385)	(2.0)	
Eliminate use of reserve funding for Discretionary Benefits			1,619	8.3	
Provincial funding upload (from 85.8% in 2013 to 88.6% in 2014)			(1,500)	(7.7)	
Reduction of time-limited federal funding for HIFIS			11	0.1	
Reduction in OW Employment expenditures to provincial funding levels	(39)	(0.0)	(39)	(0.2)	
Increase to OW Administration provincial funding based on 2010 to 2012 average caseload			(1,021)	(5.2)	
<b>Sub Total Mandatory</b>	<b>1,073</b>	<b>1.1</b>	<b>(1,049)</b>	<b>(5.4)</b>	<b>-</b>
<b>Annualization</b>					
Incremental Community Homelessness Prevention (CHPI) Funding			(167)	(0.9)	
<b>Sub Total Annualization</b>			<b>(167)</b>	<b>(0.9)</b>	<b>-</b>
<b>Net Operating Impact of Capital</b>					
Belinda's Place Shelter training and operating costs - project # 67918	434	0.5	434	2.2	
<b>Sub Total Net Operating Impact of Capital</b>	<b>434</b>	<b>0.5</b>	<b>434</b>	<b>2.2</b>	<b>-</b>
<b>Efficiency</b>					
Partial reversal of one-time Homelessness Support Initiative	(334)	(0.3)	(334)	(1.7)	
<b>Sub Total Efficiency</b>	<b>(334)</b>	<b>(0.3)</b>	<b>(334)</b>	<b>(1.7)</b>	<b>-</b>
<b>Total Base</b>	<b>2,217</b>	<b>2.3</b>	<b>(72)</b>	<b>(0.4)</b>	<b>6.0</b>

## 2014 Budget Change Explanations

### Employment & Financial Support - Operating Budget

Budget Change Explanations 2014/2013		Gross \$000's	%	Net \$000's	%	FTE Impact
<b>Growth</b>						
	MYP 5.2a) Integrated Social Worker Initiative	102	0.1	102	0.5	1.0
	Share of program support services	26	0.0	26	0.1	
<b>Total Growth</b>		<b>128</b>	<b>0.1</b>	<b>128</b>	<b>0.7</b>	<b>1.0</b>
<b>Enhancement</b>						
	Program Manager, Homelessness	156	0.2	156	0.8	1.0
	3 TFT's for Housing Stability program (Social Assistance Case Coordinators)	254	0.3	254	1.3	
	One-time TFT's (4) for OW SAMS implementation, offset with Social Assistance reserves (Manager, Supervisor, Business Performance Specialist, Training Officer)	460	0.5			
	One-time Shelter security and operational review - Costs to implement recommendations, offset with Social Assistance reserve	500	0.5			
	Share of program support services	47	0.0	47	0.2	
<b>Total Enhancement</b>		<b>1,418</b>	<b>1.5</b>	<b>457</b>	<b>2.3</b>	<b>1.0</b>
<b>Total Budget Change</b>		<b>3,763</b>	<b>3.9</b>	<b>513</b>	<b>2.6</b>	<b>8.0</b>
<b>2014 Approved Budget</b>		<b>99,614</b>		<b>20,066</b>		<b>151.0</b>

Financial Assistance - Monthly Average Caseload



Source: Provincial statistical reports

**What does the graph show?**

- The number of households (individuals or families) receiving financial assistance from York Region, within an average month

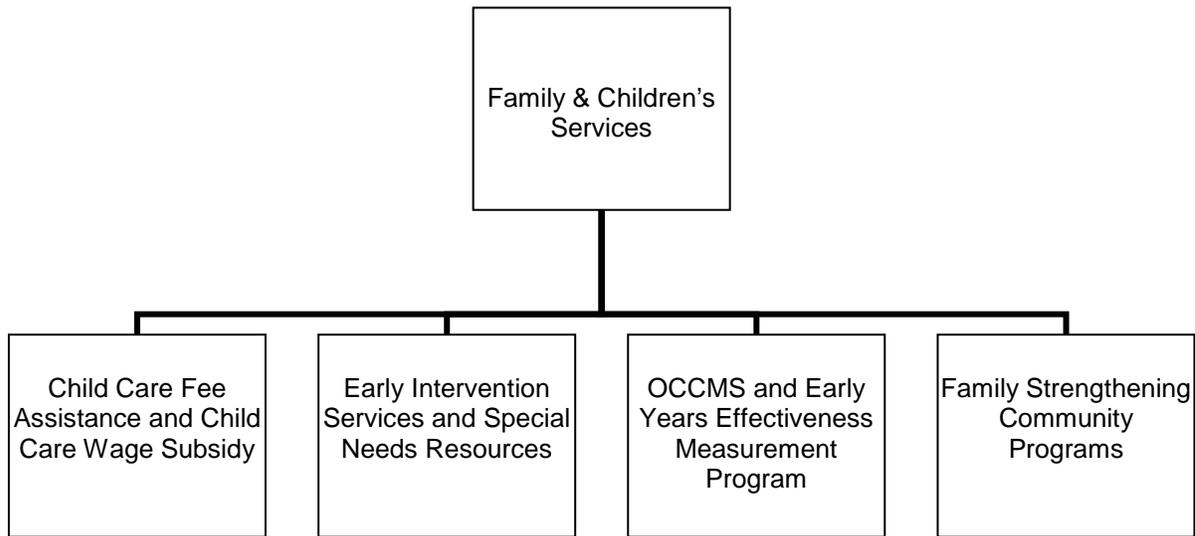
**Explanation of KPI Trend**

- Caseload increases have historically been attributable to population growth in the Region and an increase in harder to serve clients with multiple barriers, combined with overall economic and job market conditions
- Caseload growth from 2010 to 2012 reflects a period of steady population growth and economic stability. A projected 2013 year-end caseload decline to an average of 6,058 signals continued economic strength.
- Caseload for 2014 is expected to show improvement due to economic recovery, and successful employment initiatives. The outlook years are expected to show modest growth during a period of projected economic improvement and population growth

**Comments / Background:**

For 2013, the social assistance monthly caseload averaged 6,080 cases (as at August 2013). These cases were comprised of 10,799 individual beneficiaries representing 1.0 % of the population.

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## Mission/Vision

Outstanding Customer Service, Community Partnerships, a leader in Integrated Services with the goal of assisting residents to achieve and maintain socio-economic independence.

## Mandate

To plan, administer and deliver a region-wide service system as mandated through provincial legislation including:

- Child Care Fee Assistance for eligible families
- Early Intervention Services (EIS) for children with special needs
- Administration of provincial funding to support general operating costs in licensed child care programs including enhancing staff salaries, repairs and maintenance and building system capacity

Manage funding and program relationships with agencies that provide special needs resources including:

- Speech and language services for children with special needs
- Services for the physically and/or visually impaired
- Enhanced funding to support the inclusion of children with exceptional special needs in licensed child care centres

Oversee and support the delivery of a wide range of Family Strengthening programs and community-based initiatives including:

- Summer camps and year round recreation
- AOK Early Child Development and Parenting Programs including Early Learning and Child Care Hubs
- Community Investment Fund projects that support the well-being of children and families
- Manage development, upgrades and province-wide training related to the Ontario Child Care Management System (OCCMS)

- Support early years community through data measurement and program effectiveness evaluation

## Base Drivers

- Population growth, dynamic economic conditions and changing demographics continue to be main drivers in the demand for Children's Services.
- New provincial funding formula for child care will continue to support increased service levels, help address service pressures and stabilize the child care system during the transition and modernization of the child care system
- 100% Regional funding will maintain current service levels and help address service pressures.
- Annually approved 100% Regional funding for Family Strengthening Programs
- Increased flexibility for municipalities allows for provincial funding to be utilized to support local priorities

## Rates Increases

A number of social services programs are funded through rates that are paid to service providers based on the services they deliver. The rates include:

- Child Care Fee Assistance rate

These rates may change annually based on provincial and regional direction. The Community and Health Services Department has incorporated rate increases into its 2014 budget request. These increases are subject to Ministry direction and Department program review, and will be approved by the Commissioner of Community and Health Services within the limits of regulation and the 2014 budget.

## Current rates

- Child Care Fee Assistance schedule of rates based on service type by age group

## Key Challenges

### Population Growth

- The child population aged 0 – 14 increased by 8.7% since the last census period according to the 2011 Census. Child population growth in York Region is the second highest in Ontario and as a result, child care service pressures and waitlists for child care, EIS and family strengthening programs are expected to continue, as population growth continues.
- Low income families in York Region have increased by 55%, since the last census period according to the 2006 Census. This increase in low income families is expected to continue to increase demand for fee subsidy, family strengthening, and early intervention.
- Due to province wide awareness and emphasis on early diagnosis and intervention (including implementation of the enhanced 18 month well baby visit), the demand for EIS has outpaced population growth. Referral to EIS increased 36% for the census period, from 2006 to 2011.
- The waitlist for Child Care Fee Assistance has increased 7.6% since 2010.

## **Transition of Provincial Child Care Services to the Ministry of Education**

- Funding is now split between the Ministry of Children and Youth Services (MCYS) and the Ministry of Education (EDU) for EIS. This has resulted in the loss of service system manager flexibility to manage service delivery in the community for infant development (children aged 0 – 3.8) and special needs resourcing (children aged 3.8 – 6 years of age).
- In 2014, it is expected that additional services funded under the Ministry of Children and Youth Services will transition to the Ministry of Education. These services currently are the responsibility of the municipality such as Early Years Effectiveness Measurement Program and Resource Programs.
- In addition, funding for Ontario Early Years Parenting Programs will transition from the Ministry of Children and Youth Services to the Ministry of Education. Although not confirmed, it is anticipated that municipalities may become responsible for management oversight of the funding for these programs, which will continue to increase the role of the service system manager within the child care community.
- Currently 49% of schools provide Full Day Kindergarten; increasing to approximately 70% in September 2013, with full implementation in September 2014.
- Currently, approximately 94% of Full Day Kindergarten Schools also provide an extended day program provided by 3<sup>rd</sup> party licensed child care operators for children 4 and 5 years of age.

## **Increasing Diversity**

- Families and their needs are more complex. Changing demographics, including increasing numbers of new Canadians promote the need for new and responsive programs and services.
- Changing demographics have resulted in more families with complex needs that require additional support with service access and ongoing case management by staff.
- Trends and issues that will impact the budget over the 2014 to 2018 timeframe.

## **Service System and Program Changes**

- Implementation of Full Day Kindergarten initiative is continuing to have an impact on the financial viability of some child care centres. With 4 and 5 year old children leaving the full time licensed child care system for Full Day Kindergarten, there is increasing financial pressures for parents who are accessing licensed child care for children 0 – 3.8 years of age as the centres with younger children are more expensive. This in turn, increases the pressure on the fee subsidy system as more parents require financial assistance.
- Migration of provincial responsibility for child care licensing from MCYS to EDU has resulted in the creation of a new quality assurance and licensing unit in EDU, which may impact the service system manager role by increasing responsibilities of the CSM/DSSAB in the area of implementing a provincially mandated quality assurance role for child care programs, including 3<sup>rd</sup> party operators in extended day programs.
- Segregation of provincial funding to support children with special needs between MCYS and EDU continues to put pressure on the current EIS service delivery model during the transition of the child care system as a whole.

- Implementation of the new Provincial funding formula and framework has simplified the funding formula for child care, increased transparency of funding rules and increased financial flexibility for municipalities as service system managers. In addition, the role of the service system manager has been expanded to include increased policy development at a local level in areas where provincial policy previously existed or in new areas of investment as identified by the Provincial government.
- Modernization of Child Care, an EDU initiative, will continue to be implemented over 2014 and 2015, with anticipated changes to current *Day Nurseries Act* legislation and implementation of Child and Family Centres in local communities to support integrated access to a variety of services.

## Service Challenges

### Caseload/Waitlist Growth

- There currently is a waitlist of approximately 5,027 children for child care fee assistance (as of September 2013) and the monthly average wait list was 278 for EIS (as of August 31, 2013).
- The average caseload for EIS has increased approximately 11% per year since 2009.
- The number of very low income families continues to grow. This continues to result in a reduction in the amount of resources fee subsidy parents can pay for child care services and increases the portion paid by York Region. While new provincial funding in 2013 has resulted in increased access to fee subsidy, the total new funding is not sufficient to address the needs of all families waiting for access to fee subsidy and eliminate the wait list.
- The current infrastructure of office space, interview rooms, clinical services rooms impacts increased service delivery for clients; increased funding results in increased caseload size which requires increased infrastructure to support intake, ongoing case management and regular service delivery for all clients.

### Provincial Funding/System Changes

- Current provincial funding allocations continue to be confirmed annually, creating impacts for future planning of service delivery to meet growing community demands.
- Provincial initiatives create impact and workload demands on service provision as support of these initiatives do not provide sufficient administrative funding to support additional resources.

### Managing Service System Changes during system transition

- The Branch will continue to closely monitor and evaluate the impact of the implementation of additional goals and recommendations associated with the Modernization of Child Care in Ontario and the Ontario Early Learning Policy Framework under EDU and the implementation of Child and Family Centres currently under MCYS, that may arise and be related to service delivery, service system responsibilities, provincial policy change and associated funding.
- EDU continues to investigate future changes to the special needs resourcing program however details associated with these changes and how they will impact

the role of the Service System Manager and specifically York Region's model of service delivery are not yet clear. The Branch will continue to closely monitor and evaluate the impact of any changes in legislative, regulatory or system management requirements as identified by EDU.

### **Access to Recreation/Community Programs**

- The Branch will continue to monitor the outcomes and effectiveness of the Family Strengthening programs supporting the Multi Year Plan, Local Immigration Partnership and Making Ends Meet.

### **Strategic Goals**

- Continue to integrate initiatives that contribute to the objectives of the Regional Strategic Plan via the Human Services Planning Board, Local Immigration Partnership and Multi Year-Plan initiatives.
- Continue to support Family Strengthening Programs to assist children and youth including those with special needs.
- Continue to monitor and respond to provincially directed changes that emerge in Early Learning and Child Development service delivery related to the Modernization of Child Care in Ontario, potential changes for quality assurance, community engagement and potential implementation of Child and Family Centres, and potential program oversight as a result of changes made under the Ontario Early Years Policy Framework.
- Monitor and respond to provincially directed changes that emerge in the Modernization of Child Care related to service system manager role including the continued implementation of the new funding model and framework, legislation (DNA) changes, increased responsibilities for CMSMs/DSSABs in both system and funding responsibilities.
- Development of proposed changes to the model of service delivery including changes to service streams in order to respond to increased responsibilities to provide support in the formal child care sector.
- Increase EIS Division service delivery efficiency and sustainability through improved mobile technology and implementation of an integrated electronic client record and data system. Continue to utilize telework as a work alternative for the EIS Division to improve operational efficiency and sustainability.
- Continue to work closely with, and take a leadership role in the Early Years community to promote the use of information gained through the Early Development Instrument and other data sets to enhance services for children.
- Monitor and respond to provincial initiatives related to collection of data and increased accountability at the local level.

### **Department Objectives**

- 1) Monitor and respond to provincial direction related to service system changes specifically:
  - a) Continued implementation of the new provincial funding formula and framework
  - b) Child and Family Centre Development, and
  - c) Service system changes as a result of the Ontario Early Years Policy Framework.
- 2) Monitor and respond to provincial direction related to service system changes that support

the implementation of quality assurance in the licensed child care system.

- 3) Monitor and respond to provincial direction related to changes that impact the delivery of services for children with special needs under the Modernization of Child Care initiative, including a potential revised model of service for EIS pending future direction from EDU.

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	110.5	119.0	119.0	119.0	0.0
Part-Time FTE's (PPT)	11.5	13.5	13.5	13.5	0.0
Total Permanent FTE's	122.0	132.5	132.5	132.5	0.0
<b>Net FTE Change*</b>		<b>10.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*Does not include Share of Program Support

Casual Full Time Equivalent	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	1.5	1.0	1.0	1.0	0.0
<b>Net Casual Change**</b>		<b>-0.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Family & Children's Services 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<b>Total Permanent FTEs</b>		<b>0.0</b>		

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered  
for the above requested positions

Yes

## Family and Children's Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	11,123	12,235	12,242	12,623	381	388
Program Specific Costs	48,906	62,272	62,720	62,362	(358)	90
Professional / Contracted Services	601	923	923	867	(56)	(56)
General Expenses	905	908	908	934	26	26
Financing Costs	38	36	37	36	(2)	-
Occupancy Costs	397	899	899	1,024	125	125
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	1,443	1,589	1,624	1,680	56	91
Minor Capital	180	106	106	106	-	-
Direct Charges & Intra-allocations	648	27	19	30	11	3
<b>Total Expenditures</b>	<b>64,240</b>	<b>78,994</b>	<b>79,478</b>	<b>79,661</b>	<b>182</b>	<b>667</b>
<b>% Budget Change</b>			0.6%		0.2%	0.8%
<b>Revenues</b>						
Grant Subsidies	(49,878)	(62,191)	(62,191)	(62,227)	(36)	(36)
User Fees	(1)	-	-	-	-	-
Fees and Charges	(10)	-	-	-	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(3)	-	-	-	-	-
Third Party Recoveries	(858)	(960)	(961)	(971)	(10)	(11)
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(50,750)</b>	<b>(63,151)</b>	<b>(63,152)</b>	<b>(63,198)</b>	<b>(46)</b>	<b>(46)</b>
<b>% Budget Change</b>			0.0%		0.1%	0.1%
<b>Net Tax Levy Requirement</b>	<b>13,491</b>	<b>15,842</b>	<b>16,327</b>	<b>16,463</b>	<b>136</b>	<b>621</b>
<b>% Budget Change</b>			3.1%		0.8%	3.9%

## 2014 Budget Change from Approved Outlook

### Family & Children's Services - Operating Budget

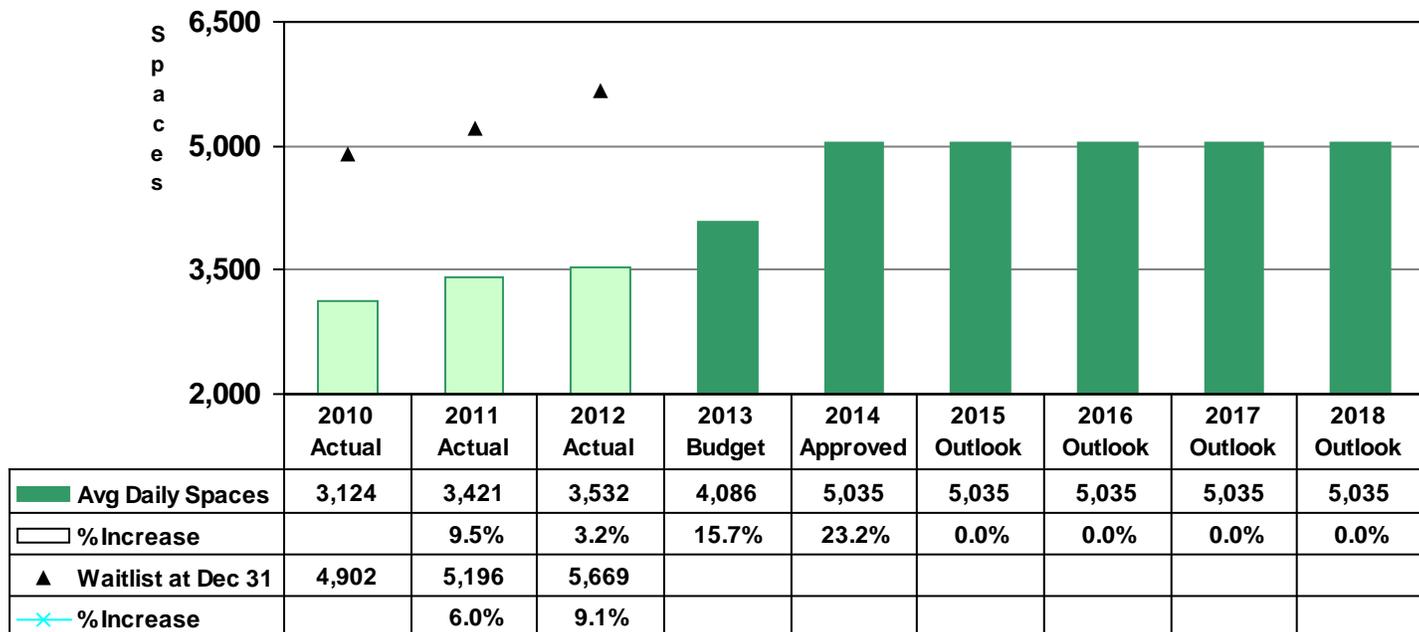
Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	78,994		15,842		132.5
2014 Approved Outlook - Restated	79,479	0.6	16,327	3.1	132.5
Compensation Adjustment for Contract Settlement	423	0.5	423	2.7	
Compensation Adjustments	1	0.0	1	0.0	
Corporate Insurance Allocation	(2)	(0.0)	(2)	(0.0)	
IT Lease Chargeback - increase to annual infrastructure fees	26	0.0	26	0.2	
Change in Intra Department Allocation	1	0.0	1	0.0	
2% Operator Increase - Fee subsidy	(448)	(0.6)	(448)	(2.8)	
Dedicated Agreement Property Services & Property Acquisition and Planning	135	0.2	135	0.9	
Changes to Child Care Contracts (CTN, MCYS)	34	0.0	(12)	(0.1)	
Share of Program Support Services	12	0.0	12	0.1	
Total Change to 2014 Approved Outlook	182	0.2	136	0.9	
<b>2014 Approved Budget</b>	<b>79,661</b>	<b>0.8</b>	<b>16,463</b>	<b>3.9</b>	<b>132.5</b>

# 2014 Budget Change Explanations

## Family & Children's Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	78,994		15,842		132.5
<b>Base</b>					
Compensation Adjustment for Contract Settlement	423	0.5	423	2.7	
Compensation Adjustments	7	0.0	7	0.0	
IT Lease Chargeback - increase to annual infrastructure fees	26	0.0	26	0.2	
Change in Departmental Allocation	1	0.0	1	0.0	
Dedicated Agreement - Property Services & Property Acquisition and Planning	128	0.2	128	0.8	
Share of Program Support Services	28	0.0	28	0.2	
<b>Sub Total Base</b>	<b>614</b>	<b>0.8</b>	<b>614</b>	<b>3.9</b>	<b>-</b>
<b>Mandatory</b>					
Increase to MCYS child care contract with offsetting funding	34	0.0			
Increase to CTN contract funding			(7)	(0.0)	
Child care program funding adjustments			(5)	(0.0)	
<b>Sub Total Mandatory</b>	<b>34</b>	<b>0.0</b>	<b>(12)</b>	<b>(0.1)</b>	<b>-</b>
<b>Sub Total Annualization</b>					<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>					<b>-</b>
<b>Sub Total Efficiency</b>					<b>-</b>
<b>Total Base</b>	<b>648</b>	<b>0.8</b>	<b>602</b>	<b>3.8</b>	<b>-</b>
<b>Growth</b>					
Share of Program Support Services	13	0.0	13	0.1	
<b>Total Growth</b>	<b>13</b>	<b>0.0</b>	<b>13</b>	<b>0.1</b>	<b>-</b>
<b>Enhancement</b>					
Share of Program Support Services	6	0.0	6	0.0	
<b>Total Enhancement</b>	<b>6</b>	<b>0.0</b>	<b>6</b>	<b>0.0</b>	<b>-</b>
<b>Total Budget Change</b>	<b>667</b>	<b>0.8</b>	<b>621</b>	<b>3.9</b>	<b>-</b>
<b>2014 Approved Budget</b>	<b>79,661</b>		<b>16,463</b>		<b>132.5</b>

**Avg. Daily Fee Assisted Child Care Spaces Provided and Children on Fee Assisted Child Care Waitlist**



Source: Ontario Child Care Management System

### What does the graph show?

- The average daily fee assisted child care spaces funded by York Region and the waitlists as at December 31<sup>st</sup> of each year end.

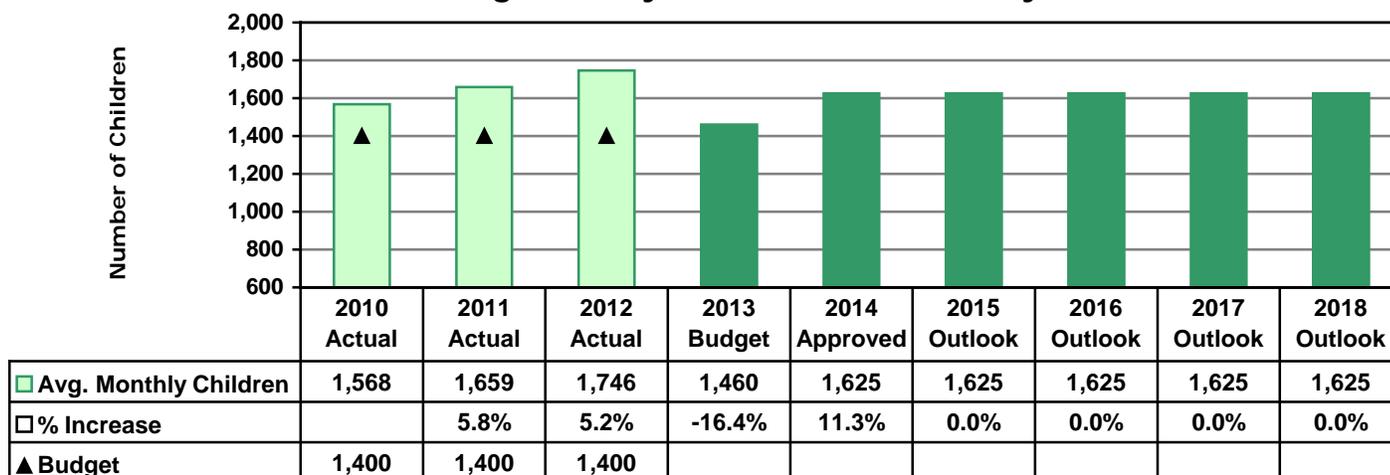
### Explanation of KPI Trend

- Upward trend in daily spaces in 2013 due to implementation of new funding formula and increase in the provision of 100% provincial funding.
- Upward trend in waitlist growth from 2011 to 2012 due to increased population growth and increase in low income families.

### Comments/Background:

Implementation of the new provincial funding formula and framework has resulted in increased funding and increased flexibility in order to support access to licensed child care for children and families of low income families. The 2013 waitlist at the end of August is 5,027, which is a reduction of 11.3% vs. prior year as a result of increased contact with families in order to increase service levels. Decline in waitlist is a result of new funding implemented. It is anticipated that this trend will continue through to mid-2014 when it is anticipated that service level increases will level off as funding increases level off and services are maximized to increased funding levels. In the outlook years, waitlist growth is expected to continue as the increases in funding under the new funding formula are not anticipated to address the full community need.

**Avg. Monthly Children Served - Early Intervention**



### What does the graph show?

- The average monthly number of York Region children served by the Early Intervention program.

### Explanation of KPI Trend

- The degree of increased service delivery and reduced wait list numbers are directly related to the additional funding through the Child Care Funding Formula from the Ministry of Education.
- Anticipated increase in average number of children served each month in 2014 due to new provincial funding.
- Outlook years reflect no increase in resources.

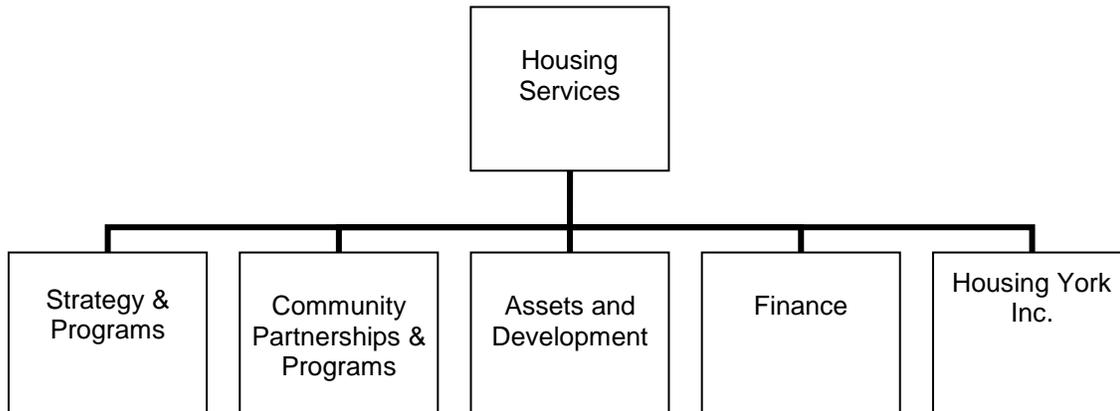
### Comments / Background:

Service provision is case managed dependent upon each child's and family needs. Generally, the more complex the child's needs, the more service hours are required to meet them.

KPI results are calculated on average monthly number of children served. The monthly average was 1,869 (as of July 31, 2013) compared to the monthly average of 1,746 in 2012.

In 2013, service levels will be managed in accordance with Ministry guidelines and funding allocations. As further direction is received from the Province (the Ministry of Children and Youth Services and the Ministry of Education) related to budget/contractual changes and initiatives associated with the Pascal report on areas of service delivery and administration, service levels will be monitored.

In order to prepare for anticipated changes in direction and ensure maximum efficiency in service delivery, a comprehensive review of existing practice and possible additional clinical pathways has begun.



## Mission/Vision

Housing People, Strengthening Communities, Building Solutions...Leading the Way

## Mandate

Housing Services mandate is to:

Administer Regional housing related initiatives, social housing and affordable housing programs in York Region under the terms of the *Housing Services Act*, 2011, Canada-Ontario Affordable Housing Program and the Investment in Affordable Housing for Ontario Program (IAH)

- Fund and administer approximately 6,000 social housing units, owned and managed by community housing providers and Housing York Inc.
- Manage a York Region wide waiting list/access system for subsidized housing of over 10,100 applicant households.
- Manage York Region's municipal non-profit housing corporation, Housing York portfolio of 2,341 units, in 35 communities across 9 local municipalities.
- Provide financial assistance to over 800 households through Rent Supplement and Rent Assistance programs in partnership with private sector and not-for-profit landlords.
- Led development and implementation of the Region's 10-year Housing Plan.
- Advise and support housing providers on preventative maintenance, analysis of building issues and long term asset management.
- Provide educational tools and training to support housing provider staff and boards in managing housing communities.

Develop new housing initiatives:

- Lead the creation of affordable housing in York Region by raising community awareness, supporting housing and delivering new initiatives.
- Act as Developer and Funder for new affordable housing facilities both short-term and long-term in York Region.

## Base Drivers

The Region is continuing to grow and diversify:

- The population will grow from 1.03 million in 2011 to 1.5 million in 2031, representing a 40% increase.
- The number of seniors will double from 11% to 21% of total population by 2031.
- By 2031, 55% of the Region's population will be immigrants up from 45% in 2011.

The cost of homeownership is increasing:

- From 2002 to 2012, the median house price went up by 87%, while the median hourly wage rose by 26%.

The waiting list for subsidized housing continues to grow:

- From December 2008 to December 2012, the Region's waitlist for social housing increased by 63%.
- As of August 2013, there were over 10,100 households waiting for subsidized housing.

An aging housing stock, limited federal and provincial funding and rising construction costs make it challenging for York Region to fund and maintain the existing portfolio.

## Key Challenges

### Funding Environment:

- Social housing program costs are mandated by the province and are closely tied to mortgage rates. Variations in mortgage rates have significant impact on subsidy costs for the Region.
- Housing programs were transferred to the Region with inadequate reserves to maintain buildings for the long-term. The Region provides financial assistance to providers with depleted reserves. This is a growing pressure.
- The Region's ability to develop new affordable housing is constrained by the availability and affordability of suitable sites and the short-term nature of federal and provincial investments.
- The Region will continue to press the federal and provincial governments for long term funding programs to meet the growing demand and increased cost of developing new affordable housing, as well funding for operating and maintaining the existing affordable housing stock.

### Legislative Environment:

- The Assisted Living for High Risk Seniors Policy, 2011 is a response to increased pressure in the acute care system. The Policy redirects funding from senior's supportive housing programs to clients with higher, more complex needs. An evaluation of the Region's senior's supportive housing programs is needed to determine impacts and next steps.
- Requirements to respond to legislative changes in relation to building systems, such as AODA standards, Fire Code changes, proposed OBC amendments and increasing emphasis on sustainability, etc. require ongoing monitoring and impact analysis for the social housing portfolio.

## Service Challenges

- York Region has one of the lowest vacancies rates in Ontario at 1.6% in 2012. With a limited rental market in a growing, urbanizing area, there is increased pressure on the affordable housing system.
- According to the Municipal Property Assessment Corporation (MPAC), there are just over 13,000 purpose-built rental apartment units in York Region. However, nearly 55% of these units belong to the social housing stock.
- The growing demand for rental housing is being met mostly through small investor rental of condominiums, single and semi-detached homes and basement apartments. In 2006, 47% of all renters lived in this type of housing. There is no requirement, however, for these units to remain in the rental market.

## Strategic Goals

- Implement strategic opportunities identified through Housing Services Branch Organization Review.
- In collaboration with other Regional departments, lead the development and implementation of the Region's 10-year Housing Plan in accordance with the *Housing Services Act, 2011* and the Ontario Housing Policy Statement.
- Introduce and establish the Community Health Framework to better respond to the growing complexity of clients. The Framework will identify ways to use community resources and supports more effectively to enable clients to achieve housing stability and deal with challenges that impact their well-being.
- Proactively plan for the anticipated requirements under the OBC and address requirements in the AODA to provide for the housing needs of persons with disabilities.
- Continue to develop new affordable housing and maximize opportunities to redevelop and intensify existing social housing sites by leveraging federal and provincial funding opportunities.

## Department Objectives

1) Lead branch strategic planning initiatives including, the Region's 10-Year Housing Plan, implementation of the Housing York strategic Plan, community health framework and support the development of a senior's strategy.

2) Support new Housing York developments through the completion and operationalization of Lakeside Residences, Belinda's Place, Richmond Hill Housing and Community Hub and Woodbridge. As well as support the development projects of two community groups: Ja'Fari and DeafBlind. Plan for any future allocations for federal and provincial affordable housing funding.

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	87.5	92.5	95.5	95.5	0.0
Part-Time FTE's (PPT)	1.0	1.0	1.0	0.0	-1.0
Total Permanent FTE's	88.5	93.5	96.5	95.5	-1.0
<b>Net FTE Change*</b>		<b>5.0</b>	<b>3.0</b>	<b>2.0</b>	<b>-1.0</b>

\*Does not include Share of Program Support

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	8.9	7.2	7.2	7.6	0.4
<b>Net Casual Change**</b>		<b>-1.7</b>	<b>0.0</b>	<b>0.4</b>	<b>0.4</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Housing Services

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Housing Access Program</u>				
Applicant Service Representative Housing	1.0	G	76	76
<u>Rent Supplement Program</u>				
Program Coordinator	1.0	E	108	108
<b>Total Permanent FTEs</b>		<b>2.00</b>	<b>184</b>	<b>184</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes

## Housing Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	8,685	9,293	9,568	10,054	486	761
Program Specific Costs	44,999	51,036	52,751	54,630	1,878	3,593
Professional / Contracted Services	826	880	760	740	(20)	(140)
General Expenses	429	638	511	690	179	51
Financing Costs	1,456	1,552	1,886	1,818	(68)	266
Occupancy Costs	53	314	315	182	(133)	(132)
Contribution to Reserves	8,621	5,800	6,300	6,300	-	500
Internal Charges / Recoveries	1,284	1,545	1,574	1,627	53	82
Minor Capital	9	11	11	36	25	25
Direct Charges & Intra-allocations	329	(131)	(123)	10	133	141
<b>Total Expenditures</b>	<b>66,690</b>	<b>70,940</b>	<b>73,554</b>	<b>76,088</b>	<b>2,534</b>	<b>5,148</b>
<b>% Budget Change</b>			3.7%		3.4%	7.3%
<b>Revenues</b>						
Grant Subsidies	(13,122)	(13,539)	(14,492)	(15,015)	(523)	(1,476)
User Fees	37	-	-	-	-	-
Fees and Charges	(6,311)	(7,105)	(7,504)	(7,499)	6	(393)
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(4,490)	(5,986)	(6,010)	(7,515)	(1,505)	(1,529)
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(23,887)</b>	<b>(26,630)</b>	<b>(28,007)</b>	<b>(30,029)</b>	<b>(2,022)</b>	<b>(3,398)</b>
<b>% Budget Change</b>			5.2%		7.2%	12.8%
<b>Net Tax Levy Requirement</b>	<b>42,804</b>	<b>44,310</b>	<b>45,547</b>	<b>46,059</b>	<b>512</b>	<b>1,749</b>
<b>% Budget Change</b>			2.8%		1.1%	3.9%

## 2014 Budget Change from Approved Outlook

### Housing Services - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	70,940		44,310		93.5
2014 Approved Outlook - Restated	73,553	3.7	45,546	2.8	96.5
Compensation Adjustment for Contract Settlement	345	0.5	345	0.8	
Compensation Adjustments	2	0.0	7	0.0	
Rent Supplement and Program inflationary pressures	(56)	-0.1	(88)	-0.2	
IT lease chargeback true-up	38	0.1	9	0.0	
Housing Collaborative Initiative (HCI) - one-time cost delayed	130	0.2	130	0.3	
Reduced professional services for provider administration	(500)	-0.7	(500)	-1.1	
MYP 2.3c) Home Repair and Rehab pilot one-time costs	(50)	-0.1			
Program, casual and building condition consulting fee savings	(28)	0.0	(27)	-0.1	
Non Profit and Public Housing Program payments to Housing Providers	9	0.0	9	0.0	
Non Profit Housing Capital Repairs funded by reserve	(144)	-0.2			
Investment in Affordable Housing (IAH) Projects (Oct 2012 Report)	525	0.7			
Changes in debt financing repaid by Provincial funding and HYI revenues	(67)	-0.1			
Divisional reorganization	291	0.4	223	0.5	
Technical Services Program and cost sharing with HYI	11	0.0	70	0.2	
Architectural Project Coordinator, Technical Services (1 FTE) deferred	(105)	-0.1	(105)	-0.2	(1.0)
Non Profit Housing Capital Repair expenditures funded by reserve	1,699	2.4			
Home Repairs for Independent Living Program	250	0.4	250	0.6	
HYI-Convert Market units to RGI for Seniors (127 units over 10 yrs)	178	0.3	178	0.4	
Share of program support services	8	0.0	12	0.0	
Total Change to 2014 Approved Outlook	2,536	3.6	512	1.2	
<b>2014 Approved Budget</b>	<b>76,088</b>	<b>7.3</b>	<b>46,059</b>	<b>3.9</b>	<b>95.5</b>

# 2014 Budget Change Explanations

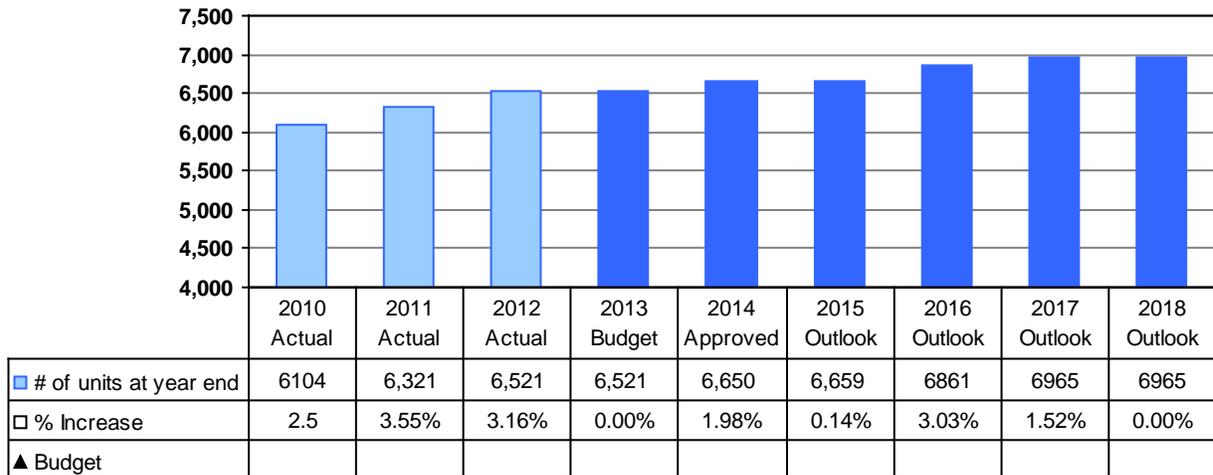
## Housing Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	70,940		44,310		93.5
<b>Base</b>					
Compensation Adjustment for Contract Settlement	339	0.5	339	0.8	
Compensation Adjustments	10	0.0	10	0.0	
Program inflationary pressures	74	0.1	15	0.0	
Share of Program Support Services	23	0.0	23	0.1	
<b>Sub Total Base</b>	<b>446</b>	<b>0.6</b>	<b>386</b>	<b>0.9</b>	<b>-</b>
<b>Mandatory</b>					
MMAH Funding Adjustment-Gazette			41	0.1	
Non Profit and Public Housing Program pmts to Hsg Providers	243	0.3	243	0.5	
<b>Sub Total Mandatory</b>	<b>243</b>	<b>0.3</b>	<b>284</b>	<b>0.6</b>	<b>-</b>
<b>Annualization</b>					
Investment in Affordable Housing (IAH) one-time projects	1,519	2.1			
Debt Financing of Capital Program Net of Development Charges	266	0.4			
Divisional reorganization	291	0.4	222	0.5	
<b>Sub Total Annualization</b>	<b>2,076</b>	<b>2.9</b>	<b>222</b>	<b>0.5</b>	<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Efficiency</b>					
MYP 2.1a) Housing Strategy one-time costs	(120)	(0.2)			
MYP 2.3c) Home Repair and Rehab pilot one-time costs	(50)	(0.1)			
Reduced professional services for provider administration	(500)	(0.7)	(500)	(1.1)	
Casual and building condition consulting fee reductions	(28)	(0.0)	(28)	(0.1)	
<b>Sub Total Efficiency</b>	<b>(698)</b>	<b>(1.0)</b>	<b>(528)</b>	<b>(1.2)</b>	<b>-</b>
<b>Total Base</b>	<b>2,067</b>	<b>2.9</b>	<b>364</b>	<b>0.8</b>	<b>-</b>
<b>Growth</b>					
Applicant Service Rep, Hsg Access (1 FTE)	76	0.1	76	0.2	1.0
Share of Program Support Services	11	0.0	11	0.0	
<b>Total Growth</b>	<b>87</b>	<b>0.1</b>	<b>87</b>	<b>0.2</b>	<b>1.0</b>
<b>Enhancement</b>					
Increase Contribution to Non Profit Hsg Capital Repair Reserve	500	0.7	500	1.1	
Non Profit Housing Capital Repairs funded by reserve	1,699	2.4			
Home Repairs for Independent Living Program	250	0.4	250	0.6	
HYI-Convert Market units to RGI for Seniors (127 units over 10 yrs)	178	0.3	178	0.4	
Share of Program Support Services	10	0.0	10	0.0	
Multi-Year Plan Initiatives					
MYP 2.3b) Rent Assistance program expansion - Year 2 (1.0 FTE)	358	0.5	358	0.8	1.0
<b>Total Enhancement</b>	<b>2,995</b>	<b>4.2</b>	<b>1,296</b>	<b>2.9</b>	<b>1.0</b>
<b>Total Budget Change</b>	<b>5,149</b>	<b>7.3</b>	<b>1,748</b>	<b>3.9</b>	<b>2.0</b>
<b>2014 Approved Budget</b>	<b>76,088</b>		<b>46,059</b>		<b>95.5</b>

## KPIs

### Service Level: Actual Number of Units

#### Total Number of Units in the Social and Affordable Housing Portfolio



Source: Actual Number of Social Housing units transferred from the Province under various programs and new units built under the Affordable Housing Program (AHP) as at year end.

#### What does the graph show?

- The graph reflects the actual number of Social Housing, Affordable Housing Program (AHP) and Investing in Affordable Housing Program (IAH) units at year end of each fiscal year.

#### Explanation of KPI Trend

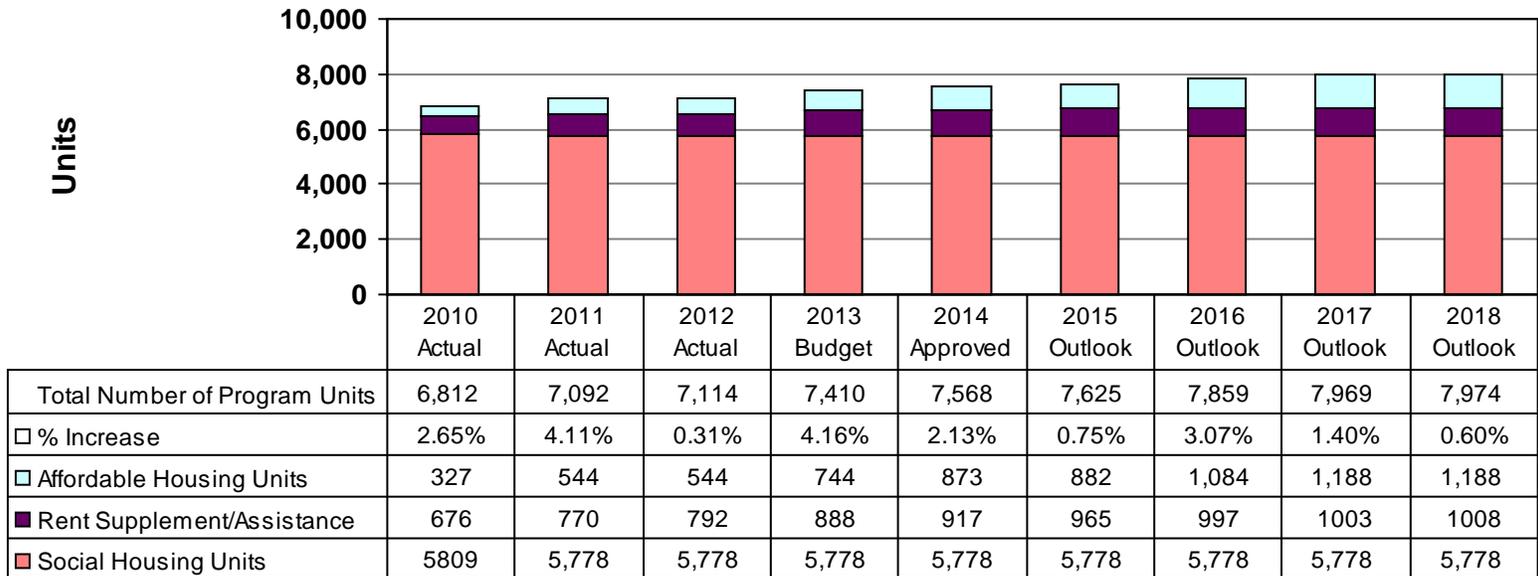
- 2012 budgeted unit increases includes 200 new AHP units opened in 2013 (Mackenzie Green and Reena).
- 2014 outlook unit increases represent 129 new IAH units to be completed and scheduled to open in 2014.
- 2015 to 2018 outlook includes 315 new units related to capital development

#### Comments / Background:

- Social Housing and AHP units provide affordable housing options to people whose income, age, social or health needs prevent them from obtaining adequate housing in the private rental market.

## Service Level: Number of Program Funded Units

Total Number of Units funded and or administered (e.g. Social Housing Units, AHP Units, Rent Supplement, Rent Assistance)



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

### What does the graph show?

- The graph reflects the total number of Social Housing program units, Rent Supplement / Regional Rent Assistance units and Affordable Housing Program (AHP) units. Units reflect program units that we fund under various contracts and programs. Some physical units are funded under more than one program.

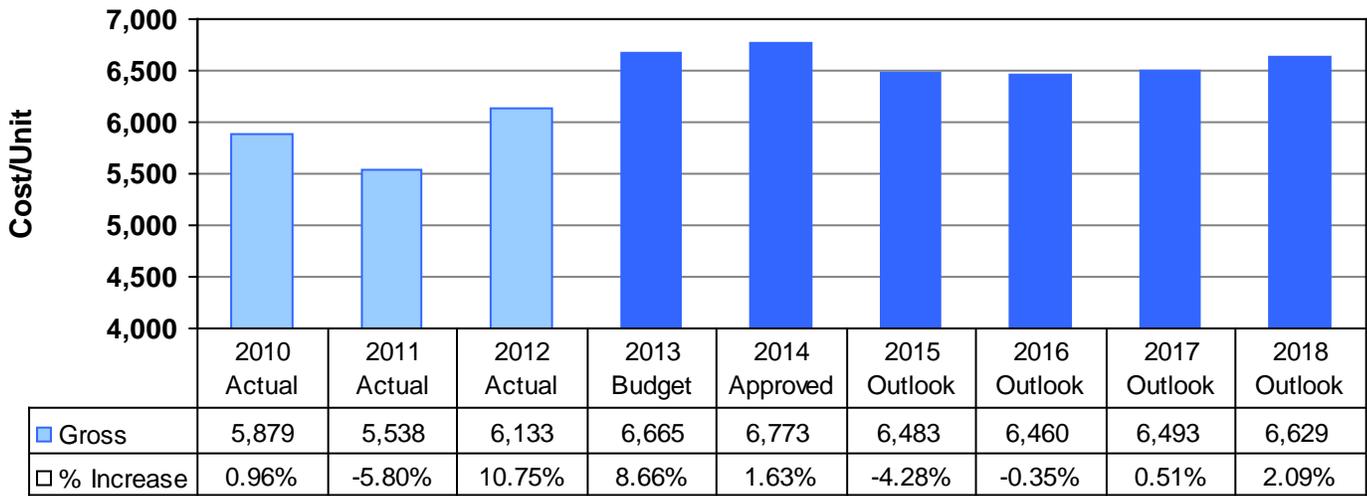
### Explanation of KPI Trend

- 2013: Regional Rent Assistance program increased the affordability of 70 additional units.
- 2014 - 2018: The Affordable Housing portfolio will increase by 444 new units related to IAH funding and capital development.
- 2014: The Rent Supplement/Assistance program will increase with additional Rent Assistance funding and subsidies targeted to support low income households in the community

### Comments / Background:

- Subsidized housing provides geared-to-income rental assistance to people whose income, age, social or health needs prevent them from obtaining adequate housing in the private rental market.
- Although OMBI methodology of unit counting may apply, OMBI metrics reported differ from this KPI reported for internal management purposes only.

