

2017

COMMUNITY REPORT HIGHLIGHTS



COMMUNITY REPORT

for the year ended December 31, 2017
The Regional Municipality of York
Ontario, Canada

york.ca

York Region

2017

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The logo for York Region, featuring a stylized white star or bird icon above the text "York Region" in a white serif font. The logo is set against a background of overlapping green and teal shapes.

York Region



OUR VISION

Creating strong, caring, safe communities.

OUR MISSION

York Region staff are committed to providing cost effective, quality services that respond to the needs of our rapidly growing communities.

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Chairman & CEO
Wayne Emmerson



Mayor
Geoffrey Dawe
Town of Aurora



Mayor
Virginia Hackson
Town of East Gwillimbury



Mayor
Margaret Quirk
Town of Georgina



Regional Councillor
Naomi Davison
Town of Georgina



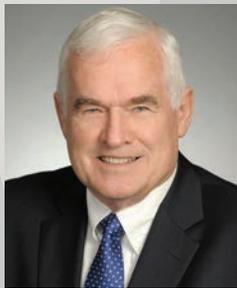
Mayor
Steve Pellegrini
Township of King



Mayor
Frank Scarpitti
City of Markham



Regional Councillor
Jack Heath
City of Markham



Regional Councillor
Jim Jones
City of Markham



Regional Councillor
Joe Li
City of Markham



Regional Councillor
Nirmala Armstrong
City of Markham



Mayor
Tony Van Bynen
Town of Newmarket



Regional Councillor
John Taylor
Town of Newmarket



Mayor
David Barrow
Town of Richmond Hill



Regional Councillor
Vito Spatafora
Town of Richmond Hill



Regional Councillor
Brenda Hogg
Town of Richmond Hill



Mayor
Maurizio Bevilacqua
City of Vaughan



Regional Councillor
Mario Ferri
City of Vaughan



Regional Councillor
Gino Rosati
City of Vaughan



Regional Councillor
Sunder Singh
City of Vaughan



Mayor
Justin Altmann
Town of Whitchurch-Stouffville

REGIONAL COUNCIL

One of six Regional governments in Ontario, The Regional Municipality of York is an upper-tier municipal government that provides common programs and services for the residents and businesses in nine cities and towns. The area municipalities are represented by their Mayors and Regional Councillors on Regional Council.

YORK REGION CHAIRMAN AND CHIEF EXECUTIVE OFFICER (CEO)

The York Region Chairman and Chief Executive Officer (CEO) is the head of Council. The Chairman and CEO is elected by members of Regional Council at the first meeting of each term and serves a four-year term.

The 21-member York Regional Council sets the policies, direction and budgets for York Region through Committee of the Whole and Council meetings that include reports on:

- Audit
- Community and Health Services
- Environmental Services
- Finance and Administration
- Planning and Economic Development
- Transportation Services

During Committee of the Whole meetings, members receive public input, review policies and consider staff reports before making recommendations to Regional Council.

The boards and the corporations they oversee operate with varying degrees of Council oversight are:

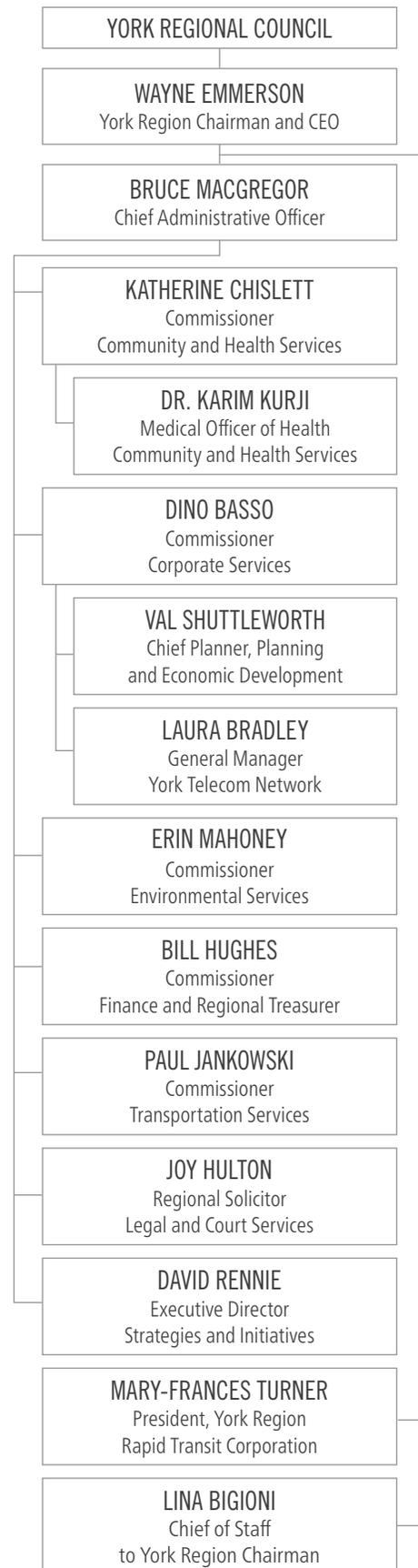
- York Region Rapid Transit Corporation Board of Directors
- York Regional Police Services Board of Directors
- Housing York Inc. Board of Directors
- YorkNet Board of Directors