## Efficiency – Annual Gross Subsidy Cost / Program Funded Units (subsidized units)



	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Cost	40,046,605	39,275,364	43,633,386	49,385,220	51,259,446	49,433,819	50,771,811	51,744,849	52,860,553
Units	6,812	7,092	7,114	7,410	7,568	7,625	7,859	7,969	7,974

Source: Number of Social Housing Units as reported in OMBI, AHP units and Regional Rent Assistance. Subsidy costs Service Manager Annual Information Return (SMAIR) and Regional Rent Assistance costs.

### What does the graph show?

- Annual gross subsidy cost for prescribed Rent Supplement, Rent Assistance (both short-term and permanent), Public Housing and the Non Profit Housing Programs, divided by the average number of Social Housing, Affordable Housing Program (AHP) units and Regional Rent Assisted units, excluding administrative costs.

### Explanation of KPI Trend

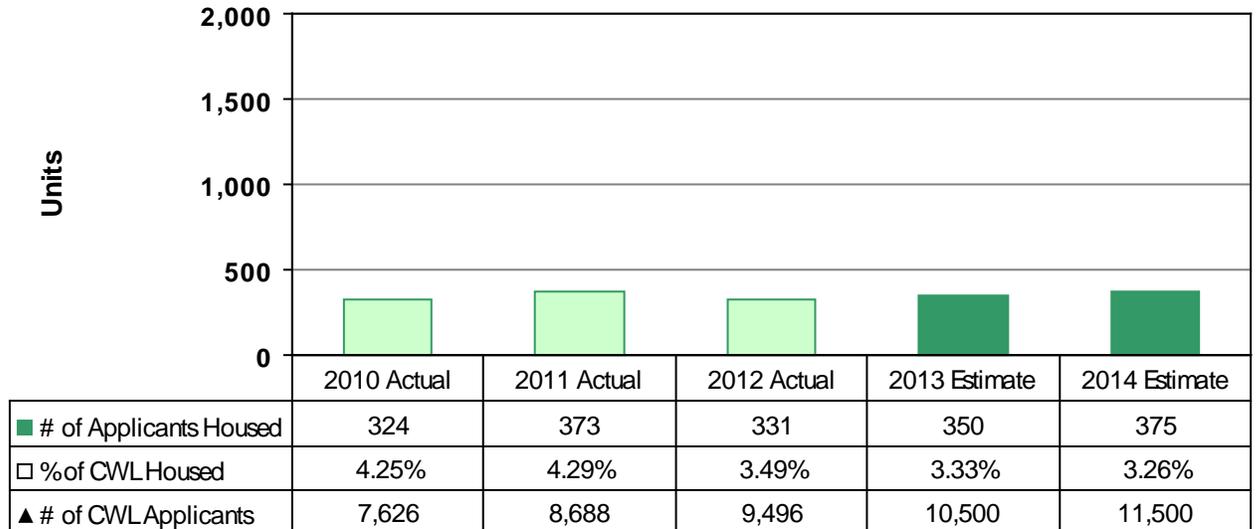
- 2013-2014: higher subsidy levels are budgeted in outlook years as mortgage rates, property taxes, capital repair costs and tenant RGI subsidies are anticipated to increase and the impact of the mandated Housing Services Act, 2011, funding formula is felt.
- 2012 – 2014 program per unit costs increase with full take up of the Regional Rent Assistance Program

### Comments / Background:

- Funding provided for the housing provider capital repair expenditures are included in costs and may fluctuate significantly from year to year.
- This report is used for internal management purposes only and is not consistent with the OMBI definition of a similar measure.

## Community Impact

### Social Housing Waiting List Placed Annually



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

#### What does the graph show?

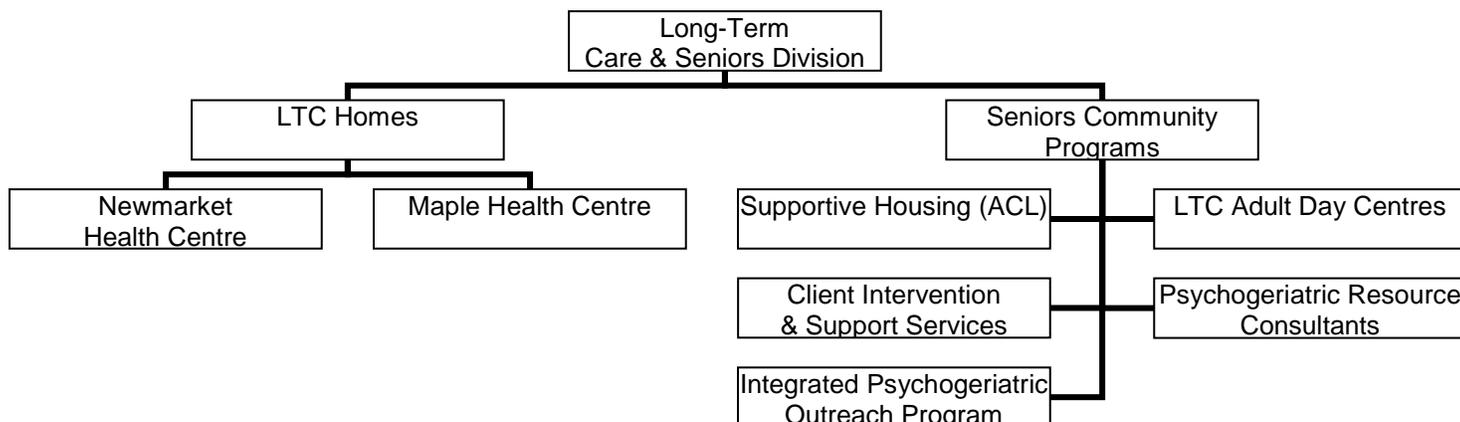
- The graph reflects the total number of households housed from the centralized waiting list in a given year, over the total number of active households on the centralized waiting list at that year end.

#### Explanation of KPI Trend

- 2014: estimate includes continued expansion of Rent Supplement/Assistance program with the transition of Housing York market units in the seniors' buildings to subsidized units.

#### Comments / Background:

- Since the recession in 2008, applicant numbers have continued to increase and turnover rates for subsidized units have decreased
- Housing Services has been successful in leveraging federal and provincial funding to increase the supply of affordable housing
- The new units added to the portfolio have helped balance the declining number of subsidized units turning over each year



## Mission/Vision

To promote the health, well-being, safety and independence of our clients. To be recognized as leaders in the development and delivery of Long-Term Care and seniors programs through the provision of quality services.

## Mandate

The Long-Term Care and Seniors Division is responsible for:

### Long-Term Care Homes Programs

Operation of two Long-Term Care (LTC) Homes:

- Facility based care for people with complex health needs who are unable to remain at home or in a supportive living environment, and may also require convalescent/rehab or respite care.

### Seniors Community Programs

Supportive Housing - Alternative Community Living Programs:

- Provides 24/7 support services and essential homemaking in partnership with social housing providers, for frail and/or cognitively challenged older persons or adults with disabilities.

Adult Day Programs:

- Provides day programs for clients in achieving and maintaining their maximum level of functioning; to prevent premature, inappropriate institutionalization.

Client Intervention and Support Services:

- Provides intervention and support services through social workers to vulnerable and at-risk seniors and their caregivers living in the community.

Regional Psychogeriatric and Mental Health Consulting Services (Psychogeriatric Resource Consultants):

- Provides expertise in behavioural management to front line staff in Long-Term Care and community support agencies in York Region, in dealing with clients with severe/difficult responsive behaviours due to dementias and/ or mental health disorders.

Integrated Psychogeriatric Outreach Program (IPOP):

- Provides psychogeriatric assessment, treatment planning and follow up to older adults with mental health disorders living in York Region.
- Services of a geriatrician and/or psychiatrist are available through the IPOP team when needed.

## Base Drivers

- Compliance requirements of the LTC Homes Act, 2007 and regulations relating to appropriate program and service standards, policies and operational procedures, reporting, staff recruitment and training.
- Increased requirements to enhance the safety and security systems in the Homes.
- Compliance with the legislated Assisted Living for High Risk Seniors Policy 2011.
- The legislated expanded role for the Community Care Access Centers (CCAC) to adhere to the eligibility requirements of the new and wait list management for Supportive Housing.
- Aging population and population growth in York Region are drivers for the demand for services.
- Proportion of the aging population with dementia and behaviours is increasing significantly.
- Adequacy of provincial funding levels; improving resident care documentation leading to maximize funding, utilizing enhanced IT initiatives.

## Key Challenges

The following trends and issues will have an impact on the Branch:

### **Regional growth/service capacity**

- Growth and demographic changes will create pressure to increase Regional services for seniors. Development of a Seniors Strategy will incorporate an assessment of future needs.
- The Region provides the only mental health assessment and treatment planning program in York Region for older adults living in the community with dementias and/or mental health issues.
- With the exception of limited services of Central CCAC, the Region also provides the only community social work program for vulnerable, at risk older adults living in the community. The clients are presenting with increasingly complex physical, emotional and social situations that require significantly more time to resolve.
- Population growth and aging will continue to increase demand for Long-Term Care and seniors services. Between 2001 and 2011 York Region experienced an 82% growth in the number of seniors aged 65 and over. Between 2011 and 2031 York Region will experience an increase of 157% in the number of seniors age 65 and over and 161% in the number of seniors age 75 and over. It is anticipated that the older adult population in York Region will double by 2031.

## **Customer demand**

- 55% of Canadians 65 years or older with dementia are living in their own homes. This is expected to increase to 62% by 2031. This will substantially increase care giver burden and the need for community care services.
- The prevalence of severe to moderate dementia requiring some level of health service intervention/support are projected to increase by over 300% by 2031.
- The complexity of client situations is increasing significantly for all seniors' community programs requiring more time for individual clients to resolve issues.
- Existing programs are revised as necessary to meet the needs of our residents. Future programming will need to be integrated, innovative and flexible to meet growing service demands. Specialized care units in the Homes will be required.
- Integration of current adult day program for people with physical disabilities to include services for higher need clients with cognitive impairments is required.

## **Environmental issues**

- The level and complexity of care our clients require continues to increase as the province increases focus on aging at home strategies. In order to meet this identified need, additional funding is required.
- Compliance to changes in the Fire Code and policies.
- Requirement to develop long term plan for life cycle replacement of facility equipment, HVAC systems, furniture, computer based systems, software etc.

## **Financial constraints**

- The current provincial funding models fail to recognize and allocate sufficient dollars to fund adequate levels of staffing and legitimate non-controllable price differentials related to the increasing and complex delivery of care and services.

## **Legislative pressures**

- Compliance with the LTC Homes Act, 2007 and regulations and maintaining appropriate service standards for the residents at the Long-Term Care Homes.
- Negotiation and implementation of expanded role of the CCAC for admissions to supportive housing and adult day programs.
- The requirement to have all Personal Support Workers registered with the provincial registry.

## **Contractual obligations**

- There is an increased accountability burden placed on both Long-Term Care and Seniors Community Programs due to the significantly increased reporting requirements by both the Central Local Health Integration Network (CLHIN) and the province through the service accountability agreements. Key Performance Indicators (KPIs) are now identified in the service accountability agreements.
- There is an increase in the administration activities due to the implementation of common client assessments for Community Support Services (Inter Rai Cha, annual care plans and Screen Tools for social workers). New software, staff training and support for implementation is required.
- A Memorandum of Understanding for LTC Homes and community services for the Behavioral Support Ontario (BSO) initiative will be required between the Region and CLHIN.

## Service Challenges

### Trends and issues impacting the budget

Long-Term Care Homes review of Programs and Services program:

- Plan and implement changes as recommended in the service review of Recreation, Spiritual and Volunteer services in the Homes.
- Renovation and expansion of resident activity rooms to allow for delivery of improved recreational activities.

Organizational restructuring and staffing alignment impacts:

- Restructuring activities have mostly been implemented to be consistent with residents' assessed care and safety needs. Alignment with YR Human Capital framework to allow for people investments and continuous learning and development to ensure delivery of high quality services.
- Hired temporary Professional Practice Leader position to provide nursing best practice expertise and leadership, and define and maintain consistent clinical standards across both Homes. This includes implementation of the recommendations of review and audit of the Resident Assessment Instrument Minimum Data Set (RAI-MDS) resident classification system.
- Improved resident care documentation will ensure that computerized documentation practices are capturing client care needs and higher acuity levels to maximize MOHLTC funding.
- Review and implement proposed changes to regulations to allow administration of medication by nursing students.
- Improved core training modules and delivery is required for all staff, as well as increased investment in policy and process review and system support to meet legislated changes.
- Increase in 1:1 nursing care for responsive behavior care, which is not always funded by CLHIN.
- Full implementation of centralized scheduling to allow for improved staff scheduling processes and efficient use of technology.
- Building upgrades in both Homes to allow for enhanced security features including closed circuit television digital recording devices, enhanced access entry / exit systems, and a number of improvements to the reception areas in both homes to become compliant with legislation.
- Broad transformation in regard to the characteristics of Long-Term Care residents. CCAC expectations to admit most if not all residents with complex and behavioural issues, with no additional funding. Also increasing client expectations and family involvements through the Residents Council and Family Councils in each Home.

Participation in Central LHIN eHealth initiatives:

- Implementation of the Integrated Assessment Repository (IAR) for the common assessments, and Connecting GTA (cGTA), a clinical data repository.
- Implementation of the Ontario Telemedicine Network (OTN) initiative in the Homes to allow for easier on-line access to medical practitioners and improved resident care.

- Integration with other eHealth initiatives such as Electronic Medical Record (EMR), Resource Matching & Referral (RM&R), Ontario Laboratory Information System (OLIS) and standardized discharge summary documentation.
- Integration with Ministry Health Links initiative – a new model of care.

Review the current Alternative Community Living Program:

- New provincial Assisted Living for High Risk Seniors Policy 2011 and the expanded role of the Central Community Care Access Centre in assessing eligibility and wait list management.
- Negotiation and implementation of expanded role of the CCAC for admissions to supportive housing programs operated by the Region. Housing legislation requirements are not recognized in the CCAC expanded role. Agreements and/or memorandums of understanding will have to be negotiated to allow for the CCAC to carry out their new role.
- Behaviour Support Ontario (BSO) initiative that is currently being implemented by LHINs across the province providing service for residents/ clients in LTC Homes and Community Services experiencing responsive behaviours. The BSO initiative will increase demand for the Psychogeriatric Resource Consultants program and the Integrated Psychogeriatric Outreach Program operated by the Region. Monitoring of the increasing demand will be required to support requests of the CLHIN for additional funding and/or staff for these programs.

## Strategic Goals

- Development of a modern resilient organizational structure and culture that is supported by staff recruitment specialized training and leading practices to meet future challenges in the sector.
- Provision of appropriate service standards to provide quality care and reduce resident safety risk.
- Continue with information technology innovation, enhance resident care documentation and compliance to increase funding opportunities, improvements to staff scheduling and initiatives relating to the safety and security.
- Ability to meet the increasing demands to provide services to more complex physical, emotional and social clients in the Homes and Senior Community Programs.

## Department Objectives

- 1) Align with YR Human Capital framework to focus on staff recruitment, development and retention strategies, provide specialized and continuous staff learning and development opportunities and maintain a dynamic and high caliber health workforce, to be able to meet the future challenges of the sector.
- 2) Provision of appropriate service standards to provide quality care, reduce resident safety risk, meet best practices and standardizing policies and procedures. Improved delivery of recreation programs and services to the residents of the Homes.
- 3) Implement initiatives and systems to create efficiencies in resident documentation and compliance, including safety and security systems in the Homes. Implement efficiencies through a centralized scheduling model, improved technology supports, and improving the management and monitoring of the modified work program with the position of a Return to Work Coordinator.

- 4) Review and evaluate current programs and services delivered by Seniors Community Programs. Implement recommendations of the Alternate Community Living service review.
- 5) Participate in development of a Seniors Strategy for geographical York Region, partnering with appropriate agencies.

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	195.7	195.7	195.7	194.7	-1.0
Part-Time FTE's (PPT)	106.2	106.2	106.2	107.2	1.0
Total Permanent FTE's	301.9	301.9	301.9	301.9	0.0
<b>Net FTE Change*</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*Does not include Share of Program Support

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	53.1	64.2	64.2	68.3	4.1
<b>Net Casual Change**</b>		<b>11.1</b>	<b>0.0</b>	<b>4.1</b>	<b>4.1</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

# Long-Term Care

## 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<b>Total Permanent FTEs</b>		<b>0.0</b>		

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes

# Long Term Care Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	26,697	28,623	28,652	29,064	412	441
Program Specific Costs	3,187	3,472	3,496	3,734	238	262
Professional / Contracted Services	254	387	387	316	(71)	(71)
General Expenses	904	1,003	1,003	1,016	13	13
Financing Costs	1,155	756	384	377	(7)	(379)
Occupancy Costs	1,379	1,626	1,646	1,590	(57)	(36)
Contribution to Reserves	190	190	190	190	-	-
Internal Charges / Recoveries	1,522	1,758	1,796	1,859	63	101
Minor Capital	153	270	270	216	(54)	(54)
Direct Charges & Intra-allocations	126	4	4	5	1	1
<b>Total Expenditures</b>	<b>35,567</b>	<b>38,088</b>	<b>37,829</b>	<b>38,368</b>	<b>539</b>	<b>279</b>
<b>% Budget Change</b>			<b>-0.7%</b>		<b>1.4%</b>	<b>0.7%</b>
<b>Revenues</b>						
Grant Subsidies	(17,963)	(18,372)	(18,765)	(19,125)	(360)	(753)
User Fees	(97)	-	-	-	-	-
Fees and Charges	(5,307)	(5,376)	(5,378)	(5,361)	17	15
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(289)	(287)	(72)	(72)	-	215
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(23,656)</b>	<b>(24,035)</b>	<b>(24,215)</b>	<b>(24,558)</b>	<b>(343)</b>	<b>(523)</b>
<b>% Budget Change</b>			<b>0.7%</b>		<b>1.4%</b>	<b>2.1%</b>
<b>Net Tax Levy Requirement</b>	<b>11,913</b>	<b>14,053</b>	<b>13,613</b>	<b>13,810</b>	<b>196</b>	<b>(244)</b>
<b>% Budget Change</b>			<b>-3.1%</b>		<b>1.4%</b>	<b>-1.8%</b>

## 2014 Budget Change from Approved Outlook

### Long Term Care - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	38,088		14,053		301.9
2014 Approved Outlook - Restated	37,828	-0.7	13,613	-3.1	301.9
Compensation Adjustment for Contract settlement	100	0.3	100	0.7	
Inflationary Impact for program costs, insurance and occupancy costs	(27)	-0.1	(26)	-0.2	
IT lease chargeback infrastructure increase	120	0.3	120	0.9	
Ontario Shore Nurse Clinician Contract	56	0.1	56	0.4	
Negotiated Specific - HR	83	0.2	83	0.6	
Reduce contracted services for Therapeutic Recreationist - ACL	(43)	-0.1	(43)	-0.3	
Water St					
Accreditation and Program savings	(160)	-0.4	(139)	-1.0	
Anticipated Provincial funding increase			(144)	-1.0	
Physiotherapy program funding from Ministry	179	0.5			
Technical Services provided by Housing Services	(15)	0.0	(15)	-0.1	
Nursing Graduate Program	234	0.6	192	1.4	
Debt reduction	1	0.0		0.0	
Share of Program Support Services	14	0.0	14	0.1	
Total Change to 2014 Approved Outlook	540	1.4	197	1.4	
2014 Approved Budget	38,368	0.7	13,810	-1.7	301.9

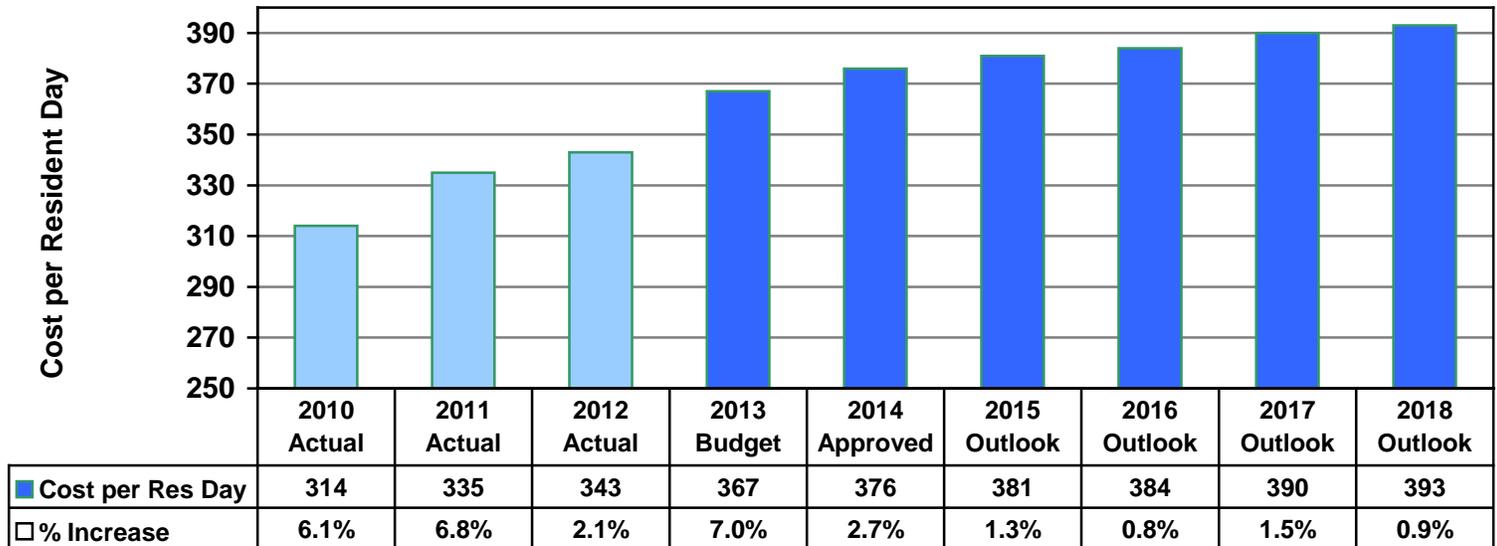
# 2014 Budget Change Explanations

## Long Term Care - Operating Budget

Budget Change Explanations 2014/2013		Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget		38,088		14,053		301.9
<b>Base</b>						
	Compensation Adjustment for Contract settlement	100	0.3	100	0.7	
	Compensation Adjustments	19	0.0	19	0.1	
	IT lease chargeback infrastructure increase	120	0.3	120	0.9	
	Inflationary pressures - Technical Services and Program Costs	80	0.2	78	0.6	
	Negotiated Specific - HR Support	83	0.2	83	0.6	
	Share of Program Support Services	18	0.0	18	0.1	
<b>Sub Total Base</b>		<b>419</b>	<b>1.1</b>	<b>417</b>	<b>3.0</b>	<b>-</b>
<b>Mandatory</b>						
	Anticipated Provincial funding increase-Facilities			(421)	(3.0)	
	Anticipated Provincial funding increase-SCP			(116)	(0.8)	
	Physiotherapy program transferred from Ministry	179	0.5			
<b>Sub Total Mandatory</b>		<b>179</b>	<b>0.5</b>	<b>(537)</b>	<b>(3.8)</b>	<b>-</b>
<b>Annualization</b>						
	Debentures Financing Net of Development Charges	(381)	(1.0)	(166)	(1.2)	
	Nursing Graduate Program	234	0.6	192	1.4	
<b>Sub Total Annualization</b>		<b>(147)</b>	<b>(0.4)</b>	<b>27</b>	<b>0.2</b>	<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Efficiency</b>						
	Reduce contracted services - Therapeutic Recreationist	(43)	(0.1)	(43)	(0.3)	
	Accreditation and Program savings	(160)	(0.4)	(139)	(1.0)	
<b>Sub Total Efficiency</b>		<b>(204)</b>	<b>(0.5)</b>	<b>(182)</b>	<b>(1.3)</b>	<b>-</b>
<b>Total Base</b>		<b>247</b>	<b>0.6</b>	<b>(276)</b>	<b>(2.0)</b>	<b>-</b>
<b>Growth</b>						
	Share of Program Support Services	27	0.1	27	0.2	
<b>Total Growth</b>		<b>27</b>	<b>0.1</b>	<b>27</b>	<b>0.2</b>	<b>-</b>
<b>Enhancement</b>						
	Share of Program Support Services	6	0.0	6	0.0	
<b>Total Enhancement</b>		<b>6</b>	<b>0.0</b>	<b>6</b>	<b>0.0</b>	<b>-</b>
<b>Total Budget Change</b>		<b>280</b>	<b>0.7</b>	<b>(243)</b>	<b>(1.7)</b>	<b>-</b>
<b>2014 Approved Budget</b>		<b>38,368</b>		<b>13,810</b>		<b>301.9</b>

## KPIs

### Gross Operating Cost per Resident Day



	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Approved	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
<b>Total Cost</b>	26,592,833	28,398,280	29,084,171	31,046,078	31,880,413	32,290,808	32,626,765	33,013,119	33,306,824
<b>Bed Days</b>	84,680	84,680	84,912	84,680	84,680	84,680	84,912	84,680	86,680

Source: Based on 232 beds and actual costs in operating statements (BVAs)

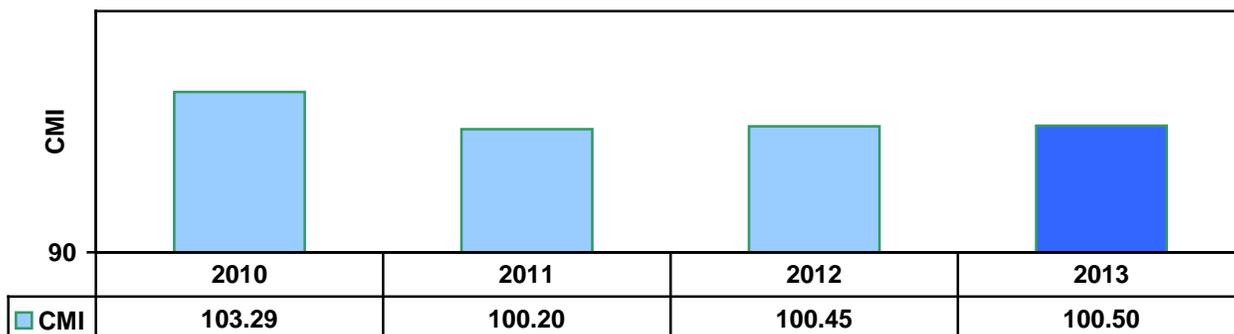
#### What does the graph show?

- This graph shows the total operating costs for Long Term Care Homes for York Region.
- Bed Days are the total number of resident days provided.
- Financing charges and contributions to reserves are excluded.
- York Region operates 34 convalescent care beds which have a higher per diem operating cost than traditional long term care beds.

#### Explanation of KPI Trend

- 2012 increase of 2.1% is primarily related to an increase in Corporate allocations \$612K or 34%
- 2013 increase of 7.0% is largely attributable to benefit cost increase of \$1.6M or 47%

Case Mix Index for Long Stay beds (CMI)



Source: Based on MOHLTC RAI MDS. CMI average for Newmarket Health Centre and Maple Health Centre

### What does the graph show?

- Resident acuity rates for Long Term Care Homes for York Region (CMI)

### Explanation of KPI Trend

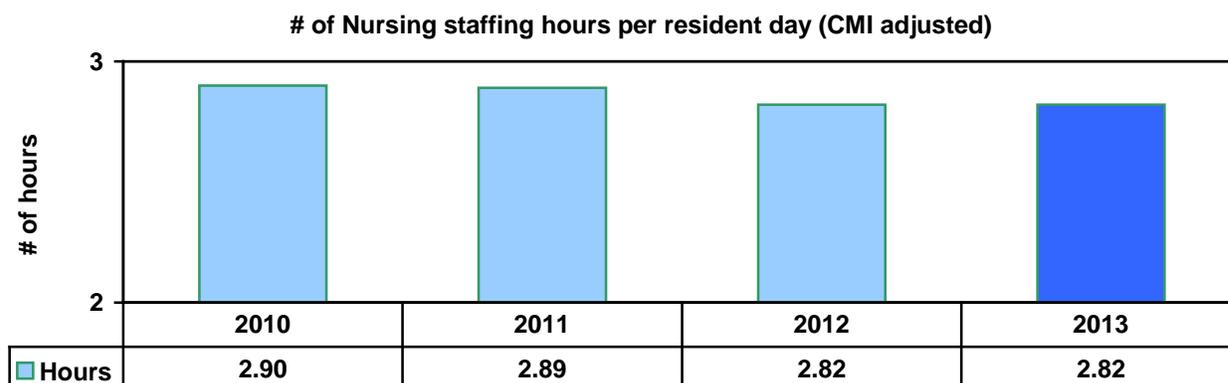
- Resident acuity levels were traditionally reported via Case Mix Index (CMI). Each resident was assessed based on their needs and given a score that outlines their level of care.
- All scores were then compiled to come up with a CMI score for the Homes. This final score determined the level of Provincial funding.
- All LTC Homes in Ontario have transitioned to a new Resident Assessment Instrument Minimum Data Set (RAI-MDS) resident classification system over the last 3 years. This has resulted in a lower CMI average for most Homes.

### Comments / Background:

- A CMI score of 100 is considered to be an average acuity standard that all residents are measured against. CMI scores less or more than 100 will result in a corresponding reduction or increase in Provincial funding.
- York Region operates 34 convalescent care beds that do not get a CMI calculation, and are maintained at 100 CMI.
- For 2012 the average CMI's for other municipalities is noted below.

Municipality	Case Mix Index	Municipality	Case Mix Index
Durham	97.56	Sudbury	95.15
Halton	99.89	Thunder Bay	98.81
Hamilton	100.81	Toronto	102.16
London	100.03	Waterloo	96.52
Niagara	103.33	Windsor	94.26
Ottawa	97.31	York Region	100.45
<b>Average CMI 99.17</b>			

Source: OMBI 2012 Data Warehouse – LTCR220



Source: OMBI LTCR230 Number of nursing staffed per Long Term Care facility bed day (CMI adjusted)

### What does the graph show?

- Number of Nursing Staffed hours per resident day, CMI adjusted to reflect each Home's acuity levels.

### Explanation of KPI Trend

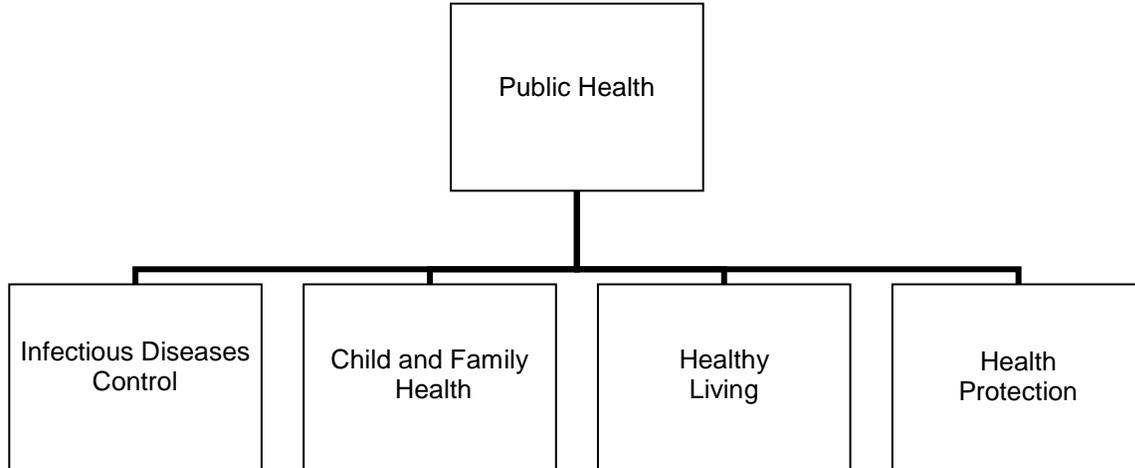
- Increase in Personal Support Worker (PSW) hours.
- York Region operates 34 convalescent care beds that require a higher level of nursing staffing hours.

### Comments / Background:

- Staff provide nursing and personal care directly to the residents to meet the nursing and personal care requirements assessed in a plan of care.
- For 2012 the comparison of the number of nursing staffed hours for other municipalities is noted below.

Municipality	# of staff hours (CMI adjusted)	Municipality	# of staff hours (CMI adjusted)
Durham	3.15	Sudbury	2.52
Halton	3.25	Thunder Bay	3.23
Hamilton	3.05	Toronto	2.72
London	2.99	Waterloo	2.96
Niagara	2.45	Windsor	2.99
Ottawa	2.74	York Region	2.82
<b>Average # of Nursing staffing hours (CMI adjusted)</b> 2.86			

Source: OMBI 2012 Data Warehouse – LTCR230



## Mission/Vision

Public Health strives to keep the people of York Region healthy through health promotion, health protection and disease prevention activities.

## Mandate

The Ontario Public Health Standards published by the Minister of Health and Long-Term Care pursuant to Section 7 of the Health Protection and Promotion Act, mandate public health unit activities. Public Health Branch programs and services provided under this mandate span a wide range of health promotion and protection areas. For example:

### Infectious Diseases Control programs include:

- Management of reportable disease cases and infectious disease outbreaks
- School- and community-based immunization clinics
- Enforcement of the *Immunization of School Pupils Act*
- Vaccine distribution and monitoring of vaccine handling and storage

### Child and Family Health programs include:

- One-to-one screening and assessment for Healthy Babies, Healthy Children program
- Home visiting services for families with children (prenatal to six years of age)
- Breastfeeding program clinic services and Baby-Friendly Initiative accreditation
- Dental services
- Prenatal and parenting education sessions

### Healthy Living programs include:

- Comprehensive Healthy Schools programming
- Nutrition services (prenatal, infant, preschool, child, youth and adult)
- Promotion of cancer screening and prevention initiatives
- Smoke-Free Ontario strategy programs

- Substance misuse prevention initiatives
- Health Connection public health telephone information line
- Health emergency planning
- Epidemiology and research services
- Support for creation of supportive environments, capacity building and awareness activities related to healthy living topics (e.g. injury prevention, tobacco cessation, healthy eating)
- Sexual health clinic services
- Sexually transmitted and blood borne infection case investigation and follow-up

### **Health Protection programs include:**

- Food premise inspections
- YorkSafe – an inspection disclosure reporting program
- Food handler training and certification
- Personal services setting inspections
- Child care centre, long-term care home, retirement home, group home, recreational camp and petting zoo inspections
- Public recreational water facility and small drinking water system inspections
- Bathing beach monitoring/sampling
- Zoonotic disease control and investigations
- Tobacco vendor inspections and enforcement of the Smoke-Free Ontario Act
- Control of infectious disease outbreaks and reportable disease cases
- Health hazard prevention and management investigations, inspections and communication

### **Base Drivers**

- Population growth
- Demographic changes in target population receiving mandated public health services
- Changes in technology and associated costs

## **Key Challenges**

### **Population growth**

The rapid rate of population growth that York Region has experienced over the past several years is expected to continue, resulting in increased need and/or demand for a range of public health promotion and protection services.

### **Aging population**

Growth in the seniors' population is outpacing growth in the rest of the population, with implications for chronic disease trends and the types of public health programming needed.

### **Increasing low-income population**

York Region's growing low-income population is vulnerable to a number of factors that could negatively impact their health.

- **Increasing number of recent immigrants**

While recent immigrants to the Region tend to be well educated, issues such as cultural sensitivity and social isolation have health impacts that need to be considered in public health programming.

- **Provincial changes to program delivery**

Provincial level changes will have local impacts that could entail additional resource requirements—e.g.

- Changes to the Healthy Babies Healthy Children model of service delivery
- Upcoming strategic and operational changes to immunization services

- **New provincial accountability requirements and strategic direction**

Through Public Health Accountability Agreements, the Province has outlined terms and conditions of 75% funding, and has implemented performance targets for each health unit in Ontario. The Province has also recently released a comprehensive strategic plan for Ontario's public health sector.

## Service Challenges

- **Expansion of program target populations**

Since the Public Health Branch is mandated to provide a broad range of population-based programs and interventions, most areas of public health programming will be impacted by ongoing growth in the Region. In particular, an increasing school-age population and an increasing number of schools (from 233 elementary schools in 2005 to 271 in 2013) will require augmenting the capacity of various programs that support the health of children and youth—e.g. school-based dental screening, student immunization record assessment, and school immunization programs.

- **Aging population**

York Region's seniors' population (adults aged 65 and older) has increased by 32% since 2006, and is expected to keep outpacing growth in the rest of the population over the next 25 years. This will especially impact the Public Health Branch's Seniors Services program, which is working towards a provincial target of reducing the local rate of falls-related emergency department visits in seniors by building capacity in senior-serving organizations. It will also have an effect on a range of public health services, however, which will require reorientation to the specific needs of an aging population.

- **Increasing low-income population**

The Region's growing low- and moderate-income population (a 55% increase in the Region from 2000 to 2005) is vulnerable to inequities in health status and certain barriers to health care. For the Public Health Branch's dental program, for example, this is reflected in the increased number of children requiring preventive services in Regional dental clinics.

- **Increasing number of recent immigrants**

York Region was home to an estimated 463,125 immigrants in 2011, comprising 45% of the total regional population. The Public Health Branch continues to review and modify outreach methods to ensure that recent immigrants have access to an appropriate range of programs and services—e.g. through partnerships with Welcome Centres, or through programs (such as preconception and prenatal education programs) geared to that target population.

- **Enhanced Healthy Babies Healthy Children program**

Mandated changes to the Healthy Babies Healthy Children program model centre on a new screening model and tool to identify families at risk, and greater health unit involvement with local hospitals.

- **Infectious diseases immunization program capacity**

The Ministry of Health and Long-Term Care is replacing the current immunization information system with a new system, known as Panorama, in 2013-14. Further, a comprehensive review at the provincial level will set new strategic directions and priorities for Ontario's immunization programs. Both these initiatives will impact how immunization services are delivered at the local level, and will require Public Health to ensure appropriate new processes, procedures, and staff training.

- **New provincial requirements accountability requirements and strategic direction**

The Province continues to develop and build on system-wide initiatives as part of ongoing efforts to strengthen public health in Ontario.

- Public Health Accountability Agreements set out obligations of each health unit in Ontario, including 14 indicators across a variety of public health program areas. Performance targets have been negotiated with the Province in each of these 14 areas. While performance is not linked to provincial funding at this time, this may eventually change.
- A new provincial strategic plan outlines five strategic goals for public health to tackle over the next three to five years, in areas ranging from prevention and control of infectious diseases, to the promotion of healthy built environments.

## Strategic Goals

- To work towards reducing health inequities in priority populations
- To strengthen infectious diseases control immunization capacity
- To ensure compliance with provincial requirements, especially in light of population growth, Public Health Accountability Agreements, and Provincial Strategic Plan
- To work with community partners to support healthy communities

## Department Objectives

- 1) Explore options to deliver provincially-mandated requirements to expanding population base.
- 2) Address social determinants of health/health inequities in program planning and delivery where appropriate.
- 3) Continue to improve immunization access and coverage.
- 4) Develop strategies to improve program delivery and access to services (e.g. through public health innovations and maximizing use of technology).
- 5) Address provincial priorities identified in Public Health Accountability Agreement and Provincial Strategic Plan.
- 6) Support sustainable municipalities with healthy natural and built environments through collaboration with community partners.

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	417.3	418.3	420.3	417.0	-3.3
Part-Time FTE's (PPT)	20.5	20.5	20.5	23.8	3.3
Total Permanent FTE's	437.8	438.8	440.8	440.8	0.0
<b>Net FTE Change*</b>		<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>

\*Does not include Share of Program Support

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	17.9	18.3	18.3	18.1	-0.2
<b>Net Casual Change**</b>		<b>0.4</b>	<b>0.0</b>	<b>-0.2</b>	<b>-0.2</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Public Health

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Healthy Living</u>				
Public Health Nurse	1.0	B-M	104	104
<u>Infectious Disease Control</u>				
Team Lead	1.0	B-M	119	119
<b>Total Permanent FTEs</b>	<b>2.0</b>		<b>223</b>	<b>223</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes

## Public Health Unit Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	44,134	45,236	45,537	46,598	1,061	1,362
Program Specific Costs	1,981	2,449	2,449	2,391	(58)	(58)
Professional / Contracted Services	865	875	875	999	124	124
General Expenses	3,697	3,782	3,781	3,915	134	133
Financing Costs	324	221	232	221	(11)	-
Occupancy Costs	777	1,684	1,684	1,788	103	103
Contribution to Reserves	-	-	-	125	125	125
Internal Charges / Recoveries	1,458	2,086	2,154	2,234	80	148
Minor Capital	219	265	265	284	19	19
Direct Charges & Intra-allocations	613	27	339	30	(309)	2
<b>Total Expenditures</b>	<b>54,069</b>	<b>56,626</b>	<b>57,317</b>	<b>58,585</b>	<b>1,268</b>	<b>1,959</b>
<b>% Budget Change</b>			1.2%		2.2%	3.5%
<b>Revenues</b>						
Grant Subsidies	(45,819)	(44,345)	(46,457)	(45,616)	841	(1,271)
User Fees	(0)	-	-	-	-	-
Fees and Charges	(357)	(538)	(538)	(538)	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(27)	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(46,203)</b>	<b>(44,884)</b>	<b>(46,995)</b>	<b>(46,155)</b>	<b>841</b>	<b>(1,271)</b>
<b>% Budget Change</b>			4.7%		-1.8%	2.8%
<b>Net Tax Levy Requirement</b>	<b>7,865</b>	<b>11,742</b>	<b>10,321</b>	<b>12,430</b>	<b>2,109</b>	<b>688</b>
<b>% Budget Change</b>			-12.1%		20.4%	5.9%

## 2014 Budget Change from Approved Outlook

### Public Health - Operating Budget

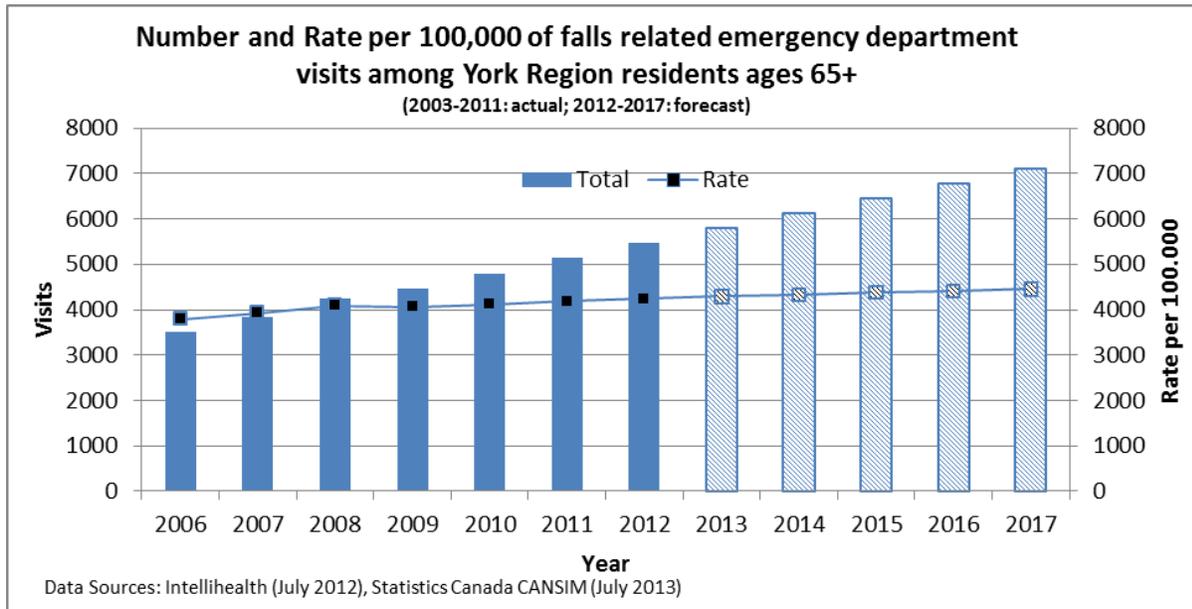
Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	56,626		11,742		438.8
2014 Approved Outlook - Restated	57,318	1.2	10,323	-12.1	440.8
Compensation Adjustment for Contract Settlement	933	1.6	933	7.9	
Compensation Adjustments	67	0.1	127	1.1	
Negotiated Specific Agreement Increases	172	0.3	177	1.5	
Allocated Insurance	(11)	0.0	(3)	0.0	
Administrative Pressures	16	0.0	16	0.1	
Increase in CINOT Expansion due to program demands	45	0.1	45	0.4	
Increased overtime costs due to program requirements	60	0.1	60	0.5	
IT Lease Chargebacks - increased infrastructure fees	123	0.2	123	1.1	
Program Staffing Requirements	(89)	-0.2	63	0.5	
Panorama program Implementation	279	0.5	279	2.4	
Ministry of Health Funding allocation true-up			449	3.8	
Reduction of Healthy Smiles funding	(166)	-0.3			
Negotiated Specific Agreement - Occupancy costs	(307)	-0.5	(307)	-2.6	
Capital Contribution for 465 Davis Dr - Breastfeeding Clinic	125	0.2	125	1.1	
Share of Program Support	22	0.0	22	0.2	
Total Change to 2014 Approved Outlook	1,268	2.2	2,108	18.0	
<b>2014 Approved Budget</b>	<b>58,586</b>	<b>3.5</b>	<b>12,431</b>	<b>5.9</b>	<b>440.8</b>

# 2014 Budget Change Explanations

## Public Health - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	56,626		11,742		438.8
<b>Base</b>					
Compensation Adjustment for Contract Settlement	929	1.6	929	7.9	
Compensation Adjustments	164	0.3	164	1.4	
Administrative Pressures	16	0.0	16	0.1	
Increase in CINOT Expansion due to program demands	45	0.1	45	0.4	
Increased overtime costs due to program requirements	60	0.1	60	0.5	
Share of Program Support Services	68	0.1	68	0.6	
Dedicated Agreement - Property Services, Fleet	179	0.3	179	1.5	
IT Lease Chargebacks - true up costs	123	0.2	123	1.1	
<b>Sub Total Base</b>	<b>1,584</b>	<b>2.8</b>	<b>1,584</b>	<b>13.5</b>	<b>-</b>
<b>Mandatory</b>					
Mandatory Program Staffing Requirements (1 FTE)	113	0.2	113	1.0	1.0
Panorama program implementation including Team Lead, laptops, air cards and consultant	282	0.5	282	2.4	1.0
<b>Sub Total Mandatory</b>	<b>396</b>	<b>0.7</b>	<b>396</b>	<b>3.4</b>	<b>2.0</b>
<b>Annualization</b>					
Provincial Funding true up to 2012 Contract			(1,437)	(12.2)	
Reduction in Provincial Funding for Healthy Smiles Ontario	(166)	(0.3)			
Capital Contribution for 465 Davis Drive - Breastfeeding Clinic	125	0.2	125	1.1	
<b>Sub Total Annualization</b>	<b>(41)</b>	<b>(0.1)</b>	<b>(1,312)</b>	<b>(11.2)</b>	<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>					
					<b>-</b>
<b>Sub Total Efficiency</b>					
					<b>-</b>
<b>Total Base</b>	<b>1,939</b>	<b>3.4</b>	<b>668</b>	<b>5.7</b>	<b>2.0</b>
<b>Growth</b>					
Share of Program Support Services	21	0.0	21	0.2	
<b>Total Growth</b>	<b>21</b>	<b>0.0</b>	<b>21</b>	<b>0.2</b>	<b>-</b>
<b>Total Enhancement</b>					
		<b>0.0</b>		<b>0.0</b>	<b>-</b>
<b>Total Budget Change</b>	<b>1,960</b>	<b>3.5</b>	<b>689</b>	<b>5.9</b>	<b>2.0</b>
<b>2014 Approved Budget</b>	<b>58,586</b>		<b>12,431</b>		<b>440.8</b>

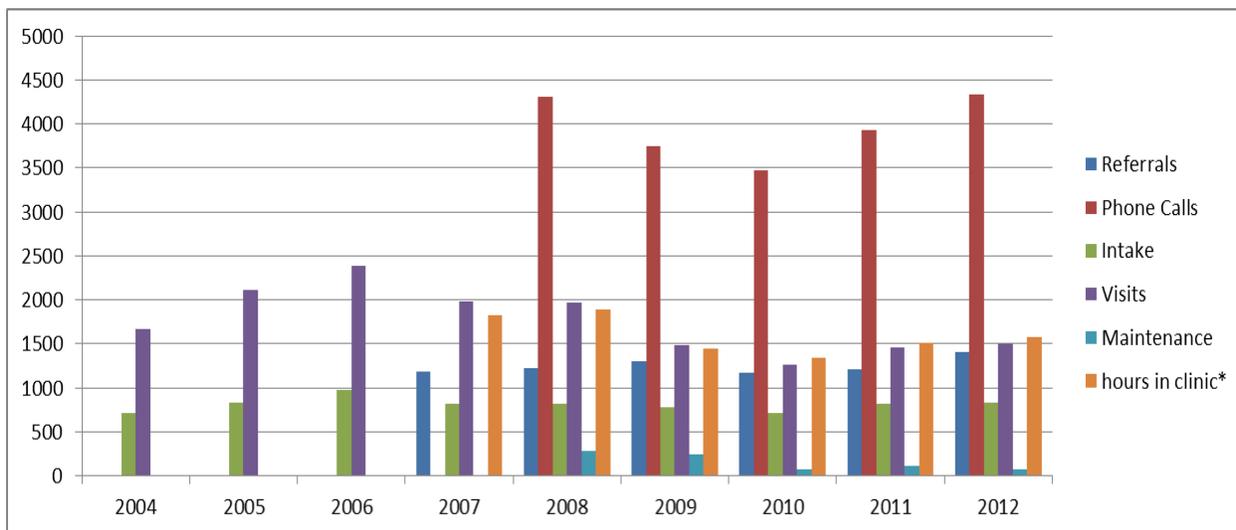
## KPI #1: Senior Services—Number and rate per 100,000 of fall-related emergency department visits among York Region residents age 65+ (Provincial Public Health Accountability Agreement indicator)



The Ministry of Health and Long-Term Care has selected fall-related emergency department visits in adults aged 65+ (rate per 100,000 seniors) as one of the indicators to be monitored in Accountability Agreements with all public health units in the province. Based on data from 2006 to 2012, the rate of fall-related emergency department visits of York Region residents aged 65+ is expected to increase to 4,452 per 100,000 seniors by 2017. This is above the Ministry of Health and Long-Term Care’s target rate for York Region of 4,358 visits per 100,000, equivalent to a 2% reduction in fall-related emergency department visits relative to baseline data.

The Public Health Branch’s Seniors Services program is working towards reducing fall-related emergency department visits by building the capacity of senior-serving organizations to prevent falls with their clientele, in the context of promoting a healthy, active approach to aging. Seniors Services staff conduct outreach, provide education/skill building, and participate in coalitions for knowledge exchange and collaboration. An additional FTE has been requested for Seniors Services so that the program can increase its reach, in order to reduce the risk of falls in the growing seniors’ population, mitigate the current trend in fall-related emergency department visits, and increase the likelihood of meeting the Accountability Agreement target.

## KPI #2: Breastfeeding Program Interactions 2004-2012



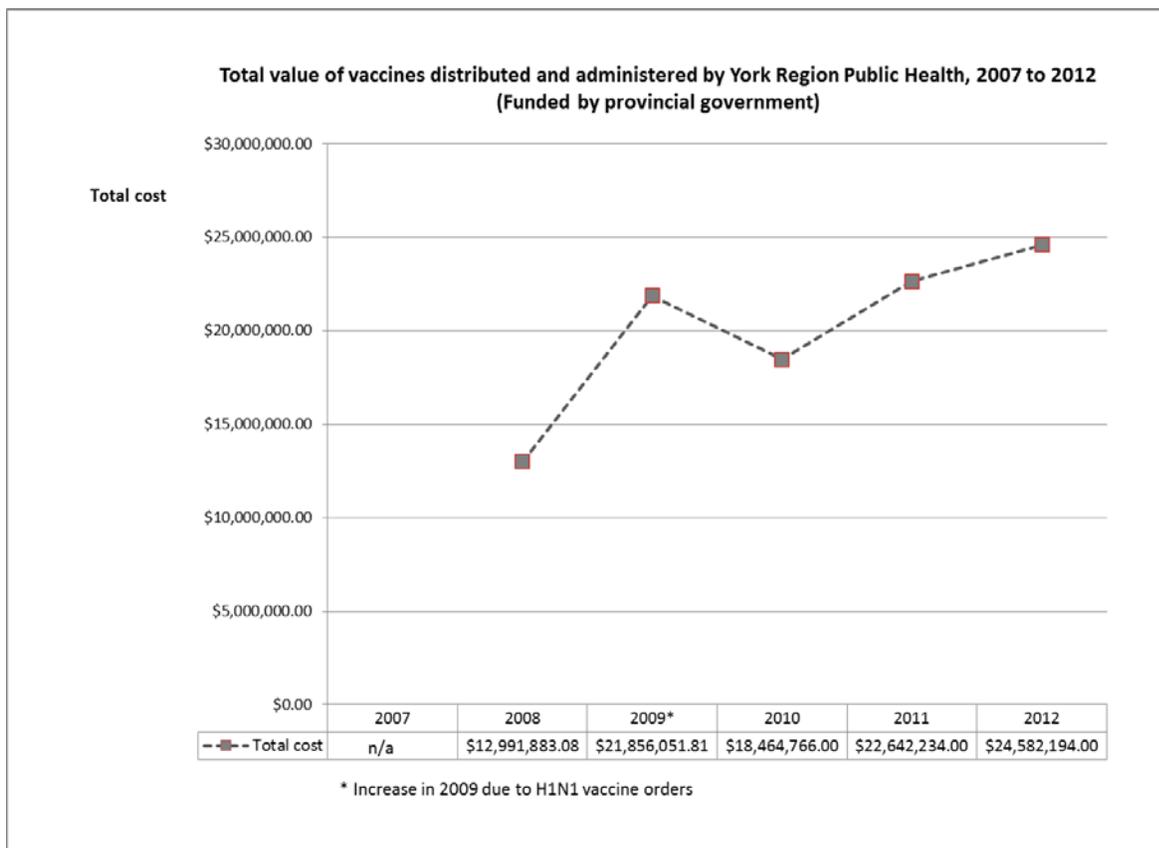
Based on the Ontario Public Health Standards, health units in the Province must work towards increasing the proportion of mothers exclusively breastfeeding until six months, with continued breastfeeding until 24 months and beyond.

Hands-on breastfeeding support and telephone counselling when breastfeeding women experience challenges has been shown to increase breastfeeding rates. The number of client interactions for breastfeeding direct service delivery by the Public Health Branch's breastfeeding program remains high. This graph shows that, between 2010 to 2012, client interactions for breastfeeding support have been steadily increasing:

- 20% increase in total breastfeeding referrals received by program (1,168 to 1,401)
- 25% increase in breastfeeding telephone calls to clients for telephone support (3,475 to 4,337)
- 19% increase in breastfeeding clinic visits (1,261-1,498)
- 23% increase in total interactions (telephone and clinic support)

If the birth rate in York Region continues to rise, and demand for services continues to rise as in the last several years, then more clinic space is required to meet customer need and demand.

## KPI #3: Total cost of vaccines distributed in York Region, 2007 to 2012

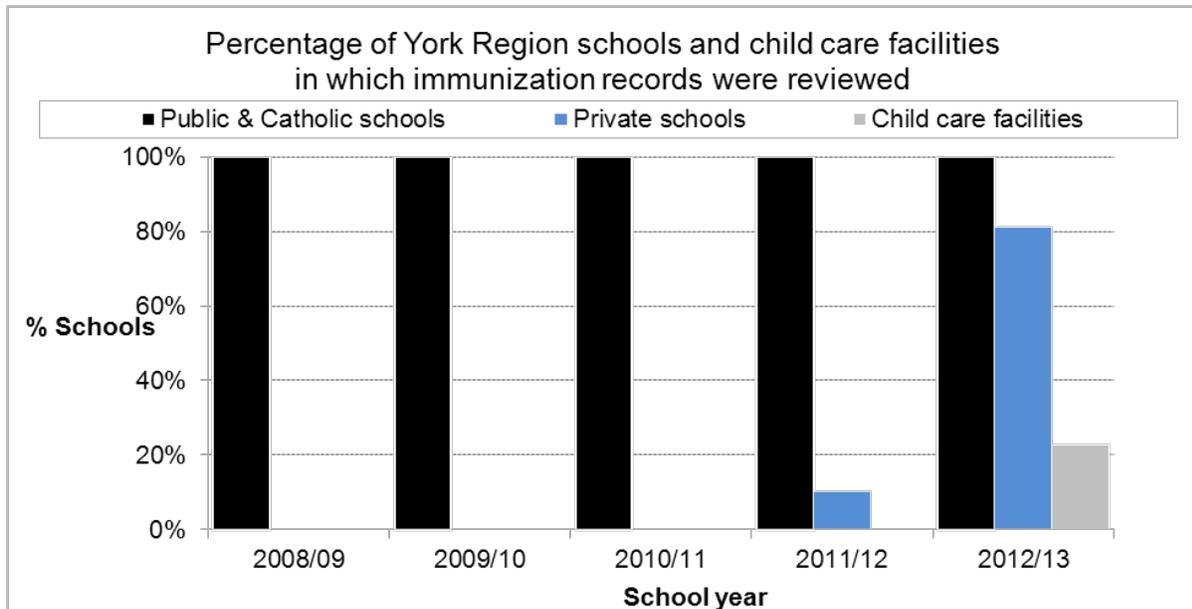


This graph shows the increasing annual value of the publicly-funded vaccines for which York Region staff are responsible.

A new Province-wide information system, Panorama, will support the ordering and tracking of these vaccines to help minimize wastage and support vaccine recall events. Specifically, Panorama will simplify the processes for:

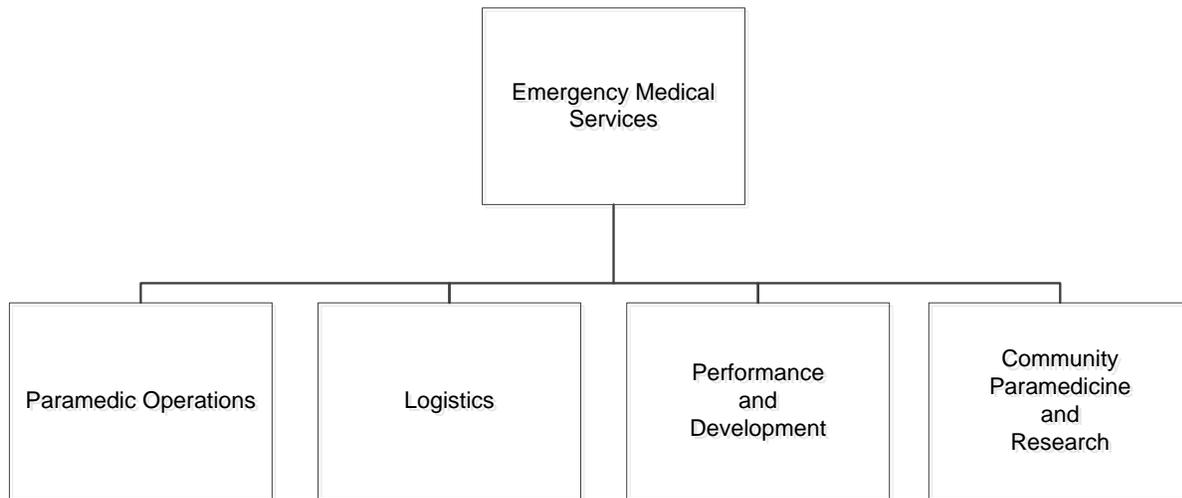
- ordering publicly-funded vaccines
- distribution to physicians, clinics, pharmacies, retirement homes, long-term care homes and large employers
- ordering vaccines used by the Public Health Branch's Vaccine Preventable Diseases programs for immunizing students and members of the community
- tracking and reporting on vaccine ordering and distribution

## KPI #4: Percentage of York Region schools and child care facilities in which immunization records were reviewed



Public health units in Ontario ensure that children in schools have up-to-date immunization records by reviewing student immunization records to determine completeness, and sending questionnaires to parents to obtain missing information. If records remain incomplete after the questionnaire and a separate follow-up letter are sent, health units enforce the *Immunization of School Pupils Act* by initiating a student suspension process.

This graph above shows the percentage of public, Catholic, and private schools as well as child care facilities in the Region where the Public Health Branch has reviewed student immunization records. Recent changes to the program have been implemented with the goal of expanding both the immunization review and enforcement processes to 100% of schools in the Region over the next two years.



## Mission/Vision

Emergency Medical Services (EMS) protects, promotes, and enhances the health, safety and well-being of our community.

## Mandate

York Region EMS delivers:

- Paramedic Services through emergency and non-emergency response to the community
- Quality-based Paramedic Services focusing on response reliability, clinical excellence, efficiency and customer satisfaction
- Community-based Paramedic Services
- Excellence in Paramedic Services through innovation, education and advocacy

## Base Drivers

- York Region is the third fastest growing census division in Canada with an annual average population growth of 23,600 people in 2012. As population increases, emergency incident volumes continue to rise and impact service demand on Paramedic Services and local hospitals.

## Key Challenges

The following trends and issues will have an impact on the Branch over the 2014 to 2018 timeframe.

## **Hospital off-load delays**

- EMS continues to experience hospital off-load delays that directly impact response times and resource availability.

## **Ambulance dispatch**

- York Region EMS does not have control over dispatch. Emergency call-screening and triaging are key to improving system performance and ensuring that ambulances are responding to true emergencies.
- York Region EMS does not have readily-available access to key operational data in order to ensure real-time system performance monitoring.

## **Service Challenges**

### **Provincial funding**

- Each year the Ministry of Health and Long Term Care (MOHLTC) determines the Provincial Funding allocation based on the prior year's budgeted and actual eligible costs.
- As a result, it is impossible to reach a true 50/50 funding formula on the current budget as the prior year cap does not take into consideration actual annual service level or cost increases. Based on this information, it is anticipated that York Region will receive approximately 48% funding in 2013 and 49% in 2014.
- The 2014 budget includes the provincial funding that was announced for 2013 after the budget was approved plus an estimate of additional funding that is anticipated in future years based on previous trends.

## **Strategic Goals**

- Continue the implementation of the 10-year master plan for EMS.
- Support expanding the scope of paramedic community care.
- Complete performance reporting against the approved response time performance plan.
- Implement strategies for targeted efficiency improvements to Ambulance dispatch processes.
- Increase the level of resources to address issues related to population growth, increasing call-volumes and health care system pressures.
- Lobby the Ministry of Health and Long-Term Care (MOHLTC) for appropriate funding.

## **Department Objectives**

- 1) Report to Council on response time performance to fulfill legislative requirements.
- 2) Assess options for improved response times within existing regulatory and dispatch constraints.
- 3) Pursue opportunities to address growth pressures and the optimal use of paramedic resources by expanding the scope of community paramedic care and alternative models to mitigate off-load delay.

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	361.0	382.0	403.0	402.0	-1.0
Part-Time FTE's (PPT)	1.0	0.0	0.0	1.0	1.0
Total Permanent FTE's	362.0	382.0	403.0	403.0	0.0
<b>Net FTE Change*</b>		<b>20.0</b>	<b>21.0</b>	<b>21.0</b>	<b>0.0</b>

\*Does not include share of program support

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	52.7	53.5	53.5	51.0	-2.5
<b>Net Casual Change**</b>		<b>0.8</b>	<b>0.0</b>	<b>-2.5</b>	<b>-2.5</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Key Performance Indicator

### EMS Response Time Performance Plan

Category	Target Set By	Target Time in Minutes	2013 Q1 to Q2 Performance	2014 Target
Sudden Cardiac Arrest	MOHLTC	<b>Community Target</b> - Arrival of any person equipped with an AED within 6 minutes	60%	60%
CTAS 1	MOHTLC	Arrival of Paramedics within 8 minutes of notification by dispatch	67%	75%
CTAS 2	Region	Arrival of Paramedics within 10 minutes of notification by dispatch	86%	80%
CTAS 3	Region	Arrival of Paramedics within 15 minutes of notification by dispatch	97%	90%
CTAS 4	Region	Arrival of Paramedics within 20 minutes of notification by dispatch	100%	90%
CTAS 5	Region	Arrival of Paramedics within 25 minutes of notification by dispatch	100%	90%

# Emergency Medical Services

## 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<b><u>EMS Platoons</u></b>				
Primary Care Paramedic	9.0	C	940	940
Advanced Care Paramedic	9.0	C	1,043	1,043
<b><u>EMS Logistics</u></b>				
Technicians	2.0	G	129	129
<b><u>EMS Administration</u></b>				
Program Manager, Technology Support	1.0	G	131	131
<b>Total Permanent FTEs</b>		<b>21.00</b>	<b>2,243</b>	<b>2,243</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes

## Emergency Medical Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	42,731	46,519	48,827	50,565	1,738	4,046
Program Specific Costs	1,857	2,128	2,155	2,286	131	158
Professional / Contracted Services	198	228	228	173	(55)	(55)
General Expenses	3,570	3,427	3,596	3,984	388	556
Financing Costs	1,547	1,614	1,857	1,571	(286)	(43)
Occupancy Costs	54	1,550	1,550	1,554	4	4
Contribution to Reserves	3,254	3,014	2,823	2,588	(235)	(426)
Internal Charges / Recoveries	973	1,289	1,318	1,357	39	68
Minor Capital	323	397	436	394	(42)	(3)
Direct Charges & Intra-allocations	1,309	187	303	196	(107)	9
<b>Total Expenditures</b>	<b>55,817</b>	<b>60,352</b>	<b>63,092</b>	<b>64,667</b>	<b>1,575</b>	<b>4,315</b>
<b>% Budget Change</b>			4.5%		2.5%	7.1%
<b>Revenues</b>						
Grant Subsidies	(27,298)	(28,640)	(29,647)	(31,436)	(1,789)	(2,796)
User Fees	-	-	-	-	-	-
Fees and Charges	(202)	(60)	(60)	(160)	(100)	(100)
Development Charges	(230)	(241)	(364)	(254)	110	(13)
Contribution From Reserves	(102)	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(27,832)</b>	<b>(28,941)</b>	<b>(30,071)</b>	<b>(31,850)</b>	<b>(1,779)</b>	<b>(2,908)</b>
<b>% Budget Change</b>			3.9%		5.9%	10.0%
<b>Net Tax Levy Requirement</b>	<b>27,985</b>	<b>31,411</b>	<b>33,021</b>	<b>32,817</b>	<b>(203)</b>	<b>1,406</b>
<b>% Budget Change</b>			5.1%		-0.6%	4.5%

## 2014 Budget Change from Approved Outlook

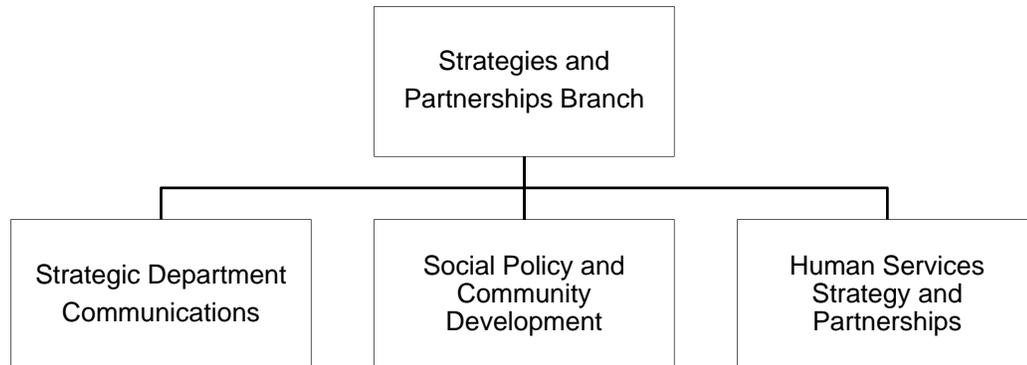
### Emergency Medical Services - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	60,352		31,411		382.0
2014 Approved Outlook - Restated	63,092	4.5	33,021	5.1	403.0
Compensation Adjustment for Contract Settlement	1,382	2.3	1,382	4.4	
Compensation adjustments	377	0.6	377	1.2	
Financial charges(debt principal and interest, DC charges)	(286)	(0.5)	(176)	(0.6)	
Program specific expenses (laundry, linen, supplies, oxygen)	117	0.2	117	0.4	
Information technology lease chargebacks (true up \$230K and 2014 increase \$20K)	250	0.4	250	0.8	
Contribution to capital reserve	(235)	(0.4)	(235)	(0.7)	
Provincial funding 50:50			(1,789)	(5.7)	
Sundry revenue			(100)	(0.3)	
Reductions (postage, courier, equipment rental, r&m)	(34)	(0.1)	(34)	(0.1)	
Other changes (computer expenses, telephones, cell phones, printing, advertising, minor capital)	3	0.0	3	0.0	
Total Change to 2014 Approved Outlook	1,575	2.6	(204)	(0.6)	
<b>2014 Approved Budget</b>	<b>64,667</b>	<b>7.1</b>	<b>32,817</b>	<b>4.5</b>	<b>403.0</b>

# 2014 Budget Change Explanations

## Emergency Medical Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	60,352		31,411		382.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	1,313	2.2	1,313	4.2	
Information technology lease chargebacks	250	0.4	250	0.8	
Computer and telecommunication (internet fees, maintenance of software and hardware, telephone, cellular phone)	52	0.1	52	0.2	
Inflationary impact for program costs, health related expenditures, repairs and maintenance	432	0.7	432	1.4	
Share of program support services	17	0.0	17	0.1	
<b>Sub Total Base</b>	<b>2,064</b>	<b>3.4</b>	<b>2,064</b>	<b>6.6</b>	<b>-</b>
<b>Mandatory</b>					
Anticipated additional provincial grant funding			(1,000)	(3.2)	
Provincial Land Ambulance funding provided in 2013			(1,796)	(5.7)	
<b>Sub Total Mandatory</b>			<b>(2,796)</b>	<b>(8.9)</b>	<b>-</b>
<b>Annualization</b>					
Debenture financing of capital program net of development charges	(21)	(0.0)	(34)	(0.1)	
Sundry revenue			(100)	(0.3)	
Contribution to current capital program	(426)	(0.7)	(426)	(1.4)	
<b>Sub Total Annualization</b>	<b>(447)</b>	<b>(0.7)</b>	<b>(560)</b>	<b>(1.8)</b>	<b>-</b>
<b>Net Operating Impact of Capital</b>					
Paramedic resources as per Emergency Medical Services Master Plan	2,021	3.3	2,021	6.4	18.0
Occupancy, repairs and maintenance (utilities, repairs, maintenance, fuel)	66	0.1	66	0.2	
<b>Sub Total Net Operating Impact of Capital</b>	<b>2,086</b>	<b>3.5</b>	<b>2,086</b>	<b>6.6</b>	<b>18.0</b>
<b>Efficiency</b>					
Administrative efficiencies and reductions for minor capital and property building rentals	(51)	(0.1)	(51)	(0.2)	
<b>Sub Total Efficiency</b>	<b>(51)</b>	<b>(0.1)</b>	<b>(51)</b>	<b>(0.2)</b>	<b>-</b>
<b>Total Base</b>	<b>3,653</b>	<b>6.1</b>	<b>744</b>	<b>2.4</b>	<b>18.0</b>
<b>Growth</b>					
Staffing resources (3.0 FTE) as per Emergency Medical Services Master Plan	260	0.4	260	0.8	3.0
Salary - casual and overtime	384	0.6	384	1.2	
Share of program support services	18	0.0	18	0.1	
<b>Total Growth</b>	<b>662</b>	<b>1.1</b>	<b>662</b>	<b>2.1</b>	<b>3.0</b>
<b>Total Enhancement</b>					<b>-</b>
<b>Total Budget Change</b>	<b>4,315</b>	<b>7.1</b>	<b>1,406</b>	<b>4.5</b>	<b>21.0</b>
<b>2014 Approved Budget</b>	<b>64,667</b>		<b>32,817</b>		<b>403.0</b>



## **Vision**

To think creatively, plan strategically and leverage partnerships so that all residents can thrive.

## **Mission**

We shape policy and program for the Department and Corporation through planning, communication, community partnerships and investments.

## **Mandate**

To provide services to the Department and the Corporation through three functional areas: Strategic Department Communications, Social Policy and Community Development, and Human Services Strategy and Partnerships. Services include:

- Lead, develop and support Department strategies
- Develop strategic social policy for program delivery
- Compile and analyze data; conduct and apply research for policy and program development
- Plan and support human services collaboration
- Lead the Community Investments Strategy
- Provide communication services
- Plan and manage Department events
- Plan and deliver emergency social services and business continuity planning
- Lead the Local Immigration Partnership initiative
- Coordinate accessibility planning and compliance

## **Base Drivers**

Drivers that affect the Base for the next two years:

## Population Growth and Changing Demographics

York Region is the fastest growing census division in Ontario growing by 16% (or 139,812 residents) between 2006 and 2011. Demographics in York Region are changing as result of the rapid population growth:

### Income

- York Region experienced a 55% increase in the low income population<sup>1</sup> between 2000 and 2005.
- In 2005, approximately 162,000 working age residents were living in low and moderate income households, despite the fact that 57% (92,650) had post-secondary education.

### Diversity and Immigration

- York Region is home to 463,125 immigrants, 45% of the total population.
- Recent immigrants made up 10% of the total immigrant population and 5% of the total population in York Region.

### Baby Boomers and Seniors

- York Region's population is aging rapidly. Between 2011 and 2021, York Region's senior's population is expected to grow at a rate of 72% compared to 27% for the total population.
- In 2010, nearly 10% or 11,720 seniors in York Region did not receive Old Age Security (OAS)/Guaranteed Income Supplement (GIS), compared to only 4% in Ontario and 3% in Canada as a whole. This may be attributed to the large proportion of seniors in York Region who are immigrants and have been in Canada for less than 10 years, thus not eligible for such government transfer payment.

### Non-traditional Families

- There has been significant growth in the number of lone-parent families. Over the past decade, the category of lone-parent families experienced the highest growth rate of all census family types in York Region, increasing by 74%, compared with a growth rate of 48% for common-law couple families and 40% for married couple families.
- In 2011, 17,705 of York Region's households were home to more than one family. The number of multiple-family households has grown by 65% outpacing the growth of all other household types. This could be attributed to a shortage of affordable housing, or a higher proportion of newcomers who are more likely to live with extended families.
- The number of people living alone in York Region grew by 115% between 1996 and 2011, outpacing the growth of the total population. Those residents age 65

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<sup>1</sup> Low income is based on the Low Income Cut-off Before Taxes (LICO-BT) (0-\$35,573 based on a family of four living in urban area) and moderate income is based on double LICO-BT (0 - \$71,146 based on a family of four living in urban area).

and older comprised only 38% of all people living alone. This means there is a growth in the number of younger people and middle age residents living alone.

## People with Disabilities

- Based on the disabilities rates of Ontario population, it is estimated that York Region has 167,769 residents with disabilities. As the population is aging, the number of people with disabilities in York Region is also expected to increase significantly in the next two decades.

## High Cost of Living

More people are having difficulty making ends meet. A growing number of families face an increasing gap between their income and the high cost of living in York Region. Many individuals and families are having difficulty paying for food, clothing and other necessities due their high housing costs.

- Housing affordability and a shortage of affordable rental units are persistent issues in York Region. In 2006, 71% of low income family homeowners and 56% of low income family tenants spent 50% or more of their gross income on housing. During the same period, 35% of moderate income family homeowners and 38% of moderate income family tenants spent 30% to 50% or more of their income on housing.
- Rental housing has traditionally provided affordable housing options to residents with low and moderate incomes. The average rental vacancy rate in York Region was 1.6% in 2012, which falls short of the benchmark of a 3% vacancy rate for a healthy rental market.

## Demand for Human Services

Use of Departmental services, emergency shelters, food banks and other social services is increasing, placing additional pressures on human service providers to meet the needs of York Region residents.

- Between January and August 2013, the average purchase price of a new single family home in York Region was \$752,449. In order for this to be affordable, a family would need an annual income of more than \$198,000. The human service sector will continue to feel pressure as residents struggle to make ends meet.
- York Region continues to experience pressure on the local rental market with extremely low vacancy rates and fewer vacancy starts intended for the rental market. In 2012, out of 10,570 housing starts, only 270 were intended for the rental market.
- Between January and June 2013, the Region subsidized 8,717 at-risk households through a range of prevention programs and services for individuals and families who are homeless or at risk of becoming homeless.
- The proportion of Ontario Works (OW) participants continues to be approximately one per cent of the total population in York Region. The share of the population receiving OW assistance is in line with population growth and has stayed steady at approximately one per cent of the region's total population since 2000.
- The demand for child care fee subsidies has increased by 13.4 per cent since January 2012. There were 5,296 children on the waitlist in June 2013.

These base drivers will put additional pressure on the Branch as the Department requires sound and responsive policy to support program planning, strong community collaboration and community investment.

## Key Challenges

Trends and issues that will impact the budget over the 2014 to 2018 timeframe:

### Provincial and Federal Policy and Funding Reform

The province is planning and/or implementing major changes in program delivery, reporting, funding and accountability to manage continued pressures on the cost of health and social services.

- Changes include greater emphasis on client and system outcomes and greater use of performance indicators, service standards and public reporting on results, placing an increased need for better program and population based data.
- Policy and funding changes will provide the Department with the flexibility to develop local solutions, but will also place greater pressure for Social Policy and Community Development, community based data and policy work to effectively plan and deliver services.
- Managing restrictions regarding how federal funding for Local Immigration Partnership is used with increased pressures to deliver on the Region's diversity mandates.
- The Integrated Accessibility Standards Regulation of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) became law in July 2011. It prescribes accessibility requirements in the areas of Employment, Information and Communications, Transportation and the Built Environment with multiple requirements phased in through to 2021. There is no provincial funding to support the implementation of regulations under the AODA. Ongoing costs to administer and manage the corporate wide implementation of the AODA will continue to be approved through Departmental business plans and budgets, and integrated as part of general operations.

### Customer Demand and Expectations

Keeping pace of the public's growing need for fast, accurate information is challenging Strategic Department Communications, as is establishing a voice for the Department as an authority among competing sources of information.

- Demands for and expectations of communications services increase year-over-year.
- Special events are increasing in frequency, scope and profile; as well, demands for multi-media communication, social media and internal communication services are growing.
- As public and staff expectations and demands change, so do the requirements for staff to meet these needs. Our ability to build capacity among staff is a key to ongoing success, impacting training budgets.

- A translation strategy is needed to address the information needs of newcomers.
- Expertise in videography, social media platforms and new mediums will be needed as the public's expectations of receiving information via these methods and channels increase.
- Software and hardware upgrades to graphic design, web and multi-media professional packages are required frequently and can be costly, but are part of normal communication practice.
- Strategic Department Communications will be challenged to meet new and growing demands, deliver on day-to-day operations while adapting to new technologies.

There will be an increased need for the Department to have reliable, timely and relevant data to support the new provincial requirements and reporting structures. Better population based data will be needed as well as better program data.

- There will be an increased emphasis on client and system outcomes and greater use of performance indicators, service standards and public reporting on results.
- Social Policy and Community Development will be pressured to build expertise in data analysis, expand data sources, indicator development, performance measurement and evaluation to support the growing needs of the operational branches in the Department.

Through the implementation of several reforms in 2012, we began to see a provincial shift towards moving strategy development and program design work to the local level. The shift includes greater responsibilities for the Region to develop programs that meet the needs of residents and provide evidence that programs are effective and efficient.

- The impact of reform and the shift to local level planning is anticipated to continue through the outlook years.
- Implementing new programs can be costly to design and require strategies to be developed in consultation with internal and external stakeholders, tracking and monitoring systems developed, indicator development, guideline development, communication and training plans and ongoing monitoring and evaluation.
- Social Policy and Community Development will be challenged to meet the demands placed on the operational Departments as they take on these additional responsibilities.

In 2013 the work began on a Corporate Seniors Strategy that will focus on how to deliver existing services to seniors and identify what other services they may need. The Strategy will consist of several phases including research, stakeholder feedback, strategy development and a report to Council.

- Funding has been provided for 2014 to assist in developing the strategy. A challenge will be implementing the Seniors strategy in the outlook years without additional funding.

## **Community Need**

The backbone of a healthy community is a healthy population. A healthy population includes all residents being offered the opportunity to participate in society and live a good quality life. A significant and growing number of families and individuals in York

Region face difficult struggles. The drivers influencing this trend and the challenges associated are expected to continue between 2014 and 2018.

- Local community agencies will continue to face an increased demand for services; however, their ability to respond relies on adequate funding from the Region and other funders.
- The sum of the requests received for Community Investment funding has increasingly exceeded funds available since 2005; this trend is expected to continue.
- A strong network of community supports is essential to help address the increasingly complex needs of low and moderate income residents. A strong Community Investment Strategy is needed to extend the work done by the Department.
- The Homelessness Prevention Program (HPP) provides unique wrap around preventative services aimed at keeping individuals and families housed before more costly homelessness services are required. Local community agencies will continue to face an increase in the number of residents seeking support; however, their ability to meet demand will rely on adequate funding.
  - The number of residents served through HPP has increased significantly since 2011 and is expected to continue to rise.
  - In 2012, the funds were fully exhausted prior to year-end, this trend is expected to continue and place pressure on HPP.
  - If preventative measures are not available for residents there are very few affordable housing options once they have lost their home.
- The Human Services Planning Board (HSPB) is committed to maintaining a leadership role in addressing economic vulnerability in York Region.
  - The Board has developed eight collective and 60 individual actions to help strengthen low and moderate income residents, focusing initially on affordable housing and economic self-sufficiency.
  - The Board has developed 26 indicators to measure the community's progress against the two results areas.
  - Implementation of the actions and progress on the indicators will continue through the outlook years.
  - The Human Services Strategies and Partnerships unit will face annual pressure as they move from a strategic planning phase to an implementation phase. This will require retaining consultants with specialized skill sets to assist with specific initiatives that support the Human Services Planning Board's collective actions.
- The Community Partnership Council is committed to moving the *York Region Immigration Settlement Strategy* from talk to action in order to support the over-all well-being of newcomers in an inclusive, welcoming community where residents can thrive.
  - The Community Partnership Council has developed 126 individual actions that support the strategy.

- Implementation of the actions and progress on each community result will continue through the outlook years.
- The Community Partnership Council and the York Region Immigration Settlement Strategy are supported by the Local Immigration Partnership unit. This unit receives the majority of its funding through the federal government with project related contributions funded by the province and one staff funded by the Region.
- As plans continue to evolve and grow in the future it is anticipated that current federal funding allocations will not be sufficient to sustain the program.
- Based on the incredible growth of the newcomer population in York Region this unit will likely continue to face annual pressure as new initiatives are identified and implemented. Specialized skill sets will likely be retained on a time limited basis to deliver specific initiatives.

## Regional Requirements

- Increased population growth and changing demographics have created an environment where there is increased potential and need to provide Emergency Social Services (ESS).
  - This includes greater risk resulting from extreme weather and development related accidents.
  - In addition, there is an increased risk of being able to effectively respond to vulnerable sectors such as low income residents, seniors, children and people with disabilities.
  - The program consists of one staff and no budget to plan for the provision of food, lodging, clothing, registration and inquiry services, personal services and reception centers and will be challenged to meet the growing needs and risks expected in the outlook years.
  - The current Emergency Social Services program is under review and significant gaps in planning and coordination with the local municipalities have been identified, and there are no formal agreements in place with service delivery partners such as the Canadian Red Cross and the Salvation Army.
  - Planning for emergencies requires coordinated consultation and the absence of a collaborative Regional strategy is placing strain on Emergency Social Services' ability to prepare for increasing needs and risks.
  - The Emergency Social Services group is also responsible for the development and maintenance of Business Continuity Plans which also contributes to resource pressure within this unit.

## Service Challenges

Trends and issues that will impact the budget for 2014 include the following:

## Community Need

In 2013, the updated Community Investment Strategy was approved by Council.

- The Strategy has been expanded to fund services to both low and moderate income residents. This expansion increases the target population for Community Investment funding and will place additional pressure on the funding available.
- A fourth community result area on Community Health was also added, expanding the scope of the strategy further.
- Additionally in 2013, four family strengthening programs were transferred from community investments funding to the base budget in the Social Service Branch. The funding that accompanied these projects resulted in a reduction in the community investment fund of 8.3%, which places additional pressure on the Strategy to respond to increasing community need and demand.
- The request for a budget enhancement will replace 3% of the re-allocated funding and allow the Community Investment Strategy to respond to increasing pressures.

As housing costs in York Region continue to climb and rental vacancy rates fall, it is expected that more families will require assistance through the Homelessness Prevention Program (HPP) to maintain their housing, placing additional pressure on HPP.

- In 2012, HPP saw an increase in demand of 40% over 2010.
- In 2012, the funds were fully exhausted prior to year-end.
- The budget request for a \$100,000 investment will enable HPP to serve an estimated 44 additional households, allow for expansion of the program and partnerships, in 2014 and 2015.

Over the last year, the Human Services Planning Board has had a greater focus on addressing the need for affordable housing. Specifically, the work is focused on strategies that will increase the supply of private market rental housing in the region.

- Rental housing unit starts in York Region have significantly declined from 20.3% in 1991 to 0.5% in 2010.
- With many federal and provincial incentives and policies no longer in place, encouraging private rental housing options is a major challenge. Without a combination of senior government funding, policy changes and targeted incentives for the development of private market rental housing, the trends in York Region will continue to move in the wrong direction.
- Although external factors would make it difficult to directly attribute an increase in housing starts exclusively to the work of the Board, this would be one of the measures that should change over time based on research and advocacy strategies.
- The request for a budget enhancement will be used to acquire the supports requested and implement a comprehensive research and advocacy strategy, which cannot be adequately pursued within current resources or staff skill sets.

## Strategic Goals

- Implement an integrated approach to the planning, development and delivery of services in C&HS using the Department's Multi-Year Plan and Corporate Strategic Plan as a basic framework.
- Support the collaborative planning efforts of both the Human Services Planning Board of York Region and the Community Partnership Council to implement Action Plans for the Making Ends Meet Initiative and the Immigration Settlement Strategy.
- Enhance community development funds to address changing needs within the community and increase opportunities for low and moderate income residents to remain, or become, contributing members of the Region's economy and communities.
- Introduce a third funding stream for innovative and collaborative projects that promote innovation and multi-sectoral partnership to address human service needs.
- Provide Corporate coordination, in collaboration with lead Departments, to meet the requirements of both the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) and the Ontarians with Disabilities Act, 2001 (ODA).
- Continue to address human service needs within the community through timely and responsive policy and program support and development of information and analysis on the changing socio-economic and demographic characteristics in York Region.
- Continue to lead the development of Strategic Department Communications for the Department's programs and services incorporating features and activities that increase access to the information through innovative approaches, technology and media.

## Branch Objectives

- 1) Develop and establish processes that support the implementation and reporting of the final year of the Department's Multi-Year Plan to align and support the development of a new Corporate Strategic Plan.
- 2) Implement a revised community funding program to keep pace with community needs.
- 3) Expand the Homelessness Prevention Program to assist low and moderate income residents to stay housed.
- 4) Contribute to the community results and actions to implement the York Region Immigration Settlement Strategy.
- 5) Contribute to advancing the community results identified Human Services Planning Board's Making Ends Meet initiative.

- 6) Monitor the implementation of the Region's 2013-2021 Multi-Year Accessibility Plan under the Accessibility for *Ontarians with Disabilities Act, 2005* (AODA).
- 7) Develop and implement external communication strategies to improve access to all the Department's program and services.
- 8) Develop and implement internal communication strategies to engage Community and Health Services employees with Regional and Department goals.
- 9) Research and develop a corporate strategy that focuses on how to deliver our existing regional services to seniors and what other services they might need.
- 10) Enhance access to socio-economic and related data and research to support service planning within the Department and broader community.

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	43.0	49.0	49.0	49.0	0.0
Part-Time FTE's (PPT)	0.3	0.0	0.0	0.0	0.0
Total Permanent FTE's	43.0	49.0	49.0	49.0	0.0
<b>Net FTE Change*</b>		<b>6.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*Does not include Share of Program Support

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	2.6	4.4	4.4	6.0	1.6
<b>Net Casual Change**</b>		<b>1.8</b>	<b>0.0</b>	<b>1.6</b>	<b>1.6</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Strategies & Partnerships

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<b>Total Permanent FTEs</b>		<b>0.0</b>		

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes

## Strategies and Partnerships Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	4,501	5,629	5,632	5,980	348	351
Program Specific Costs	7,452	5,681	6,031	6,059	28	378
Professional / Contracted Services	343	462	362	463	101	1
General Expenses	395	531	531	480	(52)	(52)
Financing Costs	1	1	1	1	(0)	-
Occupancy Costs	1	-	-	-	-	-
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	670	638	653	671	18	33
Minor Capital	3	21	21	21	-	-
Direct Charges & Intra-allocations	0	4	4	5	0	0
<b>Total Expenditures</b>	<b>13,366</b>	<b>12,967</b>	<b>13,235</b>	<b>13,679</b>	<b>444</b>	<b>712</b>
<b>% Budget Change</b>			2.1%		3.4%	5.5%
<b>Revenues</b>						
Grant Subsidies	(1,752)	(365)	(365)	(295)	69	69
User Fees	-	-	-	-	-	-
Fees and Charges	(42)	-	-	-	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	-	(185)	(85)	(185)	(100)	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(1,794)</b>	<b>(550)</b>	<b>(450)</b>	<b>(480)</b>	<b>(31)</b>	<b>69</b>
<b>% Budget Change</b>			-18.2%		6.8%	-12.6%
<b>Net Tax Levy Requirement</b>	<b>11,571</b>	<b>12,418</b>	<b>12,786</b>	<b>13,198</b>	<b>414</b>	<b>782</b>
<b>% Budget Change</b>			3.0%		3.2%	6.3%

## 2014 Budget Change from Approved Outlook

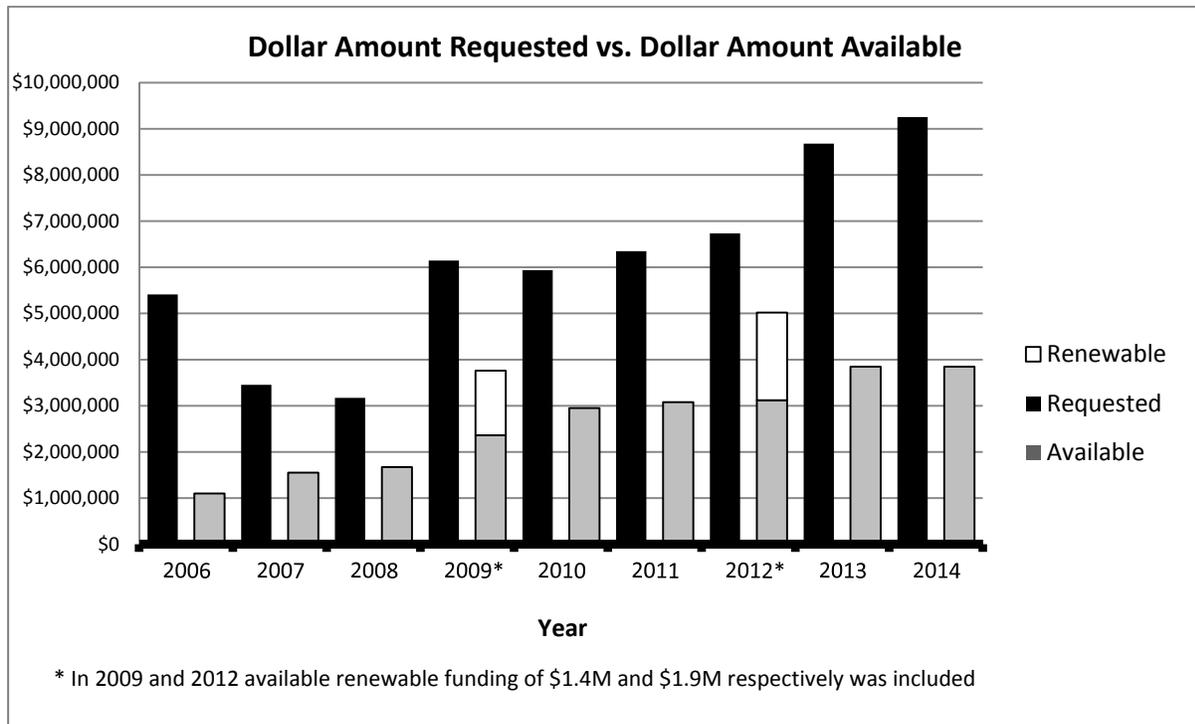
### Strategies and Partnerships - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	12,968		12,418		49.0
2014 Approved Outlook - Restated	13,235	2.1	12,787	3.0	49.0
Compensation Adjustment for Contract Settlement	193	1.5	193	1.6	
Compensation Adjustments	69	0.5	69	0.6	
IT Lease Chargebacks - increase infrastructure fees	31	0.2	31	0.2	
Reduction of funding from Federal Government for Local Immigration Partnership program			69	0.6	
Negotiated Specific Agreement - Planning	1	0.0	1	0.0	
MYP 6.2 a) Community access to census data	100	0.8			
Establish Human Services Planning Board Initiatives	50	0.4	50	0.4	
Share of Program Support	1	0.0	1	0.0	
Total Change to 2014 Approved Outlook	444	3.4	411	3.3	
<b>2014 Approved Budget</b>	<b>13,679</b>	<b>5.5</b>	<b>13,198</b>	<b>6.3</b>	<b>49.0</b>

# 2014 Budget Change Explanations

## Strategies and Partnerships - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	12,968		12,418		49.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	193	1.5	193	1.6	
Compensation Adjustments	72	0.6	72	0.6	
IT Lease Chargebacks - increase infrastructure fees	31	0.2	31	0.2	
Reduction of funding from Federal Government for Local Immigration Partnership Program			69	0.6	
Negotiated Specific Agreement - Planning	1	0.0	1	0.0	
Share of Program Support	5	0.0	5	0.0	
<b>Sub Total Base</b>	<b>301</b>	<b>2.3</b>	<b>371</b>	<b>3.0</b>	<b>-</b>
<b>Sub Total Mandatory</b>					<b>-</b>
<b>Sub Total Annualization</b>					<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>					<b>-</b>
<b>Sub Total Efficiency</b>					<b>-</b>
<b>Total Base</b>	<b>301</b>	<b>2.3</b>	<b>371</b>	<b>3.0</b>	<b>-</b>
<b>Growth</b>					
Share of Program Support Services	10	0.1	10	0.1	
<b>Total Growth</b>	<b>10</b>	<b>0.1</b>	<b>10</b>	<b>0.1</b>	<b>-</b>
<b>Enhancement</b>					
Establish Human Services Planning Board Initiatives	50	0.4	50	0.4	
Multi-year Plan Initiatives					
2.3a) Expand Homelessness Prevention Program	100	0.8	100	0.8	
1.1a) Enhance Community Investment Funds	250	1.9	250	2.0	
<b>Total Enhancement</b>	<b>400</b>	<b>3.1</b>	<b>400</b>	<b>3.2</b>	<b>-</b>
<b>Total Budget Change</b>	<b>711</b>	<b>5.5</b>	<b>780</b>	<b>6.3</b>	<b>-</b>
<b>2014 Approved Budget</b>	<b>13,679</b>		<b>13,198</b>		<b>49.0</b>



## What does this graph show?

Historically, the Region's community investment program has received more requests for funding than available.

## Explanation of KPI Trend

- The Region's call for proposals for 2013 community investment funding resulted in requests totaling over \$8.6 million, while \$3.8 million was available.
- For 2014, Expressions of Interest totaled over \$9 million, against available funding of \$3.8 million.
- In percentage terms, available funding was only 41% of requests received for 2014. While not all funding requests would have been eligible for approval, the large number of requests points to a significant need for increased community funding in York Region. In addition, requests for funding for 2014 was two times higher than what was requested in 2006.
- In February 2013, Regional Council approved the updated Community Investment Strategy. The Strategy has been expanded to fund services to both low and moderate-income York Region residents. This expansion increases the target population for Community Investment funding and will place additional pressure on the funding available.
- With this new strategy, the target population eligible to receive services is estimated to be almost 402,000 residents, as contrasted with an estimated 140,000 residents under the previous strategy.
- Effective January 1, 2013, funding of \$702,444 was moved out of the Community Investment Strategy budget to the base budget of the Social Services Branch with the transfer of four family strengthening projects.

## **Comments/Background**

Population growth, growth of low and moderate-income residents and the high cost of living in York Region are putting significant strains on community agencies and placing demand on the need for community investments.

- Provincial and federal funding sources have been eliminated or funding amounts have been stagnant, not reflecting the increased need in the community. For example, funding for the Federal Homelessness Partnership Strategy (HPS) ends in March 2014. While the Federal government has committed to continuous funding, it is anticipated that the focus of the funding will change. As a result, services under HPS may be adversely affected resulting in service decrease to residents.
- The limited funding available, combined with the increasing cultural diversity and complexity of client needs, will challenge community agencies as they adapt to fill the gaps in service.
- Through Community Investments, work will be done to support agencies as they learn to better leverage resources, solve problems, identify opportunities and collaborate with each other.
- Maintaining service levels is contingent upon receiving additional funding.