CHIEF ADMINISTRATIVE OFFICER (CAO)

The CAO oversees a senior management team responsible for providing programs and services to residents and businesses, in addition to financial, technical, property, legal, administrative and human resource services. The following positions make up the senior management team:

- Commissioner of Community and Health Services
- Commissioner of Corporate Services
- Commissioner of Environmental Services
- Commissioner of Finance and Regional Treasurer
- Commissioner of Transportation Services
- Regional Solicitor
- Executive Director of Strategies and Initiatives

YORK REGION ORGANIZATIONAL STRUCTURE





Wayne Emmerson
Chairman and CEO

A MESSAGE FROM THE YORK REGION CHAIRMAN AND CHIEF EXECUTIVE OFFICER

The 2017 Community Report highlights the combined efforts of York Regional Council, the staff and community partners to build and maintain strong, safe and caring communities.

With three full years complete for this term of Regional Council, we continue to make significant improvements to enhance the quality of life for all who live, work and play here.

During 2017 we experienced historical milestones across the Region. The opening of the TTC Yonge-University Line 1 subway extension was the first opening of a Greater Toronto Area subway service in over 40 years. Along with many additional transit and transportation-related projects, we are reinforcing our commitment to improving the traveller experience and moving people and goods efficiently across the Region.

Our focus on economic growth resulted in monumental strides through Council's creation of the York Telecom Network as a separate business. Expanded from the Broadband Task Force, York Telecom Network was established to continue to help businesses remain competitive by improving access to high-speed connectivity across the Region; especially in rural and under-served areas.

The Regional Municipality of York is one of Canada's largest municipalities with a population of 1.2 million residents, and Ontario's second largest business centre. We are amongst the most diverse communities in Canada, welcoming approximately 10,000 immigrants in 2017. In celebration of our diversity, the Region's recently approved Newcomer Strategy identifies the supports in place to enhance the participation of new immigrants within the community and our economy.

To further improve communication with our stakeholders, the launch of York Region's new app for mobile and tablet devices is making it easier for residents to connect with Regional information, and learn about the core services we deliver.

On behalf of York Regional Council, we celebrate the key strategies and initiatives that work towards making our larger goals outlined in *Vision 2051* a reality for current and future generations to enjoy.

Sincerely,

Wayne Emmerson
Chairman and CEO
The Regional Municipality of York



Bruce Macgregor
CAO

A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

On behalf of the York Region Senior Management Team and the 4,500 committed staff who work diligently to deliver our core services across York Region every day, I am pleased to share The Regional Municipality of York 2017 Community Report.

The report combines our year-three reporting of the current four-year Strategic Plan and budget. The four-year cycle for planning and budgeting coincides with this term of Regional Council. It also allows us to align to goals of the Region's long-term outlook, *Vision 2051*.

The priority areas outlined in the 2015 to 2019 Strategic Plan are the foundation of this report and have been used to organize and highlight accomplishments achieved in:

- Strengthening the Region's Economy
- Supporting Community Health and Well-being
- Managing Environmentally Sustainable Growth
- Providing Responsive and Efficient Public Service

In 2017, there was an increase in employment growth, new funding to support the enhancement of our social services and further commitments to transportation projects addressing the needs of our growing communities.