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## 2014 BOQA Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	123.0	126.0	128.0	135.0	7.0
Part-Time FTE's (PPT)	2.3	1.3	1.3	0.5	(0.8)
Total Permanent FTE's	125.3	127.3	129.3	135.5	6.2
<b>Net FTE Change</b>		<b>2.0</b>	<b>2.0</b>	<b>8.2</b>	<b>6.2</b>

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	10.7	10.7	10.7	10.4	(0.3)
<b>Net Casual Change**</b>		<b>0.0</b>	<b>0.0</b>	<b>(0.3)</b>	<b>(0.3)</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Business Operations & Quality Assurance

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Finance Unit</u>				
Senior Financial Advisor	1.0	G	123	123
<u>Process Design &amp; Business Intelligence</u>				
Local Systems Support Officer - casual conversion	1.0	V		
<u>Contact Centre</u>				
Contact Centre Representative- casual conversion	6.0	V		
Contact Centre Representative- 0.83 FTE to 1.0 FTE	0.17	B	18	18
<b>Total Permanent FTEs</b>		<b>8.17</b>	<b>141</b>	<b>141</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions  
Yes

## Business Operation & Quality Assurance Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	9,395	12,875	13,150	13,601	451	726
Program Specific Costs	0	-	-	-	-	-
Professional / Contracted Services	67	224	224	308	84	84
General Expenses	554	722	722	789	67	67
Financing Costs	14	14	14	14	(1)	-
Occupancy Costs	18	297	297	331	34	34
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	(10,147)	(14,179)	(14,455)	(15,048)	(593)	(869)
Minor Capital	100	125	125	105	(20)	(20)
Direct Charges & Intra-allocations	4	(77)	(77)	(100)	(23)	(23)
<b>Total Expenditures</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>-</b>
<b>% Budget Change</b>						
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(3)	-	-	-	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(1)	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(5)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Budget Change</b>						
<b>Net Tax Levy Requirement</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>-</b>	<b>-</b>
<b>% Budget Change</b>						

Note: Fully allocated to the CHS branches it supports

## 2014 Budget Change from Approved Outlook

### Business Operations & Quality Assurance - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	14,179		14,179		127.3
2014 Approved Outlook - Restated	14,455	1.9	14,455	1.9	129.3
Compensation Adjustment for Contract Settlement	394	2.7	394	2.7	
Compensation Adjustments	21	0.2	21	0.2	
General Base Pressures - translation, training	15	0.1	15	0.1	
IT Lease Chargebacks - infrastructure fee increase	39	0.3	39	0.3	
Increase 0.83 contact centre representative to 1.0 FTE	17	0.1	17	0.1	0.2
Dedicated Agreement - Property Services	26	0.2	26	0.2	
Temporary resource cost increases under Quality Assurance	75	0.5	75	0.5	
Local Systems Support converted from temporary resources					1.0
Contact Centre Rep's converted from temporary resources					6.0
Contact Centre Representative	(80)	(0.6)	(80)	(0.6)	(1.0)
Senior Financial Advisor vs Financial Analyst	16	0.1	16	0.1	
Professional Services for eLearning and Human Capital Strategy	70	0.5	70	0.5	
Total Change to 2014 Approved Outlook	593	4.2	593	4.2	
<b>2014 Approved Budget</b>	<b>15,048</b>	<b>6.1</b>	<b>15,048</b>	<b>6.1</b>	<b>135.5</b>

# 2014 Budget Change Explanations

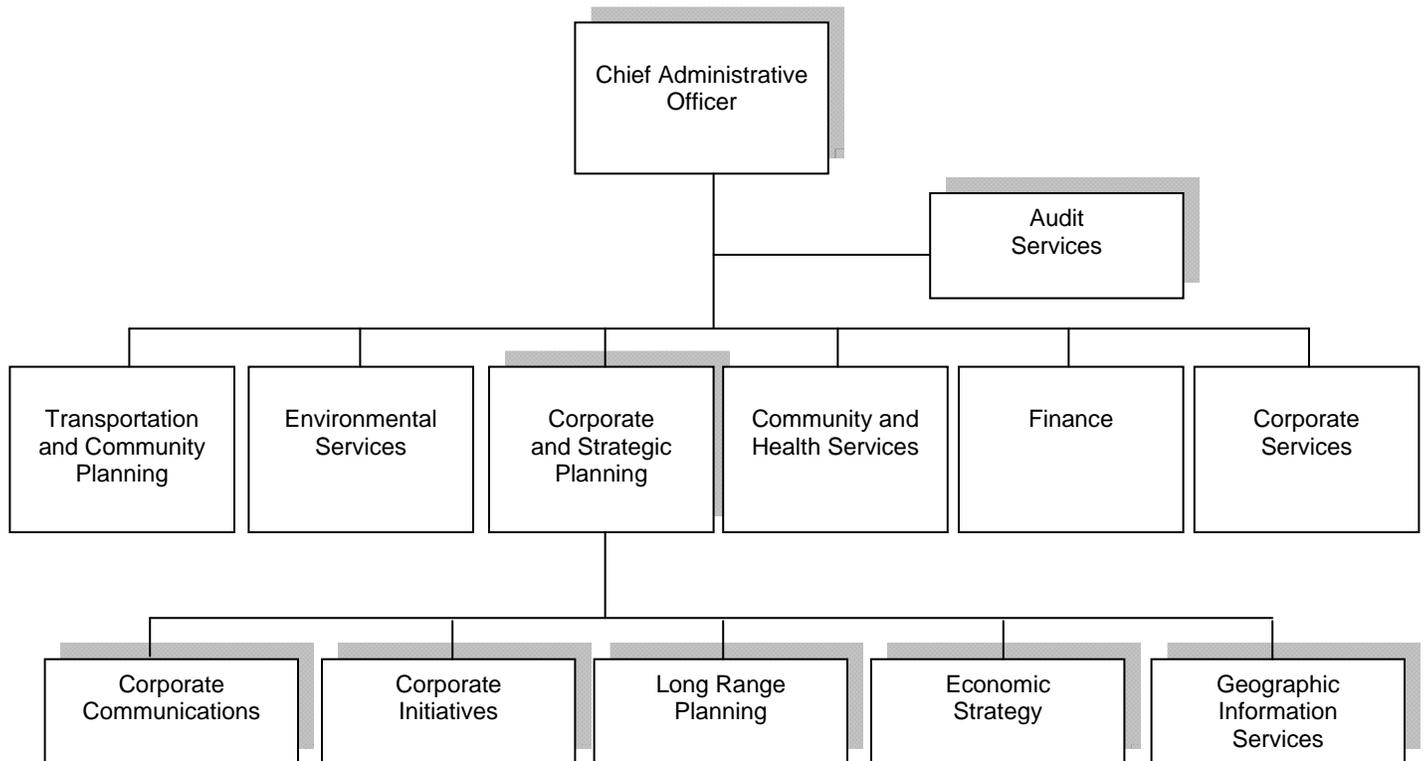
## Business Operations & Quality Assurance - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	14,179		14,179		127.3
<b>Base</b>					
Compensation Adjustment for Contract Settlement	391	2.8	391	2.8	
Compensation Adjustments	29	0.2	29	0.2	
General Base Pressures - translation, training	15	0.1	15	0.1	
IT Lease Chargebacks - infrastructure fee increase	39	0.3	39	0.3	
Increase 0.83 contact centre representative to 1.0 FTE	17	0.1	17	0.1	0.2
Capital Recovery from reserves eliminated	77	0.5	77	0.5	
Dedicated Agreement - Property Services	26	0.2	26	0.2	
Temporary resource cost increases under Quality Assurance	75	0.5	75	0.5	
Local Systems Support converted from temporary resources					1.0
Contact Centre Rep's converted from casual					6.0
<b>Sub Total Base</b>	<b>669</b>	<b>4.7</b>	<b>669</b>	<b>4.7</b>	<b>7.2</b>
<b>Sub Total Mandatory</b>					-
<b>Sub Total Annualization</b>					-
<b>Sub Total Net Operating Impact of Capital</b>					-
<b>Sub Total Efficiency</b>					-
<b>Total Base</b>	<b>669</b>	<b>4.7</b>	<b>669</b>	<b>4.7</b>	<b>7.2</b>
<b>Growth</b>					
Senior Financial Advisor	129	0.9	129	0.9	1.0
<b>Total Growth</b>	<b>129</b>	<b>0.9</b>	<b>129</b>	<b>0.9</b>	<b>1.0</b>
<b>Enhancement</b>					
Professional Services for eLearning and Human Capital Strategy	70	0.5	70	0.5	
<b>Total Enhancement</b>	<b>70</b>	<b>0.5</b>	<b>70</b>	<b>0.5</b>	-
<b>Total Budget Change</b>	<b>868</b>	<b>6.1</b>	<b>868</b>	<b>6.1</b>	<b>8.2</b>
<b>2014 Approved Budget</b>	<b>15,048</b>		<b>15,048</b>		<b>135.5</b>

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## Departmental Description

The Chief Administrative Officer (CAO) is appointed by Regional Council. The CAO directs and coordinates the general management and business affairs of the corporation in accordance with the bylaws, policies and plans approved by Council. The CAO ensures fiscal responsibility and the delivery of high quality services to meet the ever changing needs of the community.



### Vision

The current vision statement - *Creating strong, caring and safe communities* - was endorsed by Council in June 2012 and provides clear direction as to where Regional Council and our communities envisions the Regional Municipality of York in 2051. The vision statement will be used to guide future activities.

### Mission

Along with the vision, the Region’s mission statement clearly establishes the priorities of the Office of the Chief Administrative Officer. The Region’s mission statement guides the way the Office of the CAO does business: *York Region staff are committed to providing cost effective, quality services that respond to the needs of our rapidly growing communities.*

## Core Values

The core values are the foundation of the Region's vision and mission and integral to the way we do business. These values define who we are and what we stand for: *Integrity, Commitment, Accountability, Respect and Excellence*

## Mandate of the Office of the Chief Administrative Officer

The Office of the CAO is mandated to ensure that York Region's programs and services are delivered in a cost efficient and effective manner to our customers and stakeholders in accordance with Council approved policies and the Region's Vision. The Office of the CAO is primarily responsible for:

- Actively promoting the Region as a place to live, work and play
- Planning and facilitating population and employment growth using sustainability-based plans, policies and guidelines
- Aligning the corporation to the priorities of Council and therefore the constituents of the Region through sound planning processes
- Managing and disseminating information and critical data (measurement, forecasts and geospatial) to assist other Departments in meeting their mandates and targets
- Maintaining and evolving customer service delivery, experience and satisfaction
- Providing emergency management, personal preparedness and business continuity support internally and externally

To achieve these results, the Office of the CAO employs strong leadership and capabilities in the areas of:

- Responsive management and services through collaboration and a bias toward service-orientation
- In-house expertise and ability to develop partnerships internally and externally to deliver products, services and results
- Strategic, forward-thinking perspectives while managing critical day-to-day operations

The Office of the CAO is organized into six branches:

## Audit Services

The Audit team provides independent, objective assurance and consulting activities designed to add value and improve our organization's operations. We help internal clients accomplish their objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of their risk management, control and governance processes.

## Corporate Communications

The Corporate Communications team communicates the decisions of York Regional Council and assists in the development and implementation of strategic communications

services, media relations services and corporate design services, including the Region's Internet and intranet web sites.

### **Corporate Initiatives**

The Corporate Initiatives team conducts analysis and research and takes a lead role in the development of corporate policy, strategic initiatives and special projects in alignment with Regional Council objectives, Vision 2051, and the Corporate Strategic Plan, while delivering the Region's emergency management, customer service and corporate continuous improvement programs.

### **Economic Strategy**

The Economic Strategy team is focused on sustaining the economic vitality of York Region by attracting new business investment, encouraging innovation and technology, promoting collaboration and supporting small enterprise formation and export initiatives.

### **Geographic Information Services**

The Geographic Information Services team enables quality decision-making in growth management and sustainable development through geospatial information, analysis, products, services and technology. The Branch supports all departments in the Region, York Regional Police and the York Region Rapid Transit Corporation, and leads and coordinates the YorkInfo Partnership, which includes municipal, educational and conservation authority organizations operating within the Region.

### **Long Range Planning**

The Long Range Planning team takes a lead role in research, data collection, policy development and review in the areas of Regional policy, growth management and land use planning. The branch approaches growth and development challenges with a long-term, holistic view using a triple bottom-line sustainability approach that simultaneously creates benefits along economic, community and environmental lines. This sustainability approach emphasizes economic, community and environmental values and public engagement at the front-end of Regional processes and decision-making.

### **Base Drivers**

For 2014, budget increases for the Office of the CAO are primarily related to compensation costs.

## **Key Challenges**

As part of the development of the 2013/14 Business Plan for the department, an environmental scan was conducted. The following trends, issues and assumptions were generated at the Management level, and in relationship to the broader four-year strategic

plan priorities, and denote immediate or near-future pressures on the Office of the CAO operating environment:

- Growing gap in income disparity and its effect on housing, jobs and competition
- Continuing change in demographic diversity and resulting value shifts
- Increasing demand by residents for service options and use of social media
- Ongoing fiscal constraint at all levels of government
- Actively participating in city building
- Continuing to balance environmental issues with growth management
- Increasing movement toward open, transparent government

## Service Challenges

Trends and issues that will impact 2014 budget for the Office of the CAO include:

- Continued focus on employment growth and increased need for job creation
- Corporate growth and the increased support to other Departments
- Continued population growth and increased focus on affordable housing
- Customer service and the increased need to maintain satisfaction levels and evolve service delivery to meet customer needs and expectations

## Strategic Goals

- Increase job creation and strengthen existing employment sectors in the Region.
- Increase the availability and affordability of housing across the Region.
- Continue to take steps to make Regional services more user-friendly to better serve our customers.
- Further align the organization to the priorities of Regional Council.
- Ensure business continuity of Regional services during times of emergency and/or other extenuating circumstances.
- Improve the quality and availability of Regional data and information internally and externally.

## Department Objectives for 2014

- 1) Position York Region as the “Region of Choice” for innovative and growing companies, while increasing employment opportunities for those living in York Region by implementing the Economic Development Action Plan.
- 2) Work with other Departments to continue to implement a robust growth management and development tracking system that informs and assists with forecasting housing stock and availability, development charges forecasts and payments and provides information to the development community regarding the phase and stage of developmental applications review and approval.

- 3) Streamline customer access to services and information by implementing a “no wrong door” approach with the use of corporate Customer Relations Management system and increased service options and call handling.
- 4) Increase public awareness of Regional services and programs through effective use of multiple communication channels and increased engagement using social media.
- 5) Further align the organization to the priorities of Council by establishing a corporate measurement framework that links *Vision 2051* community results to Regional program performance measures.
- 6) Increase the organization’s resiliency and ability to respond during times of emergency and/or other work disruption incidents by enhancing the emergency management program to include corporate coordination and support to departments in their business continuity planning activities.
- 7) Ensure staff across the organization are able to access information relevant to assist them with their day-to-day work by ensuring central information is compiled, regularly updated and published broadly.
- 8) Improve Department management by increasing business planning and budget support and centralizing key administrative processes and procedures to realize efficiencies and reduce risk.
- 9) Continue to meet the expectations as outlined in the Audit Plan approved by Council by delivering high quality, timely audit services and reviews.

Numbering does not indicate order of priority

Planned Initiatives		Intended Outcome	Budget Year	Strategic Priority Areas
1a	Broadband Access and Development	Increased investment and job creation	2014	Strategic Plan: Increase the Economic Vitality of the Region
1b	Post-Secondary Research presence	Increased investment and business partnerships		
1c	Innovation HUB development	Increased job creation		
2a	Work with Finance to appropriate link development charges tracking into GDIMS (or alternate)	Refined schedule of development charge data to assist debt repayment strategy	2014	Strategic Plan: Manage the Region’s Finances Prudently  Increase the Economic Vitality of the Region

(cont'd)				
2b	Link forecast data by traffic zone into infrastructure master plan updates, development charge forecasting and other appropriate corporate initiatives		2014	Strategic Plan: Manage the Region's Finances Prudently  Increase the Economic Vitality of the Region
3a	Purchase and implementation of a corporate Customer Relationship Management technology system (CRM)	CRM implemented in 1-2 designated areas	2014	Strategic Plan: Make Regional Services more User-friendly
3b	Begin transition to a new business approach to customer contact handling	New approach to customer contact handling in place, providing platform to increase contact handling options and effectiveness		
4a	Investigate additional social media platforms for Regional use (i.e. Flickr, Pinterest)	Increased following of Region through social media	2014	Strategic Plan: Make Regional Services more User-friendly
4b	Increase interactive content on channels			
5	Develop a corporate measurement framework linking <i>Vision 2051</i> community results to Regional program measures to assist corporate priority setting, policy making and budget planning	Approved suite of community-level indicators and Regional performance measures	2014	Strategic Plan: Manage the Region's Finances Prudently

6	Develop a central repository of for corporate data accessible to all staff to aid in improving the day-to-day functioning across the organization	Approved policy framework for data access and management  Implemented central repository of corporate data, drawing, photos and census information accessible to staff across the organization	2014	Strategic Plan: Strengthen Organizational Capacity
7	Review of all department financial and administrative processes to gain efficiencies, effectiveness and ensure corporate financial and administrative policies are met	Increase efficiency and transparency of financial transactions and record keeping  Reduction in time spent on redundant or ineffective processes and procedures	2014	Departmental Priority
8	Execute the 3-year Audit Program as approved by Regional Council in 2011	Completion of annual approved work plan, as set out by Regional Council	2014	Departmental Priority

### Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Proposed	Change to Outlook
Full-Time FTE's (PFT)	84.0	85.0	87.0	89.0	2.0
Part-Time FTE's (PPT)	8.0	8.0	8.0	8.0	0.0
Total Permanent FTE's	92.0	93.0	95.0	97.0	2.0
<b>Net FTE Change</b>		<b>1.0</b>	<b>2.0</b>	<b>4.0</b>	<b>2.0</b>

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Proposed	Change to Outlook
Total Casual	0.6	0.6	0.6	0.6	0.0
<b>Net Casual Change**</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

**Office of the CAO  
2014 New Staffing Summary**

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Corporate Communications</u>				
Social Media Specialist	1.0	G	116	116
<u>Economic Strategy</u>				
Economic Research Development Officer	1.0	G	108	108
Economic Business Analyst	1.0	G	94	94
<u>Audit Services</u>				
Senior Auditor	1.0	G	131	131
<b>Total Permanent FTEs</b>				
	<b>4.0</b>		<b>449</b>	<b>449</b>

## Office of the C.A.O. Operating Financial Summary

(Figures in \$ 000's)	<b>2012 Actual</b>	<b>2013 Budget</b>	<b>2014 Outlook</b>	<b>2014 Approved</b>	<b>Change to Outlook</b>	<b>Incremental to 2013 Budget</b>
<b>Expenditures</b>						
Salaries and Benefits	9,684	10,714	10,958	11,714	755	1,000
Program Specific Costs	-	3,500	3,500	3,500	-	-
Professional / Contracted Services	847	1,339	1,339	1,213	(127)	(127)
General Expenses	1,506	1,674	1,682	1,721	39	47
Financing Costs	7	5	5	5	(0)	-
Occupancy Costs	14	10	10	10	-	-
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	30	28	20	24	4	(4)
Direct Charges & Intra-allocations	(2,189)	(2,261)	(2,261)	(2,402)	(140)	(140)
<b>Total Expenditures</b>	<b>9,898</b>	<b>15,008</b>	<b>15,252</b>	<b>15,783</b>	<b>531</b>	<b>775</b>
<b>% Budget Change</b>			1.6%		3.5%	5.2%
<b>Revenues</b>						
Grant Subsidies	(186)	(100)	(100)	(100)	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(165)	(243)	(243)	(275)	(32)	(32)
Development Charges	-	(140)	(140)	(140)	-	-
Contribution From Reserves	(10)	(3,500)	(3,500)	(3,500)	-	-
Third Party Recoveries	(199)	(189)	(189)	(77)	113	113
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(559)</b>	<b>(4,173)</b>	<b>(4,173)</b>	<b>(4,092)</b>	<b>81</b>	<b>81</b>
<b>% Budget Change</b>			0.0%		-1.9%	-1.9%
<b>Net Tax Levy Requirement</b>	<b>9,339</b>	<b>10,836</b>	<b>11,079</b>	<b>11,692</b>	<b>612</b>	<b>856</b>
<b>% Budget Change</b>			2.2%		5.5%	7.9%

## 2014 Budget Change from Approved Outlook

### Office of the C.A.O. - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	15,008		10,836		93.0
2014 Approved Outlook - Restated	15,252	1.6	11,079	2.2	95.0
Compensation Adjustment for Contract Settlement	350	2.3	350	3.2	
Compensation adjustments	61	0.4	61	0.6	
Senior Auditor to meet growing needs	141	0.9	141	1.3	1.0
Operations efficiency from branches	(26)	-0.2	(26)	-0.2	
Additional staff in meeting growth needs	75	0.5	75	0.7	1.0
Operations base increase	71	0.5	71	0.7	
Increase GIS negotiated recoveries	(140)	-0.9	(172)	-1.6	
York Info Partnership Program Change	0	0.0	113	1.0	
Total Change to 2014 Approved Outlook	532	3.5	613	5.7	2.0
<b>2014 Approved Budget</b>	<b>15,783</b>	<b>5.2</b>	<b>11,692</b>	<b>7.9</b>	<b>97.0</b>

## 2014 Budget Change Explanations

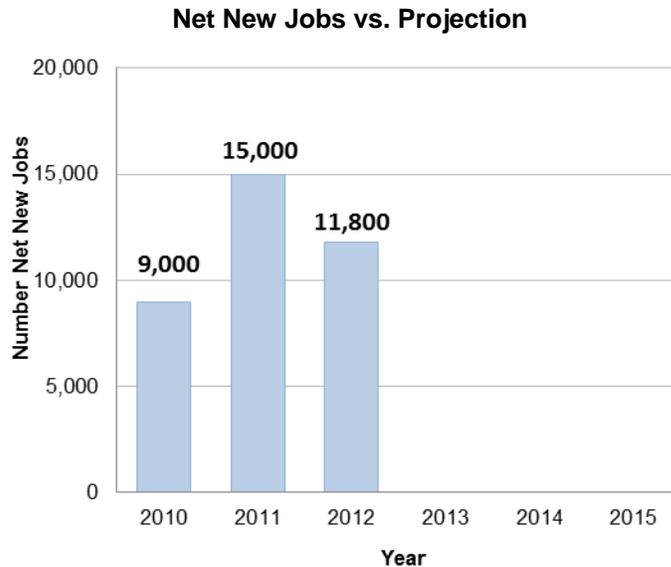
### Office of the C.A.O. - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	15,008		10,836		93.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	347	2.3	347	3.2	
Compensation adjustments	65	0.4	65	0.6	
Operations base increase	71	0.5	71	0.7	
Recovery adjustments	-		113	1.0	
Increase in GIS recoveries	(140)	(0.9)	(172)	(1.6)	
<b>Sub Total Base</b>	<b>343</b>	<b>2.3</b>	<b>424</b>	<b>3.9</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Annualization</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Efficiency</b>					
Operations efficiency from branches	(36)	(0.2)	(36)	(0.3)	
<b>Sub Total Efficiency</b>	<b>(36)</b>	<b>(0.2)</b>	<b>(36)</b>	<b>(0.3)</b>	<b>-</b>
<b>Total Base</b>	<b>307</b>	<b>2.0</b>	<b>388</b>	<b>3.6</b>	<b>-</b>
<b>Growth</b>					
Senior Auditor and related program costs	141	0.9	141	1.3	1.0
Social Media Specialist and related program costs	125	0.8	125	1.2	1.0
Economic Research Development Officer and Economic Business Analyst	202	1.3	202	1.9	2.0
<b>Total Growth</b>	<b>468</b>	<b>3.1</b>	<b>468</b>	<b>4.3</b>	<b>4.0</b>
<b>Total Enhancement</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Budget Change</b>	<b>775</b>	<b>5.2</b>	<b>856</b>	<b>7.9</b>	<b>4.0</b>
<b>2014 Approved Budget</b>	<b>15,783</b>		<b>11,692</b>		<b>97.0</b>

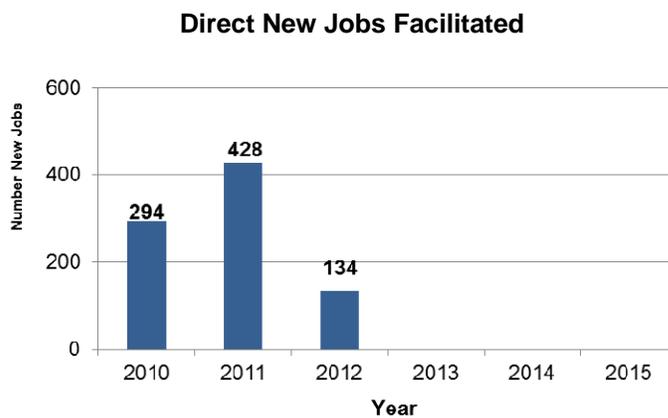
## Key Performance Indicators

These key performance measure help indicate whether the desired impact is taking shape as a results of the Region’s focused efforts.

### Department Objective 1:



Source: Economic Strategy. Net new jobs as per annual employment survey. Total jobs influenced includes jobs created or retained by Investment and Marketing and Small Business Enterprise staff intervention.

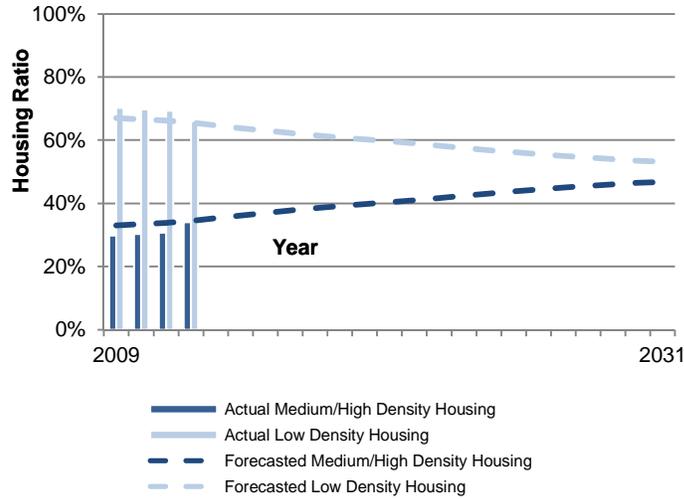


Source: Economic Strategy

Regional programs helped generate over 850 new jobs since 2010.  
Regional programs are impacting net new jobs growth in the range of 1%-3% over the past three years.

**Department Objective 2:**

**Total Housing Stock by Type**



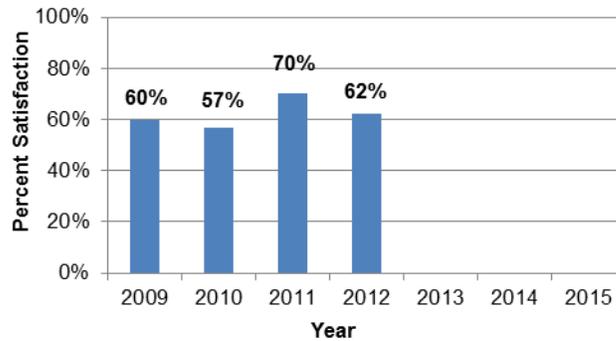
Source: York Region Office of the CAO, Long Range Planning Branch based on Statistics Canada data and CMHC Housing Completion data. Forecasts based on internal calculations.

Low Density Housing refers to single family dwelling structures. Medium and High Density Housing refers to all other structure types, including semi-detached, townhouses, apartments and duplexes.

**Department Objective 3:**

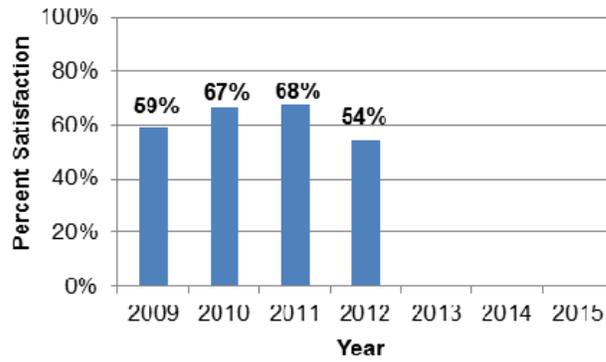
**Satisfaction with York Region Service Staff Knowledge and Access**

**Knowledgeable Competent Staff**



Source: Environics 2012

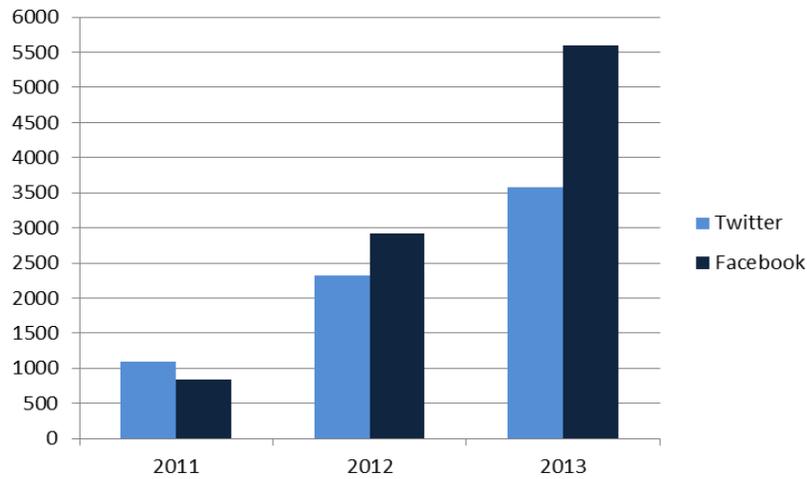
**Ability to Access Regional Services**



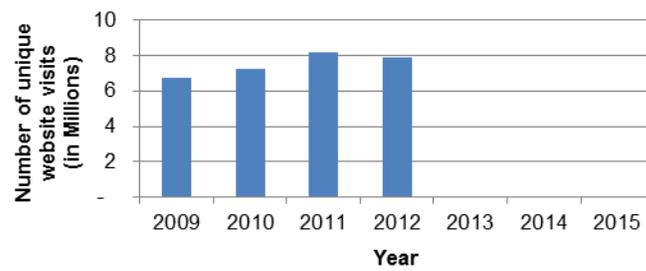
Source: Environics 2012

**Department Objective 4:**

**Number of Followers on Social Media**



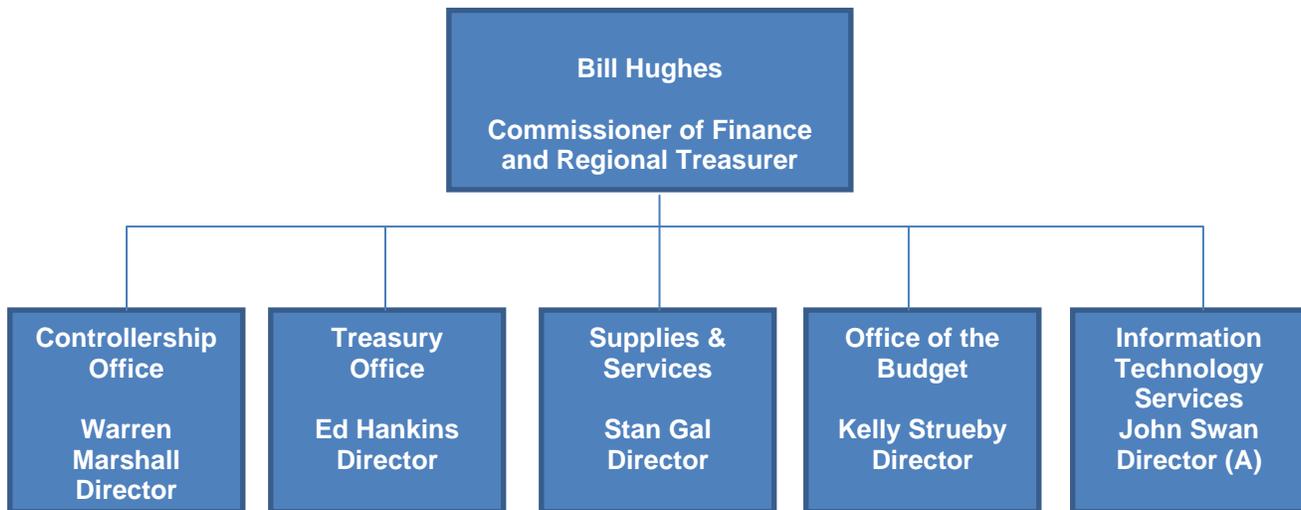
*Includes York Region, Vision 2051, YRT and VivaNext Facebook likes and Twitter followers.  
 York Region Twitter and Facebook accounts were activated June 2011.  
 Vision 2051 Twitter and Facebook accounts were activated August 2011.  
 Figures for 2013 reflect the number of followers as of August 2013.*

**Number of visits to municipal websites**

*The number of visits to municipal websites is a measure used in the Ontario Municipal Benchmarking Initiative. It includes the number of unique web site visits to: York.ca, yrt.ca and vivanext.com.*

## Departmental Description

The Finance Department provides high-quality financial direction, advice and corporate services to clients, including Regional Council and other Regional departments. The department is responsible for the stewardship of the Region's finances. Consisting of five branches, the department provides overall leadership over several corporate policies and processes, including budget development, business planning, management of the Region's debt, reserves and investments, financial reporting and administration, and procurement. The department is also responsible for providing comprehensive information technology services, including computer hardware, software, application architecture, disaster recovery and customer support services.



## Mandate

The Finance Department consists of five branches: the Office of the Budget, Treasury Office, Controllership Office, Supplies and Services Branch, and Information Technology Services Branch.

The Office of the Budget has responsibility over annual and multi-year budget development and business planning. The Office of the Budget:

- Provides advice to senior management and Council in regards to business plans, budgets, and expenditures
- Manages the development of the Region's operating and capital budgets and coordinates progress reports on spending to senior management and Council
- Provides long-term fiscal planning and analysis

Treasury Office is responsible for all treasury functions, including revenues, investments, debt, financing, cash management, and risk management. The branch:

- Conducts analysis, provides advice, and leads policy development for revenue sources, including property taxes and development charges
- Develops the Region's annual long-term debt management plan and ensures compliance with the provincial Annual Repayment Limit regulation
- Manages the Region's debt financing, credit rating, and banking relationships
- Manages and develops policies for the Region's reserves
- Manages the Region's cash and investments
- Provides risk management advice and services for the Corporation to protect against material financial loss resulting from loss/destruction of assets and from third-party liability claims

Controllership Office is responsible for accounting policy, financial reporting, financial administration, and other matters related to corporate controllership. The branch:

- Provides financial administration and accounting services, including maintaining financial records, preparing financial statements, and managing the Corporation's general payables and receivables
- Administers the Development Charge By-law and manages the collection of development charge revenues
- Handles corporate controllership matters and develops policies/procedures for financial control and accounting

The Supplies and Services Branch oversees the Corporation's procurement policies and processes. The branch:

- Provides a centralized procurement function within the Region, ensuring a competitive procurement process that is fair, objective, accountable and transparent
- Manages Print Shop, Mailroom, and Switchboard functions and services

Information Technology Services Branch is responsible for developing and delivering information technology policies, services, and solutions for the Corporation. The branch:

- Provides, manages and supports voice/data technology and services, including corporate and departmental application services, database administration and support, portal and web based services, network infrastructure, remote network access and telecommunications services
- Facilitates and enables the deployment of technology-based solutions to meet the evolving service delivery needs of the Region, staff and Council
- Assists York Region departments with tracking and accessing financial, statistical and qualitative data for improved decision-making and performance management through the utilization of the Region's Enterprise Resource Planning (ERP) system
- Develops technology and application architecture, planning, standards, management and operations
- Provides technology security and disaster recovery
- Provides technical assistance and support to all Regional staff

In addition to the five branches, the Commissioner's Office also provides services that help manage and develop departmental resources and support delivery of departmental objectives. In particular, staff within the Commissioner's Office

coordinates department-wide initiatives and policy processes, manages the department's reports to Committee and Council and other decision-making forums, conducts liaison with executive offices, and provides support and advice to the Commissioner and the department's senior management table. The Commissioner's Office also takes the lead on departmental strategy, policy and resource planning, and corporate development.

## Base Drivers

Drivers that affect the Base include:

- Inflation
- Growth in regional programs
- Regional staff growth
- Technological change
- External economic conditions

## Key Challenges

The Finance Department continues to face significant demands. On the corporate fiscal and business side, key priorities include:

- Managing a large capital plan with multiple funding sources
- Leading and practicing prudent financial management to maintain a high credit rating
- Developing and implementing a debt management plan that is compliant with the province's Annual Repayment Limit Regulation and supportive of credit rating objectives
- Effectively managing large, growing and numerous financial reserves
- Addressing reliance on development charge revenue
- Moving forward on significant improvements to the budgeting process, including the introduction and implementation of multi-year budgeting
- Implementing multi-year reforms to procurement and payment processes
- Recommending and supporting new technologies to increase effectiveness of York Region departments and respond to Regional growth, while containing costs
- Integrating departmental technology needs into an Information Technology strategy built on standards, common applications, reliable infrastructure and a secure computing environment.

## Strategic Goals

The department will continue to provide effective fiscal planning, management, and administration of York Region's financial resources, including developing and implementing corporate policies and processes. Departmental initiatives will continue to support achievement of the Strategic Plan overarching priority of managing the Region's finance's prudently.

In addition to delivering on core departmental business, the department plans to move forward on specific corporate-wide initiatives. These include:

- Developing and implementing strategies for managing debt and reserves
- Moving forward on multi-year budgeting efforts
- Gaining a better understanding of the Region's long-term financial situation, developing long-term revenue and expenditure forecasts, and crafting a long-term fiscal strategy
- Establishing a corporate framework for prioritizing capital projects
- Exploring and developing an enterprise risk management strategy
- Supporting continuous improvement of business processes and financial policies
- Expand the department's financial management and analytical capabilities
- Continuing to deliver on / support information technology initiatives that have significant corporate-wide impacts, including the development of business intelligence tools, information and data management systems, software applications, and communication portals

## Department Objectives

Specific objectives for 2014 include:

- Develop strategies for managing reserves and long-term debt
- Meet the conditions of the province's Annual Repayment Limit
- Move forward on developing longer-term revenue and expenditure projections
- Continue to move forward on multi-year budgeting efforts, including improvements to budget systems and business planning processes
- Continue to prioritize new capital infrastructure projects using the corporate prioritization framework
- Improve capital budgeting through better forecasts and reporting
- Deliver on financial reporting requirements, including the preparation and production of the Region's annual financial statements
- Continue to move forward on corporate business process improvements, including improvements to procurement and payroll processes
- Develop and implement initiatives to improve departmental processes and strengthen the department's analytical and advisory capabilities
- Support York Region Customer Service initiatives through technology
- Establish information technology project management and intake processes and improve maturity level of project management through training, consulting and continuous improvements
- Complete implementation of Windows 7, Lync, Outlook and Office 2010, providing staff

with tools for operational efficiency and departmental staff with tools for enhanced Regional service delivery

- Refresh end-of-life PCs, network, printer and telephone technology
- Manage the development and implementation of various departmental and enterprise systems and upgrades including: York Region Public WEB, PeopleSoft Financial and H.R. system upgrades, continued rollouts for Fleet Management, Business Intelligence (Analytics) and Data Warehousing
- Manage corporate and departmental applications, databases and Web services infrastructure for 99.9% availability
- Maintain, test and update the Disaster Recovery infrastructure and processes
- Evaluate emerging technologies including mobile computing, tablets, cloud computing, software as a service, and services-oriented architecture
- Continue to implement and manage asset life cycle management and vendor contract management processes, including a new corporate technology assets/database

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Proposed	Change to Outlook
Full-Time FTE's (PFT)	190.0	197.0	203.0	204.0	1.0
Part-Time FTE's (PPT)	1.4	1.4	1.4	1.4	0.0
Total Permanent FTE's	191.4	198.4	204.4	205.4	1.0
<b>Net FTE Change*</b>		<b>7.0</b>	<b>6.0</b>	<b>7.0</b>	<b>1.0</b>

\*For FTE allocated from another program, please specify the program and FTE amount

Casual Full Time Equivalents	2012 Actual	2013 Budget	2014 Outlook	2014 Proposed	Change to Outlook
Total Casual	3.0	4.0	4.0	6.0	2.0
<b>Net Casual Change**</b>		<b>4.0</b>	<b>4.0</b>	<b>6.0</b>	<b>2.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

INTENTIONAL BLANK

## Finance (excluding IT Services)

### 2014 New Staff Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)
<u>Controllership Office</u>				
Policy/Financial Analyst	2.0	G	228	228
<u>Treasury Office</u>				
Cash Management Analyst (recovered from Working Capital Reserve)	1.0	G	114	
Head, Risk Management (recovered from Insurance Reserve)	1.0	G	156	
<u>Office of the Budget</u>				
Budget Advisor	1.0	G	114	114
<b>Total Permanent FTEs</b>	<b>5.0</b>		<b>612</b>	<b>342</b>

**\*Type of FTE's Legend:**

B  
B-M  
B-A  
G  
E  
C  
V

**Space Needs Accommodations:**

- B: Space needs accommodations have been consider  
- B: for the above requested posit Yes  
- Base-Annualization No  
- Growth  
- Enhancement  
- Capital  
- Conversion

## Finance

### Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	10,499	12,406	12,871	13,477	606	1,071
Program Specific Costs	-	-	-	-	-	-
Professional / Contracted Services	751	1,926	1,796	2,046	250	120
General Expenses	304	518	494	522	28	4
Financing Costs	53	47	49	49	-	2
Occupancy Costs	211	-	-	-	-	-
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	(739)	(881)	(895)	(895)	-	(14)
Minor Capital	35	98	94	97	3	(1)
Direct Charges & Intra-allocations	95	(90)	(77)	(77)	-	13
<b>Total Expenditures</b>	<b>11,209</b>	<b>14,024</b>	<b>14,331</b>	<b>15,218</b>	<b>887</b>	<b>1,194</b>
<b>% Budget Change</b>			2.2%		6.2%	8.5%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(382)	(415)	(395)	(462)	(67)	(47)
Development Charges	(106)	(308)	(308)	(308)	-	-
Contribution From Reserves	(1,002)	(1,091)	(1,116)	(1,144)	(29)	(54)
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(1,489)</b>	<b>(1,813)</b>	<b>(1,818)</b>	<b>(1,914)</b>	<b>(96)</b>	<b>(101)</b>
<b>% Budget Change</b>			0.3%		5.3%	5.6%
<b>Net Tax Levy Requirement</b>	<b>9,719</b>	<b>12,211</b>	<b>12,513</b>	<b>13,304</b>	<b>791</b>	<b>1,094</b>
<b>% Budget Change</b>			2.5%		6.3%	9.0%

## 2014 Budget Change from Approved Outlook

### Finance - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	14,024		12,211		111.4
2014 Approved Outlook - Restated	14,331	2.2	12,513	2.5	115.4
Compensation Adjustment for Contract settlement	400	2.9	400	3.3	
Staff requests to accommodate continued Regional growth (incl. Minor Capital)	221	1.6	(40)	-0.3	1.0
Treasury Office - Staff time Recoverable from General Capital/Insurance	14	0.1	247	2.0	
Restatement of Business Process Enhancements from Contingency (2014)	250	1.7	250	2.0	
Annualization of contractual wages and benefits	(6)	0.0	(6)	-0.1	
Replace postage equipment with a new high capacity unit	3	0.0	3	0.0	
Salary realignments for new staff hired in 2013	(3)	0.0	(3)	0.0	
Establish a budget for a staff led training and development initiative	10	0.1	10	0.1	
Revenue adjustments based on Regional growth	0	0.0	(67)	-0.5	
Total Change to 2014 Outlook	889	6.3	793	6.5	1.0
<b>2014 Approved Budget</b>	<b>15,218</b>	<b>8.5</b>	<b>13,304</b>	<b>9.0</b>	<b>116.4</b>

# 2014 Budget Change Explanations

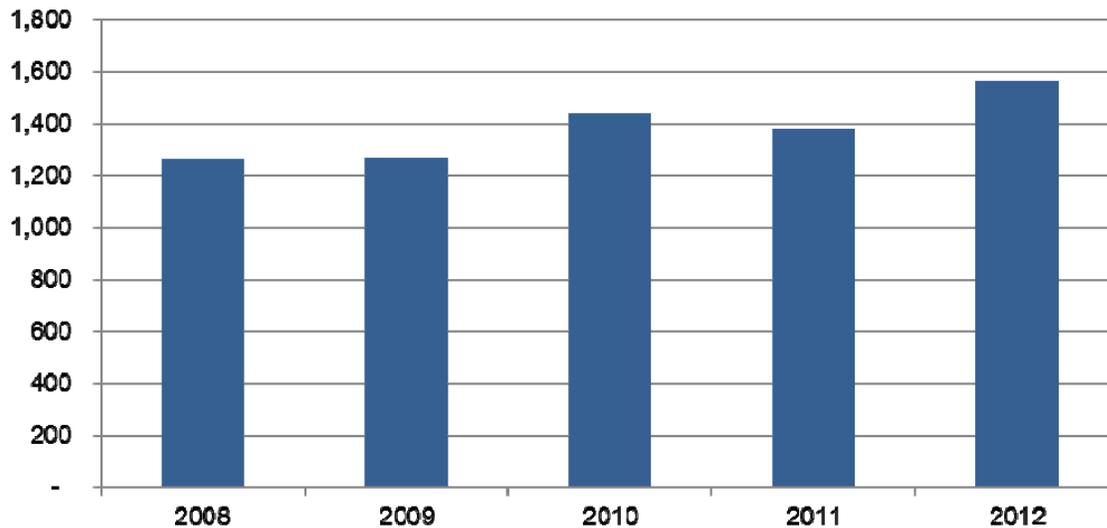
## Finance - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	14,024		12,211		111.4
<b>Base</b>					
Compensation Adjustment for Contract settlement	400	2.9	400	3.3	
Reduced administration revenues for Move Ontario Trust investment funds	-		20	0.2	
Treasury Office - Staff time recoverable from the Insurance Reserve	-		(15)	(0.1)	
Insurance premium adjustment	2	0.0	2	0.0	
Compensation adjustments	(4)	(0.0)	(4)	(0.0)	
Additional funding for training and development initiatives	10	0.1	10	0.1	
<b>Sub Total Base</b>	<b>408</b>	<b>2.9</b>	<b>535</b>	<b>4.4</b>	<b>-</b>
<b>Sub Total Mandatory</b>	-		-		-
<b>Sub Total Annualization</b>	-		-		-
<b>Sub Total Net Operating Impact of Capital</b>	-		-		-
<b>Efficiency</b>					
Reduce consulting requirements for Debt Management System	(130)	(0.9)	(30)	(0.2)	
Remove one-time new staffing related costs (incl. minor capital)	(34)	(0.2)	(34)	(0.3)	
Direct Charge adjustment for Sr. Purchasing Analyst, a 2-year agreement with YRRTC	13	0.1	13	0.1	
<b>Sub Total Efficiency</b>	<b>(151)</b>	<b>(1.1)</b>	<b>(51)</b>	<b>(0.4)</b>	<b>-</b>
<b>Total Base</b>	<b>257</b>	<b>1.8</b>	<b>484</b>	<b>4.0</b>	<b>-</b>
<b>Growth</b>					
Staff requests to accommodate Regional growth (incl. minor capital)	715	5.1	453	3.7	5.0
Replace postage equipment with a new high capacity unit	3	0.0	3	0.0	
Increased Print Shop recoverable based on departmental volumes	(30)	(0.2)	(30)	(0.2)	
Revenue adjustments based on Regional growth	-		(67)	(0.5)	
<b>Total Growth</b>	<b>688</b>	<b>4.9</b>	<b>359</b>	<b>2.9</b>	<b>5.0</b>
<b>Total Enhancement</b>	-		-		-
<b>Total Budget Change</b>	<b>944</b>	<b>6.7</b>	<b>844</b>	<b>6.9</b>	<b>5.0</b>
<b>2014 Approved Budget</b>	<b>15,218</b>		<b>13,304</b>		<b>116.4</b>

## Key Performance Indicators

### Service Level

### 5 Year Reserve and Reserve Funds (\$ millions)



#### What does the graph show?

- The graph indicates that the Region's assets have increased from about \$1.3 billion at the end of 2008 to about \$1.6 billion at the end of 2012.

#### Explanation of KPI Trend

- Reserve Funds are important to the Region and its credit rating agencies as they indicate the degree of liquidity available to the Region. The generally increasing reserve levels over the past five years have been an important factor in the maintenance of the Region's superior credit ratings.

#### Comments / Background:

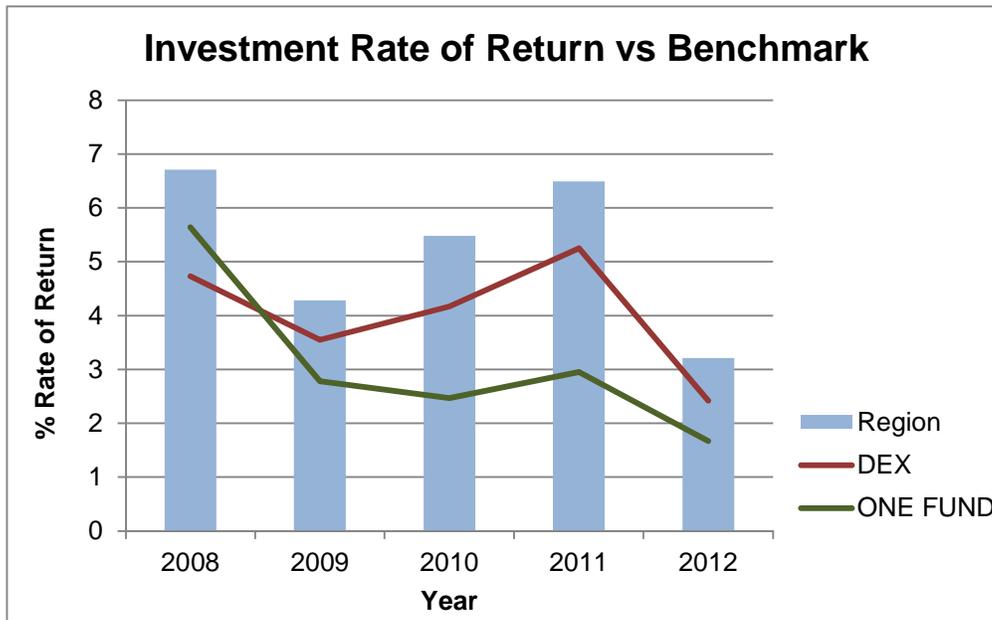
- Although there is a general upward trend in the amount of Reserve funds held by the Region, there have been significant shifts in the composition of the Funds.

For example, while Development Charges Reserves have decreased from \$477 million in 2008 to \$378 million in 2012, Replacement Reserve Funds have increased from \$198 million to \$384 million. This is expected, as Development Charge expenditures typically exceed collections during the ramp-up of a capital program.

The amount held in Development Charge Reserves is expected to level off as Regional Council adopted a policy in 2011 to maintain Development Charge Reserves at a minimum balance equal to the annual principal and interest payable on debt to be repaid from Development Charges. Starting in 2007, Regional Council adopted a policy of increasing contributions to Replacement Reserves by an additional 1% of the tax levy every year. As a result, the amount held in Replacement Reserve Funds is expected to grow over time.

Additionally, other significant shifts in Reserve Fund balances in the past five years include increases for Social Housing, Federal Gas Taxes, Human Resources programs (WSIB and Long Term Disability) and Tax Stabilization, with decreases in the Water and Waste Water Rate Reserves.

## Community Impact



### What does the graph show?

- The graph shows that the Region has exceeded its industry comparable benchmarks in each of the past five years. The rate of return declined in 2012 from prior years due to the decrease in market rates generally and an increase in short term investments held for deferred revenue items such as Metrolinx and prepaid development charges. The rate of return for short-term investments averaged under 1.50% whereas the rate of return for the long-term portion of the portfolio averaged over 4.0%.

### Explanation of KPI Trend

- The Region has been one of the top-rated municipalities for the past five years compared to other municipalities in Ontario as measured under the Ontario Municipal Benchmarking Initiative (OMBI). These superior returns can be attributed to a proactive investing style exercised within the conservative investment policies established by Regional Council.

### Comments / Background:

- Superior investment returns are important to the Region as they allow for lower tax levies, development charges and user rates. Higher returns also augment the value of long-term capital replacement reserves thereby reducing the burden on ratepayers in the future.