I am proud to report that 90 per cent of the plan's key performance measures are trending in the desired direction. The complete list of all 48 performance measures is available on page 38.

The Treasurer's Report and Financial Statements found in the second portion of this report assure accountability in achieving our highlighted priorities.

The programs and services featured represent the dedication and commitment of York Regional Council, staff, municipal counterparts, stakeholders and partners to maintaining the quality of life we are most proud of in York Region. We will continue to seek out opportunities to drive innovation and place our residents and business owners at the forefront of all decisions.

A handwritten signature in black ink, appearing to be 'B. Macgregor', written over a light blue circular graphic element.

Bruce Macgregor
Chief Administrative Officer
The Regional Municipality of York

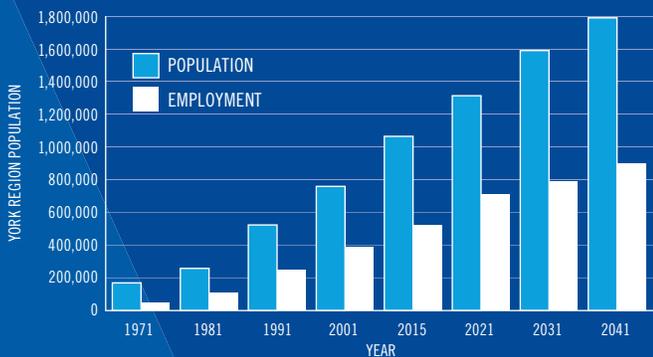
YORK REGION. WHO ARE WE?

WE ARE GROWING.

During 2017, York Region grew by approximately 19,700 people, accounting for 17 per cent of the Greater Toronto and Hamilton Area growth.

The Provincial Growth Plan calls for York Region's population to grow from 1.2 million in 2017 to 1.8 million in 2041 and employment to grow from 620,000 in 2017 to 900,000 in 2041.

YORK REGION POPULATION GROWTH - 1971 TO 2041



WE ARE EDUCATED.

Seventy per cent of York Region residents have a post-secondary education. We rank #1 most educated population among Canada's largest municipalities.

WE WORK HARD.

York Region is home to 51,000 businesses and 620,000 jobs. We are the second largest business centre in Ontario and the destination of choice for more than 4,500 Information, Communication and Technology (ICT) businesses. This makes us the second largest ICT cluster in Canada. The average household income according to 2016 census data is \$95,776 ranking York Region second highest among all municipalities in Ontario.

WE ARE FISCALLY RESPONSIBLE.

The 2017 York Region budget was \$3 billion and included \$2.1 billion to maintain and operate York Region services and \$942 million in funding for capital projects.

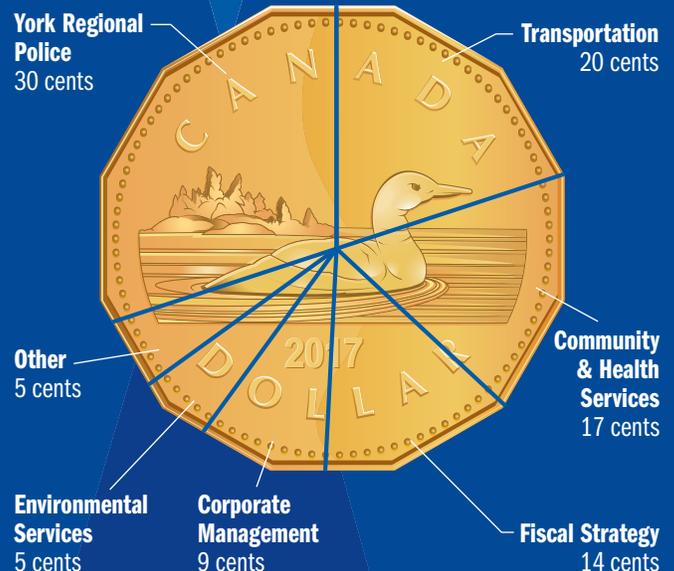
2017 was the third year of a four-year budget that aligns with the current term of York Regional Council and the York Region *2015 to 2019 Strategic Plan: From Vision to Results*.

WE ARE DIVERSE.