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# Information Technology Services

## 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Base Annualization - Operating Impact of Approved Capital Application Related Annualized FTE</u>				
Database Administrator	1.0	B-A	125	125
 <u>Growth - Computer Related Growth FTE</u>				
Process Analyst	1.0	G	115	115
<b>Total Permanent FTEs</b>				
<b>2.0</b>			<b>240</b>	<b>240</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered  
for the above requested positions

Yes  
No

## Information Technology Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	10,596	11,227	11,474	12,003	529	776
Program Specific Costs	-	-	-	-	-	-
Professional / Contracted Services	352	350	350	350	-	-
General Expenses	(344)	89	(472)	(306)	166	(395)
Financing Costs	7	7	7	7	-	0
Occupancy Costs	-	241	241	249	8	8
Contribution to Reserves	8,052	9,590	10,189	11,007	818	1,417
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	87	192	192	97	(94)	(94)
Direct Charges & Intra-allocations	25	64	65	59	(6)	(6)
<b>Total Expenditures</b>	<b>18,775</b>	<b>21,761</b>	<b>22,047</b>	<b>23,466</b>	<b>1,419</b>	<b>1,705</b>
<b>% Budget Change</b>			1.3%		6.4%	7.8%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(3)	-	-	-	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(597)	-	(0)	-	0	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(600)</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>0</b>	<b>-</b>
<b>% Budget Change</b>						
<b>Net Tax Levy Requirement</b>	<b>18,175</b>	<b>21,761</b>	<b>22,047</b>	<b>23,466</b>	<b>1,418</b>	<b>1,705</b>
<b>% Budget Change</b>			1.3%		6.4%	7.8%

## 2014 Budget Change from Approved Outlook

### Information Technology Services - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impac
<b>2013 Approved Budget</b>	21,761		21,761		87.0
<b>2014 Approved Outlook - Restated</b>	22,047	1.3	22,047	1.3	89.0
Base - Compensation Adjustment for Contract Settlement	341	1.6	341	1.6	
Base - Compensation Adjustments	63	0.3	63	0.3	
Base - Contribution to IT Development Reserve	950	4.4	950	4.4	
Base - General Expense: Inflationary Increase in Computer and Telecom Non-Labour Expense	173	0.8	173	0.8	
Base- Other- Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics	4	0.0	4	0.0	
Annualization - Business Support Analyst (EMS)	120	0.6	120	0.6	
Annualization - Operating Impact of Approved Capital-Application Related Annualized FTEs	(125)	-0.6	(125)	-0.6	(1.0)
- 1 FTE transferred to Growth Category					
Efficiency-Reductions in Non-Labour, Computer, Application and Telecom Costs	(221)	-1.0	(221)	-1.0	
Growth - Computer Related Growth FTEs	115	0.5	115	0.5	1.0
- 1 FTE transferred from Annualization-NOI Category					
Total Change to 2014 Approved Outlook	1,419	6.5	1,419	6.5	-
<b>2014 Approved Budget</b>	<b>23,466</b>	<b>7.8</b>	<b>23,466</b>	<b>7.8</b>	<b>89.0</b>

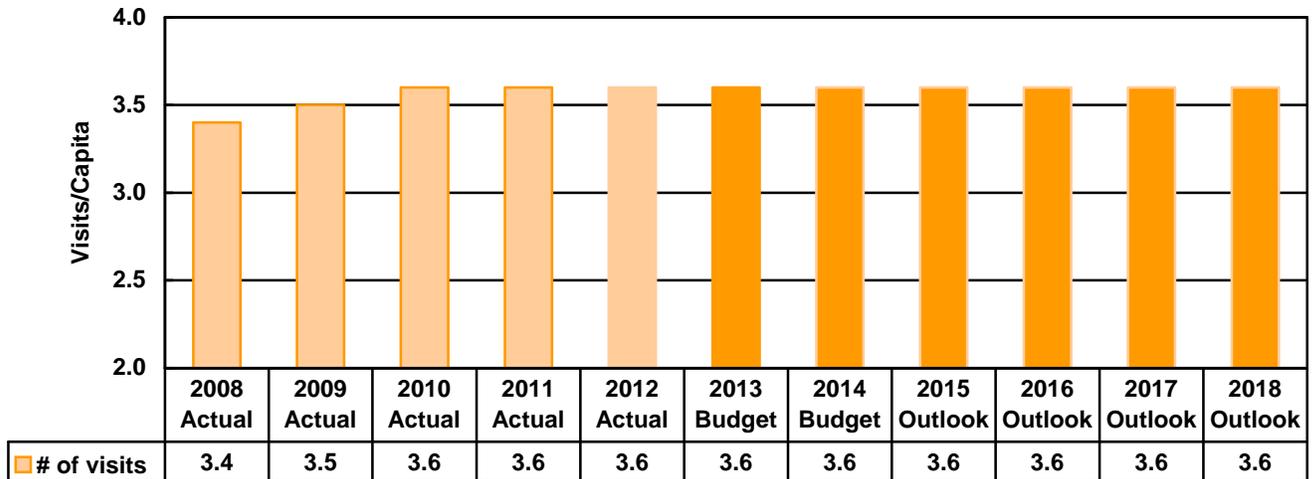
# 2014 Budget Change Explanations

## Information Technology Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
<b>2013 Approved Budget</b>	21,761		21,761		87.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	341	1.6	341	1.6	
Compensation Adjustments	60	0.3	60	0.3	
Base - Contribution to IT Development Reserve	950	4.4	950	4.4	
Base - General Expense: Inflationary Increase in Computer and Telecom Non-Labour Expense	211	1.0	211	1.0	
Base- Other- Occupancy Costs, Minor Capital, Insurance, Property Building Rental, Negotiated Specifics	5	0.0	5	0.0	
<b>Sub Total Base</b>	<b>1,567</b>	<b>7.2</b>	<b>1,567</b>	<b>7.2</b>	<b>0.0</b>
<b>Sub Total Mandatory</b>	-		-		-
<b>Sub Total Annualization</b>	-		-		-
<b>Annualization - Net Operating Impact of Capital</b>					
Annualization - Operating Impact of Approved Capital-Application Related Annualized FTEs					
- Database Administrator	125	0.6	125	0.6	1.0
- Business Support Analyst (EMS)	120	0.6	120	0.6	
<b>Sub Total Annualization</b>	<b>246</b>	<b>1.1</b>	<b>246</b>	<b>1.1</b>	<b>1.0</b>
<b>Efficiency</b>					
Efficiency-Reductions in Non-Labour, Computer, Application and Telecom Costs	(221)	(1.0)	(221)	(1.0)	
<b>Sub Total Efficiency</b>	<b>(221)</b>	<b>(1.0)</b>	<b>(221)</b>	<b>(1.0)</b>	<b>0.0</b>
<b>Total Base</b>	<b>1,591</b>	<b>7.3</b>	<b>1,591</b>	<b>7.3</b>	<b>1.0</b>
<b>Growth</b>					
Growth - Computer Related Growth FTEs					
- Process Analyst	115	0.5	115	0.5	1.0
<b>Total Growth</b>	<b>115</b>	<b>0.5</b>	<b>115</b>	<b>0.5</b>	<b>1.0</b>
<b>Total Enhancement</b>	-		-		-
<b>Total Budget Change</b>	<b>1,706</b>	<b>7.8</b>	<b>1,706</b>	<b>7.8</b>	<b>2.0</b>
<b>2014 Approved Budget</b>	<b>23,466</b>		<b>23,466</b>		<b>89.0</b>

## Community Impact

Number of Visits to Municipal Website per Capita



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total Visits	3,614,979	3,795,935	3,862,404	3,941,831	4,031,200	4,121,500	4,211,800	4,302,500	4,392,800	4,483,100
Population	1,032,600	1,061,983	1,085,588	1,108,570	1,133,700	1,159,100	1,184,500	1,210,000	1,235,400	1,260,800
# of Visits	3.5	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6

### What does the graph show?

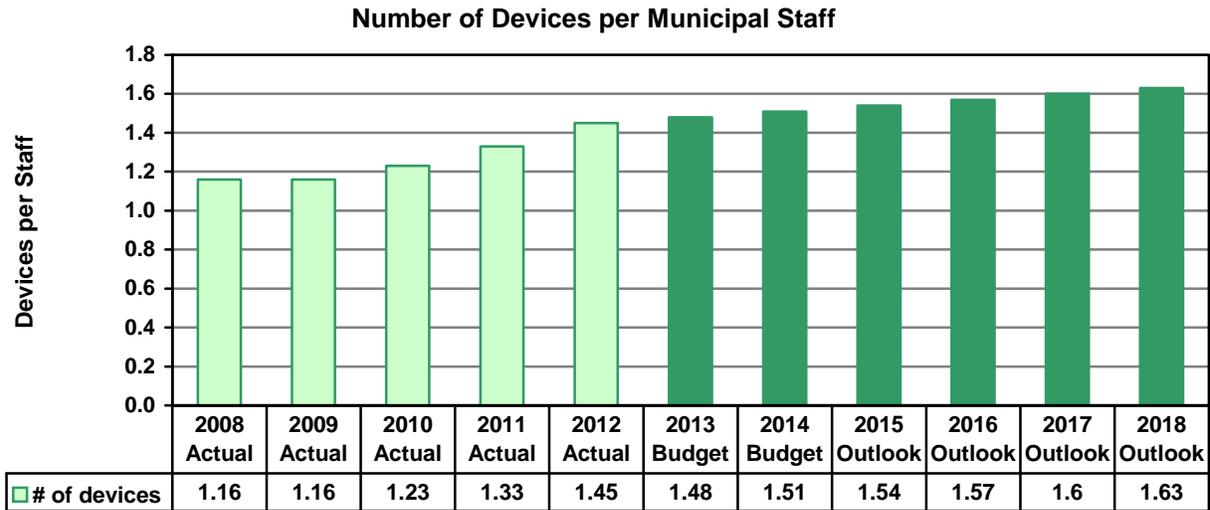
- The number of visits to the municipal website per capita.

### Explanation of KPI Trend

- Steady increase in visits to website based on population growth and informed public. Higher actual visits per capita in 2009 and 2010 will result in an increase in visits for the future years.

### Comments / Background:

- The number of visits is projected to increase by 14% between 2012 and 2018.



### Service Level

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
# of devices	3,841	4,214	4,703	5,272	5,476	5,738	6,006	6,280	6,560	6,846
Staff	3,307	3,424	3,542	3,641	3,700	3,800	3,900	4,000	4,100	4,200
Devices per staff	1.16	1.23	1.33	1.45	1.48	1.51	1.54	1.57	1.60	1.63

### What does the graph show?

- The total number of devices per staff. (Devices include desktops, laptops, tablets,

Source: Internal ITS Data

and casual.

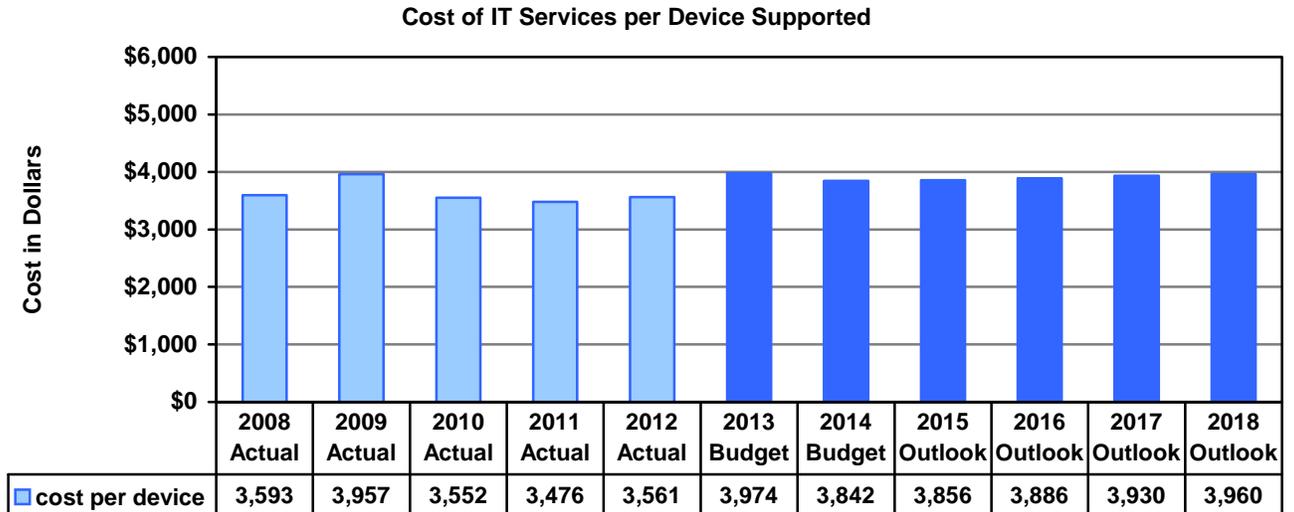
### Explanation of KPI Trend

- The number of computing devices per employee is continuing to increase with the use of Blackberries, the continuing conversion of “voice only” cell phones to smartphones, and the introduction of Tablets as companion devices to PCs
- With the implementation of the provisioning policy, guidelines were established for the use of devices at various levels.

### Comments / Background:

- To be more responsive, ITS Branch maintains a loaner pool, training facility devices, and devices for pilot projects in the operating departments.

## Efficiency



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Cost of Services	15,197,895	14,968,765	16,346,552	18,774,914	21,760,60	22,046,900	23,158,200	24,404,600	25,780,100	27,113,200
# of devices	3,841	4,214	4,703	5,272	5,476	5,738	6,006	6,280	6,560	6,846
Cost per device	3,957	3,552	3,476	3,561	3,974	3,842	3,856	3,886	3,930	3,960

Source: ITS Operating Budget

### What does the graph show?

- The total cost of all IT Services per device supported.

### Explanation of KPI Trend

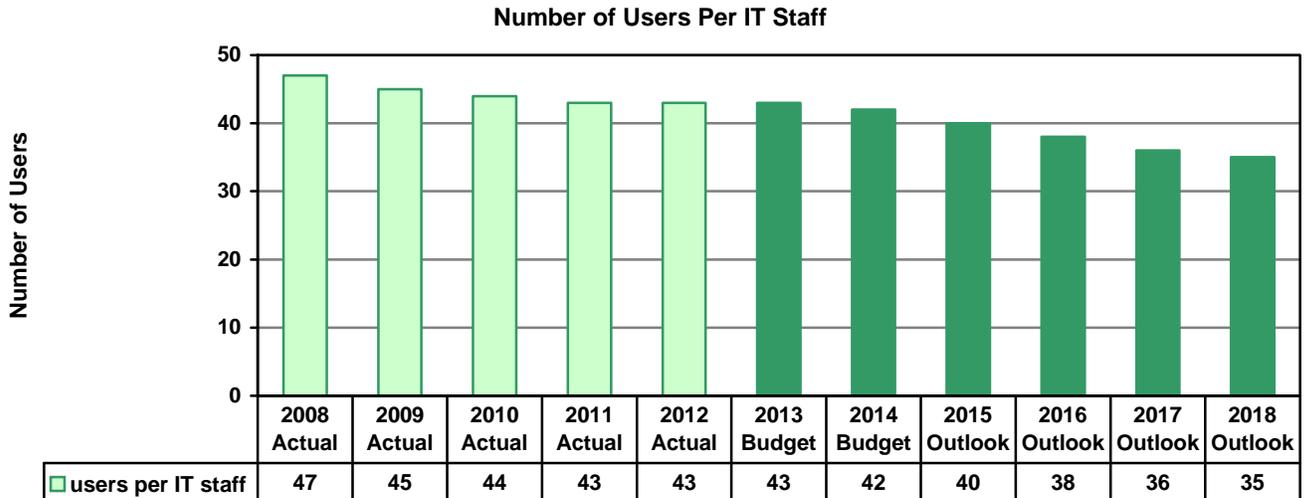
- IT service cost per device decreased in 2010 to 2012 due to deferred operating maintenance expenditures and a higher than budgeted number of devices.
- The 2014 to 2018 Operating Budget will be increasing over the 5 years due to annual increases in the Contribution to the IT Development Reserve, to replace the use of the General Capital Reserve in funding of ITS Capital projects
- IT will continue to look for efficiencies to decrease IT costs per device supported.
- Numerous locations geographically dispersed increases support costs.
- York Region has invested in “knowledge” workers with a higher degree of technology adoption.

### Comments / Background:

- IT Services include: Data and Voice Network, PC and phone system support, Data Management, Disk/Space Management, Application Delivery, Service requests (moves, changes, project management, and application support). In addition, York Region is currently engaged in several unique initiatives, such as eDOCS, ePortal,

Asset Management, Mobile Computing, Customer Relationship Management, and multiple Data Centres.

## Service Level



	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget	2014 Budget	2015 Outlook	2016 Outlook	2017 Outlook	2018 Outlook
Regional Staff	3307	3,424	3,542	3,641	3,700	3,800	3,900	4,000	4,100	4,200
IT Staff	73	78	82	84	87	89	97	105	113	121
# of users per IT staff	45	44	43	43	43	42	40	38	36	35

Source: Internal ITS staffing records Data and HR staffing records.

### What does the graph show?

- The total number of users per IT staff.
- Staff include the following employees: permanent full time, permanent part time, and casual.

### Explanation of KPI Trend

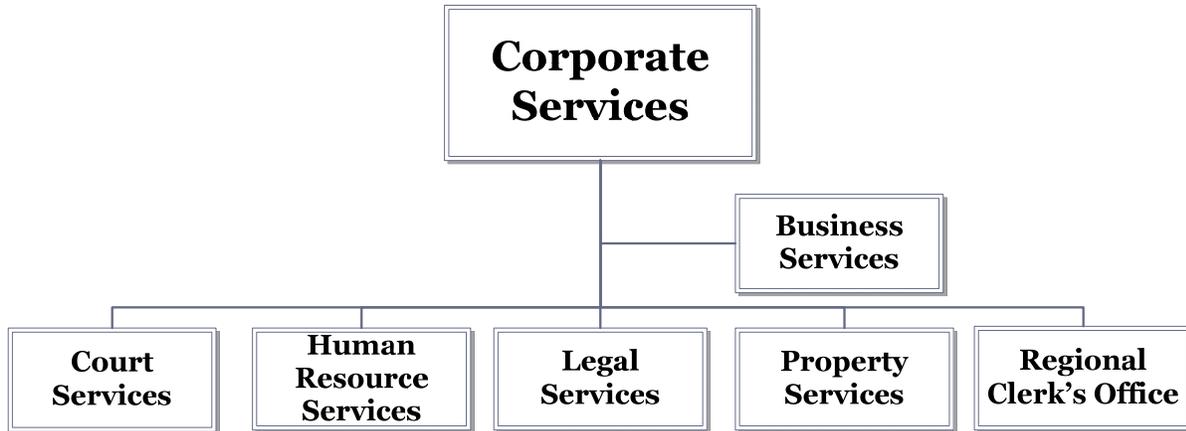
- In 2014 to 2018, the addition of several permanent positions related to the operationalization of several capital projects decreases the ratio of Regional Staff to IT staff.
- In addition, the continuing increase in the number of Computing Devices per User results in a requirement for increased IT Staffing resources per person
- Future year projections for IT staff will keep pace with Regional staff growth.

### Comments / Background:

- The number of IT staff is expected to increase in line with Regional staffing growth.

## Departmental Description

The Corporate Services Department consists of 306.5 FTE's (including Court Services) who provide operational and advisory support to all Regional Departments and York Regional Police, as well as to Council, Committees, members of the public and external partners at the federal, provincial and municipal levels. The Court Services Branch serves the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within York Region.



### Mission

The Corporate Services Department is committed to supporting our customers with superior services through the management of human, property and information resources.

### Mandate

Through five distinct branches the Region's Corporate Services Department is responsible for:

- **Court Services:** Providing the administration and prosecution of all *Provincial Offences Act* and *Highway Traffic Act* offences.
- **Human Resource Services:** Providing a range of services for Regional employees including compensation, employee health and safety, labour relations, corporate learning and workforce development, pension and benefits administration, performance management, recruitment and selection, organizational design and job description creation. Develops and administers employee programs such as wellness, recognition and attendance awareness. Also responsible for human capital planning, tracking, monitoring and reporting.

- **Legal Services:** Providing advice on strategic initiatives, risk management and operational issues, advice on legislative compliance, negotiates contracts and agreements, and represents the Region in court and administrative tribunal proceedings.
- **Property Services:** Providing comprehensive, professional and timely management services for all owned and leased York Region land, buildings and related facility assets through:
  - Implementation of a strategic planning and policy framework for Property Services
  - Timely acquisition of real property for Regional programs
  - Effective capital delivery of Regional building projects
  - Efficient day-to-day facility operations and maintenance services
  - Innovative leadership of Corporate Energy initiatives including LEED implementation and GHG reduction
  - Effective management of contracted facilities services
  - Administration of security services and parking management
  - Space planning and design
  - Asset management
  - Support to VIVA and Rapid Transit projects
- **Regional Clerk's Office:** Providing the administration and coordination of matters being considered by Council and its committees; provides programs, services and a strategic approach to managing the Corporation's information assets including its Enterprise Content Management (ECM) system; and administration of access to information and protection of privacy under Provincial legislation.
- **Business Services:** Support to these five branches is provided by the Business Services Branch which is responsible for the development and implementation of the Department's business planning, financial and budget services. The Business Services Branch leads the Region's Employee Satisfaction Survey and implementation of survey initiatives; provides direction for various initiatives throughout the Department to increase quality, customer service and process improvement; and manages the overall policy function in the Department.

## Base Drivers

### Human Resource Services

- **Growth in employee population** – results in an increase in the services provided by Human Resources and requested by client departments
- **Ongoing restructuring** – results in an increased workload and greater demand from client departments for all HR services
- **Recruitment costs** – increased volume of recruitment due to baby boomer retirement and an increasing difficulty to fill specialized positions

## Legal Services

- **Changes to the 20-year capital plan** – results in an increase in workload for Legal Services
- **Increase in construction contracts** - 63% increase in construction and construction-related contracts in the last five years
- **Increase in Bid Review Committees** - 110% increase in the number of Bid Review Committees since 2008

## Property Services

- **Lease costs** – increase in lease costs
- **Energy costs** – increase in energy costs
- **Contract costs** – increase in contract cost escalations
- **Demand to acquire property** - increased demand to acquire property and purchase and expropriate land

## Regional Clerk's Office

- **Increase in volume of Council and Committee materials** - The volume of Council and Committee material continues to increase at a steady pace
- **Increase in the number of paper and electronic records** - Large increase in the number of electronic and paper records and expansion in the number of repositories created by new technology
- **New technologies and responding to legislation** - Legislation and new technology impose an increasing number of demands on the management of information, particularly electronic information
- **Increase in the number of Freedom of Information formal requests** - The average number of formal access requests under the *Municipal Freedom of Information and Protection of Privacy Act* has grown by over 300% (150 per year from 35 per year) since 2002.

## Key Challenges

### Human Resource Services

- Increased demand for HR related programs due to increase in employee population and increased customer service expectations
- Increased difficulty to recruit for specialized positions especially in times with an increased number of retirements
- Legislation changes including Health and Safety, and changes to Corporate Learning training related to AODA and Privacy of Information Management
- Increased demand to adapt to new and changing technology
- In an environment of wage restraint and economic uncertainty, continuing to maintain high levels of employee satisfaction
- Need to keep up with evolving business demands in line departments

## Legal Services

- Increased demand for service:
  - Resulting from implementation of the approved portions of the Regional Official Plan impacting service levels for other program areas
  - From Rapid Transit project impacting service levels for other program areas
  - To support the infrastructure projects across the Region

## Property Services

- Continued increase in Regional staff creates demand on accommodation availability
- Increased demand for service from Regional departments
- Need to leverage and utilize new and existing technologies
- Need to explore business intelligence technologies to assist with storing, retrieving and automating reporting capabilities

## Regional Clerk's Office

- Increased technological change and awareness of information and privacy issues requires more input and advice, particularly with respect to new software and databases
- Information and Privacy Commissioner of Ontario's increasing focus on protecting privacy against a backdrop of burgeoning numbers of technological applications (e.g. social media, SharePoint, Microsoft 2010, mobile devices, cloud computing) that contain personal information
- Increased demand to help departments manage information and privacy issues and more stringent regulation by the Information and Privacy Commission

## Service Challenges

### Human Resource Services

- Increased use of outreach recruitment initiatives to attract candidates to specialized positions and competition to compete with other municipal and government organizations
- Increased use of consultants to support key branch initiatives including the Human Capital Plan, York Region branding and review of processes and technologies
- Increased workload resulting from employee population growth
- Changes to internal processes and procedures results in constant need for coordination and communication
- Off-site location for H.R. Services (outside Administrative Centre) has resulted in less face to face activity, increased costs and more reliance on telephone and e-mail response

### Legal Services

- Availability of resources to support the increasing demand and high customer expectations in all support areas
- Limited office/meeting space

- Changes in client priorities

## Property Services

- Availability of resources to support increasing demand and high customer expectations
- Lack of service guidelines and standards
- Changes with respect to client requests and needs
- Limited reporting and business intelligence software tools
- Need to improve branch branding and better communicate service offerings
- Lack of dedicated and/or specialized staff to implement strategic plans and provide administrative support
- Lack of funding dedicated to meet strategic goals

## Regional Clerk's Office

- Limited resources to support growth in Regional staff/population, information management assets and technological platforms/repositories
- Increasing demand for training on information and e-mail management and privacy
- Significant increase in the number of paper and electronic records to 143 million in 2011 (185% increase in electronic records, including emails, over last four years) with projected growth to 316 million by 2015 and difficulty in complying with legislation and case law, particularly regarding electronic records
- Lack of resourcing for Privacy Impact Assessments
- Demands placed on Information Asset Management staff due to emerging corporate technology initiatives

## Strategic Goals

### Human Resource Services

- Maintain a dynamic, high calibre, innovative and healthy workforce today and for the future
- Continually review and revise HR processes, procedures and programs to increase efficiency, effectiveness and consistency; including, the implementation of new and innovative technologies
- Ensure effective coordination and management of labour relations
- Support the well-being and safety of our employees

### Legal Services

- Continue to provide legal support for the delivery of critical infrastructure
- Promote and enhance transparency and accountability through review of by-laws and policies, including procurement and contract administration
- Control external legal expenditures through case management and demand forecasting

**Property Services**

- Effectively forecast future accommodation, facility and land acquisition needs of client departments and the Region and plan accordingly
- Continually review and improve processes to increase efficiency, increase client satisfaction and improve project delivery
- Continue to support sustainability and corporate social responsibility initiatives
- Ensure a coordinated management approach of our assets and infrastructure
- Implement new reporting and business intelligence tools

**Regional Clerk's Office**

- Facilitate open government and reduce paper consumption by harnessing technology to provide timely and accessible Council and Committee information to Members of Council, the public and staff
- Assist Regional staff in complying with the privacy components of the *Municipal Freedom of Information and Protection of Privacy Act* and corporate privacy policy
- Implement Information Management Strategy including enhanced training, policy development, email management, records retention, enhancement of Enterprise Content Management (ECM) system and organizational change
- Maintain, protect and communicate the Region's archival heritage

**Department Objectives**

- 1) *Implement and monitor the Human Capital Plan*
- 2) *Continually review and utilize technology to streamline and enhance internal processes*
- 3) *Manage labour relations through the bargaining and implementation of newly negotiated collective agreements*
- 4) *Continue to enhance the health, safety and wellness of York Region employees*
- 5) *Support all phases of critical infrastructure projects including environmental assessment, planning issues, land acquisition and construction contracts*
- 6) *Provide legal support to ensure conformity to the Regional Official Plan*
- 7) *Develop a strategic plan for the acquisition, implementation and training of a new Electronic Content Management system*
- 8) *Update bylaw to provide guidance to the retention and disposition of Regional records*
- 9) *Support all departments with the management of their information and protection of privacy*
- 10) *Collaborate with departments and external agencies to identify archival material and develop outreach strategy*

- 11) *Deliver space accommodation, facility and land related initiatives which meet client expectations and needs*
- 12) *Consolidate owned and leased facilities to reduce costs and increase efficiencies*
- 13) *Continue to identify opportunities to enhance, support and promote sustainability initiatives*
- 14) *Ensure our facilities and services are accessible and safe to the public and Regional employees*
- 15) *Continue to manage Regional assets and infrastructure*
- 16) *Deploy new reporting and business intelligence tools*

## Staffing Resources

Permanent FTE's	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	217.0	229.0	240.5	241.5	1.0
Part-Time FTE's (PPT)	0.0	0.5	0.5	0.5	0.0
Total Permanent FTE's	217.0	229.5	241.0	242.0	1.0
<b>Net FTE Change*</b>		<b>12.5</b>	<b>11.5</b>	<b>12.5</b>	<b>1.0</b>

\*Net FTE Change includes all new FTEs, including WSIB and LTD. Court Services are not included in this summary. The total for 2014 Proposed is 319.0 FTEs including Court Services.

Casual Full Time Equivalents	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	0.0	0.0	0.0	0.0	0.0
<b>Net Casual Change**</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

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## Corporate Services: Property Services

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Property Services</u>				
Technical Project Manager (Capital Delivery)	1.0	C	131	0
Project Coordinator - Capital Delivery	1.0	C	108	0
Office Manager	1.0	G	116	116
Facility Service Coordinator	1.0	G	84	84
Realty Property Analyst / Land Banker	1.0	G	131	0
<b>Total Permanent FTEs</b>	<b>5.0</b>		<b>570</b>	<b>200</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes  
No

## Property Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	7,689	9,278	10,358	10,943	584	1,665
Program Specific Costs	36	46	49	68	19	22
Professional / Contracted Services	355	427	509	408	(101)	(18)
General Expenses	790	1,016	1,077	1,154	77	138
Financing Costs	714	1,365	2,743	1,493	(1,251)	128
Occupancy Costs	12,628	6,878	7,146	7,439	293	561
Contribution to Reserves	4,249	4,249	4,249	4,249	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	86	75	63	98	35	24
Direct Charges & Intra-allocations	(7,347)	(3,553)	(4,566)	(4,786)	(221)	(1,233)
<b>Total Expenditures</b>	<b>19,199</b>	<b>19,778</b>	<b>21,628</b>	<b>21,065</b>	<b>(564)</b>	<b>1,286</b>
<b>% Budget Change</b>			9.4%		-2.6%	6.5%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(51)	(366)	(366)	(360)	6	6
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(6)	(5)	(5)	(180)	(175)	(175)
Third Party Recoveries	(377)	(479)	(432)	(517)	(85)	(38)
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(434)</b>	<b>(850)</b>	<b>(803)</b>	<b>(1,058)</b>	<b>(254)</b>	<b>(208)</b>
<b>% Budget Change</b>			-5.5%		31.7%	24.5%
<b>Net Tax Levy Requirement</b>	<b>18,765</b>	<b>18,929</b>	<b>20,825</b>	<b>20,007</b>	<b>(818)</b>	<b>1,079</b>
<b>% Budget Change</b>			10.0%		-3.9%	5.7%

## 2014 Budget Change from Approved Outlook

### Property Services - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget	19,778		18,929		
2014 Approved Outlook - Restated	21,628	9.4	20,825	10.0	88.0
Compensation Adjustment from Contract Settlement	260	1.3	242	1.3	
Compensation Adjustments	148	0.8	148	0.8	
Capital Recoverable Salaries, Benefits and other direct costs	(304)	(1.5)	(304)	(1.6)	
Net Operating Impacts of Capital - Capital-related FTEs/TFTs and Facility Cost:	319	1.6	319	1.7	
Cost of Growth related to New FTEs/TFTs (salaries, benefits and direct costs)	301	1.5	319	1.7	5.0
Occupancy Costs on New Facilities (e.g. Utilities, Leases, Security, Program Costs)	650	3.3	650	3.4	
Cost of Utility Rate changes on Existing Facilities	90	0.5	90	0.5	
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities	(134)	(0.7)	(126)	(0.7)	
Change in Insurance Allocations	5	0.0	5	0.0	
Efficiencies related to reduction of one-time start-up furniture costs, travel and over time costs	(64)	(0.3)	(64)	(0.3)	
Debt Financing Costs of New Capital Projects (major impacts include The Annex, 9060 Jane St. acquisition)	(2,051)	(10.4)	(2,051)	(10.8)	
3rd Party & Sundry Revenues	0	-	(87)	(0.5)	
Debt Cost Reduction from DCs and Provincial Funding for new 9060 JaneSt CHS Facility	925	4.7	750	4.0	
Dedicated Charges related to Facility Costs/includes FTEs/TFTs (various departments)	(272)	(1.4)	(272)	(1.4)	
Changes in Existing Debt Requirements	(128)	(0.6)	(128)	(0.7)	
Business Process Automation and Performance Measurement	(28)	(0.1)	(28)	(0.2)	
Increase in Casual Salaries to maintain service levels	(380)	(1.9)	(380)	(2.0)	
Potential Leases for In Year Growth	100	0.5	100	0.5	
Total Change to 2014 Outlook	(563)	(2.8)	(818)	(4.3)	5.0
<b>2014 Approved Budget</b>	<b>21,065</b>	<b>6.5</b>	<b>20,007</b>	<b>5.7</b>	<b>93.0</b>

# 2014 Budget Change Explanations

## Property Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
<b>2013 Approved Budget</b>	<b>19,778</b>		<b>18,929</b>		<b>88</b>
<b>Base</b>					
Compensation Adjustment for Contract Settlement	249	1.3	249	1.3	
Compensation Adjustment	31	0.2	31	0.2	
Capital Recoverable Salaries, Benefits and other direct costs	50	0.3	50	0.3	
Cost of Utility Rate changes on Existing Facilities	143	0.7	143	0.8	
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities	212	1.1	212	1.1	
3rd Party & Sundry Revenues	-		(30)	(0.2)	
Dedicated Charges related to Facility Costs/includes FTEs/TFTs (various departments)	165	0.8	165	0.9	
Business Process Automation and Performance Measurement	20	0.1	20	0.1	
<b>Sub Total Base</b>	<b>869</b>	<b>4.4</b>	<b>840</b>	<b>4.4</b>	<b>0.0</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Annualization</b>					
Occupancy Costs on New Facilities (e.g. Utilities, Leases, Security, Program Costs)	746	3.8	746	3.9	
Cost of Utility Rate changes on Existing Facilities	(53)	(0.3)	(53)	(0.3)	
Change in Contract, Lease, and/or Program Specific Expenses on Existing Facilities	(329)	(1.7)	(329)	(1.7)	
Change in Insurance Allocations	28	0.1	28	0.1	
3rd Party & Sundry Revenues	-		(3)	(0.0)	
Dedicated Charges related to Facility Costs/includes FTEs/TFTs (various departments)	(324)	(1.6)	(324)	(1.7)	
<b>Sub Total Annualization</b>	<b>67</b>	<b>0.3</b>	<b>64</b>	<b>0.3</b>	<b>0.0</b>
<b>Net Operating Impact of Capital</b>					
Capital Recoverable Salaries, Benefits and other direct costs	(531)	(2.7)	(547)	(2.9)	
Net Operating Impacts of Capital - Capital-related FTEs/TFTs and Facility Costs	551	2.8	567	3.0	
Debt Financing Costs of New Capital Projects (major impacts include The Annex, 9060 Jane St. acquisition)	231	1.2	231	1.2	
Debt Cost Reduction from DCs and Provincial Funding for new 9060 Jane St	-		(175)	(0.9)	
Dedicated Charges related to Facility Costs/includes FTEs/TFTs (various departments)	(20)	(0.1)	(20)	(0.1)	
<b>Sub Total Net Operating Impact of Capital</b>	<b>231</b>	<b>1.2</b>	<b>56</b>	<b>0.3</b>	<b>0.0</b>
<b>Efficiency</b>					
Efficiencies related to reduction of one-time start-up furniture costs, travel and over time costs	(109)	(0.6)	(109)	(0.6)	
Changes in Existing Debt Requirements	(130)	(0.7)	(130)	(0.7)	
<b>Sub Total Efficiency</b>	<b>(239)</b>	<b>(1.2)</b>	<b>(239)</b>	<b>(1.3)</b>	<b>0.0</b>
<b>Total Base</b>	<b>929</b>	<b>4.7</b>	<b>721</b>	<b>3.8</b>	<b>0.0</b>
<b>Growth</b>					
Capital Recoverable Salaries, Benefits and other direct costs	(276)	(1.4)	(276)	(1.5)	
Cost of Growth related to New FTEs/TFTs (salaries, benefits and direct costs)	1,023	5.2	1,023	5.4	<b>5.0</b>
Occupancy Costs on New Facilities (e.g. Utilities, Leases, Security, Program Costs)	170	0.9	170	0.9	
Dedicated Charges related to Facility Costs/includes FTEs/TFTs (various departments)	(659)	(3.3)	(659)	(3.5)	

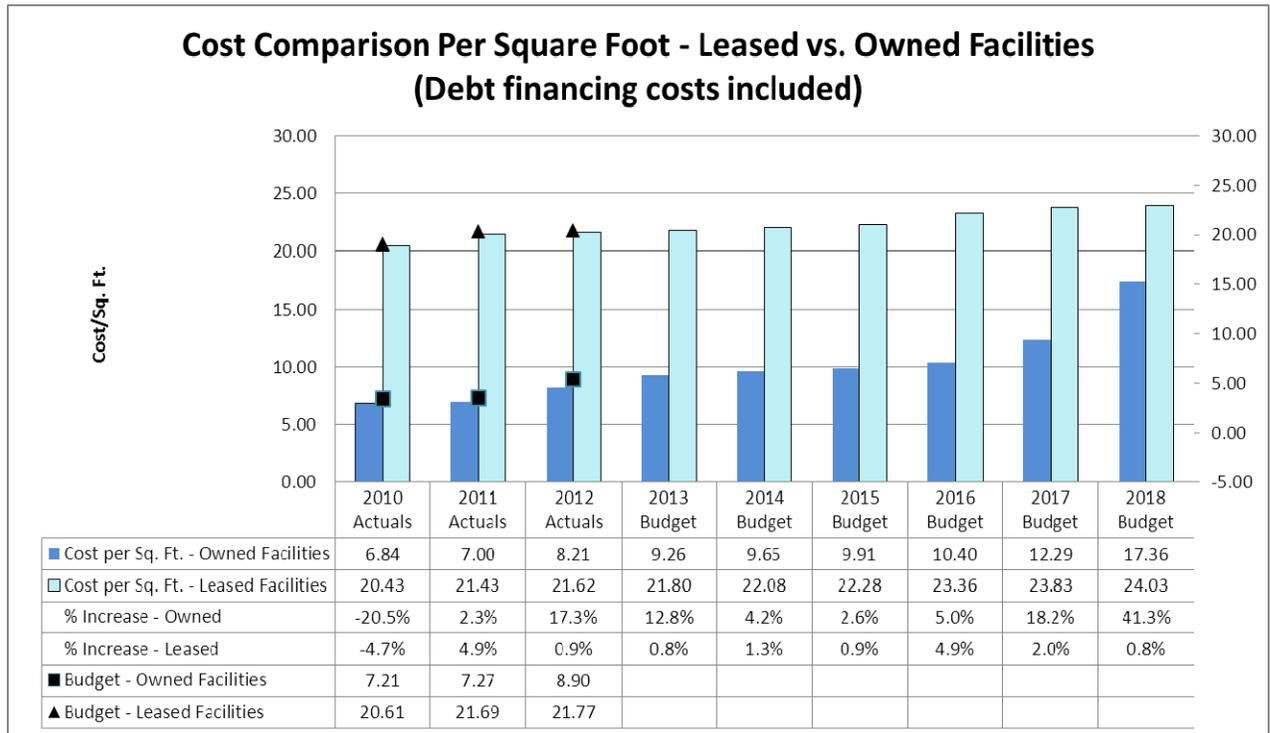
# 2014 Budget Change Explanations

## Property Services - Operating Budget

Budget Change Explanations 2014/2013	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
Potential Leases for In Year Growth	100	0.5	100	0.5	
<b>Total Growth</b>	<b>358</b>	<b>1.8</b>	<b>358</b>	<b>1.9</b>	<b>5.0</b>
<b>Total Enhancement</b>	-		-		<b>0.0</b>
<b>Total Budget Change</b>	<b>1,287</b>	<b>6.5</b>	<b>1,079</b>	<b>5.7</b>	<b>5.0</b>
<b>2014 Approved Budget</b>	<b>21,065</b>		<b>20,007</b>		<b>93.0</b>

Corporate Services  
Property Services Branch/Facilities Management

**Efficiency**



Source: Numerator: The total costs of operating all leased and owned properties within Property Services Portfolio, including lease, janitorial, repair and maintenance of building and equipment, security and costs of debt financing. The staff related costs were not included in the analysis.

Denominator: Gross Area in Square Feet – 514,122 sq. ft. for leased and 1,232,917 sq. ft. for owned facilities.

**What does the graph show?**

The total cost of operating all leased and owned properties including all applicable costs related to lease, janitorial, security, repairs and maintenance of the building and equipment, as well as debt financing. Capital improvement costs have not been directly included, however, these costs are funded from reserves and reserve contributions have been included in this analysis. Cost per Sq. Ft. includes the impact of the 9060 Jane Street Location.

**Explanation of KPI Trend**

- The increase reflected in the 2011 actuals for leased properties was due primarily to a pre-negotiated 8% lease escalation on the South Service Center, 10% increase in utility rates and other increases in service contracts (e.g. 31% ground maintenance, 42% increase in repair and maintenance costs due to the

Corporate Services  
Property Services Branch/Facilities Management

growing requirements of maintaining ageing facilities, which includes the impact of upgrading security and life safety equipment, and a 16% increase in cleaning). In addition, owned facilities have been affected by 9% utility cost increase, a 5% increase in cleaning costs, a 35% increase in the security contract.

- The drivers behind the 2012 operating cost increases on leased facilities include a 7% increase in leased space, a 5% increase in utilities, a 3% increase in repair and maintenance costs, primarily related to costs of security equipment, and other inflationary increases to contractual services, such as 2% increase in cleaning costs. Other impacts on owned facilities included 12% increase in repair and maintenance costs, mainly related to costs of security equipment, a 33% increase in Financing Charges due to \$6M debenture issuance for 9060 Jane project and 221% increase in insurance.
- On leased facilities, the increases in 2013, are primarily driven by lease increases (5%), utilities costs (8%), cleaning contract renewal (14%), and increases on repair and maintenance costs, primarily related to costs of upgrades to security equipment (44%), grounds maintenance contract renewals (45%), and insurance at (11%). On owned facilities, the increases are primarily related to a 188% increase in financial charges, due to debt repayment for Annex and 9060 Jane project. Cost increases also relate to a 71% increase in repair and maintenance cost, primarily on electrical and mechanical repairs and upgrades to life safety and security equipment. This impact also includes a \$150K increase on plant equipment, primarily due to the activation of a sewer tank servicing 80 and 90 Bales facilities. Operating costs include debt financing.
- The drivers behind the 2014 operating cost increases on leased facilities are primarily driven by lease increases, utility costs and cleaning contract increase. On owned facilities, the increases are primarily related to 9% increase in debt repayment.
- The increase reflected between 2015 and 2018 budget for owned properties are primarily driven by increased debt repayment for Annex project and 9060 Jane (\$6M issued in 2012).

**Comments/ Outlook:**

- Over time, the cost to operate leased Regional facilities will continue to increase due to inflationary lease escalations, as well as growth in market rates across the Region, especially in its southern parts.
- With regards, to owned facilities, Property Services is strategically limiting investments in existing owned facilities that will be vacated once the Annex is completed, or will be consolidated into new facilities in the Region's southern tier. There will, however, remain some added costs of maintaining aging buildings as well as inflationary increases to contracted services, and energy rates.

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## Corporate Services: Legal Services

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<u>Legal Services</u>				
Associate Counsel	1.0	G	159	116
Law Clerk	1.0	G	101	74
Legal Assistant	1.0	G	89	65
<b>Total Permanent FTEs</b>	<b>3.0</b>		<b>349</b>	<b>254</b>

**\*Type of FTE's Legend:**

B - Base  
 B-M - Base-Mandatory  
 B-A - Base-Annualization  
 G - Growth  
 E - Enhancement  
 C - Capital  
 V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes  
 No

## Legal Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	5,010	5,952	6,293	6,498	205	546
Program Specific Costs	0	11	11	11	-	-
Professional / Contracted Services	67	80	81	81	-	1
General Expenses	283	352	382	382	0	30
Financing Costs	18	18	19	19	-	1
Occupancy Costs	0	1	1	1	-	-
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	21	31	24	24	-	(7)
Direct Charges & Intra-allocations	(2,374)	(2,425)	(2,800)	(2,495)	304	(70)
<b>Total Expenditures</b>	<b>3,025</b>	<b>4,020</b>	<b>4,012</b>	<b>4,521</b>	<b>510</b>	<b>501</b>
<b>% Budget Change</b>			<b>-0.2%</b>		<b>12.7%</b>	<b>12.5%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(226)	(102)	(102)	(102)	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(248)	(256)	(256)	(256)	-	(0)
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(474)</b>	<b>(358)</b>	<b>(358)</b>	<b>(358)</b>	<b>-</b>	<b>(0)</b>
<b>% Budget Change</b>			<b>0.0%</b>		<b>0.0%</b>	<b>0.0%</b>
<b>Net Tax Levy Requirement</b>	<b>2,551</b>	<b>3,662</b>	<b>3,654</b>	<b>4,163</b>	<b>510</b>	<b>501</b>
<b>% Budget Change</b>			<b>-0.2%</b>		<b>13.9%</b>	<b>13.7%</b>

## 2014 Budget Change from Approved Outlook

### Legal Services - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	4,020		3,662		42.0
2014 Approved Outlook - Restated	4,012	(0.2)	3,654	(0.2)	42.0
Compensation Adjustment for Contract Settlement	205	5.1	205	5.6	
Reduction in direct recovery - FTEs not recoverable in 2014 Outlook	279	6.9	279	7.6	3.0
Reduction in direct recovery for one-time start up costs	26	0.6	26	0.7	
Total Change to 2014 Approved Outlook	510	12.7	510	13.9	
<b>2014 Approved Budget</b>	<b>4,521</b>	<b>12.5</b>	<b>4,163</b>	<b>13.7</b>	<b>45.0</b>

## 2014 Budget Change Explanations

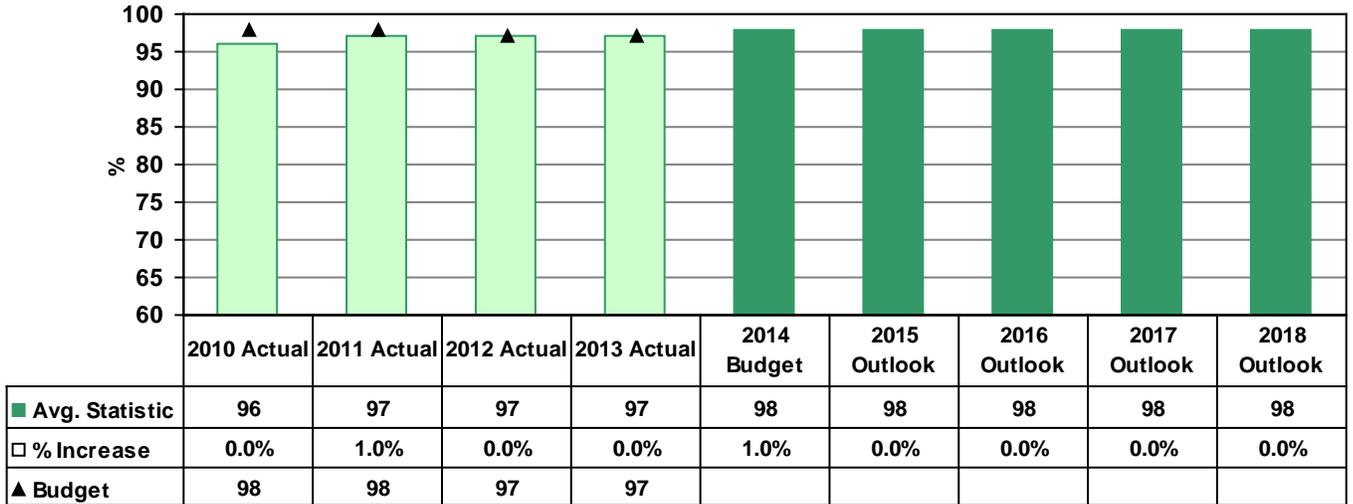
### Legal Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	4,020		3,662		42.0
<b>Base</b>					
Increase in general expenses	19	0.5	19	0.5	
Compensation Adjustment for Contract Settlement	194	4.8	194	5.3	
Compensation Adjustment	3	0.1	3	0.1	
Decrease in Direct recovery for one-time start up costs related to FTEs approved in previous year, ie. workstation	22	0.5	22	0.6	
<b>Sub Total Base</b>	<b>237</b>	<b>5.9</b>	<b>237</b>	<b>6.5</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Annualization</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Efficiency</b>					
Reduction in one-time start-up costs related to FTEs approved in previous year, i.e. workstation and telephone	(26)	(0.7)	(26)	(0.7)	
<b>Sub Total Efficiency</b>	<b>(26)</b>	<b>(0.7)</b>	<b>(26)</b>	<b>(0.7)</b>	<b>-</b>
<b>Total Base</b>	<b>211</b>	<b>5.3</b>	<b>211</b>	<b>5.8</b>	<b>-</b>
<b>Growth</b>					
Regional growth related new FTEs	383	9.5	383	10.5	3.0
York Region Rapid Transit recovery for new FTEs	(92)	(2.3)	(92)	(2.5)	
<b>Total Growth</b>	<b>291</b>	<b>7.2</b>	<b>291</b>	<b>7.9</b>	<b>3.0</b>
<b>Total Enhancement</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Budget Change</b>	<b>502</b>	<b>12.5</b>	<b>502</b>	<b>13.7</b>	<b>3.0</b>
<b>2014 Approved Budget</b>	<b>4,521</b>		<b>4,163</b>		<b>45.0</b>

Corporate Services Department  
Legal Services Branch

**Service Level**

**Satisfaction Rating with Legal Services**



Source: Random customer surveys; 6 categories are rated and aggregated for a total % satisfaction rate

**What does the graph show?**

- Overall satisfaction with Legal Services as rated by Regional clients.

**Explanation of KPI Trend**

- Satisfaction ratings decreased in 2010, but increased slightly in 2011 due to the increase of 3 FTEs to provide additional support to client departments.
- Satisfaction ratings are projected to stay the same for 2014-2018 with proposed FTE increases in these years to meet client demands.

**Comments / Background:**

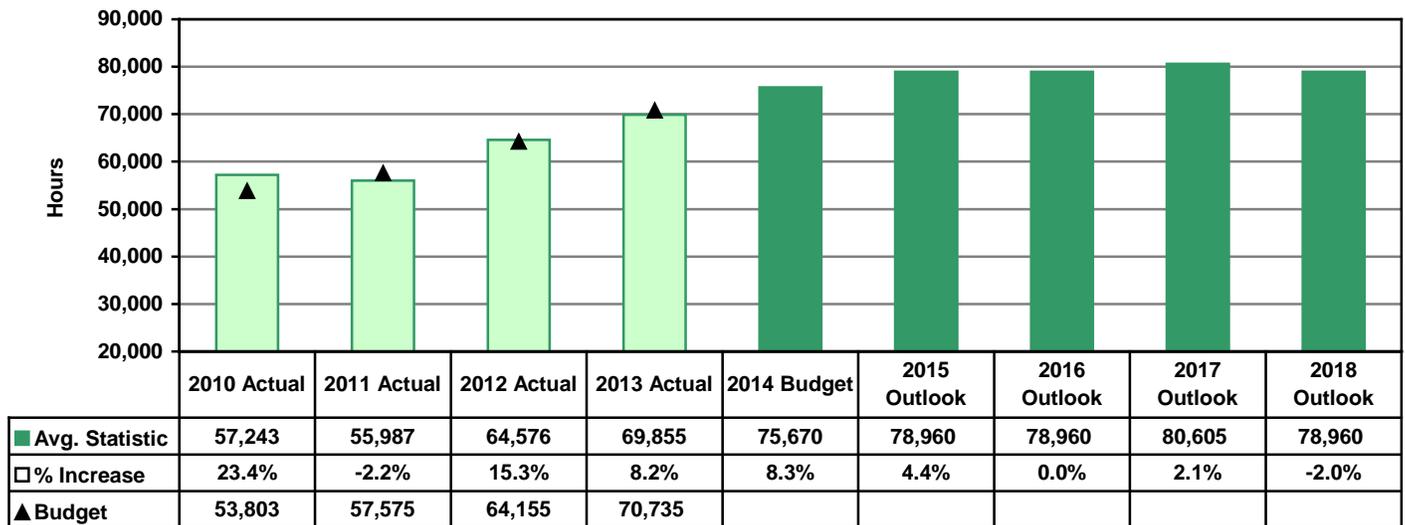
The satisfaction ratings shown above were based on random surveys undertaken between 2004 and 2012.

In 2002, a broad customer service survey was conducted of all Regional Departments and York Regional Police. The survey was developed collaboratively with the Regional Customer Service Manager, and was an average of the scores of 6 categories of questions relating to services. The overall satisfaction rating in 2002 was 70%. Another full corporate survey was conducted in 2004, enhanced from the 2002 format to align with the common measurement survey tool, and the overall satisfaction rating was 81%. In the fall of 2007, another full-scale department survey was again undertaken and resulted in a satisfaction rating of 87%. The last broad customer service survey conducted in 2010 resulted in a satisfaction rating in the performance categories of 80%.

Corporate Services Department  
Legal Services Branch

Service Level

Hours of Legal Service Provided



Source: This KPI includes Solicitor, Law Clerk and Legal Assistant service hours. Actual service hours are extrapolated from Time Matters Docket Reports. The 2012 actual hours were based on docketed hours for May, June, Oct. and Nov. of 2012. 2013 budget hours, as well as those for the outlook years, are based on the standard 1,645 working hours per year.

What does the graph show?

- Total number of service hours provided by all Legal Services staff.

Explanation of KPI Trend

- Actual total service hours for 2010 were higher than 2009 as a result of the addition of three new FTEs.
- 2011 actual service hours were lower than budget due to resignations of three FTEs.
- Actual service hours in 2012 were 15.3% over 2011; this was due to the approval of 3 FTEs and actual over time hours of 4,809.
- Actual service hours increased in 2013 by 8.2%, as a result of the addition of 2 FTEs and 2 TFTs to meet increasing demand.
- The proposed addition of 3 FTEs is estimated to increase the service hours by 8.3% in 2014.
- It is anticipated that the service hours will increase by 4.4% in 2015 with the addition of 2 FTE's. In 2016, termination of temporary contract positions offset the addition of 2 FTE's
- In 2017, hours are budgeted to increase by 2.1% with the addition of 1 FTE.
- In 2018, hours are estimated to decrease by 2% with the termination of temporary contract positions.

Comments / Background:

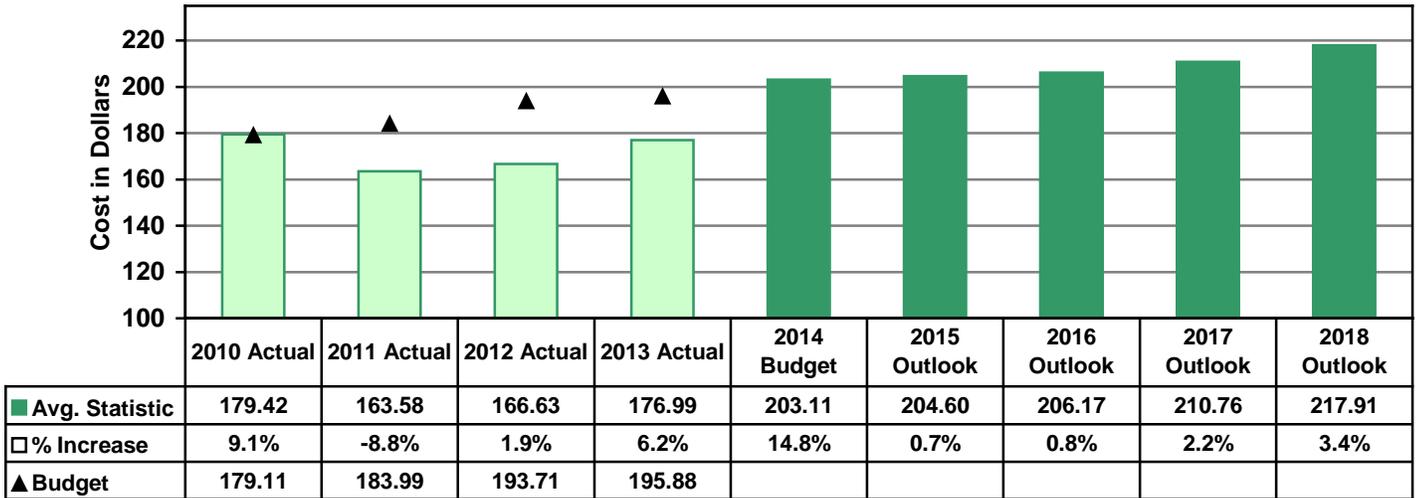
Hours of service are recorded using a docketing system, and then averaged from a 4-month sample and subsequently annualized. The branch experimented with a 6 month sample in 2003, but results were not significantly increased to justify expanding a very labour intensive process.

Service hours for 2014 and the outlook years are based on the standard 1,645 working hours per year.

Corporate Services Department  
Legal Services Branch

**Service Level**

**Cost per Hour of Legal Services - Internal**



Source: Numerator - Total gross costs of Legal Service program before recoveries and allocations to direct service departments.  
Denominator - Total service hours provided by Regional Solicitors. Law Clerk and Legal Assistant hours are not included for purposes of comparison to external hourly rates. Actual hours for 2012 are based on annualized docket hours. Service hours for 2014 and outlook years are based on the standard 1,645 working hours per year.

**What does the graph show?**

- Total average cost per hour of legal service provided by Regional Solicitors.

**Explanation of KPI Trend**

- In 2010, actual cost per hour of legal services was slightly higher than 2009 with the addition of three FTEs. The costs for all three positions were included in the gross program expenditure, but only the hours of the solicitor were included, therefore increasing the cost per lawyer.
- The actual cost per hour of legal service in 2011 was lower than budget as a result of three resignations in-year.
- The wage adjustments approved during 2011 resulted in a higher cost per lawyer hour for 2012.
- In 2013 actual lawyer hours and actual costs increased with the addition of 2 FTEs and 2 TFTs along with the increase in cost of living expense.
- In 2014 the cost per lawyer hour is anticipated to increase with proposed FTE additions. The hourly rate includes the costs of the new support staff but their service hours are not factored into the calculation.
- The increase in program expenditure in 2015 is estimated to be minimal over 2014.
- In 2016, the termination of one temporary contract position offsets the addition of one FTE, so the cost per lawyer hour would remain relatively stable
- The proposed addition of one support staff in 2017 would increase the overall program expenditure but the hours are not captured in the calculation of the lawyer hourly rate. This would result in an increase in the cost per lawyer hour.
- In 2018, cost per hour increases over 2017 by 3.4% with the proposed addition of one support staff. This addition increases the overall program expenditure. The addition staff hours are not captured in the calculation of the hourly rate which results in an increase in cost per lawyer hour.

**Comments / Background:**

Internal rates are favourable when compared to external counsel costs (averaged \$407 per hour).

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## Corporate Services: Office of the Regional Clerk 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$000's)
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**Total Permanent FTEs    0.0**

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**\*Type of FTE's Legend:**

- B        - Base
- B-M     - Base-Mandatory
- B-A     - Base-Annualization
- G        - Growth
- E        - Enhancement
- C        - Capital

**Space Needs Accommodations:**

Space needs accommodations have been considered  
for the above requested positions

Yes  
No

## Office Of The Regional Clerk Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	2,470	3,142	3,310	3,267	(43)	125
Program Specific Costs	-	-	-	-	-	-
Professional / Contracted Services	42	62	62	62	-	-
General Expenses	244	297	303	325	21	28
Financing Costs	5	5	5	5	-	0
Occupancy Costs	0	5	5	5	-	-
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	13	19	26	19	(7)	-
Direct Charges & Intra-allocations	(309)	(171)	(171)	(171)	-	-
<b>Total Expenditures</b>	<b>2,466</b>	<b>3,358</b>	<b>3,540</b>	<b>3,511</b>	<b>(29)</b>	<b>154</b>
<b>% Budget Change</b>			5.4%		-0.8%	4.6%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(10)	(4)	(4)	(4)	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	-	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(10)</b>	<b>(4)</b>	<b>(4)</b>	<b>(4)</b>	<b>-</b>	<b>-</b>
<b>% Budget Change</b>			0.0%		0.0%	0.0%
<b>Net Tax Levy Requirement</b>	<b>2,456</b>	<b>3,353</b>	<b>3,536</b>	<b>3,507</b>	<b>(29)</b>	<b>154</b>
<b>% Budget Change</b>			5.4%		-0.8%	4.6%

# 2014 Budget Change from Approved Outlook

## Office Of The Regional Clerk - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	3,358		3,353		31.0
2014 Approved Outlook - Restated	3,540	5.4	3,536	5.4	32.0
Deferred FTE - Privacy Officer to 2015	(138)	(4.1)	(138)	(4.1)	(1.0)
Increase for YR on-line training for new ECM Implementation	26	0.8	26	0.8	
Compensation Adjustment for Contract Settlement	99	2.9	99	3.0	
Compensation Adjustments	(15)	-0.5	(15)	-0.5	
Total Change to 2014 Approved Outlook	(29)	(0.8)	(29)	(0.9)	
<b>2014 Approved Budget</b>	<b>3,511</b>	<b>4.6</b>	<b>3,507</b>	<b>4.6</b>	<b>31.0</b>

# 2014 Budget Change Explanations

## Office Of The Regional Clerk - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	3,358		3,353		31.0
<b>Base</b>					
Increase in general expenses, IT infrastructure, etc.	2	0.1	2	0.1	
Compensation Adjustment for Contract Settlement	101	3.0	101	3.0	
Increase in casual salaries for new ECM Implementation	24	0.7	24	0.7	
Increase for YR on-line training for new ECM Implementation	26	0.8	26	0.8	
<b>Sub Total Base</b>	<b>154</b>	<b>4.6</b>	<b>154</b>	<b>4.6</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Annualization</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Efficiency</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Base</b>	<b>154</b>	<b>4.6</b>	<b>154</b>	<b>4.6</b>	<b>-</b>
<b>Total Growth</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Enhancement</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Budget Change</b>	<b>154</b>	<b>4.6</b>	<b>154</b>	<b>4.6</b>	<b>-</b>
<b>2014 Approved Budget</b>	<b>3,511</b>		<b>3,507</b>		<b>31.0</b>

## Corporate Services: Human Resource Services

### 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
<b>Human Resource Services</b>				
Corporate Learning Co-ordinator	0.5	G	42	42
HR Consultant	1.0	B	116	
HR Consultant	1.0	G	116	
Recruiter	1.0	B	101	
Recruitment Assistant	1.0	G	78	
<b>Total Permanent FTEs</b>	<b>4.5</b>		<b>453</b>	<b>42</b>

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

Yes  
No

## Human Resource Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	6,304	7,051	7,354	7,652	298	600
Program Specific Costs	1	-	-	-	-	-
Professional / Contracted Services	114	277	304	304	-	27
General Expenses	1,129	1,157	1,176	1,157	(19)	(0)
Financing Costs	8	8	8	8	-	0
Occupancy Costs	12	371	371	385	14	14
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	22	28	28	23	(6)	(6)
Direct Charges & Intra-allocations	(431)	(234)	(346)	(233)	112	0
<b>Total Expenditures</b>	<b>7,159</b>	<b>8,660</b>	<b>8,896</b>	<b>9,295</b>	<b>399</b>	<b>636</b>
<b>% Budget Change</b>			<b>2.7%</b>		<b>4.5%</b>	<b>7.3%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(37)	(64)	(64)	(64)	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	(22)	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(59)</b>	<b>(64)</b>	<b>(64)</b>	<b>(64)</b>	<b>-</b>	<b>-</b>
<b>% Budget Change</b>			<b>0.0%</b>		<b>0.0%</b>	<b>0.0%</b>
<b>Net Tax Levy Requirement</b>	<b>7,100</b>	<b>8,596</b>	<b>8,832</b>	<b>9,231</b>	<b>399</b>	<b>636</b>
<b>% Budget Change</b>			<b>2.7%</b>		<b>4.5%</b>	<b>7.4%</b>

## 2014 Budget Change from Approved Outlook

### Human Resource Services - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	8,660		8,596		69.5
2014 Approved Outlook - Restated	8,896	2.7	8,832	2.7	74.0
Reduction in one-time start-up costs related to FTEs approved in previous year, i.e. workstation and telephone	(6)	(0.1)	(6)	(0.1)	
Compensation Adjustment for Contract Settlement	232	2.7	232	2.7	
Compensation adjustment	133	1.5	133	1.5	
Increase in occupancy charges for Gate of York premises	14	0.2	14	0.2	
Increase in business automation system for accurate measurement - balance score card	17	0.2	17	0.2	
Increase for Departmental brand	10	0.1	10	0.1	
Total Change to 2014 Approved Outlook	399	4.6	399	4.6	
<b>2014 Approved Budget</b>	<b>9,295</b>	<b>7.3</b>	<b>9,231</b>	<b>7.4</b>	<b>74.0</b>

# 2014 Budget Change Explanations

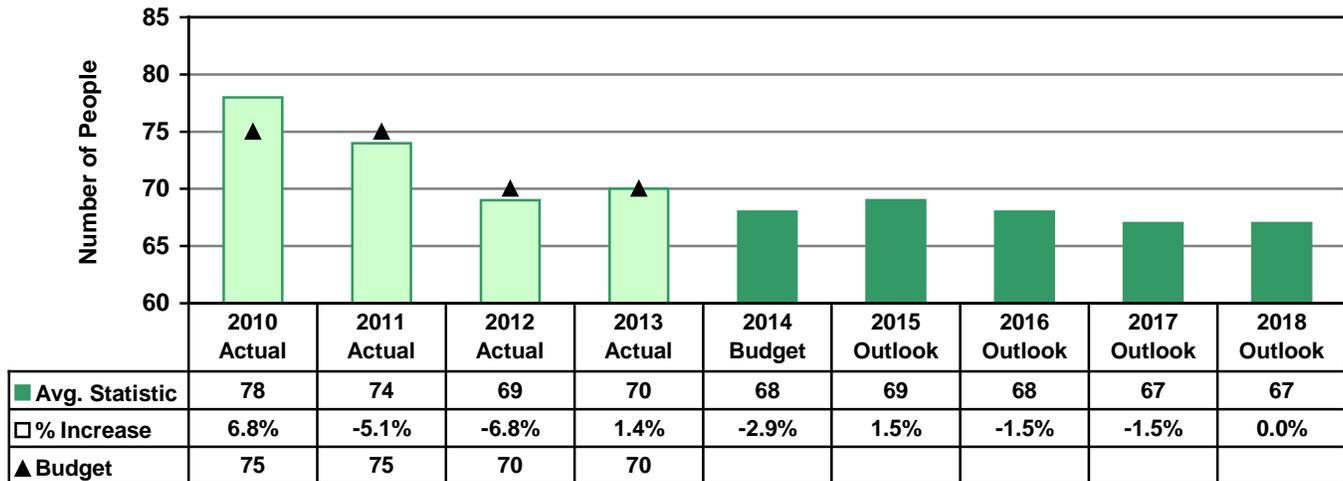
## Human Resource Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	8,660		8,596		69.5
<b>Base</b>					
Increase for Departmental brand and visual identity	10	0.1	10	0.1	
Increase in Occupancy charges for Gates of York premises	13	0.2	13	0.2	
Increase for business automation system for accurate measurement - balance score card	17	0.2	17	0.2	
Compensation Adjustment for Contract Settlement	225	2.6	225	2.6	
Compensation adjustment	140	1.6	140	1.6	2.0
<b>Sub Total Base</b>	<b>405</b>	<b>4.7</b>	<b>405</b>	<b>4.7</b>	<b>2.0</b>
<b>Sub Total Mandatory</b>	-		-		-
<b>Sub Total Annualization</b>	-		-		-
<b>Sub Total Net Operating Impact of Capital</b>	-		-		-
<b>Efficiency</b>					
Reduction in one-time start-up costs related to FTEs approved in previous year, i.e. workstation and telephone	(6)	(0.1)	(6)	(0.1)	
<b>Sub Total Efficiency</b>	<b>(6)</b>	<b>(0.1)</b>	<b>(6)</b>	<b>(0.1)</b>	<b>-</b>
<b>Total Base</b>	<b>399</b>	<b>4.6</b>	<b>399</b>	<b>4.6</b>	<b>2.0</b>
<b>Growth</b>					
Regional growth related new FTEs	236	2.7	236	2.7	2.5
<b>Total Growth</b>	<b>236</b>	<b>2.7</b>	<b>236</b>	<b>2.7</b>	<b>2.5</b>
<b>Total Enhancement</b>	-		-		-
<b>Total Budget Change</b>	<b>635</b>	<b>7.3</b>	<b>635</b>	<b>7.4</b>	<b>4.5</b>
<b>2014 Approved Budget</b>	<b>9,295</b>		<b>9,231</b>		<b>74.0</b>

Corporate Services Department  
Human Resource Services

Service Level

Ratio of Human Resource Staff to Regional Employee



Source: Nominator - HR staff is defined by the number of full time equivalent Human Resource staff (permanent positions approved or proposed in the budget).  
Denominator - Regional Employee is defined as total Region headcount including all regular full-time, regular part-time, temporary, casual, students, paid and unpaid leaves of absence, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The average number of Regional employees serviced by 1 Human Resource Services employee.

Explanation of KPI Trend

- With new FTE's approved by Regional Council but no corresponding increase in HR staff, the ratio of HR staff to Regional Employees increased by 6.8% in 2010.
- In response to Regional growth, the HR staff complement was increased by four FTEs in 2011, and this has resulted in a decrease in the staff to employee ratio compared to 2010.
- The actual ratio of HR staff to Regional employee decreased slightly in 2012 as compared to budget as the average employee headcount for 2012 came in lower than budget.
- With the conversion of one position from permanent part-time to full-time in 2013, the ratio of HR staff to Regional employee has increased by 1.4% over 2012.
- The ratio is expected to decrease in 2014 in response to Regional growth and conversion of 3 temporary full-time positions to permanent full-time positions and the addition of 1.5 FTEs.
- In 2015, the ratio is anticipated to increase slightly by 1.5% as the average number of Regional employees is anticipated to increase at a higher rate than HR employees.
- In 2016-2017, the ratio is estimated to decrease each year with the proposed addition of new HR FTE.s: 2016 (2 FTE's) and 2017: (3 FTE's).
- The ratio in 2018 is estimated to remain the same as 2017, as it is estimated that Regional growth and number of HR FTE's will increase at the same rate.
- Forecasts for 2014 and outlook years are based on the historical growth trend of the Regional employee population.

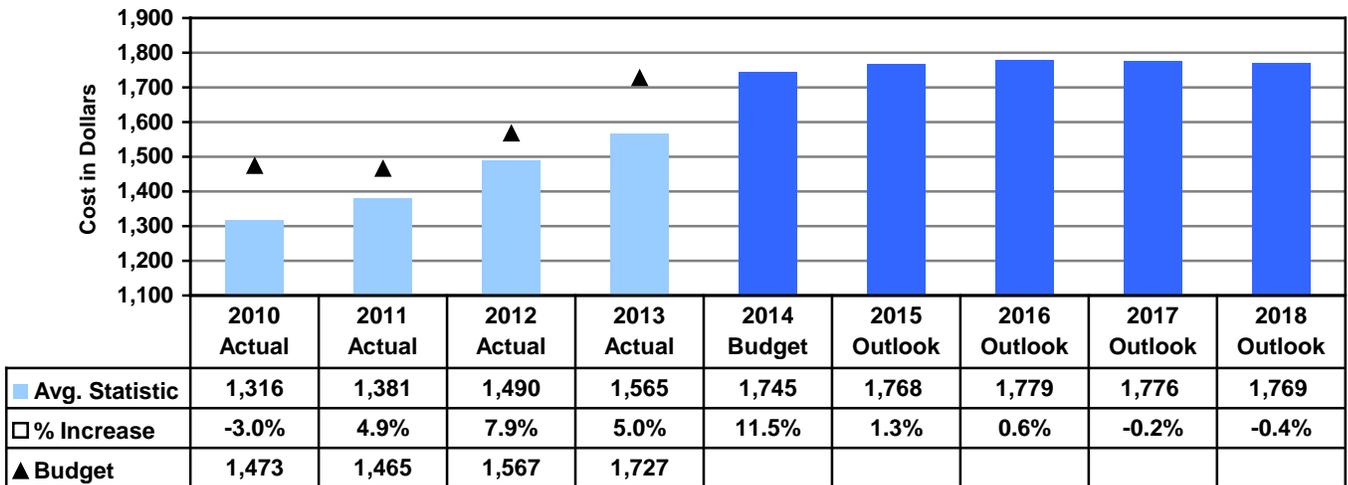
Comments / Background:

The Conference Board of Canada, a benchmark for similar sized organizations, shows a 2011 benchmark of 1 HR employee to 67 total employees. Based on the OMBI measure, the ratio for 2011 is 1 HR employee to 83 Regional Employees; however, OMBI takes into account T4's generated instead of the average employee headcount. Many factors can account for the variance, including, number of HR programs delivered by the Branch (e.g. Wellness), number of activities outsourced (e.g. training), and the degree of decentralization (e.g. Health & Safety).

Corporate Services Department  
Human Resource Services

Efficiency

Human Resources Costs per Regional Employee



Source: Nominator - Total net costs of all HR programs, including salaries before allocations to direct service departments.  
Denominator - Regional Employee is defined as total Region headcount including all regular full-time, regular part-time, temporary, casual, students, paid and unpaid leaves of absence, as well as both records for employees with more than one job at the Region. Fire Coordinators and Alternate Regional Fire Coordinators are not included. The counts are as of the last day of the month. Headcount is totalled monthly and averaged on an annual basis plus 10% for YRP.

What does the graph show?

- The costs per Regional employee for support from Human Resources Services.

Explanation of KPI Trend

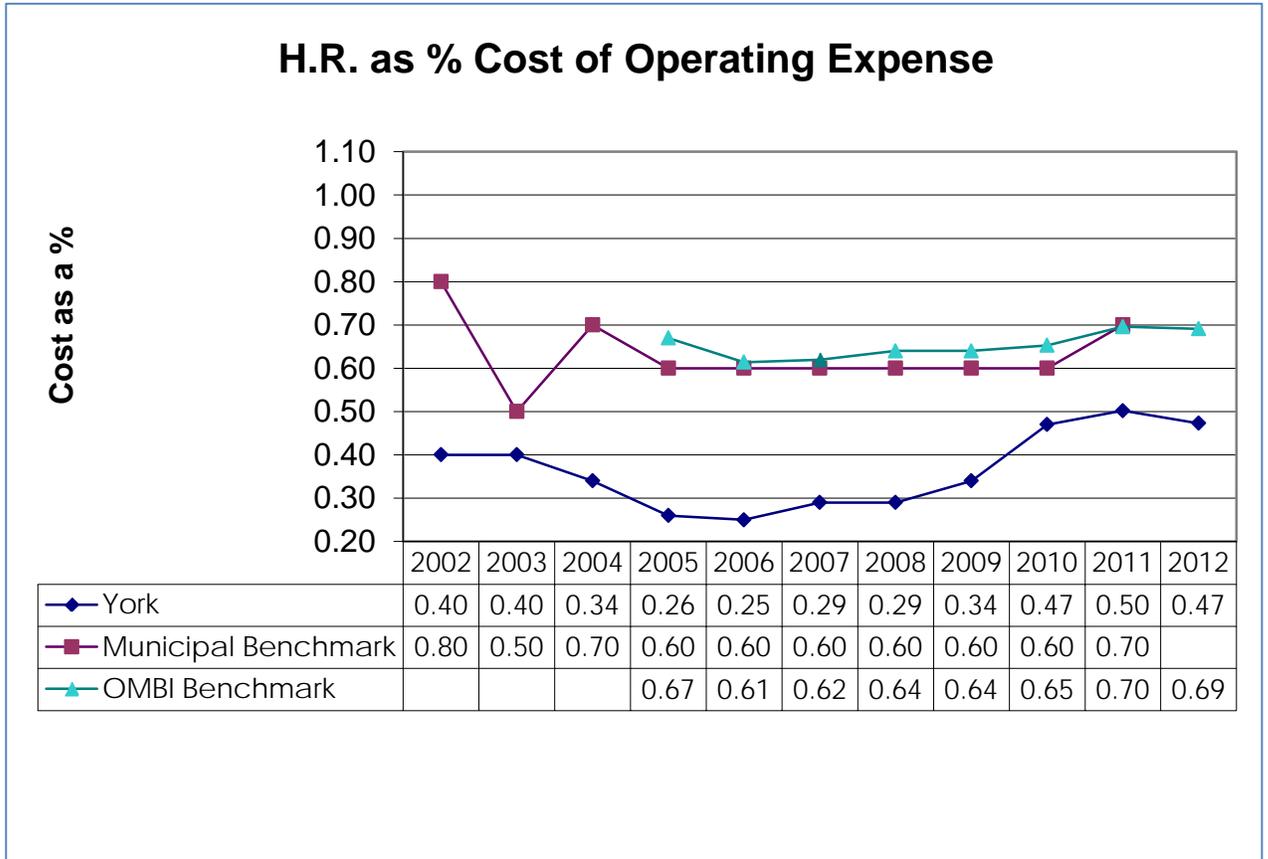
- HR actual expenditures in 2010 and 2011 were lower than budgeted as a result of salary gapping due to secondments and staff transfers, as well as savings in program expenses.
- 2012 actual net HR program expenditures increased 10.8% over actual 2011 expenditures and average employee headcount increased by 2.6% over 2011 which attributes to the 7.9% overall increase.
- HR program costs increased in 2013 by 5% with the conversion of one permanent part-time position to full-time to meet client demands, and the addition of one new TFT and consulting costs to support the development of the Human Capital Plan.
- In 2014, it is projected that HR program costs will increase by 11.5% over 2013 with the addition of 1.5 FTEs and conversion of 3 temporary full-time positions to permanent full-time positions. 2014 program costs include cost of living increase and the historical growth trend has been considered.
- 2015 has a slight increase in expenditures with 1 proposed FTE; the increase is 1.3% over 2014. The proposed increase of 2 FTEs for 2016 also has less than a 1% impact over 2015.
- In 2017 and 2018 HR program costs are to remain stable. With the addition of 3 FTE's in 2017 and 2 FTEs in 2018 it is anticipated that the HR costs per Regional employee will decrease each year.
- Costs for 2014 and outlook years are estimates based on cost of living increase with the historical growth trend of the Regional employee population factored in.

Corporate Services Department  
Human Resource Services

**Comments / Background:**

There is no benchmark data on the Human Resource Cost per Regional Employee measure. Most recently, a similar measure to the above was endorsed by OMBI and measures cost of H.R. per T4 generated, the Region measure is in the middle range of this group.

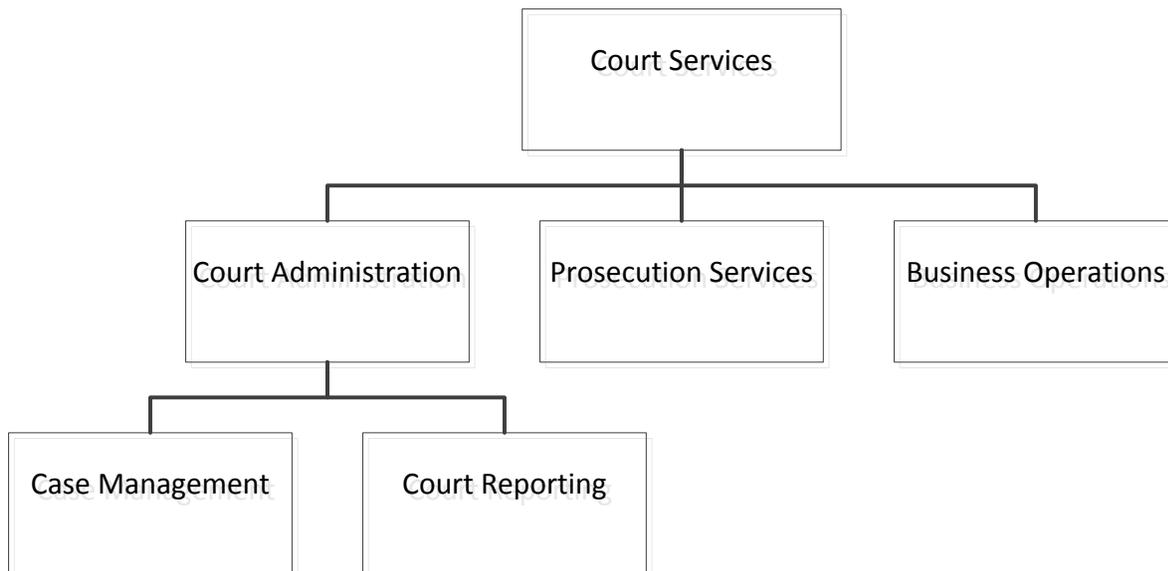
The HR Benchmarking Network Group uses the measure of HR costs as a percentage of the Regional Operating budget for cost efficiency. In that measure, York Region H.R. costs as a percentage of operating expense were the lowest cost of our comparators. The attached graph illustrates this measure.



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## Departmental Description

The Court Services Branch consists of 77 FTE's and provides two distinct functions of Court Administration and Prosecution. York Region Court Services is the second largest Provincial Offences court operation in Ontario (based on the number of charges filed). The Court Services Branch provides service to the residents of York Region, the nine area municipalities, the Province of Ontario, the Judiciary and over thirty law enforcement and regulatory agencies operating within the Regional Municipality of York. It operates six trial courtrooms and two intake courtrooms located in Newmarket and Richmond Hill.



### Mission/Vision

To provide timely, quality and cost effective court administration, business support and prosecution services for the Ontario Court of Justice.

### Mandate

- **Court Administration:** Provides a wide range of in-court and out-of-court administration functions for charges filed under the *Provincial Offences Act* and *Federal Contraventions Act* which includes customer service counters, telephone inquiries, trial scheduling, court and judicial support, transcript production and enforcement.
- **Prosecution Services:** Reviews prosecution briefs from enforcement agencies and conducts prosecutions of a wide range of offences under numerous statutes, regulations and by-laws. Provides advance disclosure to defendants, conducting early resolution negotiations, prosecuting at trials, conducting appeals and providing advice and education to enforcement agencies.
- **Business Operations:** Manages the collection process of defaulted fines including licence suspension and provides financial and administrative support to the Court Services Branch.

## Base Drivers

- Unpredictable fluctuations in number of charges filed annually by enforcement agencies and general tendency for charges to be disputed
- Uncontrollable workload (courts are an inherently responsive service and cannot influence the activity levels of enforcement agencies or the defendant's right for access to justice)
- Economic climate changes have a direct impact on court revenue as a result of:
  - 1) The general "Ability to pay" problem which affects many defendants and results in an increased number of requests for additional time to pay as well as an increase in the number of defaulted fines
  - 2) Higher fines which will likely result in more appeals against sentence
  - 3) The defendant's effort to mitigate insurance costs impacts the number of trial requests (rather than taking early payment options) which places an additional strain on the court system and may result in more charges being withdrawn because of insufficient court time

## Key Challenges

- **Caseload Growth** – While caseload growth is unpredictable, it is likely to continue to grow based not only on York Region population increases, but also on the increasing traffic volumes on major highways passing through the Region, new types of offences and new Regional initiatives such as the Red Light Camera program.
- **Economic Barriers** – The effects of the economic climate changes impact Court Services on a delayed basis (due to normal court scheduling timelines) and revenues may be reduced as people are unable to pay fines.
- **Major Relocation Project** – York Region operates the second busiest Provincial Offences court operation in Ontario and it has been a challenge to maintain uninterrupted services, as a result of diminishing courtroom capacity, without transitioning to a larger facility. Any future delays to the Annex project may no longer be manageable by Court Services which could result in the need for a new courthouse prior to completion of the Annex.

## Service Challenges

- **Changes under the *Good Government Act, 2009*** – Under the *Good Government Act, 2009*, the walk-in guilty plea was replaced with a statutory scheme of early resolution meetings in March 2012 and has resulted, at this point, in increased workload pressures which will continue to be monitored in 2013/2014
- **Need for continued Customer Service** – Need to continue educating walk-in customers of the new early resolution processes and options available to them in an effort to address their needs in a timely manner
- **Respond to impact of changing technology** – Need to respond to the workload impact of new technology being implemented by enforcement agencies

- **Respond to new Regional programs/initiatives** – Need to continue to monitor impact of new Regional programs or initiatives such as Community Safety Zones and the Red Light Camera program and the potential need for additional courtroom space and staff resources

## Strategic Goals

- Review progress on Annex courthouse and formulate court master plan with judiciary and other stakeholders
- Maintain an active liaison role with the architect and the Property Services Branch in the design and layout of the new Court Services facility contained within the proposed Annex
- Monitor and evaluate factors that influence the need for additional courtroom space/staff and develop alternate plans to address diminishing courtroom capacity should the Annex be further delayed
- Respond to current and upcoming legislation changes (*Good Government Act*) related to service delivery by devising and implementing processes and working practices as needed
- Respond to and monitor the impact of new Regional initiatives/programs
- Review and modify current administrative and business practices which includes identifying and responding to issues related to Bill 168

## Department Objectives

- 1) Continue to assess, monitor and respond to the impact of the new Early Resolution System (*Good Government Act 2009*) implemented in March 2012
- 2) Monitor, assess and respond to new Regional programs/initiatives such as Community Safety Zones and the Red Light Camera program
- 3) Evaluate impact of the decision to defer the Annex as it relates to diminishing courtroom capacity and develop alternate plans should the Annex be further delayed
- 4) Continue to respond to actual and anticipated legislative changes (*Good Government Act*) and devise new processes and working practices to attain compliance
- 5) Continue reviewing, developing and implementing best practices related to administrative and business processes and any impacts under Bill 168

## Staffing Resources

Permanent FTE's	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	77.0	77.0	77.0	77.0	0.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	77.0	77.0	77.0	77.0	0.0
<b>Net FTE Change*</b>		<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

\*For FTE allocated from another program, please specify the program and FTE amount

Casual Full Time Equivalents	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Total Casual	2.5	2.5	3.0	3.0	0.0
<b>Net Casual Change**</b>		<b>0.0</b>	<b>0.5</b>	<b>0.0</b>	<b>0.0</b>

\*\* Casual (FTE Equivalent) will be total casual hours divided by 1,820 (for a 7 hour work day) or 2,080 (for an 8 hour work day)

## Court Services 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Court Services	0.0			
Share of Program Support				
<b>Total Permanent FTEs</b>		<b>0.0</b>		

**\*Type of FTE's Legend:**

B - Base  
 B-M - Base-Mandatory  
 B-A - Base-Annualization  
 G - Growth  
 E - Enhancement  
 C - Capital  
 V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered  
 for the above requested positions

Yes  
 No

## Court Services Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	6,950	7,391	7,456	7,700	244	309
Program Specific Costs	1,043	1,214	1,214	1,214	-	-
Professional / Contracted Services	922	909	909	974	65	65
General Expenses	606	682	682	682	-	-
Financing Costs	317	327	328	373	45	46
Occupancy Costs	(9)	-	-	-	-	-
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	47	28	28	28	-	-
Direct Charges & Intra-allocations	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>9,875</b>	<b>10,551</b>	<b>10,617</b>	<b>10,971</b>	<b>354</b>	<b>420</b>
<b>% Budget Change</b>			<b>0.6%</b>		<b>3.3%</b>	<b>4.0%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(222)	-	-	-	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	-	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	(10,016)	(10,695)	(10,695)	(12,962)	(2,267)	(2,267)
<b>Total Revenues</b>	<b>(10,238)</b>	<b>(10,695)</b>	<b>(10,695)</b>	<b>(12,962)</b>	<b>(2,267)</b>	<b>(2,267)</b>
<b>% Budget Change</b>			<b>0.0%</b>		<b>21.2%</b>	<b>21.2%</b>
<b>Net Tax Levy Requirement</b>	<b>(363)</b>	<b>(144)</b>	<b>(79)</b>	<b>(1,991)</b>	<b>(1,913)</b>	<b>(1,847)</b>
<b>% Budget Change</b>			<b>-45.5%</b>		<b>2435.3%</b>	<b>1280.9%</b>

## 2014 Budget Change from Approved Outlook

### Court Services - Operating Budget

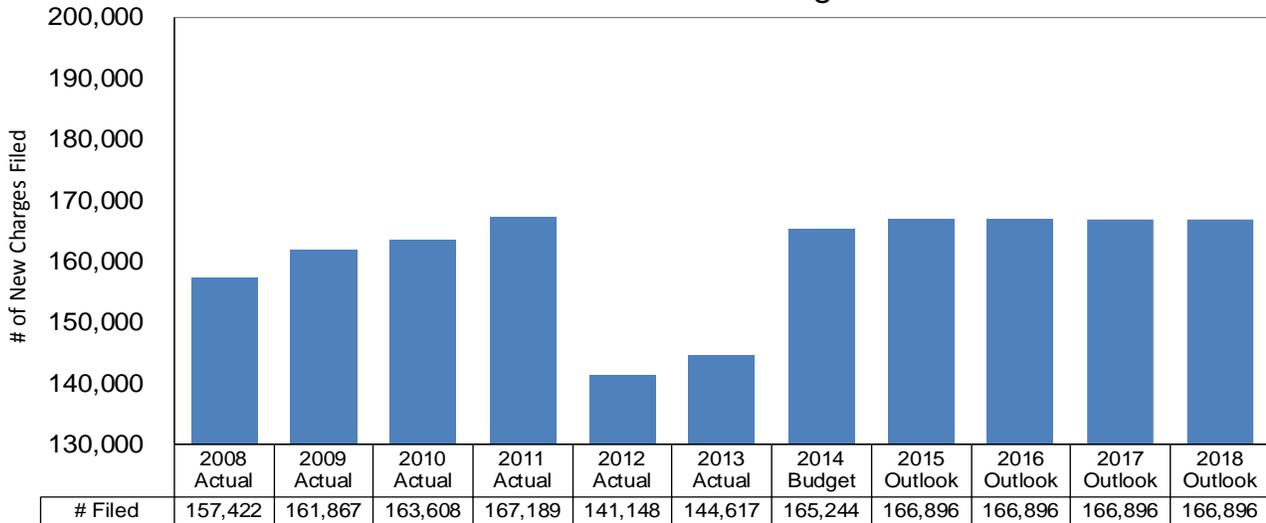
Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	10,551		(144)		77.0
2014 Approved Outlook - Restated	10,617	0.6	(79)	(45.5)	77.0
Compensation Adjustment for Contract Settlement	229	2.2	229	(158.9)	
Interpreter Services	65	0.6	65	(45.1)	
Anticipated increase in net Red Light Camera revenue	0		(2,267)	1,571.9	
Additional Casual Staff	15	0.1	15	(10.4)	
Increase in Debit/Credit card transaction costs related to Red Light Camera charges	45	0.4	45	(31.2)	
Total Change to 2014 Approved Outlook	354	3.4	(1,912)	1,326.3	-
<b>2014 Approved Budget</b>	<b>10,971</b>	<b>4.0</b>	<b>(1,991)</b>	<b>1,280.9</b>	<b>77.0</b>

# 2014 Budget Change Explanations

## Court Services - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	10,551		(144)		77.0
<b>Base</b>					
Compensation Adjustment for Contract Settlement	229	2.2	229	(158.9)	
Compensation Adjustments	5	0.0	5	(3.1)	
Interpreter Services	65	0.6	65	(45.1)	
Insurance Allocation	1	0.0	1	(0.7)	
Anticipated increase in net Red Light Camera revenue	-		(2,267)	1,571.9	
Additional Casual Staff	75	0.7	75	(52.0)	
Increase in Debit/Credit card transaction costs related to Red Light Camera charges	45	0.4	45	(31.2)	
<b>Sub Total Base</b>	<b>420</b>	<b>4.0</b>	<b>(1,847)</b>	<b>1,280.9</b>	<b>-</b>
<b>Sub Total Mandatory</b>	-	-	-	-	-
<b>Sub Total Annualization</b>	-	-	-	-	-
<b>Sub Total Net Operating Impact of Capital</b>	-	-	-	-	-
<b>Sub Total Efficiency</b>	-	-	-	-	-
<b>Total Base</b>	<b>420</b>	<b>4.0</b>	<b>(1,847)</b>	<b>1,280.9</b>	<b>-</b>
<b>Total Growth</b>	-	-	-	-	-
<b>Total Enhancement</b>	-	-	-	-	-
<b>Total Budget Change</b>	<b>420</b>	<b>4.0</b>	<b>(1,847)</b>	<b>1,280.9</b>	<b>-</b>
<b>2014 Approved Budget</b>	<b>10,971</b>		<b>(1,991)</b>		<b>77.0</b>

### Number of New Charges Filed



#### What does the graph show?

- Number of charges filed by enforcement agencies.

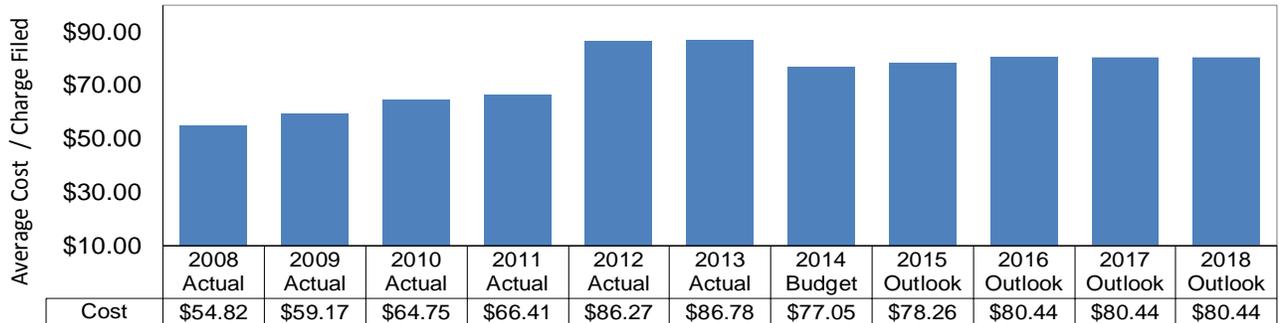
#### Explanation of KPI Trend

- This KPI is outside of the control of Court Services and is, therefore, difficult to accurately forecast.
- The 2011 actuals represent a 2% increase over 2010.
- The 2012 actuals represent a 15.6% decrease in 2011.
- The 2013 actuals represent a 3% increase over 2012.
- Projections for 2014 anticipate a return to more normal levels as a result of the newly implemented Red Light Camera program.
- The 2015 projection includes a conservative 1% increase in the number of new charges to be received.
- The 2016, 2017, and 2018 projections remain the same as the 2015 projection.

#### Comments / Background:

- The number of new charges filed annually is not a controllable measure.

Average Cost per Charge Filed



### What does the graph show?

- The graph shows the relationship between the costs of court services and the number of charges filed each year.

### Explanation of KPI Trend

- 2008: 8 additional FTE's were added to address increasing workloads and expansion of court schedules.
- 2009: Courtroom T4 completed and in full service September 2009 to respond to caseload demands and reduce the number of charges being withdrawn for lack of court time.
- 2010: Costs reflect a full year T4 operation with additional pre-trial room at Tannery. Addition of 1 FTE Court Reporter to support dramatic growth in transcript requests. Reorganization of Court Services Operations to include Business Operations unit.
- 2011: Actual costs reflect the addition of two courtroom staff; 1 FTE Prosecutor, 1 FTE Court Reporter and a 2% increase in new charges filed over 2010.
- 2012: Actual costs reflect the addition of three staff: 2 FTE Court Administration Clerks and 1 FTE Prosecution Clerk and a reduction in the number of New Charges filed.
- 2013: New charges filed increased by 3% over 2012.
- 2014: Anticipate new charges filed will return to more normal levels as a result of the newly implemented Red Light Camera program.
- 2015: Includes a modest 1% increase in new charges filed and the addition of 4.0 FTE to respond to Early Resolution and Red Light Camera workload impact.
- 2016: Includes the addition of 4.0 FTE to respond to Early Resolution and Red Light Camera workload impact.
- 2017 & 2018: No significant changes anticipated.

### Comments / Background:

- Total annual expenditures include the cost of Corporate allocations which is outside of the control of Court Services as is the number of new charges filed annually.

## Chair & Council Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Proposed	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	1,671	1,710	1,711	1,768	58	59
Program Specific Costs	-	-	-	-	-	-
Professional / Contracted Services	-	40	40	35	(5)	(5)
General Expenses	110	276	356	361	5	85
Financing Costs	5	9	9	9	-	0
Occupancy Costs	-	-	-	-	-	-
Contribution to Reserves	20	20	-	-	-	(20)
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	-	-	-	-	-	-
Direct Charges & Intra-allocations	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>1,806</b>	<b>2,054</b>	<b>2,116</b>	<b>2,173</b>	<b>58</b>	<b>119</b>
<b>% Budget Change</b>			<b>3.0%</b>		<b>2.7%</b>	<b>5.8%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	(0)	-	-	-	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	-	-	(60)	(60)	-	(60)
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(0)</b>	<b>-</b>	<b>(60)</b>	<b>(60)</b>	<b>-</b>	<b>(60)</b>
<b>% Budget Change</b>						
<b>Net Tax Levy Requirement</b>	<b>1,805</b>	<b>2,054</b>	<b>2,056</b>	<b>2,113</b>	<b>58</b>	<b>59</b>
<b>% Budget Change</b>			<b>0.1%</b>		<b>2.8%</b>	<b>2.9%</b>

## 2014 Budget Change from Approved Outlook

### Chair & Council - Operating Budget

<b>Budget Change Explanations</b>	<b>Gross \$000's</b>	<b>%</b>	<b>Net \$000's</b>	<b>%</b>	<b>FTE Impact</b>
2013 Approved Budget - Restated	2,054		2,054		
2014 Approved Outlook - Restated	2,116	3.0	2,056	0.1	
Compensation Adjustment for Contract Settlement	58	2.8	58	2.8	
Total Change to 2014 Outlook	58	2.8	58	2.8	
2014 Approved Budget	2,173	5.8	2,113	2.9	

# 2014 Budget Change Explanations

## Chair & Council - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	2,054		2,054		
<b>Base</b>					
Compensation Adjustment for Contract Settlement	58	2.8	58	2.8	
Insurance change	0	0.0	0	0.0	
Inauguration Event	80	3.9	80	3.9	
Benefit Adjustments	1	0.0	1	0.0	
Contribution from Reserve	(20)	(1.0)	(80)	(3.9)	
<b>Sub Total Base</b>	<b>119</b>	<b>5.8</b>	<b>59</b>	<b>2.9</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Annualization</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Efficiency</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Base</b>	<b>119</b>	<b>5.8</b>	<b>59</b>	<b>2.9</b>	<b>-</b>
<b>Total Growth</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Enhancement</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Budget Change</b>	<b>119</b>	<b>5.8</b>	<b>59</b>	<b>2.9</b>	<b>-</b>
<b>2014 Approved Budget</b>	<b>2,173</b>		<b>2,113</b>		<b>-</b>

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## Financial / Administrative Items

### Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Corporate Initiatives	14,853	968	948	878	(70)	(90)
<b>Financing Costs &amp; Reserves</b>						
Working Capital	(10,509)	3,965	4,460	4,460	-	495
Insurance	3,055	2,387	2,387	2,387	-	-
Asset Replacement						
Debt Reduction Strategy	11,801	11,901	11,901	17,059	5,158	5,158
Capital Replacement Reserve	38,029	49,087	61,173	61,140	(33)	12,053
Supplementary Taxes	52,899	14,000	14,000	10,700	(3,300)	(3,300)
Corporate Contingency	4,438	19,470	20,068	11,704	(8,364)	(7,766)
<b>Financing Costs &amp; Reserves</b>	<b>99,712</b>	<b>100,810</b>	<b>113,989</b>	<b>107,450</b>	<b>(6,539)</b>	<b>6,640</b>
<b>Total Expenditures</b>	<b>114,566</b>	<b>101,778</b>	<b>114,937</b>	<b>108,328</b>	<b>(6,609)</b>	<b>6,550</b>
<b>% Budget Change</b>			12.9%		-5.7%	6.4%
<b>Revenues</b>						
Grant Subsidies	(23,422)	(14,000)	(14,000)	(10,700)	3,300	3,300
User Fees	-	-	-	-	-	-
Fees and Charges	(2,824)	(1,194)	(1,194)	(10)	1,185	1,185
Development Charges	(5,654)	(4,140)	(4,565)	(2,928)	1,637	1,212
Contribution From Reserves	(8,108)	(2,878)	(2,970)	(2,878)	92	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	(0)	-	-	-	-	-
<b>Total Revenues</b>	<b>(40,008)</b>	<b>(22,212)</b>	<b>(22,729)</b>	<b>(16,516)</b>	<b>6,213</b>	<b>5,696</b>
<b>% Budget Change</b>			2.3%		-27.3%	-25.6%
<b>Net Tax Levy Requirement</b>	<b>74,558</b>	<b>79,566</b>	<b>92,208</b>	<b>91,812</b>	<b>(395)</b>	<b>12,246</b>
<b>% Budget Change</b>			15.9%		-0.4%	15.4%

## GTA Pooling, Boards & Authorities (excluding Conservation Authorities) Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
GO Transit	34,774	2,500	2,500	2,500	-	-
Hospital Capital Funding	13,071	13,363	13,630	13,638	8	275
Property Assessment (MPAC)	16,421	16,900	17,400	17,046	(354)	146
GTA Pooling	13,221	-	-	-	-	-
<b>Total Expenditures</b>	<b>77,487</b>	<b>32,763</b>	<b>33,530</b>	<b>33,184</b>	<b>(346)</b>	<b>421</b>
<b>% Budget Change</b>			2.3%		-1.0%	1.3%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	-	-	-	-	-	-
Development Charges	(1,086)	(2,500)	(2,500)	(2,500)	-	-
Contribution From Reserves	-	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(1,086)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>-</b>	<b>-</b>
<b>% Budget Change</b>			0.0%		0.0%	0.0%
<b>Net Tax Levy Requirement</b>	<b>76,401</b>	<b>30,263</b>	<b>31,030</b>	<b>30,684</b>	<b>(346)</b>	<b>421</b>
<b>% Budget Change</b>			2.5%		-1.1%	1.4%

## Departmental Description

Conservation authorities are watershed-based public sector organizations that deliver services and programs that protect and manage water and other natural resources in partnership with government, landowners and other organizations. Conservation Authorities promote an integrated watershed approach balancing human, environmental and economic needs and implement resource management programs that serve both provincial and municipal interests.

By contract or agreement, conservation authorities may provide technical advice or other services to municipalities, such as assessment of environmental impacts, hydrogeology services, storm water management advice, natural heritage advice, septic system reviews, tree planting and other activities. In addition, Conservation Authorities share important data related to flood management and green infrastructure to support municipal programs, projects and initiatives.