If York Region were a village of 100 people this is what we would look like.

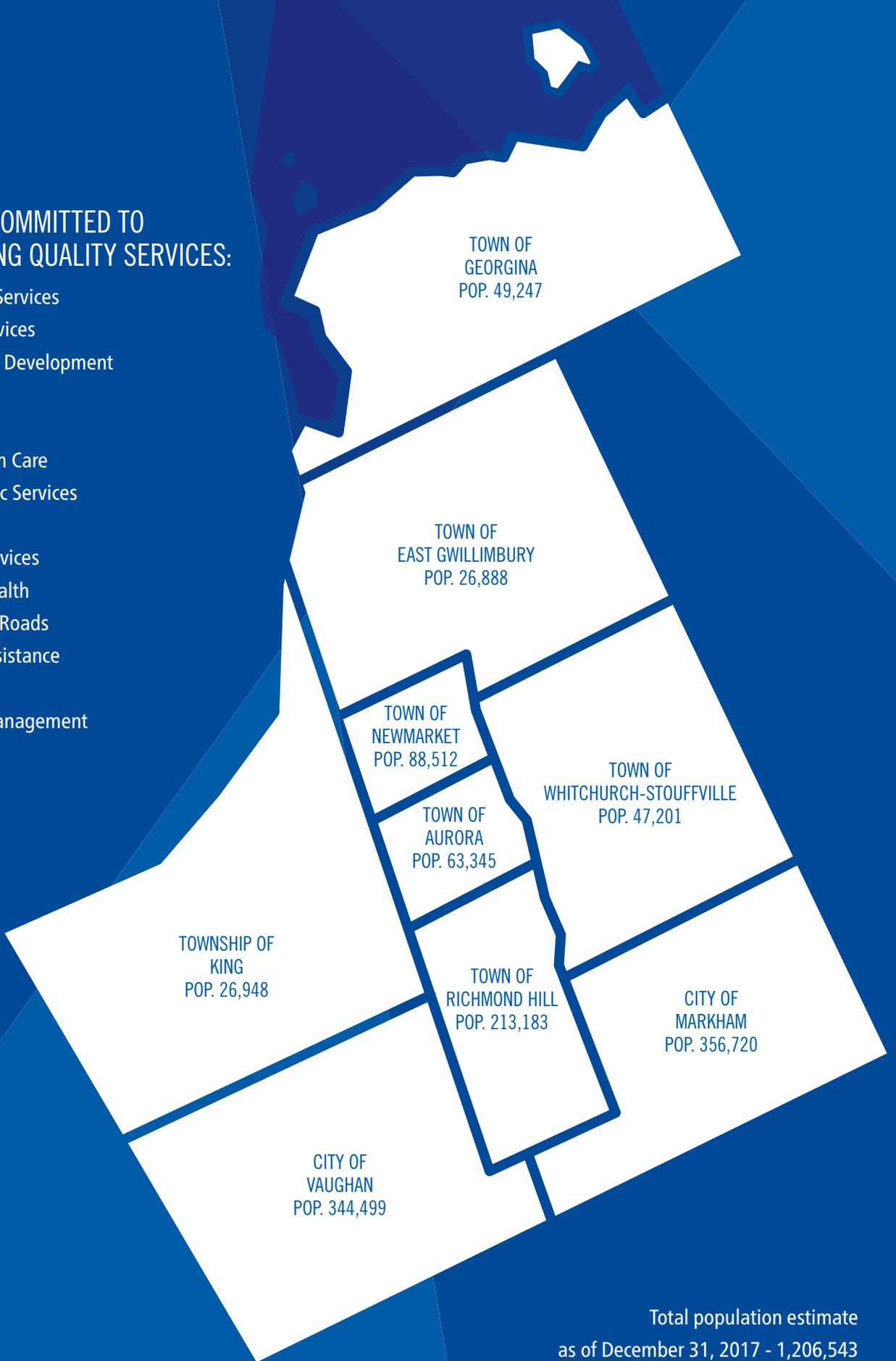
- 52** villagers would be born in Canada
- 1** villager would be a non-permanent resident
- 47** villagers would be born outside of Canada, of these:
 - 30** would be born in Asia
 - 11** would be born in Europe
 - 4** would be born in the Americas (including North, South and Central)
 - 2** would be born in Africa

YEARS OLD



WE ARE COMMITTED TO DELIVERING QUALITY SERVICES:

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



Total population estimate
as of December 31, 2017 - 1,206,543

THE REGIONAL MUNICIPALITY OF YORK | STRATEGIC FRAMEWORK



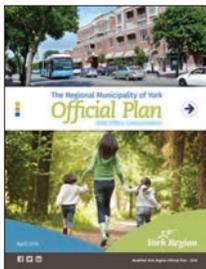
WHAT IS VISION 2051?