York Region provides funding to Lake Simcoe Region Conservation Authority (LSRCA) and Toronto and Region Conservation Authority (TRCA) that share the responsibility in providing conservation, restoration, development and management of natural resources other than gas, oil, coal and material in the jurisdiction within its boundaries as mandated by the *Conservation Authorities Act*.

Conservation authorities may also have responsibilities under other provincial legislation or programs or through agreements with other government agencies. Examples include the *Clean Water Act*, the *Ontario Low Water Response Program* and the *Fisheries Act* through agreements with Fisheries and Oceans Canada and the *Planning Act* for consistency with the natural hazards policies of the Provincial Policy Statement.

## Mission/Vision

### LSRCA

To provide leadership in the protection and restoration of the environmental health and quality of Lake Simcoe and its watershed with our community, municipal and other government partners.

### TRCA

To work with our partners to ensure that *The Living City* is built upon a natural foundation of healthy rivers and shorelines, greenspace and biodiversity, and sustainable communities.

## Mandate

The Conservation Authorities provide programs and services falling under the general areas of Science and Research, Protection and Restoration, Education and Outreach, and Program Support.

## Base Drivers and Challenges

There are several factors that contribute to the need for continued/enhanced funding for Conservation Authorities. These include:

- Moving forward with various basin-wide initiatives to address municipal requirements under provincial legislation (RainScaping, Lake Simcoe Phosphorus Offsetting Program, and the Lake Simcoe Protection Plan)
- Continued mapping activity to support developing areas of York Region and to provide accurate data and information for York Region infrastructure projects
- Additional stewardship/restoration activity to address increased interest in programs and projects
- Continued flood forecasting and warning activity to help improve capacity to manage risk and reduce the potential for loss of life and property
- Continued Lake Simcoe protection efforts to help achieve goals under the *Lake Simcoe Protection Act* (2008) and Lake Simcoe Protection Plan (2009); legislation and strategies are intended to address increased lake phosphorus levels, low oxygen levels and the decline of coldwater fish species
- Additional program information management activity and business application development to support decision-making (e.g., regarding permits), allow access to web mapping tools, etc.

Looking forward, the Conservation Authorities will need to manage and target efforts to address several challenges, including:

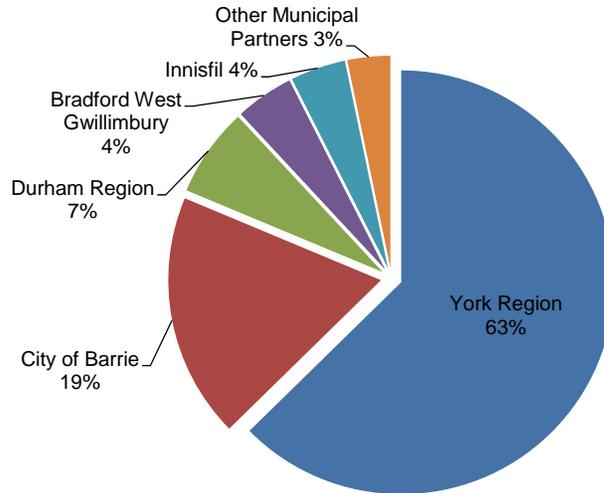
- Regional growth, both from development and infrastructure
- Changing legislative and regulatory landscape
- The need to engage with a large number of diverse stakeholders and representation from all levels of government
- Significant uncertainty and risk associated with climate change
- Rising costs for materials/services to support program work, such as laboratory costs for analysis
- Demand from the public for immediate results and real time data
- Evolving challenges of managing human activities and natural resources in order to meet targets under the Lake Simcoe Protection Plan
- Understanding and developing excellent business applications that meet corporate priorities, as well as maintaining multiple databases with up-to-date information
- Maintaining growth and self-generated revenue streams
- Maintaining aging infrastructure

## Funding Support for Conservation Authorities

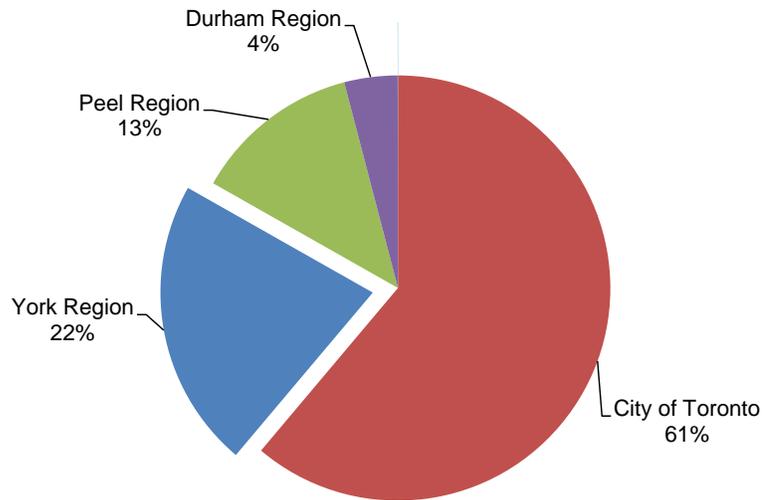
York Region serves as one of the key sources of funding to support the work of LSRCA and TRCA. The Conservation Authorities also obtain revenues from other municipalities in their watersheds, user fees, provincial and federal governments, and donations and fundraising efforts.

Of the municipal revenues to cover operating expenditures, York Region funding represents approximately 62.64% of the LSRCA's budget and 22.0% of TRCA's 2014 budget.

## LSRCA Municipal Support for Operating Expenditures Breakdown by Source



## TRCA Municipal Support for Operating Expenditures Breakdown by Source



The Region also provides funding for services and initiatives offered through the Conservation Authorities' capital programs; the sections below provide a description of these initiatives.

In 2014, York Region funding for Conservation Authority gross expenditures (including operating, capital, and other expenditures) will total \$13.2 million (\$5.0 million for LSRCA and \$8.2 million for TRCA). Operating expenditures of \$7.6 million (consisting of \$7.5 million in base operating/administrative-related funding and \$80,000 for reforestation efforts) will be funded by tax levy. Capital program expenditures of \$5.5 million will be covered under the Special Capital Levy funded largely by water and wastewater rates.

## Program Description and Planned Initiatives

Although there are some differences that exist in the specific services offered by the two Conservation Authorities, the section below provides a general outline of the Conservation Authorities' core/common program areas and initiatives under the Special Capital Levy.

### Natural Hazard Mapping and Erosion Control

This program aims to update and maintain current maps for the management of hazard lands, preparation and update of Conservation Authority regulation, and development and maintenance of flood vulnerable databases. Updating regulation mapping on an annual basis is required to ensure current information is available to support the Conservation Authorities' development review and permitting responsibilities and ensure the appropriate management of natural hazards. The main objective is to reduce the risk to both life and property caused by natural hazards such as flooding and erosion.

The Conservation Authorities also undertake watershed erosion monitoring and maintenance of erosion sites and control structures within York Region. The monitoring work informs the development of inventories/databases and prioritized ranking of sites requiring remedial and maintenance works. Remedial works are undertaken based on availability of funds.

Planned initiatives include:

- Ongoing refinement and updating of existing mapping
- Developing advanced hydrology / hydraulic modeling for watercourses
- Monitoring of existing erosion sites and control structures and identification of new erosion sites
- Maintenance of protective works to maintain infrastructure

Hazard Mapping & Erosion Control (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	48	50	50
TRCA	292	314	302
Total	340	364	352

## Natural Heritage Mapping

This program integrates strategic planning, monitoring, research and applied science in support of the protection and management of terrestrial natural systems and urban forests across the Conservation Authorities' jurisdiction. The program also ensures that the base mapping layer, which captures vegetation and land use information, is standardized to allow for identification of natural heritage features. The on-going updates to the data ensure expertise, new information, and advances in science continue to be state-of-the-art, defensible and responsive to the needs of municipalities. Conservation Authorities review permit applications under the *Planning Act* as they pertain to provincial natural heritage policies. The Natural Heritage and Land Use Mapping program is a cornerstone tool for many Conservation Authority programs. The program provides specialized information and expertise for species recovery plans, invasive species management, urban forest assessment for climate change mitigation, and biological field inventory.

Planned initiatives include:

- Continued mapping updates and refinements and development of decision making frameworks
- Gathering, integrating and communicating latest advances in urban ecosystem science and practice
- Collecting and analyzing field data

Natural Heritage Mapping (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	55	57	57
TRCA	133	135	155
Total	188	192	212

## Flood Forecasting and Warning

The Conservation Authorities have a delegated responsibility to manage regulatory hazards within floodplains. Under an Order in Council they have also been mandated to maintain and operate a Flood Forecasting and Warning Program that provides information and advice to guide municipalities during their response to flood events. The flood forecasting and warning program supports regional emergency preparedness efforts. The objective of the program is to reduce the risk to both life and property caused by flooding. This program, for example, undertakes necessary upgrades and repairs to dams and flood conveyance channels both for state of good repair and to comply with provincial regulations. In addition, under the program, operations, maintenance and surveillance manuals for flood control facilities are prepared, reviewed, and updated.

Planned initiatives include:

- Updating modeling tools for improved flood forecasting, including lake level monitoring
- Updating the Emergency Response System based on the improved tools
- Continued capital works initiatives, such as undertaking inspections and any identified general mechanical, operational, electrical, safety and structural updates/repairs at dams and flood control channels to meet provincial requirements and industry guidelines
- Use of state of the art modeling tools and field studies to assess the effects of future land use change, urban intensification and changing climate on current stormwater management strategies
- Development of new stream crossing guidance and associated mapping to provide improved tools to municipalities and developers to use when assessing crossing requirements

Flood Forecasting & Warning (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	102	106	105
TRCA	400	397	385
Total	502	503	490

## Watershed Monitoring

This program provides Conservation Authorities and their partners a comprehensive, integrated, and coordinated approach to environmental monitoring, including the provision of data management and mapping services. This information is compiled to establish benchmarks from which trends and events can be detected and analyzed. The program contributes to York Region’s environmental reporting and provides information for infrastructure projects.

Planned initiatives include:

- Monitoring and reporting on the effectiveness of innovative stormwater management facilities
- Spot discharge measurements of Lake Simcoe tributaries across a range of seasonal and hydrologic conditions
- Continued maintenance and operation of the stream gauging monitoring network and data management
- Continued monitoring of water quality and quantity of tributaries entering Lake Simcoe
- Track the ambient levels of conventional pollutants, nutrients and heavy metals in stream water quality through monthly assessments
- Developing a new standard operating procedure for aquatic monitoring within the tributaries and continue monitoring as recommended
- Continue to monitor climate stations and rainfall/atmospheric deposition within the watershed

- Continued biologic monitoring of tributaries including fish and benthic (riverbed) macro-invertebrates as well as investigating new techniques/ indicators to improve data resolution and monitoring efficiencies
- Website improvements for public/partner access to real-time monitoring data
- Analysis and reporting of monitoring data, including phosphorus loads; production of monitoring data report, science newsletter series, watershed report card, etc.
- Initiation of a new TRCA fixed plot monitoring program that collects data at fixed points throughout the Region to compare changes in vegetation, organisms, etc. over time due to climate change and urbanization
- Participate in the Ministry of Environment’s Provincial Water Quality monitoring network
- Assessment of fluvial geomorphology (physical stream properties) in order to document patterns of stream erosion and deposition throughout the TRCA jurisdiction
- Track regional groundwater levels through the monitoring of groundwater wells and participation in the Provincial groundwater monitoring network
- Assist in the protection of human health and contribute to research through the monitoring of West Nile virus vector mosquito larvae at selected regional sentinel wetland and storm waters management pond sites
- Facilitate ongoing data analysis and management including Quality Assurance/Quality Control and database development

Watershed Monitoring (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	352	368	364
TRCA	330	340	358
Total	682	708	722

## Lake Simcoe Protection Plan (LSPP)

LSRCA has an identified implementation role in the LSPP in areas such as subwatershed planning, water budgeting, stewardship, hazard land mapping and monitoring. LSRCA staff members serve on the Ministry of the Environment Lake Simcoe Coordinating and Lake Simcoe Science Committees.

Planned initiatives include:

- Over the next year, the LSPP will be transitioning from policy implementation to on-going operations within the provincial management framework. It is vital that LSRCA’s long term, operational role in the delivery of provincial Lake Simcoe Protection Plan initiatives be established and that enhanced partnership funding be obtained.

Lake Simcoe Protection Plan (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	131	138	135

## Regeneration/Stewardship

The natural heritage regeneration program is aimed at implementing habitat restoration recommendations from planning documents such as watershed plans, stewardship assessment and opportunities reports, and fisheries management plans. The stewardship program is aimed at increasing public awareness on environmental issues to change public attitudes and behaviours resulting in more sustainable communities. The program promotes a culture of conservation and engages residents, municipal partners and businesses in a variety of environmental stewardship, outreach education, and urban sustainability programs that improve local surface and groundwater quality, reduce soil erosion, and enhance wildlife habitat.

Planned initiatives include:

- Continued regeneration initiatives, such as the York Natural Planting Partnership, Richmond Hill Planting Partnership and York Children’s Water Festival
- Continued delivery of stewardship programming and activities, such as LSRCA Landowner Environmental Assistance Program (LEAP) and TRCA’s Private Land Stewardship Program, Emerald Ash Borer Program and various other sustainable communities programs
- Continued delivery of LSRCA municipal initiatives, such as the Musselman’s Lake Storm Water Management Project (Whitchurch-Stouffville), Tannery Creek Restoration Projects (Aurora), and the Maskinonge River Recovery Project (Georgina)
- Implement program refinements, e.g., LSRCA to implement the results of program refinement exercise that took place in 2012 which assessed stewardship/restoration projects and associated funding categories to increase program uptake

Regeneration / Stewardship (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	462	452	477
TRCA	789	847	858
Total	1,251	1,299	1,335

## Conservation Area Management

Land is one of the Conservation Authorities’ most valuable assets. Conservation Areas are essential in creating healthy communities. They can take on many forms and can serve a variety of functions, including wildlife viewing areas, hiking, walking or biking trails, pedestrian linkages that connect communities, cultural and natural heritage preservation sites, and environmental education facilities. Land owned and/or managed by LSRCA and TRCA provides a range of public uses and infrastructure needs. Although all these lands require maintenance and monitoring, those needs will vary with levels of wear and levels of risk associated with usage pressures.

This program addresses the general needs to maintain and develop these assets. Properties require annual inspection, fence repairs, clean-up, signage, resource management, general care, etc. Example of specific initiatives include: improving overall condition of CA lands; development, implementation, and updating of conservation area management plans; provision of a safe and secure recreation environment by fencing lands, removing public safety hazards, and addressing illegal garbage dumping; and motorized vehicle access; development and implementation of trail classification systems; and assisting in the implementation of invasive species management.

Planned initiatives include:

- Continued conservation area management/land care activities
- Initiation/completion of management plans, such as the Holland Landing Conservation Area (East Gwillimbury), and the Thornton Bales Conservation Area (King)
- Implementation of projects and/or maintenance schedule as identified in updated management plans, such as Rogers Reservoir Conservation Area (East Gwillimbury)
- Completion of Baseline Document Reports (BDRs), management plans, etc. on newly acquired land as necessary

Conservation Area Management (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	68	68	70
TRCA	419	425	425
Total	487	493	495

## Program Information Management (LSRCA)

LSRCA developed a web mapping tool of the various layers of environmental data (with Authority and Regional information combined). The web access is to assist the public and developers in reviewing their own properties without having to come into the Authority office to make inquiries. To keep the required information current and broadly accessible, the environmental data and the web access is maintained through this program.

Multiple layers are required to allow for appropriate planning and regulating. Critical to the decision-making needs of the watershed partners is the increased access to information and analysis. An example would be the development of the vulnerable features in the floodplain database for York Region's Emergency Management Planning. For the 2014 budget year and onward, there will be a merging of some of the source water protection database information into the existing LSRCA data layers and as such increased funding has been allocated to this program to cover the staffing requirements of the changing work plan.

Planned initiatives include:

- Continue cycles of updates to the various layers and metadata to ensure accuracy of the database layers
- Maintain GIS/I.T. departmental services and web mapping tools for both internal and external access
- Maintain and integrate source water protection databases with regular database layers
- Maintain the watershed wide environmental data for internal and external use
- Implement updates to the planning and regulations application for processing of permit requests

Information Management (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	54	64	58

## Basin-wide Initiatives, including Groundwater Management

The Conservation Authorities are also engaged in various initiatives that have basin-wide impacts, such as monitoring and management of groundwater for quality and quantity.

Planned initiatives include:

- In 2013, the LSRCA hosted a Low Impact Development (LID) workshop exclusive to our municipal partners. Participants were introduced to LID policies and techniques. A more comprehensive training workshop on how to design, construct, and maintain LID controls is being scheduled for throughout 2014.
- The LSRCA is currently participating in York Region’s Showcasing Water Innovation project to expedite approvals for development that is adopting Green Infrastructure practices. Learning from the project, the Authority has made a commitment to continue to promote and implement a program to facilitate greening infrastructure for new development and examining opportunities for retrofitting green infrastructure in already developed areas.
- LSRCA will continue monitoring for new and innovative Best Management Practices (BMPs) for Phosphorus Control. The projects include: Aurora Engineered Wetland, Phoslock Application in the West Holland River, and the Town of Newmarket Red Sand filter system.
- LSRCA will continue with climate change modeling to develop a risk management strategy for the Lake Simcoe Watershed. The modeling will help assess future changes in the balance and quality of ground and surface waters.
- Provide technical data, analysis, and advice to partner agencies for the 2015 review of Oak Ridges Moraine Conservation Plan (ORMCP)
- Training of partner agency staff in the effective use of enlarged and enhanced database (SQL) introduced in 2012
- Continued improvement of database, including new data, refinement of database model, and distribution process
- Incorporation of recent local geological and groundwater flow model enhancements by Peel and York into the regional groundwater flow model known as the 2006 Core Model

- Continued application of groundwater flow model on municipal infrastructure projects
- Website improvements to allow further interaction with program's products

Basin-wide Initiatives (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	197	209	203
TRCA	130	130	175
Total	327	339	378

## Watershed/Subwatershed Planning

This program is generally aimed at maintaining state-of-the-art planning tools and advancing the science necessary to guide growth and ensure a robust, diverse, and healthy natural environment. Several initiatives under this program contribute to policy and practice for the significant growth that York Region is facing. The program supports, for example, floodplain management, water management, stormwater management, fish management plans, monitoring and data management.

Planned initiatives include:

- Continued watershed planning and management activities
- Preparation of tools and resources to prioritize stewardship activities
- Continue to collect monitoring data in support of updates to subwatershed plan
- Assist in analysis and reporting of monitoring data, including preparation of watershed report card and science newsletters
- Continued TRCA delivery/completion of sustainable retrofit action plan (SNAP), which combines water management, energy conservation, waste management, terrestrial and aquatic natural heritage, and recreation elements to improve energy efficiency, reduce phosphorus loading, conserve water, and improve biodiversity for target areas

Watershed Planning (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
LSRCA	268	280	276
TRCA	345	367	362
Total	613	647	638

## Kortright Campus (TRCA)

For over 35 years, TRCA's Kortright Centre/The Living City Campus has been a leading centre for environmental education in Canada. This program supports the maintenance and development of various initiatives and sites at The Living City Campus, including sustainable building/technologies research, the biodiversity trail, the watershed education centre, and the urban agricultural farm.

This program also supports a multi-phase renovation that is currently underway at the Kortright Visitor Centre to address major deterioration that has occurred over the last four decades of use. Infrastructure improvements include: HVAC, windows, doors and deck replacement (Phase 1); repairs to siding, insulation, and roofing (Phase 2); and upgrades to interior space, pavilion area, and the kitchen (Phase 3). In 2012, one-time tax levy-funded top-up was provided to TRCA to support critical initiatives, including Kortright renovations. Completion of Phase 1 works and Phase 3 planning and design will be the focus of 2013 and 2014 efforts.

Kortright Campus/ The Living City (\$ Thousands)	2013 Budget	2014 Outlook	2014 Approved
TRCA	505	505	1,005*

## Funding for New Initiatives / Enhancements

York Region has been allocated under the tax levy and rate funded components to Conservation Authorities for new initiatives and enhancements.

In 2014 budget, \$545,000 will be provided to LSRCA as follows:

- \$110,000 for compensation adjustment and \*\$129,000 staffing costs to support administrative operations due to population and program growth;
- \*\$75,000 for data security and management to support disaster recovery processes;
- \$41,000 to support the Emerald Ash Borer program;
- \*\$40,000 for Scanlon Education Centre's periodic maintenance;
- \*\$150,000 for Scanlon infrastructure capital projects to retrofit the building to address administrative space needs. (rate funded)

In 2014 budget, \$870,000 will be provided to TRCA as follows:

- \$270,000 to support the integrated infrastructure protection works program to reduce the risk of failure from river erosion at critical York Region infrastructure sites;
- \$100,000 to support the Emerald Ash Borer program;
- \*\$500,000 for Kortright municipal servicing to retrofit the outdated water infrastructure system. (rate funded)

**\*York Region's funding on the initiatives is contingent upon support from other growth partners which will be reported back to Council in June.**

## Conservation Authority Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	-	-	-	-	-	-
Program Specific Costs	-	-	-	-	-	-
Professional / Contracted Services	-	-	-	-	-	-
General Expenses	-	-	-	-	-	-
Financing Costs	6,159	6,581	6,779	7,570	791	989
Occupancy Costs	-	-	-	-	-	-
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	-	-	-	-	-	-
Negotiated Specific & IntraDeptCo	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>6,159</b>	<b>6,581</b>	<b>6,779</b>	<b>7,570</b>	<b>791</b>	<b>989</b>
<b>% Budget Change</b>			3.0%		11.7%	15.0%
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	-	-	-	-	-	-
Fees and Charges	-	-	-	-	-	-
Development Charges	-	-	-	-	-	-
Contribution From Reserves	-	-	-	-	-	-
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% Budget Change</b>						
<b>Net Tax Levy Requirement</b>	<b>6,159</b>	<b>6,581</b>	<b>6,779</b>	<b>7,570</b>	<b>791</b>	<b>989</b>
<b>% Budget Change</b>			3.0%		11.7%	15.0%

## 2014 Budget Change from Approved Outlook

### Conservation Authority - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	6,581		6,581		
2014 Approved Outlook - Restated	6,779	3.0	6,779	3.0	
Special Projects and LSRCA base pressures and CVA Adjustment	46	0.7	46	0.7	
Special Projects and TRCA base pressures	(20)	-0.3	(20)	-0.3	
As agreed at Regional Council, December 19, 2013	765	11.6	765	11.6	
Total Change to 2014 Outlook	791	12.0	791	12.0	
<b>2014 Approved Budget</b>	<b>7,570</b>	<b>15.0</b>	<b>7,570</b>	<b>15.0</b>	

# 2014 Budget Change Explanations

## Conservation Authority - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	6,581		6,581		
<b>Base</b>					
Special Projects and LSRCA base pressures and CVA Adjustment	131	2.0	131	2.0	
Special Projects and TRCA base pressures	93	1.4	93	1.4	
<b>Sub Total Base</b>	<b>224</b>	<b>3.4</b>	<b>224</b>	<b>3.4</b>	-
<b>Sub Total Mandatory</b>	-		-		-
<b>Sub Total Annualization</b>	-		-		-
<b>Sub Total Net Operating Impact of Capital Efficiency</b>	-		-		-
<b>Sub Total Efficiency</b>	-		-		-
<b>Total Base</b>	<b>224</b>	<b>3.4</b>	<b>224</b>	<b>3.4</b>	-
<b>Total Growth</b>	-		-		-
<b>Enhancement</b>					
As agreed at Council, December 19, 2013	765	11.6	765		
<b>Total Enhancement</b>	<b>765</b>	<b>11.6</b>	<b>765</b>	<b>11.6</b>	-
<b>Total Budget Change</b>	<b>989</b>	<b>15.0</b>	<b>989</b>	<b>15.0</b>	-
<b>2014 Approved Budget</b>	<b>7,570</b>		<b>7,570</b>		-

## Lake Simcoe Region Conservation Authority Operating Financial Summary

(Figures in \$ 000's)	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget	% Change 2013 to 2014
<b>Tax Levy</b>	2,222	2,307	2,748	441	526	23.7%
<b>Special Capital Levy</b>						
Natural Hazard Mapping	48	50	50	0	2	4.8%
Natural Heritage Mapping	55	57	57	0	2	4.2%
Flood/Forecasting/Warning	102	106	105	(1)	3	2.9%
Watershed Monitoring	352	368	364	(4)	12	3.4%
Lake Simcoe Protection Plan	131	138	135	(3)	4	3.1%
Watershed Special Studies (LEAP)	462	452	477	25	15	3.2%
Conservation Area Management	68	68	70	2	2	2.9%
Program Information Management	54	64	58	(6)	4	7.4%
CA Moraine Coalition	5	5	5	0	0	0.0%
Scanlon Infrastructure	0	0	150	150	150	0.0%
Groundwater Man./Basin-wide Initiative	197	209	203	(6)	6	3.0%
Watershed/Subwatershed Planning	268	280	276	(4)	8	3.0%
	1,742	1,798	1,951	153	209	12.0%
<b>Total Operating &amp; Capital</b>	<b>3,964</b>	<b>4,105</b>	<b>4,699</b>	<b>594</b>	<b>735</b>	<b>18.5%</b>
<b>Other Expenditures*</b>						
Reforestation	40	40	40	0	0	
Forgivable loan - Administrative Building*	224	224	224	0	0	
	264	264	264	0	0	
<b>Total Gross Expenditures</b>	<b>4,228</b>	<b>4,368</b>	<b>4,962</b>	<b>594</b>	<b>735</b>	<b>17.4%</b>
Funded by:						
Tax Levy	(2,486)	(2,571)	(3,012)	(441)	(526)	21.2%
Rates - Water	(1,280)	(1,346)	(1,474)	(128)	(194)	15.1%
Rates - Wastewater	(462)	(452)	(477)	(25)	(15)	3.2%
<b>Total Funding</b>	<b>(4,228)</b>	<b>(4,368)</b>	<b>(4,962)</b>	<b>(594)</b>	<b>(735)</b>	<b>17.4%</b>

\*Other Expenditures - Reforestation is supported from Natural Heritage Forestry branch and forgivable loan is included in the Conservation Authorities' budget

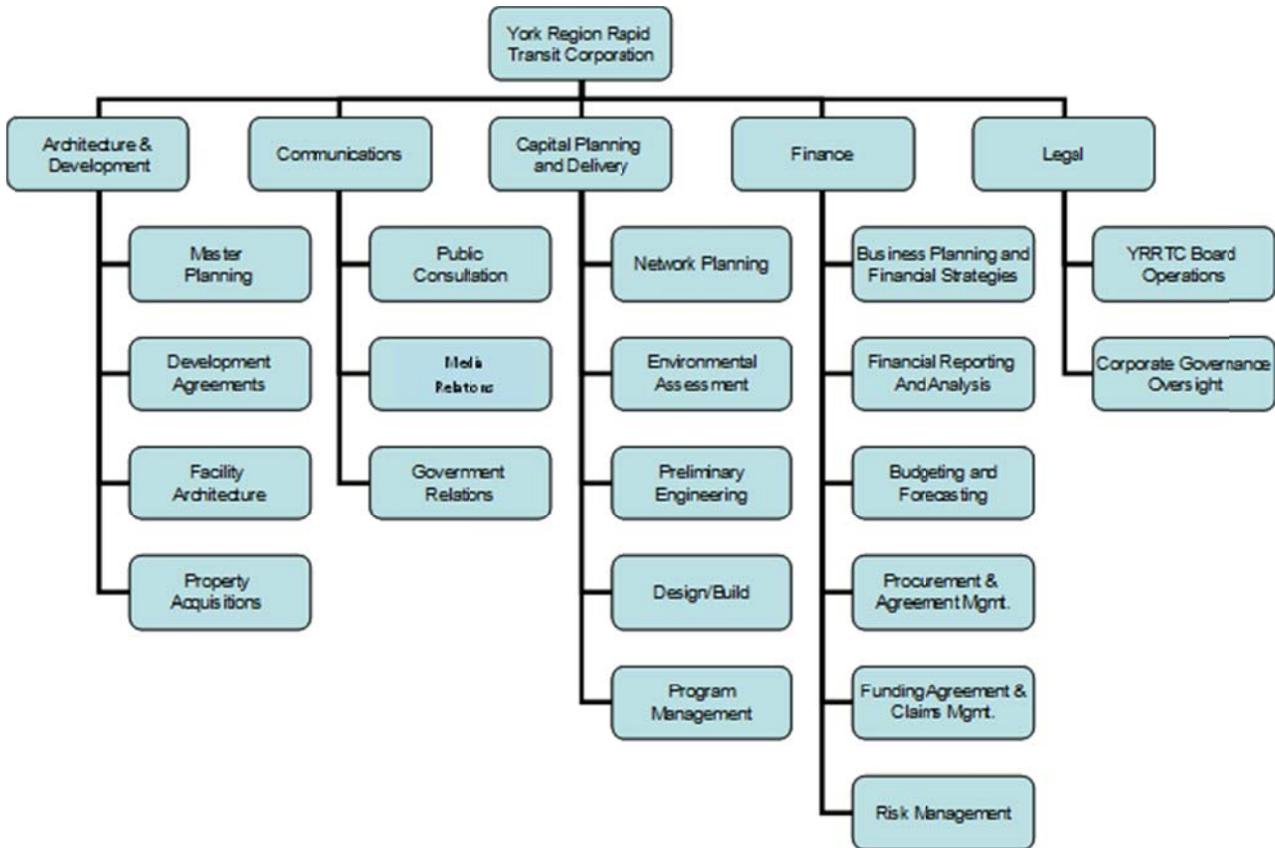
## Toronto and Region Conservation Authority Operating Financial Summary

(Figures in \$ 000's)	<b>2013 Budget</b>	<b>2014 Outlook</b>	<b>2014 Approved</b>	<b>Change to Outlook</b>	<b>Incremental to 2013 Budget</b>	<b>% Change 2013 to 2014</b>
<b>Tax Levy</b>	4,135	4,248	4,598	350	463	11.2%
<b>Special Capital Levy</b>						
Natural Hazard Mapping	62	74	72	(2)	10	16.1%
Natural Heritage Mapping	133	135	155	20	22	16.5%
Flood/Forecasting/Warning	400	397	385	(12)	(15)	-3.8%
Erosion Control	230	240	230	(10)	0	0.0%
Watershed Monitoring	330	340	358	18	28	8.5%
Stewardship	789	847	858	11	69	8.7%
Groundwater Management	130	130	175	45	45	34.6%
Watershed/Subwatershed Planning	345	367	362	(5)	17	4.9%
Kortright Campus	505	505	1,005	500	500	99.0%
	<u>2,924</u>	<u>3,035</u>	<u>3,600</u>	<u>565</u>	<u>676</u>	<u>23.1%</u>
<b>Total Operating &amp; Capital</b>	<u>7,059</u>	<u>7,283</u>	<u>8,198</u>	<u>915</u>	<u>1,139</u>	<u>16.1%</u>
<b>Other Expenditures</b>						
Reforestation	40	40	40	0	0	0.0%
	<u>40</u>	<u>40</u>	<u>40</u>	<u>0</u>	<u>0</u>	<u>0.0%</u>
<b>Total Gross Expenditures</b>	<u><b>7,099</b></u>	<u><b>7,323</b></u>	<u><b>8,238</b></u>	<u><b>915</b></u>	<u><b>1,139</b></u>	<u><b>16.0%</b></u>
<b>Funded by:</b>						
Tax Levy	(4,175)	(4,288)	(4,638)	(350)	(463)	(0)
Rates - Water	(2,135)	(2,188)	(2,742)	(554)	(607)	28.4%
Rates - Wastewater	(789)	(847)	(858)	(11)	(69)	8.7%
Reserves	0	0	0	0	0	
<b>Total Funding</b>	<u><b>(7,099)</b></u>	<u><b>(7,323)</b></u>	<u><b>(8,238)</b></u>	<u><b>(915)</b></u>	<u><b>(1,139)</b></u>	<u><b>16.0%</b></u>

\*Other Expenditures - Reforestation is supported from Natural Heritage Forestry branch

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## Organizational Overview



### Mission:

Our mission is to design and deliver an exceptional Rapid Transit network system and infrastructure that attracts, moves and connects people to York Region’s urban centres and destinations and shapes our living environment. This mission is further supported by a team of industry experts that understands and envisions the needs of our ever growing Region in which:

- People can move quickly, conveniently and reliably without a vehicle;
- Public transit is used extensively because it is attractive, easy to use, efficient and economical;
- People live, work, shop and play in close proximity to public transit;
- Employers locate in York Region because of its robust transit options for employees;
- Development and public transit are planned together to shape communities, support a sustainable future and promote energy conservation and contain urban sprawl.

## **Mandate:**

Under its Articles of Incorporation, the York Region Rapid Transit Corporation (YRRTC) has broad powers in connection with the delivery and operation of a public transportation system. Its Articles permit YRRTC to:

- Operate and maintain a public transportation system;
- Construct and own the system, including the related land and facilities, provided that these facilities are new;
- Undertake transit-related development;
- Sell, lease and encumber related land and facilities.

## **Capital Strategy:**

YRRTC is in a unique position to deliver an exceptional Rapid Transit system, valued at a combined total of \$21.2 billion, which will provide:

- Safer and faster movement of people through the implementation of dedicated rapidways that are expected to reduce transit travel times during peak periods by up to 40% along the most congested sections of the corridors;
- Safer and faster movement of goods along the Region's major land transportation routes resulting from a decrease in the rate of automobile congestion;
- Reduced production of greenhouse gases and other airborne pollutants as the result of a reduction in automobile transportation mode share and the number of vehicles idling on congested roads and highways during peak travel periods;
- Effective, mixed-use urban development to accommodate rapidly growing population and employment in sustainable transit villages with increased land use densities;
- Enhanced economic activity with improved inter-regional transit connections that support increasingly balanced two-way travel patterns to and from York Region for residents, employees and tourists; and
- Leading-edge technologies and operational practices to enhance customer service and minimize greenhouse gas emissions.

To accomplish our mission to deliver this exceptional rapid transit system that moves people quickly, connects communities and shapes our living environment, the organization is structured along the streams of Architecture, Communications, Capital Planning and Delivery, Finance, and Legal Services as elaborated in the Organizational chart.

YRRTC has partnered with private sector companies and government entities to design and deliver the Bus Rapid Transit (BRT) program, and use the services of an Owner's Engineer (OE) to assist staff with program management and implementation.

It must be noted that the form of partnership or procurement, for any given program, is heavily influenced by the requirements of Senior Government funding partners, who contribute to the majority of the current funded capital programs valued at \$3.2 billion.

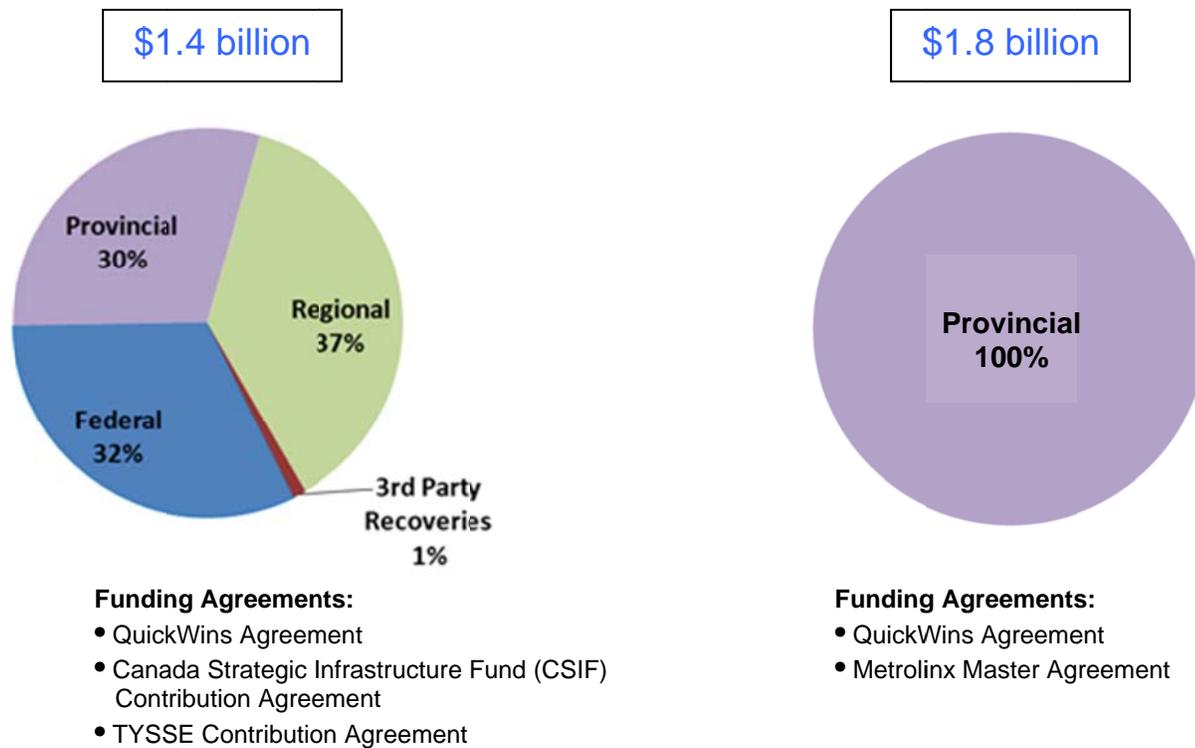
Our strategy is to always “be ready”. Since the capital programs are reliant on funding from Senior Levels of Government, it is necessary for project designs to be advanced to the point where budgets and schedules are established to move to construction quickly. These elements are essential to increasing the likelihood of priority funding. In addition, our strategy is also to optimize the network and increase ridership. The Park ‘n’ Ride strategy implementation, which commenced in 2013, is an example of the approach to reduce congestion at key transit transfer points and to attract more riders.

## Key Initiatives:

The current funded capital programs, valued at a combined total of \$3.2 billion (2007-2021), consists of all studies, property acquisitions, engineering designs and construction necessary to deliver the Bus Rapid Transit network, the required terminals and bus operations facilities, the subway extensions, and the parking solutions that maximize the effectiveness of the transit system and the return on investment.

The programs and projects represented in the Capital Budget for Regional Council approval, are those that are funded in part or fully by York Region – valued at \$1.4 billion.

Note that for the purpose of receiving Regional Council approval, the fully funded Metrolinx Capital Budget for Bus Rapidways and Stations – valued at \$1.8 billion – is not included. But, while these projects do not require funding from York Region, they will result in increased operating costs once they have been constructed. The Net Operating Impact to York Region when these projects are completed is discussed later.



## Strategic Goals

YRRTC's strategic goals are aligned with the approved Transportation Master Plan that defines the Region's long-term transportation vision – York Region's "Vision 2051". Strategic priority areas as per the 2011-2015 Strategic Plan.

### 1. Regional Programs – Partly or Fully Funded by York Region - \$1.4 billion

- Develop and implement Rapid Transit Park 'n' Ride facilities;
- Complete construction of three new facilities and terminals:
  - Operations, Maintenance and Storage Facility (OMSF) – Headford Business Park in Richmond Hill
  - Cornell Terminal – Highway 7 East and Ninth Line in Markham
  - VMC Terminal – North of Highway 7 and Millway Avenue in Vaughan
- Ensure that the necessary infrastructure associated with the Spadina Subway is constructed and appropriately funded and in service by year end 2016 – i.e. VIVA concourse and Spadina Subway-VMC terminal;
- Advance funding support for the Yonge North Subway Extension, and maintain project momentum by progressing concept level design and preliminary engineering activities;
- Complete study to confirm rapid transit corridors prioritization of the 2010 Transportation Master Plan – implementation of the 2017 YRT-Viva, Network Upgrade Plan;
- Facilitate and participate in progressing Mobility Hubs;
- Continue to advance communications/outreach programs to support the business objectives and public/stakeholder information needs before and during construction.

### 2. Metrolinx Program - Fully Funded by Senior Levels of Government - \$1.8 billion

- Complete the bus rapidways and stations construction along Highway 7 East from Yonge St. to Warden Ave. (H3), Davis Drive from Yonge St. to Highway 404 (D1), and Highway 7 West from Bowes Rd. to Edgeley Blvd. (H2-VMC);
- Complete procurement process for the design-build of Yonge Street from Richmond Hill Centre to Major Mackenzie Drive (Y2.1) and Levedale Avenue to 19<sup>th</sup> Avenue (Y2.2), and south of Mulock Drive to Davis Drive (Y3.2), and start the construction of rapidway and stations in 2014;
- Commence the procurement for design-build of Highway 7 West (H2) rapidway between Yonge St. and Pine Valley Drive (excluding VMC section), and the connection between the existing rapidway at Enterprise Blvd. and Unionville GO station;
- Complete property acquisitions required for the remaining rapidway segments – Yonge Street, from Richmond Hill Centre to Major Mackenzie Drive (Y2.1) and Levedale Avenue to 19<sup>th</sup> Avenue (Y2.2) and south of Mulock Drive to Davis Drive (Y3.2); and Hwy. 7 West – Yonge St. to Pine Valley Drive (H2).

### **3. Programs – Unfunded Bus Rapid Transit and Light Rail Transit, per Transportation Master Plan - \$18.0 billion**

- Region's share for the Yonge North Subway Extension - \$2.6 billion;
  - Overall project costs valued at \$3.4 billion;
- Remaining Rapidways - \$15.3 billion;
- 100 new BRT vehicles to support the new Rapidways - \$122.1 million;
  - Current existing fleet of 123 buses.

### **Key Challenges - 2014:**

#### **Programs - Partly or Fully Funded by York Region - \$1.4 billion**

No challenges identified for this operating budget.

#### **Programs - Fully Funded by Senior Levels of Government - \$1.8 billion**

No challenges identified for this operating budget.

The Operating Budget, reflecting the impact of the delivery of the Capital Programs are reflected in the following tables:

1 - Project Management Office (PMO) Operating Budget

('000s)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
<b>YRRTC PMO</b>					
Staff and Admin Costs (PMO)	6,881	10,747	11,277	11,754	477
Dedicated Charges	3,678	4,872	4,986	5,462	476
Recoveries-YRRTC & Dedicated Charges	(7,983)	(13,312)	(13,998)	(14,911)	(913)
Sub-total	2,576	2,307	2,265	2,305	40
<b>Financing Costs and Revenue</b>					
Debt Repayment	14,202	16,690	23,260	19,717	(3,543)
DC Revenue	(4,336)	(4,732)	(9,259)	(7,255)	2,004
Other Revenues-Gas Tax	(2,316)	(2,500)	(2,500)	(3,032)	(532)
Sub-total	7,550	9,458	11,501	9,430	(2,071)
<b>Total Net Costs</b>	<b>10,126</b>	<b>11,766</b>	<b>13,766</b>	<b>11,735</b>	<b>(2,031)</b>

## 2 - Staffing Resources

	2012 Budget	<b>2013 Budget</b>	2014 Outlook	<b>2014 Approved</b>	Change to Outlook
Full-Time (PFT/TFT)	42	<b>58</b>	62	<b>74</b>	12
Part-Time (PPT)	1	<b>1</b>	1	<b>1</b>	0
Total Permanent	43	<b>59</b>	63	<b>75</b>	12
<b>Net Change *</b>	<b>13.0</b>	<b>16.0</b>	<b>4.0</b>	<b>16.0</b>	<b>12.0</b>

	2012 Budget	<b>2013 Budget</b>	2014 Outlook	<b>2014 Approved</b>	Change to Outlook
Casual	1	<b>1</b>	1	<b>1</b>	0
Total Casual	1	<b>1</b>	1	<b>1</b>	0
<b>Net Change</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Recoverable against the Capital Programs

## 3 – Dedicated Charges Incremental Allocated FTEs

Department	2012 Budget	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Legal Services	4.1	<b>6.1</b>	6.1	<b>6.6</b>	0.5
Property Services	11.0	<b>12.0</b>	13.0	<b>15.0</b>	2.0
TCP-Roads & Transit	8.0	<b>11.0</b>	11.0	<b>12.0</b>	1.0
Supplies & Services	0.0	<b>2.0</b>	2.0	<b>2.0</b>	0.0
TCP-I & CP	0.0	<b>0.0</b>	0.0	<b>0.0</b>	0.0
Long-Range Planning	0.0	<b>0.0</b>	0.0	<b>0.0</b>	0.0
Geomatics	0	<b>0.0</b>	0.0	<b>0.0</b>	0.0
<b>Total</b>	<b>23.1</b>	<b>31.1</b>	<b>32.1</b>	<b>35.6</b>	<b>3.5</b>
<b>Net Change*</b>	<b>10.0</b>	<b>8.0</b>	<b>1.0</b>	<b>3.5</b>	<b>2.5</b>

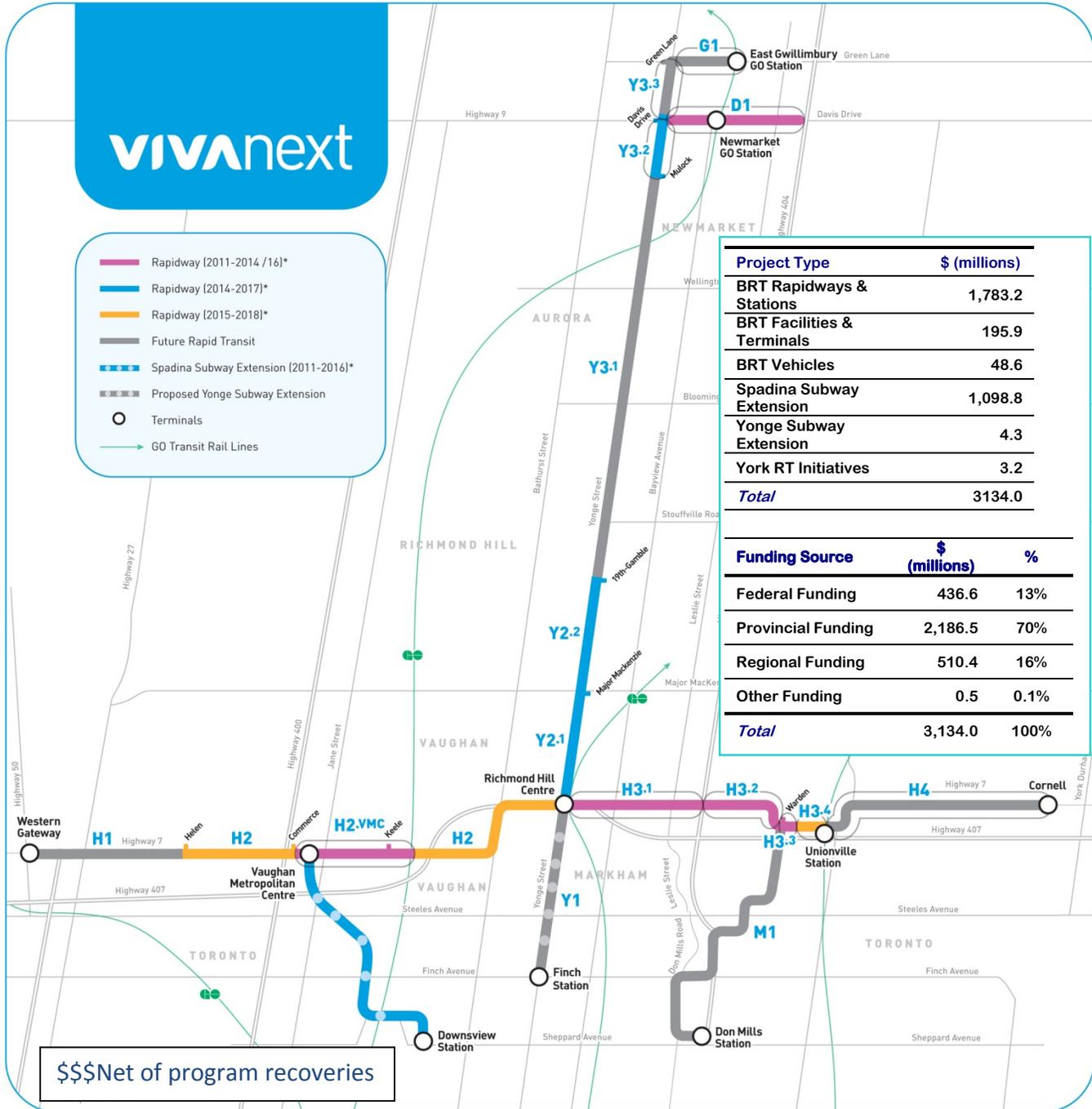
\* Fully recoverable against the Metrolinx capital program

TCP - Transportation and Community Planning

I & CP - Infrastructure & Community Planning

## Appendix A - Rapid Transit Plan - Funded

The projects represented on the below map are for the combined Capital Programs of \$3.2 billion as they represent the bulk of construction in York Region over the next five years.