Vision 2051 is York Region's long-term strategy that describes the vision for York Region in the year 2051.

Vision 2051 describes a York Region that:

- Is a place where everyone can thrive
- Is made up of livable cities and complete communities
- Has a resilient natural environment and agricultural system
- Has appropriate housing for all ages and stages
- Has an innovation economy
- Has interconnected systems for mobility
- Promotes living sustainably
- Has open and responsive governance

WHAT IS THE REGIONAL OFFICIAL PLAN?



Consistent with *Vision 2051*, the Regional Official Plan sets out directions and policies to guide growth management, land use, economic, environmental and community planning decisions.

The policies deal with growth management while protecting

the Region's agricultural and rural areas, building strong healthy communities and vibrant cities. The policies also ensure effective delivery and use of infrastructure and public service facilities.

The policies in the Regional Official Plan set the stage for more detailed planning with the Region's nine cities and towns and help co-ordinate planning efforts across York Region.

The Regional Official Plan guides how growth and re-development will occur and sets a course for the future we desire as envisioned through *Vision 2051*.

In February 2015, The Regional Municipality of York released its *2015 to 2019 Strategic Plan: From Vision to Results*, which outlines four areas of focus to meet the community's changing needs.

Maintaining the quality of life in York Region over the long term requires strategic focus and this plan outlines the goals we continue to strive for to achieve the longer-term goals of *Vision 2051*.

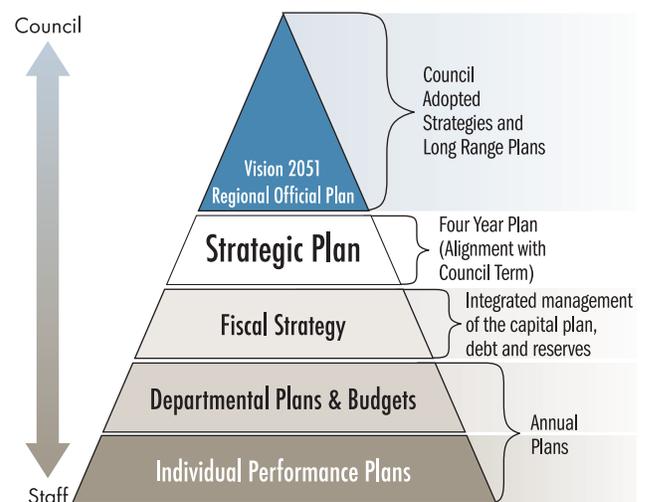
Building on the success of the 2011 to 2015 Strategic Plan, the plan provides a detailed course of action over the next four years within the following four strategic result areas:

- Economic Vitality
- Healthy Communities
- Sustainable Environment
- Good Government

This plan coincides with the Region's multi-year budget process and aligns with this term of council to ensure we continue to make progress on serving our communities.

Highlights of the 2015 to 2019 plan include:

- Improving the traveller experience in York Region
- Addressing affordable housing concerns
- Continuing to support attraction of high quality jobs to the Region
- Increasing the health and resiliency of our communities
- Achieving Regional fiscal sustainability
- Continuing to manage the Region's growth
- On-going protection of our natural environment
- Improving the way York Region's programs and services are accessed



The York Region 2017 Community Report highlights some of the successes during our third year of this plan. Using a results-based accountability model, below is a brief overview of how we are trending in the third year within each of the strategic result areas.

YEAR 3 (2017) OVERALL PROGRESS SUMMARY STATEMENT

KEY REGIONAL PERFORMANCE MEASURES

A Key Regional Performance Measure demonstrates how well a York Region program or service system is working and helps indicate whether the desired impact is taking shape as a result of the Region's focused efforts. York Region has made significant progress in Year 3 (2017) of its four-year Strategic Plan. In total, 43 of 48 Key Regional Performance Measures (90 per cent) are trending in the desired direction. These achievements demonstrate strong, organized and collaborative efforts across the organization and in relationship to Council's direction. The complete list of all 48 indicators is available on page 38.

90%

of Key Performance Measures are trending in the desired direction



ECONOMIC VITALITY

Strengthening the Region's economy is trending positively by fostering an environment that attracts, grows and maintains businesses; supporting the development and retention of Region-wide workforce; focusing on networks and systems that connect people; and ensuring optimal locations for business and employment growth are available.



HEALTHY COMMUNITIES

Supporting community health and well-being is continuing to show progress through increasing the range of available and affordable housing choices; protecting our public health; making our communities more welcoming and inclusive; and strengthening the Region's network of human services to support people in achieving their potential.



SUSTAINABLE ENVIRONMENT

Managing environmentally sustainable growth has made significant gains towards managing traffic congestion; optimizing critical infrastructure systems capacity; encouraging growth along the Regional Centres and Corridors; and preserving green spaces.



GOOD GOVERNMENT

Providing responsive and efficient public service has achieved considerable progress towards making it easier to access Regional information and services; ensuring a fiscally prudent and efficient Region; stewardship of the Region's assets; and strengthening organizational capacity and effectiveness.



OVER 118,000 PEOPLE ARE
EMPLOYED IN 7,900 BUSINESSES IN THE
CENTRES AND CORRIDORS IN YORK REGION

strengthening the region's economy

CREATION OF YORK TELECOM NETWORK HIGHLIGHTS MONUMENTAL YEAR FOR BROADBAND IN THE REGION

York Region continues to support greater connectivity, a key driver of economic growth. An important highlight is the creation of York Telecom Network, a wholly-owned Regional corporation to leverage the Region's dark fibre optic network.

Working with public and private sectors to increase community access to high-speed broadband, the corporation is expected to deliver cost savings for partners in the municipal, university, school board and hospital sectors. Through relationships with private sector partners, the new corporation may also facilitate improvements in broadband availability, especially in underserved areas.

In October, Regional Council passed the required bylaws to create YTN Telecom Network Inc. as a business entity, hiring a general manager and appointing a board to oversee the governance of the corporation. Nine members of Regional Council including the Regional Chair are on the current board.

This work highlights Regional Council's commitment to improve broadband and enable access to high-speed Internet, important elements of the Region's Economic Development Action Plan and Broadband Strategy.

Additional accomplishments include:

- The Intelligent Community Forum named York Region one of the Smart21 Communities of 2018, with the Region selected in the top 21 from among nearly 400 world-wide submissions. A non-profit global network and think tank, the Forum recognized the Region for its commitment to broadband initiatives and open data, which makes government information more publically available.
- York Region hosted its 3rd annual Broadband and Innovation Summit, entitled York Region as an Innovation Hub. More than 200 people from a wide range of public and private sectors and industries attended. Speakers discuss how to keep businesses focused on advancement and innovation. A common theme emerged on why they decided to operate within York Region, thanks to a network of innovation hubs and support eco-systems.
- York Region worked closely with our rural communities to complete a Connect to Innovate funding application; a federal government initiative to invest \$500 million by 2021 to bring high-speed Internet to 300 rural and remote Canadian communities. A successful submission enables York Region to support underserved communities.



YORK REGION CONTINUES TO LEAD IN JOB GROWTH

The rate of job growth in York Region continues to outpace the Greater Toronto Area (GTA), the province and Canada. Between mid-year 2016 and mid-year 2017, the Region's employment survey showed a job gain of 3.3 per cent. Statistics Canada reported GTA job growth of 1.4 per cent, with Ontario at 1.8 per cent and Canada at 2.1 per cent.

Business and job growth are fundamental to economic vitality and a key goal of the Region's Economic Development Action Plan. It outlines programs that explore the Region's economy and business needs, connects businesses into a network that promotes innovation and growth and shares success stories with audiences to generate interest both within and outside York Region.