## York Region Rapid Transit Corporation 2014 New Staffing Summary

Category/Description	Type of FTE*	Gross (\$000's)	Net (\$000's)
<u>York Region Rapid Transit (12000)</u>			
Project Manager - Infrastructure & Development (2 TFT)	2.0	G	271
Project Manager - Engineering (2 TFT)	2.0	G	271
Project Manager - Finance (1 TFT)	1.0	G	136
Project Specialist - Infrastructure & Development (4 TFT)	4.0	G	432
Project Specialist - Engineering (2 TFT)	2.0	G	216
Project Specialist - Finance (1 TFT)	1.0	G	108
Project Administration - Reception (1 TFT)	1.0	G	67
Project Administration - Office (1 TFT)	1.0	G	67
<u>York Region Rapid Transit (12500)</u>			
Communications Specialist (1 TFT)	1.0	G	108
Graphic Design Specialist (1 TFT)	1.0	G	82
<b>Total Permanent FTEs</b>		<b>16.0</b>	<b>1,758</b>

## York Region Rapid Transit Corporation Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	4,320	7,367	7,883	9,206	1,323	1,839
Program Specific Costs	0	-	-	-	-	-
Professional / Contracted Services	1,035	1,270	1,270	510	(760)	(760)
General Expenses	449	1,150	1,152	1,307	154	157
Financing Costs	14,252	16,792	23,367	19,824	(3,543)	3,032
Occupancy Costs	1,008	833	839	849	10	16
Contribution to Reserves	-	-	-	-	-	-
Internal Charges / Recoveries	-	-	-	-	-	-
Minor Capital	17	25	25	25	-	-
Negotiated Specific & IntraDeptCo	31,546	(8,440)	(9,012)	(9,698)	(686)	(1,258)
<b>Total Expenditures</b>	<b>52,628</b>	<b>18,997</b>	<b>25,525</b>	<b>22,023</b>	<b>(3,502)</b>	<b>3,025</b>
<b>% Budget Change</b>			<b>34.4%</b>		<b>-13.7%</b>	<b>15.9%</b>
<b>Revenues</b>						
Grant Subsidies	-	-	-	-	-	-
User Fees	(25,244)	-	-	-	-	-
Fees and Charges	(76)	-	-	-	-	-
Development Charges	(4,336)	(4,732)	(9,259)	(7,255)	2,004	(2,524)
Contribution From Reserves	(2,240)	(2,500)	(2,500)	(3,032)	(532)	(532)
Third Party Recoveries	-	-	-	-	-	-
Court Revenues Disbursement	-	-	-	-	-	-
<b>Total Revenues</b>	<b>(31,897)</b>	<b>(7,232)</b>	<b>(11,759)</b>	<b>(10,287)</b>	<b>1,472</b>	<b>(3,056)</b>
<b>% Budget Change</b>			<b>62.6%</b>		<b>-12.5%</b>	<b>42.3%</b>
<b>Net Tax Levy Requirement</b>	<b>20,731</b>	<b>11,766</b>	<b>13,766</b>	<b>11,735</b>	<b>(2,030)</b>	<b>(30)</b>
<b>% Budget Change</b>			<b>17.0%</b>		<b>-14.7%</b>	<b>-0.3%</b>

## 2014 Budget Change from Approved Outlook

### York Region Rapid Transit Corporation - Operating Budget

Budget Change Explanations	Gross		Net		FTE
	\$000's	%	\$000's	%	Impact
2013 Approved Budget - Restated	18,997		11,766		59.0
2014 Approved Outlook - Restated	25,525	34.4	13,766	17.0	63.0
Compensation Adjustment due to Contract Settlement	41	0.2	41	0.3	
DC Contribution	0	0.0	2,004	17.0	
Additional resources to support Capital Projects	925	4.9	925	7.9	12.0
Recovery from Capital Projects	(925)	-4.9	(925)	-7.9	
Reduction in Staff Costs	43	0.2	43	0.4	
Financing Costs	(3,543)	-18.7	(3,543)	-30.1	
Compensation Adjustments	(210)	-1.1	(210)	-1.8	
Project Management Office Activities	167	0.9	167	1.4	
Fed Gas Tax Reserves	0	0.0	(532)	-4.5	
Total Change to 2014 Outlook	(3,502)	-18.4	(2,030)	-17.3	12.0
<b>2014 Approved Budget</b>	<b>22,023</b>	<b>15.9</b>	<b>11,735</b>	<b>-0.3</b>	<b>75.0</b>

# 2014 Budget Change Explanations

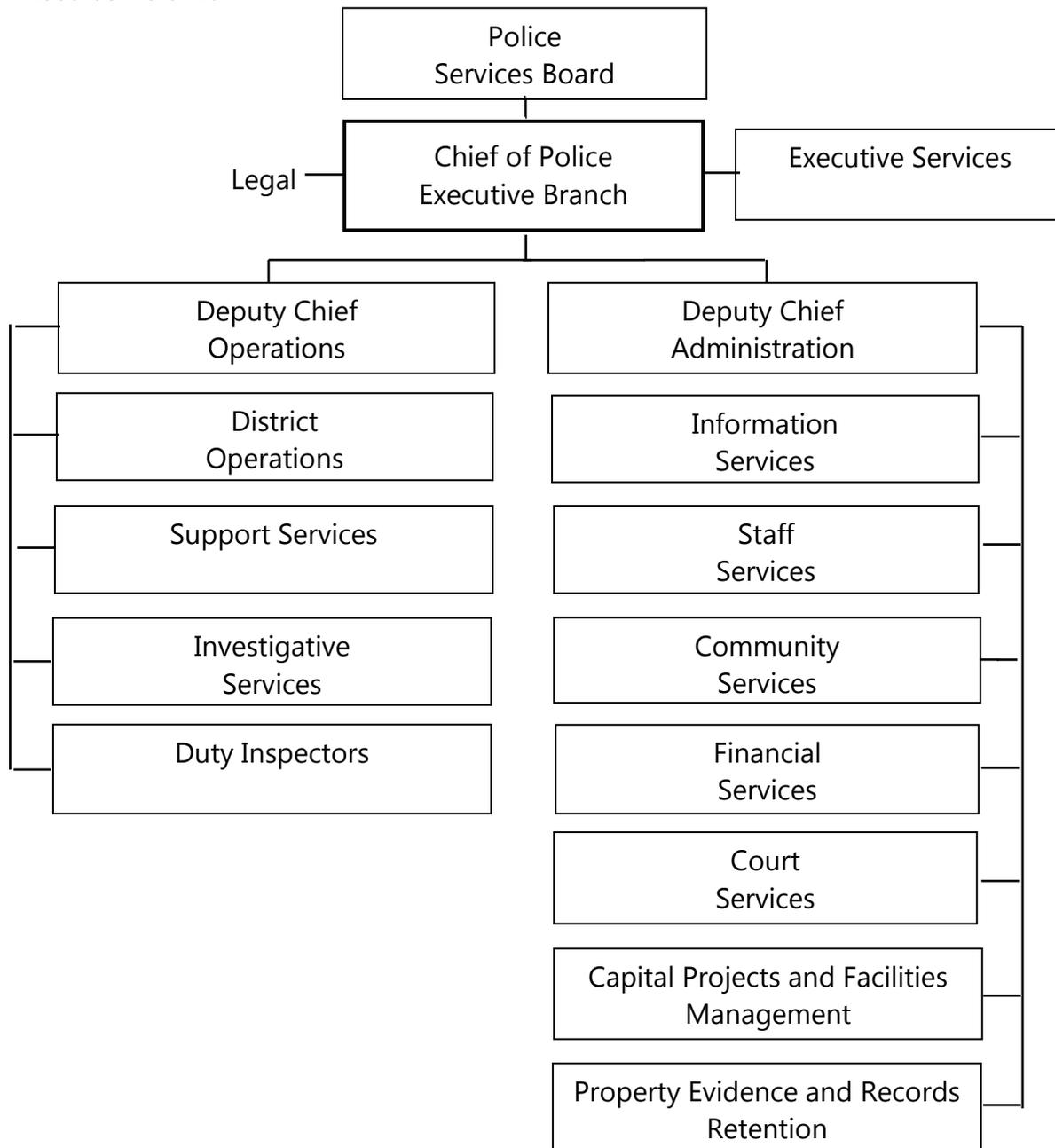
## York Region Rapid Transit Corporation - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	18,997		11,766		59.0
<b>Base</b>					
Compensation Adjustment due to Contract Settlement	41	0.2	41	0.3	
Compensation Adjustments	(210)	(1.1)	(210)	(1.8)	
Project Management Office Activities	167	0.9	167	1.4	
<b>Sub Total Base</b>	<b>(2)</b>	<b>(0.0)</b>	<b>(2)</b>	<b>(0.0)</b>	<b>-</b>
<b>Sub Total Mandatory</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Annualization</b>					
DC Contributions	-		(2,524)	(21.4)	
Financing Costs	3,027	15.9	3,027	25.7	
Federal Gas Tax Reserve	-		(532)	(4.5)	
<b>Sub Total Annualization</b>	<b>3,027</b>	<b>15.9</b>	<b>(29)</b>	<b>(0.2)</b>	<b>-</b>
<b>Sub Total Net Operating Impact of Capital</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Sub Total Efficiency</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Base</b>	<b>3,025</b>	<b>15.9</b>	<b>(30)</b>	<b>(0.3)</b>	<b>-</b>
<b>Growth</b>					
Additional resources to support Capital Projects	1,599	8.4	1,599	13.6	16.0
Recovery from Capital Projects	(1,599)	(8.4)	(1,599)	(13.6)	
<b>Total Growth</b>	<b>(0)</b>	<b>(0.0)</b>	<b>(0)</b>	<b>(0.0)</b>	<b>16.0</b>
<b>Total Enhancement</b>	<b>-</b>		<b>-</b>		<b>-</b>
<b>Total Budget Change</b>	<b>3,025</b>	<b>15.9</b>	<b>(30)</b>	<b>(0.3)</b>	<b>16.0</b>
<b>2014 Approved Budget</b>	<b>22,023</b>		<b>11,735</b>		<b>75.0</b>

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York Regional Police proudly serves its communities through the efforts of its 1,969 members. We maintain a headquarters, central services facility and five police districts. Core police services include: crime prevention, law enforcement, victims' assistance, public order maintenance, and emergency response.

Our organizational structure includes an Executive Branch, an Operational Branch which oversees Uniform, Investigative, Support Services and an Administrative Branch which oversees Information, Financial, Human Resource, Staff Services, Community Services, Court Services, Capital Projects and Facilities Management and Property Evidence and Records Retention.



## Mission

"We will ensure our citizens feel safe and secure through excellence in policing."

**Vision** "To Make a Difference in our Community"

## Values

- Our People - "We foster a work environment of respect, open communication, empowerment and inclusivity"
- Community - "We engage our citizens and are dedicated to providing quality service"
- Integrity - "We are ethical and respectful in all we say and do"
- Leadership - "We are leaders in policing and all lead by example"
- Accountability - "We accept responsibility for our actions"
- Competence - "We are committed to excellence, professionalism, learning and innovation"
- Teamwork - "We succeed by working together and in partnership with our community"

## Mandate

Governing all police services, The Police Services Act (Part I section 1) outlines the following declaration of principles:

- The need to ensure the safety and security of all persons and property in Ontario
- The importance of safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code
- The need for co-operation between the providers of police services and the communities they serve
- The importance of respect for victims of crime and understanding of their needs
- The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society

The Police Services Act (Regulation 3/99, s.30) requires every Police Services Board, in consultation with the Chief of Police, to establish priorities and objectives. The Adequacy Standards Regulation (2000) requires the Police Services Board to prepare a Business Plan at least once every three years. Our 2014-2016 Business Plan will outline the goals and strategies designed to ensure adequate and effective police services for our community.

## Base Drivers

- The population of York Region has increased by 27.7 percent over the last ten years
- Strong population and employment growth is expected to continue
- By 2031, approximately 20 percent of the total York Region population will be comprised of seniors
- Immigration accounted for 60 percent of growth in York Region between 2001 and 2006 and will continue to be the main driver of population growth
- York Region's proportion of visible minority residents ranks fourth in the country behind Peel, Toronto and Vancouver
- Significant urban intensification is expected to occur in Regional and local centres and corridors

- Vaughan, Markham and Whitchurch-Stouffville have experienced the greatest levels of population growth with the majority of growth continuing to be concentrated in southern municipalities

## Key Challenges

### Crime Trends

- 5-Year Increasing Calls for Service: 911 calls, motor vehicle collision injuries, domestic incidents, emotionally disturbed individuals, and fire
- 5-Year Decreasing Calls for Service: silent 911 calls, alarms, fraud, theft, and youth complaints
- Police-reported crime in Canada continues to decline
- Both the severity and the volume of crime in Canada has continued to decrease over the past decade
- York Region's Crime Rate continues to rank amongst the lowest of the largest eight police services in Canada in all three categories of Crimes Against Persons, Crimes Against Property and Total Criminal Code Violations
- York Region's Crime Severity Index scores have been significantly lower than provincial and national indexes

## Service Challenges

### Public Safety and Policing Challenges

- Increased fluidity and sophistication of organized criminal activity
- Occurrence of drug violations, including possession, trafficking, importation / exportation and production
- Globalization and impact of world events on local communities
- Potential for criminal acts associated with terrorism and radicalization
- Increase in technology-related crimes
- Proliferation of economic crimes
- Threat of natural disasters and infectious diseases
- Evolving role and integration of law enforcement and intelligence agencies
- Heightened public scrutiny of police services

### Regional Trends and Demographics

- Continued high growth rate, urbanization and increased population density
- Increased ethnic and cultural diversity of the population
- Increased number of seniors and vulnerable residents
- Widening income gap between high and low-income households
- Increased number of residents who speak non-official languages
- Continued growth of residential and commercial buildings
- Continued strong growth in employment and number of business establishments
- Increased traffic volume and enhanced traffic infrastructure
- Increased tourism, seasonal visitors and special events
- Increased numbers of schools and student enrolment

### Local Crime Trends and Challenges

- Increased number of domestic violence occurrences
- Illegal drugs and weapons

- Gangs and criminal activity
- Sexual exploitation of women and children
- Human trafficking
- Youth crime issues and concerns
- Traffic safety and enforcement, including distracted and aggressive driving, dangerous operation and impaired driving
- Fraud, identity theft and technology-based crimes
- Increased number of reportable motor vehicle collisions
- Increased number of bail violations

## Staffing Resources

Permanent FTE's	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook
Full-Time FTE's (PFT)	1969.0	2088.0	2134.0	2134.0	0.0
Part-Time FTE's (PPT)	0.0	0.0	0.0	0.0	0.0
Total Permanent FTE's	1969.0	2088.0	2134.0	2134.0	0.0
<b>Net FTE Change*</b>		<b>119.0</b>	<b>46.0</b>	<b>46.0</b>	<b>0.0</b>

\*Permanent FTE figures represent authorized complement unless specified as actual.

## Strategic Goals

### Top Community Concerns

1. Crimes Against Property
2. Violent Crimes
3. Guns and Gangs
4. Drug Control and Enforcement
5. Traffic Safety and Enforcement

### Top Business Priorities

1. Increased police visibility especially on foot patrol.
2. More education and crime prevention programs.
3. Faster response times

A new cycle commences with the 2014-2016 Business Plan outlining our commitment for the next three years based on feedback from our 2013 Community Survey and our 2012 Business and Industry Survey. Listed above are the Top Community Concerns and Top Business Priorities identified in the surveys. These will be used to develop new goals and objectives which will be grouped into four areas known as our "Four Cornerstones".

Commonly referred to as "COPS", the "Four Cornerstones" which represent the foundation of York Regional Police are: Community Focus, Operational Excellence, Preferred Place of

Employment, and Superior Quality Service. It is expected that the 2014-2016 Business Plan will be finalized and approved by the Police Services Board in January 2014.

## **Planned Initiatives for 2014**

- Add an additional 46 employees (16 uniform members and 30 civilians), a second year of civilianization
- Assign the majority of additional uniform members to front-line deployment

## **Business Plan Implementation**

- Assign specific Business Plan goals to established cornerstone teams
- Develop implementation plans and timelines for each
- Report team progress regularly to senior management who will report to the Police Services Board

## **Performance Indicators Report**

- Continue to review and analyze key measures used for assessing service level, community impact, efficiency and quality of service on a semi-annual basis

## **Publications**

For further information about York Regional Police's Annual Report, Business Plan, Statistical Reports, Organizational Chart, Media Majors, Media Releases and Police Service Board presentations may be found online at:

<http://www.yrp.ca/about-us/publications.aspx>

# York Regional Police

## 2014 New Staffing Summary

Category/Description	# of FTE	Type of FTE*	Gross (\$000's)	Net (\$ 000's)
Uniform New Hires	16.0	G		
Civilian New Hires	30.0	G		

**Total Permanent FTEs 46.0**

**\*Type of FTE's Legend:**

- B - Base
- B-M - Base-Mandatory
- B-A - Base-Annualization
- G - Growth
- E - Enhancement
- C - Capital
- V - Conversion

**Space Needs Accommodations:**

Space needs accommodations have been considered for the above requested positions

- Yes
- No

# York Regional Police Operating Financial Summary

(Figures in \$ 000's)	2012 Actual	2013 Budget	2014 Outlook	2014 Approved	Change to Outlook	Incremental to 2013 Budget
<b>Expenditures</b>						
Salaries and Benefits	231,426	244,008	254,915	259,490	4,574	15,482
Program Specific Costs	2,318	2,383	2,383	2,596	213	213
Professional / Contracted Services	612	671	671	840	169	169
General Expenses	14,801	15,869	16,088	15,427	(661)	(442)
Financing Costs	10,150	11,363	13,948	10,611	(3,336)	(751)
Occupancy Costs	5,625	5,386	5,386	5,686	300	300
Contribution to Reserves	6,791	7,450	7,450	7,450		
Internal Charges / Recoveries						
Minor Capital	726	620	620	703	83	83
Negotiated Specific & IntraDeptCo	806	1,363	1,693	1,701	8	338
<b>Total Expenditures</b>	<b>273,254</b>	<b>289,113</b>	<b>303,154</b>	<b>304,505</b>	<b>1,350</b>	<b>15,392</b>
<b>% Budget Change</b>			4.9%		0.4%	5.3%
<b>Revenues</b>						
Grant Subsidies	(8,833)	(8,871)	(9,477)	(9,577)	(100)	(706)
User Fees						
Fees and Charges	(10,681)	(7,376)	(7,876)	(10,940)	(3,065)	(3,565)
Development Charges	(3,511)	(3,614)	(4,274)	(4,186)	88	(573)
Contribution From Reserves	(293)	(60)	(60)	(60)		
Third Party Recoveries	(1,674)	(1,546)	(1,546)	(1,671)	(125)	(125)
Court Revenues Disbursement						
<b>Total Revenues</b>	<b>(24,992)</b>	<b>(21,467)</b>	<b>(23,233)</b>	<b>(26,435)</b>	<b>(3,202)</b>	<b>(4,968)</b>
<b>% Budget Change</b>			8.2%		13.8%	23.1%
<b>Net Tax Levy Requirement</b>	<b>248,262</b>	<b>267,646</b>	<b>279,921</b>	<b>278,070</b>	<b>(1,851)</b>	<b>10,424</b>
<b>% Budget Change</b>			4.6%		-0.7%	3.9%

# 2014 Budget Change from Approved Outlook

## York Regional Police - Operating Budget

Budget Change Explanations	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget - Restated	289,113		267,646		2088.0
2014 Approved Outlook - Restated	303,154	4.9	279,921	4.6	2134.0
<u>Salaries and Benefits</u>					
Increases for Wages & Reclassifications	1,445	0.5	1,445	0.5	
Increase in Court and Overtime	94	0.0	94	0.0	
Annualization of Additional Staff	0	0.0	0	0.0	
Additional Staff	236	0.1	236	0.1	
Paid Duty Earnings - new accounting treatment	2,800	0.9	2,800	1.0	
<u>Programs</u>					
Debentures and Interest	(3,161)	(1.0)	(3,161)	(1.1)	
Decrease in Operating Expenses	(63)	(0.0)	(63)	(0.0)	
<u>Revenues</u>					
Revenues, Grants and Recoveries	-	0.0	(490)	(0.2)	
Development Charges	-	0.0	87	0.0	
Paid Duty Earnings - new accounting treatment	-	0.0	(2,800)	(1.0)	
Total Change to 2014 Approved Outlook	1,351	0.4	(1,852)	(0.7)	-
<b>2014 Approved Budget</b>	<b>304,505</b>	<b>5.3</b>	<b>278,070</b>	<b>3.9</b>	<b>2134.0</b>

## 2014 Budget Change Explanations

### York Regional Police - Operating Budget

Budget Change Explanations 2014/2013	Gross \$000's	%	Net \$000's	%	FTE Impact
2013 Approved Budget	289,113		267,646		2088.0
<b>Base</b>					
Compensation Adjustments	10,931	3.8	10,931	4.1	
Increase to Operating Expenses	1,135	0.4	1,135	0.4	
Increase to Revenues			(3,690)	(1.4)	
<b>Sub Total Base</b>	<b>12,066</b>	<b>4.2</b>	<b>8,376</b>	<b>3.1</b>	-
<b>Mandatory</b>					
Provincial Upload of Court Security & Prisoner Transportation			(781)	(0.3)	
Interception Facility Grant Funding			(100)		
Decrease to Police Officer Recruitment Fund Grant			175	0.1	
<b>Sub Total Mandatory</b>	-		<b>(706)</b>	<b>(0.3)</b>	-
<b>Annualization</b>					
Annualization of 2013 Additional Staff Salary Gapping	2,362	0.8	2,362	0.9	
Debt Principle and Interest	(576)	(0.2)	(576)	(0.2)	
Development Charges			(573)	(0.2)	
<b>Sub Total Annualization</b>	<b>1,786</b>	<b>0.6</b>	<b>1,214</b>	<b>0.5</b>	-
<b>Efficiency</b>					
Decrease to Operating Expenses	(649)	(0.2)	(649)	(0.2)	
<b>Sub Total Efficiency</b>	<b>(649)</b>	<b>(0.2)</b>	<b>(649)</b>	<b>(0.2)</b>	-
<b>Total Base</b>	<b>13,204</b>	<b>4.6</b>	<b>8,235</b>	<b>3.1</b>	-
<b>Growth</b>					
Uniform new hires	514	0.2	514	0.2	16.0
Civilian new hires	1,675	0.6	1,675	0.6	30.0
<b>Total Growth</b>	<b>2,189</b>	<b>0.8</b>	<b>2,189</b>	<b>0.8</b>	46.0
<b>Total Enhancement</b>	-		-		-
<b>Total Budget Change</b>	<b>15,392</b>	<b>5.3</b>	<b>10,424</b>	<b>3.9</b>	<b>46.0</b>
<b>2014 Approved Budget</b>	<b>304,505</b>		<b>278,070</b>		<b>2,134.0</b>

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<b>Accrual Basis of Accounting</b>	Sources of financing and expenditures are reported on the accrual basis of accounting. This method recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a receipt of goods or services and the creation of a legal obligation to pay.
<b>Activity</b>	The components of a Program that are necessary to address the required levels of service and accomplish the desired outcomes.
<b>Amortization</b>	The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Amortization expense is an important part of the cost associated with providing local government services, regardless of how the acquisition of tangible capital assets is funded. Depreciation accounting is another commonly used term to describe the amortization of tangible capital assets.
<b>Annual Repayment Limit</b>	Debt charges relating to debentures issued and outstanding must fall within the limit prescribed by the Ministry of Municipal Affairs and Housing. Debt limit was set at 25 per cent of net own-source revenues less net debt charges and contractual commitments. In June 2011, the Province introduced legislation that allowed York Region to add to its ARL 80% of the average of the last three fiscal years of development charge collections.
<b>Annualization</b>	The cost of a full year of operation.
<b>Appropriation</b>	Specifying the use or expenditure of a designated amount of public funds for a specific purpose.
<b>Area Municipality</b>	Any lower-tier municipality located within York Region.
<b>Assessment</b>	Value of property determined by Municipal Property Assessment (MPAC) and used by municipalities as a basis for property taxation.
<b>Asset</b>	Resources owned or held by the Region which have no monetary value.
<b>Attrition</b>	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
<b>Authorized Positions</b>	Employee positions, which are authorized in the adopted budget, to be filled during the year.

<b>Balanced Budget</b>	The <i>Municipal Act, 2005</i> states in Section 290, 2(b) that the budget shall provide that the estimated revenues are equal to the estimated expenditures.
<b>Base Budget</b>	Cost of continuing the existing levels of service in the current budget year.
<b>Bond</b>	A certificate issued by the government or a company promising to pay back borrowed money at a fixed rate of interest on a specified date.
<b>Budget</b>	A plan of financial activity for a calendar year indicating all planned revenues and expenses for the budget period.
<b>Budget Adjustments</b>	Council approved adjustments to the budget when formal requests are made through the appropriate Standing Committees of Council.
<b>Budgetary Control</b>	The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
<b>Businesses</b>	Organizational units for which business plans and budgets are developed. Can provide either direct service to the community (e.g. Emergency Medical Services) or act as a support service (e.g. Finance).
<b>Business Unit</b>	The unit for which Regional Council approves a Business Plan and Budget.
<b>Capital Budget</b>	The budget that provides funding for the Region's expenditures on capital assets, i.e. assets which provide benefits to the Region over several years.
<b>Capital Expenditures</b>	Capital expenditures include expenditures to purchase, develop or construct major new linear or discrete tangible assets with lifecycles greater than one year which are used in the delivery of Regional programs and services, together with expenditures made to expand, rehabilitate or improve the service delivery capability of existing physical assets. Examples of capital assets included in the capital budget include: roads contiguous and discrete assets, water and wastewater linear and discrete assets, buildings or facilities, rolling stock, and certain program specific equipment.
<b>Capital Financing</b>	A generic term for the financing of capital assets using debt, financing leases, swaps and other derivatives.
<b>Capital Fund</b>	Fund to account for all capital expenditures and the financing of capital expenditures.

<b>Capital Reserve</b>	An account used to segregate a portion of the government’s equity to be used for future capital program expenditures. The amount of capital reserve is roughly equal to the government’s annual equipment depreciation and an amount identified as being needed for future capital acquisition.
<b>Casual Employees</b>	Pool of resources available for staffing where the employee has the right to accept or decline shifts or hours requested by the employer. Most commonly used in services such as Long Term Care.
<b>Commercial Property Tax</b>	Taxes levied on the property of businesses in York Region.
<b>Community Impact Measure</b>	A performance indicator measuring the result or effect the business unit/program has on taxpayers or the York Region community at large. E.g. percentage of waste recycled.
<b>Consulting Costs</b>	Costs for professional proposals, study, advice or judgment provided by external experts.
<b>Consumer Price Index (CPI)</b>	A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.
<b>Contingency</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures.
<b>Contractual Services</b>	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
<b>Cost of Living Adjustment (COLA)</b>	An increase in salaries to offset the adverse effect of inflation on compensation.
<b>Council</b>	The Regional Municipality of York Council.
<b>CUPE</b>	Canadian Union of Public Employees.
<b>Customer Service Measure</b>	A performance indicator that evaluates service delivery for the user or “customer” of the program/service. It is specific to the customer group serviced and developed based on customer needs, priorities and requirements. The measure is reflective of only the customers that the Region directly serves or serves through contractors (e.g. customer service response times, customer satisfaction rating).
<b>Current Value Assessment (CVA)</b>	The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.

<b>Debenture</b>	A formal written obligation to repay specific sums on certain dates. In the case of a municipality debentures are typically unsecured.
<b>Debt</b>	Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves. Opportunity bonds issued by Ontario Municipal Economic Infrastructure Financing Authority (OMEIFA) on behalf of a municipality are also considered debt.
<b>Debt and Financial Obligation Limit</b>	A calculation provided annually to a municipality by the Ministry of Municipal Affairs and Housing that determines the maximum amount of new annual debt servicing costs that a municipality can undertake or guarantee without seeking the approval of the Ontario Municipal Board.
<b>Deficit</b>	The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.
<b>Department</b>	The basic organizational unit of government which is functionally unique in its delivery of services. Some departments are further broken into businesses.
<b>Depreciation</b>	The accounting process of the allocation of the cost, less the residual value, of an asset to operating as an expense over its useful life in a rational manner appropriate to its use.
<b>Depreciation Accounting</b>	The accounting procedure in which the cost or other recorded value of a fixed asset less any estimated value on disposal is distributed over its useful life in a systematic and rational manner. It is a process of allocation, not valuation.
<b>Development Charges</b>	Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth-related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge bylaw.
<b>Efficiencies</b>	Organizational savings in time and money created through the implementation of new and more cost effective methods of operation.
<b>Efficiency Measure</b>	Performance indicator measuring the operational cost of a business unit/program in relation to a significant program service driver or specific demographic (e.g. cost/service hr).
<b>Employee</b>	A person hired by York Region for a position and whose salary is paid from the Region's pay account and receives a T-4 Slip.

<b>Employee Benefits</b>	Amounts paid by York Region on behalf of employees. These amounts are not included in the gross salary and are not paid directly to employees. Employee benefits include the cost for health insurance premiums, dental insurance, life and disability insurance, Canada Pension Plan, Employment Insurance and the OMERS pension plan contributions.
<b>Operating Expenditures</b>	The costs of goods and services acquired which include items such as salaries and benefits, program related costs, professional services, administration related expenses, occupancy costs, financial items, minor capital and internal charges and recoveries.
<b>Fees and Charges</b>	Fees paid by individuals or organizations to the Region for the use of Regional services or facilities (e.g. transit fares, Long Term Care facilities for residents, Police fees).
<b>Fiscal Policy</b>	A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
<b>Fiscal Year</b>	A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.
<b>Fixed Assets</b>	Assets that are long-term in nature that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.
<b>Full Time Equivalent (FTE)</b>	Number of positions calculated on the basis that one FTE equates to a 35 or 40 hour work week for twelve months. Workweek is dependent upon the defined hours as per the job schedules for the York Region.
<b>Fund Accounting</b>	A fund is a complete set of accounts set up in separate records and providing separate and distinct reports.
<b>GAAP</b>	Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.
<b>Gas Tax</b>	A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.
<b>Geomatics</b>	The science and technology of gathering, analyzing, interpreting, distributing and using geographic information to create a detailed but understandable picture of the physical world and our place in it.
<b>Goal</b>	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

<b>GFOA</b>	Government Finance Officers Association. Professional association of state/provinces and local finance officers in the US and Canada dedicated to sound management of governmental financial resources.
<b>Grant</b>	A contribution from a level of government to support a particular function, service or program.
<b>Historical Cost</b>	The amount of money that was originally used to pay for an asset. Industrial, Commercial, and Institutional construction.
<b>Infrastructure</b>	The system of public works in the Region, consisting of immovable physical assets, that deliver an essential public service (e.g. road network, water and sewer systems).
<b>Internal charges and Recoveries</b>	Charges or recoveries between Regional departments for use of assets or the provision of services.
<b>Interdepartmental Allocations</b>	Costs of support departments allocated to direct services using drivers based on the Ontario Municipal CAO's (Chief Administrative Officers) Benchmarking Initiative (OMBI) allocation methodology.
<b>InterRAI CHA</b>	The interRAI CHA (Community Health Assessment) is a standard tool for community support services that allows for data collection on a wide selection of community support services to support evidence-based care while informing future program development and resource allocation. It is the Provincial client common assessment tool.
<b>Key Performance Measures (KPI)</b>	An indicator of service delivery performance. Measures can take many forms (e.g. efficiency, service level, community impact, customer service).
<b>Long-term Debt</b>	Any debt for which the repayment of any portion of the principal is due beyond one year.
<b>Minor Capital</b>	Capital assets that are not related to infrastructure assets. They include office furniture and equipment, vehicles, computer hardware and software and leasehold improvements.
<b>Municipal Act</b>	Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community's future in a meaningful way and react quickly to change.
<b>Municipal Capital Facilities</b>	Includes land, as defined in the Assessment Act, works, equipment, machinery and related system infrastructures.
<b>Net Budget</b>	Represents the total budget expenditures less total budgeted revenues. The budgeted amount required to be raised by Regional taxes.

<b>Net Operating Impact of New Capital</b>	Future operating costs (net of operating revenues) of new capital (i.e. excluding previously approved capital) impacting tax levy requirement including salaries, contract cost and contribution to reserves.
<b>Objective</b>	Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.
<b>Obligations</b>	Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.
<b>Ontario Municipal Board (OMB)</b>	Provincial board which provides an appeal forum for planning and assessment decisions made by the Region.
<b>OMBI</b>	The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.
<b>OMERS</b>	Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.
<b>Ontario Disability Support Program (ODSP)</b>	An income and employment support program designed to help people with disabilities live comfortable and productive lives.
<b>Operating Budget</b>	The budget that provides the Region's various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities).
<b>Operating Revenues</b>	Sources of funds including tax levy, the Water rate, contributions from reserves, and other revenue categories as outlined in the operating budget.
<b>Permanent Employees</b>	Composed of Regular Full Time, Regular Part Time, Temporary Full Time and Temporary Part Time employees.
<b>POA</b>	<i>Provincial Offences Act.</i>
<b>Police Services Board</b>	The governing body of the York Regional Police.
<b>Policy</b>	A general principle, plan or rule that directs staff in making consistent decisions.

<b>Procedures</b>	A series of steps needed to implement a policy.
<b>Program</b>	A specific service and service level mandated by legislation or Regional Council.
<b>Program Costs</b>	The consolidation of costs associated with the provision of services.
<b>Project Financing</b>	Financing in which principal and interest payments are structured so as to more closely match the revenues or cost savings of a specific project. Also includes financing for which the lender, in the case of default, would have no or limited recourse to the issuer beyond the assets purchased with the proceeds of the financing.
<b>PSAB</b>	Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.
<b>PSAB Section 3150</b>	Municipal requirement to account for and report on non financial assets of local governments.
<b>Regional Department</b>	Group of Business Units that are the responsibility of a Commissioner. May also consist of a single Business Unit, e.g. Planning and Development Services, also referred to as Departments.
<b>Regular Full Time Employee</b>	An employee engaged to fill a full time position for an indefinite period and regularly working 30 hours or more per week.
<b>Regular Part Time Employee</b>	An employee engaged to fill a part time position for an indefinite period and regularly working less than 30 hours per week.
<b>Residential Property Tax</b>	Taxes levied on the property of residents in York Region.
<b>Reserve</b>	An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
<b>Reserve Funds</b>	An allocation of accumulated net revenue, similar to a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. Investment income is accumulated in the reserve fund. There are two types of reserve funds. Obligatory reserve funds are required under provincial statute, while Council creates discretionary reserve funds for a specified future use.

<b>Resources</b>	Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.
<b>Restated Budget</b>	The prior years' budget provided for comparison purposes. The budget may be adjusted in accordance with the Regions' budget By-law with no net impact to the Regions' overall costs.
<b>Rolling Stock</b>	Equipment that moves on wheels used for transportation and/or transit purposes. Examples include railroad cars, trucks, buses and tractor-trailer.
<b>Salary Gapping</b>	Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.
<b>Service Level Measure</b>	Performance indicator measuring units of service being delivered by the business/unit program. Can be an absolute number or a comparative to a specific demographic (e.g. patient/vehicle ambulance hours, waste recycled/capita).
<b>Silviculture Management</b>	The practice of controlling the establishment, growth, composition, health, and quality of forests to meet diverse needs and values.
<b>Short-term Debt</b>	Any debt for which the repayment of the principal is due within one year.
<b>Standing Committee</b>	Appointed for the consideration of subject matter regarding particular areas of interest and specialization.
<b>Subsidies &amp; Grants</b>	Funding that is received either by the Provincial or Federal Governments or Agencies to supplement the cost of some services that are provided directly by the Region.
<b>Supplementary Taxes</b>	Property taxes collected on new assessment and not previously identified by MPAC.
<b>Surplus</b>	The excess of budgeted net operating expenditures over the actual amount incurred. Surpluses at the end of each year must be applied to the following year's operating budget to reduce reliance on the tax levy, unless they are allocated to a reserve by a Council bylaw.
<b>Tax Levy</b>	York Region's portion of funds that are collected through property taxes generally from residential, farm, industrial and commercial properties.
<b>Taxes</b>	Compulsory charges levied by a government for the purpose of financing service performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

<b>Technology and Professional Services Costs</b>	Costs to engage a technical professional to develop a specific product or service (e.g. IT hardware or software).
<b>Temporary Full Time Employee</b>	An employee engaged for a defined period of time to fill a temporary full time position or regular full time position and working such regular hours as constitutes a full workweek in accordance with the positions schedule.
<b>Temporary Part Time Employee</b>	An employee engaged for a defined period of time to fill a temporary part time position and regularly working less than 30 hours per week.
<b>Tender</b>	A process whereby formal bids are submitted to acquire debt securities or to provide a lease.
<b>Total Project Budget Authority (TPBA)</b>	A budget process whereby approval is focused at the project level. All projects with multi year commitments are identified and submitted for Council's consideration.
<b>Vacancy Rate</b>	The percentage of total office space and industrial buildings that lies unoccupied.
<b>Working Capital</b>	Cashflow required by the Region to pay current expenses and operating costs

<b>AAC</b>	Accessibility Advisory Committee
<b>ACL</b>	Alternative Community Living
<b>ACP</b>	Advanced Care Paramedic
<b>AHP</b>	Affordable Housing Program
<b>ALHB</b>	Asian Long Horned Beetle
<b>AMCTO</b>	Association of Municipal Managers, Clerks and Treasurers of Ontario
<b>AMM</b>	A Million Messages
<b>AMO</b>	Association of Municipalities of Ontario
<b>AODA</b>	Accessibility for Ontarians with Disabilities Act
<b>AOK</b>	All Our Kids
<b>A/P</b>	Accounts Payable
<b>APC</b>	Automated Passenger Counting
<b>ARL</b>	Annual Repayment Limit
<b>AVL</b>	Automatic Vehicle Locator
<b>BCA</b>	Building Condition Audit
<b>BCI</b>	Brief Contact Intervention
<b>BEFS</b>	Building Energy Feasibility Studies
<b>BMS</b>	Business Management System
<b>BOQA</b>	Business Operations and Quality Assurance
<b>BP</b>	Business Plan
<b>BP&amp;B</b>	Business Plan and Budget

<b>BRT</b>	Bus Rapid Transit
<b>BSA</b>	Business Support Analyst
<b>BSS</b>	Business Support Services
<b>C&amp;HS</b>	Community & Health Services
<b>CA</b>	Conservation Authority
<b>CAB</b>	Change Advisory Board
<b>CAD</b>	Computer Aided Dispatch
<b>CAFMS</b>	Computer Assisted Facility Management System
<b>CAO</b>	Chief Administrative Officer
<b>CARES</b>	Customer Action & Response System
<b>CARF</b>	Commission on Accreditation of Rehabilitation Facilities
<b>CBRNE</b>	Chemical, Biological, Radiological, Nuclear, Explosive
<b>CCAC</b>	Community Care Access Centre
<b>CCHSA</b>	Canadian Council of Health Services Accreditation
<b>CCSD</b>	Canadian Council on Social Development
<b>CDIF</b>	Community Development and Investment Fund
<b>CEC</b>	Community Environmental Centre
<b>CEO</b>	Chief Executive Officer
<b>CGII</b>	Corporate Geospatial Information Infrastructure
<b>CHATS</b>	Community Home Assistance to Seniors
<b>CHPI</b>	Community Homelessness Prevention Initiative
<b>CHPP</b>	Consolidated Homelessness Prevention Program

<b>CIC</b>	Certification in Infection and Prevention Control
<b>CICA</b>	Canadian Institute of Chartered Accountants
<b>CINOT</b>	Children in Need of Treatment
<b>CITO</b>	Chief Information Technology Officer
<b>CLHIN</b>	Central Local Health Integrated Network
<b>CMHCAP</b>	Community Mental Health Common Assessment Project
<b>CMM</b>	Case Mix Measure
<b>CMMS</b>	Computer Maintenance Management System
<b>CMSM</b>	Consolidated Municipal Service Manager
<b>COLA</b>	Cost of Living Adjustment
<b>CPI</b>	Consumer Price Index
<b>CQI</b>	Continuous Quality Improvement
<b>CS&amp;H</b>	Community Services & Housing
<b>CSA</b>	Capital Spending Authority
<b>CSDS</b>	Community Social Data Strategy
<b>CSPT</b>	Court Services Prisoner Transportation
<b>CSR</b>	Customer Service Representative
<b>CTRC</b>	Corporate Technology Review Committee
<b>CUPE</b>	Canadian Union of Public Employees
<b>CVA</b>	Current Value Assessment
<b>CWMS</b>	Computerized Work Management System
<b>DC</b>	Development Charges

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<b>DNA</b>	Day Nurseries Act
<b>DOORS</b>	Developing Opportunities for Ontario Renters
<b>DRP</b>	Disaster Recovery Plan
<b>DSSAB</b>	District Social Services Administration Board
<b>EA</b>	Environmental Assessment
<b>EAB</b>	Emerald Ash Borer
<b>ECLA</b>	Energy Conservation Leadership Act
<b>EDI</b>	Early Development Investment
<b>EDMS</b>	Electronic Document Management System
<b>eDOCS</b>	York Region's Electronic Document Management System
<b>EES</b>	Enhanced Employment Services
<b>EFS</b>	Employment and Financial Support
<b>EFW</b>	Energy From Waste
<b>EIS</b>	Electronic Information System
<b>EIS</b>	Early Intervention Services
<b>ELCC</b>	Early Learning Child Care
<b>EMS</b>	Emergency Medical Services
<b>EPA</b>	Environmental Protection Agency
<b>EPCR</b>	Electronic Patient Care Report
<b>EQ</b>	Equalization Tank
<b>ER</b>	Eligibility Review

<b>ERP</b>	Enterprise Resource Planning
<b>ESA</b>	<i>Employment Standards Act</i>
<b>ET</b>	Elevated Tank
<b>FACS</b>	Family and Children's Services
<b>FAH</b>	First Attendance Hearing
<b>FDE</b>	Full Day Equivalent
<b>FM</b>	Facilities Management
<b>FSDPC</b>	Food Safety Disclosure Program Coordinator
<b>FTE</b>	Full Time Equivalent
<b>FTR</b>	Fail To Respond
<b>GB</b>	Gigabytes
<b>GIS</b>	Geographical Information System
<b>GO</b>	Government of Ontario
<b>GPS</b>	Global Positioning System
<b>GTA</b>	Greater Toronto Area
<b>GTAFS</b>	Greater Toronto Area Fare System
<b>GTTA</b>	Greater Toronto Transit Authority
<b>GWS</b>	Georgina Water Supply
<b>HBHC</b>	Healthy Babies, Healthy Children
<b>HHPM</b>	Health Hazard Prevention and Management Program Standard
<b>HHW</b>	Household Hazardous Waste

<b>HNS</b>	Homemakers & Nurses Services
<b>HOV</b>	High Occupancy Vehicle
<b>HPI</b>	Homelessness Partnership Initiative
<b>HPP</b>	Homelessness Prevention Program
<b>HPPA</b>	<i>Health Protection and Promotion Act</i>
<b>HRIS</b>	Human Resources Information System
<b>HRMS</b>	Human Resources Management System
<b>HRS</b>	Human Resources Services
<b>HSO</b>	Healthy Smiles Ontario
<b>HSPB – YR</b>	Human Services Planning Board of York Region
<b>HSPC</b>	Human Services Planning Coalition
<b>HVAC</b>	Heating Ventilation and Air Conditioning
<b>HYI</b>	Housing York Inc.
<b>ID&amp;C</b>	Infrastructure Design & Construction
<b>IDCD</b>	Infectious Diseases Control Division
<b>IPAC</b>	Infection Prevention and Control
<b>IPOP</b>	Integrated Psychogeriatric Outreach Program
<b>ISMP</b>	Information Systems Master Plan
<b>ISO</b>	International Organization for Standards
<b>ITS</b>	Information Technology Services
<b>ITS</b>	Intelligent Transportation System

<b>IVR</b>	Interactive Voice Response
<b>JP</b>	Justice of the Peace
<b>KPI</b>	Key Performance Indicators
<b>LBW</b>	Low Birth Weight
<b>LEAP</b>	Learning, Earning and Parenting
<b>LED</b>	Light-Emitting Diode
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LHINS</b>	Local Health Integrated Networks
<b>LIPS</b>	Local Immigration Partnerships Initiative
<b>LKM</b>	Lane Kilometre
<b>LMDA</b>	Labour Market Development Agreement
<b>LMPA</b>	Labour Market Partnership Agreement
<b>LRSP</b>	Long Range & Strategic Planning
<b>LSR</b>	Local Service Realignment
<b>LSS</b>	Local System Support
<b>LTC</b>	Long Term Care
<b>LTCH</b>	Long Term Care Hospital
<b>LTCSB</b>	Long Term Care and Seniors Branch
<b>LTWS</b>	Long Term Water Servicing
<b>MAG</b>	Ministry of the Attorney General
<b>MDS/RUGs</b>	Minimum Data Set / Resource Utilization Groupings

<b>MHC</b>	Maple Health Centre
<b>MIS</b>	Management Information System
<b>MISWAA</b>	Modernizing Income Security for Working Age Adults
<b>MMAH</b>	Ministry of Municipal Affairs & Housing
<b>MOE</b>	Ministry of the Environment
<b>MOHLTC</b>	Ministry of Health and Long Term Care
<b>MOU</b>	Memorandum of Understanding
<b>MP</b>	Mobility Plus
<b>MPAC</b>	Municipal Property Assessment Corporation
<b>MPMP</b>	Municipal Performance Measurement Program
<b>MRF</b>	Material Recovery Facility
<b>MRO</b>	Maintenance, Repairs & Operating Goods & Services
<b>MTCU</b>	Ministry of Training, Colleges and Universities
<b>MTO</b>	Ministry of Transportation of Ontario
<b>MUSH</b>	Municipalities, Universities, Schools and Hospitals
<b>NADF</b>	New Agency Development Fund
<b>NCB</b>	National Child Benefit
<b>NHC</b>	Newmarket Health Centre
<b>NHI</b>	National Homelessness Initiative
<b>NOC</b>	Network Operations Centre
<b>O&amp;M</b>	Operating and Maintenance

<b>OBC</b>	Ontario Building Code
<b>OBRP</b>	Ontario Bus Replacement Program
<b>OCAN</b>	Ontario Common Assessment of Need
<b>OCB</b>	Ontario Child Benefit
<b>OCCMS</b>	Ontario Child Care Management System
<b>ODA</b>	<i>Ontario Disability Act / Ontarians with Disabilities Act</i>
<b>ODSP</b>	Ontario Disability Support Program
<b>OHQC</b>	Ontario Health Quality Council
<b>OHRC</b>	Ontario Human Rights Commission
<b>OLA</b>	Operating Level Agreements
<b>OMB</b>	Ontario Municipal Board
<b>OMBI</b>	Ontario Municipal Benchmarking Initiative
<b>OMEIFA</b>	Ontario Municipal Economic Infrastructure Financing Authority
<b>OMERS</b>	Ontario Municipal Employees Retirement System
<b>OMPF</b>	Ontario Municipal Partnership Fund
<b>OMSSA</b>	Ontario Municipal Social Services Association
<b>ONA</b>	Ontario Nurses Association
<b>OP</b>	Official Plan
<b>OPHS</b>	Ontario Public Health Standards
<b>ORMCP</b>	Oak Ridges Moraine Conservation Plan
<b>OTVP</b>	Ontario Transit Vehicle Program

<b>OW</b>	Ontario Works
<b>PAD</b>	Public Access Defibrillator
<b>PSB</b>	Property Services Branch
<b>PC</b>	Personal Computer
<b>PCP</b>	Primary Care Paramedic
<b>PD</b>	Pressure District
<b>PDA</b>	Personal Data Assistant
<b>PERS</b>	Personal Emergency Response System
<b>PFT</b>	Permanent Full Time
<b>PLAY</b>	Positive Leisure Activities for Youth
<b>PMP</b>	Preventative Maintenance Programs
<b>PNA</b>	Personal Needs Allowance
<b>POA</b>	<i>Provincial Offences Act</i>
<b>POMS</b>	Performance and Operational Management System
<b>PPT</b>	Permanent Part Time Employee
<b>PRU</b>	Paramedic Response Unit Vehicle
<b>PRV</b>	Paramedic Response Vehicle
<b>PS</b>	Pumping Station
<b>PSA</b>	<i>Police Services Act</i>
<b>PSAB</b>	Public Sector Accounting Board
<b>PSB</b>	Police Services Board

<b>PSB</b>	Property Services Branch
<b>PSS</b>	Personal Service Setting
<b>QA</b>	Quality Assurance
<b>R&amp;R</b>	Rehabilitation and Replacement
<b>RCI</b>	Road Condition Index
<b>RFP</b>	Request for Proposal
<b>RGI</b>	Rent Geared to Income
<b>RICN</b>	Region Infection Control Networks
<b>RIDE</b>	Reduce Impaired Driving Everywhere
<b>RIM</b>	Records and Information Management
<b>RIT</b>	Records and Information Technician
<b>ROP</b>	Regional Official Plan
<b>ROPA</b>	Regional Official Plan Amendment
<b>ROW</b>	Right of Way
<b>RQI</b>	Resident Quality Inspection
<b>RRFSS</b>	Rapid Risk Factor Surveillance System
<b>RTV</b>	Rapid Transit Vehicle
<b>SA</b>	Social Assistance
<b>SAIL</b>	Supportive Approaches Through Innovative Learning
<b>SAP</b>	Strategic Accommodation Plan
<b>SARS</b>	Sever Acute Respiratory Syndrome

<b>SBEC</b>	Small Business Enterprise Centre
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SCPI</b>	Supporting Community Partnership Initiatives
<b>SC-TOPP</b>	Safer Communities – One Thousand Officers Partnership Program
<b>SHAMIS</b>	Social Housing Admin Management Information System
<b>SHRA</b>	<i>Social Housing Reform Act</i>
<b>SHRRP</b>	Social Housing Renovation & Retrofit Program
<b>SMG</b>	Senior Management Group
<b>SOP</b>	Standard Operating Procedures
<b>SP&amp; BP</b>	Strategic Planning & Business Planning
<b>SPS</b>	Sewage Pumping Station
<b>SSIP</b>	Strategic Service Integration and Policy
<b>SSO</b>	Source Separated Organics
<b>SWM</b>	Solid Waste Management
<b>T&amp;IU</b>	Technology & Infrastructure Unit
<b>T&amp;W</b>	Transportation and Works
<b>TB</b>	Tuberculosis Management
<b>TBD</b>	To Be Determined
<b>TCA</b>	Tangible Capital Asset
<b>TEAMS</b>	Time Entry and Approved Management System
<b>TFT</b>	Temporary Full-Time Employee

<b>TM</b>	Traffic Management
<b>TM &amp; ITS</b>	Traffic Management and Intelligent Transportation Systems
<b>TMP</b>	Transportation Master Plan
<b>TMS</b>	Transit Management System
<b>TOCC</b>	Transit Operation Control Centre
<b>TOD</b>	Transit Oriented Development
<b>TRCA</b>	Toronto Region Conservation Authority
<b>TREB</b>	Toronto Real Estate Board
<b>TRIEC</b>	Toronto Region Immigration Employment Council
<b>TSB</b>	Technical Standards Board
<b>TTC</b>	Toronto Transit Commission
<b>UPS</b>	Uninterrupted Power Supply
<b>UV</b>	Ultra Violet
<b>VIVA</b>	York Region's Rapid Transit System.
<b>VMS</b>	Variable Messaging Signs
<b>VoIP</b>	Voice Over Internet Protocol
<b>WDO</b>	Waste Diversion Ontario
<b>WIFA</b>	Walk-in-First-Attendance
<b>WLAN</b>	Wireless Local Area Network
<b>WMC</b>	Waste Management Centre
<b>WNV</b>	West Nile Virus

<b>WPCP</b>	Water Pollution Control Plant
<b>WSIB</b>	Workplace Safety and Insurance Board
<b>WTP</b>	Water Treatment Plant
<b>YC2002</b>	York Consortium 2002
<b>YDSS</b>	York Durham Sewerage System
<b>YRITS</b>	York Region Information Technology Strategy
<b>YRRTC</b>	York Region Rapid Transit Corporation
<b>YRT</b>	York Region Transit
<b>YRTP</b>	York Rapid Transit Plan
<b>YWS</b>	York Water System



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