The plan aligns with Regional Council's short and long-term strategic priorities. Initiatives currently underway include:

- Supporting the new York University campus in Markham Centre
- Advancing the Broadband Strategy
- Completing and implementing an office attraction marketing program promoting York Region as the most viable, attractive location for knowledge-based employers and jobs
- Supporting entrepreneurship development programs aimed at young people

The 2017 Economic Development Year in Review provides highlights and business achievements for the year. Some include:

- Assisting Newmarket attract Canadian manufacturer Celestica to their community, representing 500 new jobs
- Facilitating the expansion of General Motors Canadian Technical Centre in Markham, representing 700 jobs
- Assisting in creating over 100 small business start-up and expansion jobs through York Region Small Business Enterprise Centre support programs

The *Economic Development Action Plan* impacts how the Region's communities grow and become connected. The Region is developing four Regional urban centres – Markham Centre, Newmarket Centre, Richmond Hill/Langstaff Gateway and Vaughan Metropolitan Centre – and the transit corridors that link them.

It puts residents, workers and businesses together in locations well-suited for high density residential living with retail and office-based jobs. It is supported by rapid transit along major corridors for smoother and quicker travel.

The four centres are currently home to more than 118,000 jobs and 50,000-plus residents. They are supported by 36 kilometres of Viva bus rapid transit, which includes segments of bus-only centre lanes on major routes to reduce travel time. The Toronto Transit Commission's (TTC) Yonge-University Line 1 is now extended to the Vaughan Metropolitan Centre, marking the first time the TTC subway has directly linked to a municipality outside the City of Toronto. The Vaughan Metropolitan Centre is witnessing tremendous job growth, driven primarily by the new subway.

All efforts are supported by the York Link office attraction campaign and highlights relationships among city building, economic development and achieving the right mix of quality jobs and commercial office development. Since 2013, building permits for 120,000 square metres of office space have been issued in the Region's centres and along related corridors. York Region is now second only to Toronto in new office construction in the GTA.

Attracting and retaining high quality, well-paying jobs across a range of sectors promotes economic resilience and provides opportunities to work closer to where you live.

REGIONAL CENTRES MAKE AMAZON SHORT LIST

A bid that includes sites in both Markham and Vaughan is among the final 20 contenders being considered as the location for Amazon's second North American headquarters. Toronto Region has the lone bid from outside the United States included in this round, announced in early 2018.

York Region has the highest concentration of technology companies in Canada, and is already a top Canadian location for numerous global companies and talent.

Participation in the highly-publicized selection process, with hundreds of cities vying for 50,000 Amazon jobs and billions of dollars in economic benefits, was coordinated by Toronto Global, which focuses on attracting foreign investment to the GTA to develop and maintain a strong Region.

THE GATEWAY HELPS SKILLED NEWCOMERS INTEGRATE INTO WORK LIFE

York Region hosted The Gateway 2017, its third conference to assist internationally educated professionals learn about and integrate into Canadian work life.

The day-long conference in October featured interactive workshops, keynote speakers and networking opportunities for more than 500 newcomers, professional associations and government representatives.

Leveraging the skills and knowledge of new Canadians is vital to building a strong labour force to help remain competitive and encourage investment. While more than half of newcomers to York Region have a university or graduate degree, up to 60 per cent are working in jobs below their skill level. The conference offers internationally educated professionals information and resources to help them build better lives in Canada.

The conference is one of several initiatives the Region's Community Partnership Council has created through the York Region Newcomer Strategy. Efforts help to meet the needs of newcomers and encourage participation in community life and the economy.

NEW REGIONAL INITIATIVE SUPPORTS FARMS AND AGRI-FOOD SECTOR

York Region is home to 16 per cent of all farmland in the Greater Golden Horseshoe, with more than 712 working farms and 400-plus food processing companies. A new agriculture and agri-food strategy supports this source of economic vitality.

The Region's strong population growth gives primary producers and processors access to a large and diverse customer base. At the same time ongoing development puts pressure on agricultural lands.

The strategy sets out five main goals:

1. Strengthen communication and collaboration among municipal and agri-food partners
2. Provide support through integrated land use planning and economic development
3. Support increased capacity for value-added agri-food activities
4. Leverage the Region's location in meeting the demand for local food
5. Help keep and expand primary production

Approved by Regional Council in October, the five goals are backed by 45 recommended short, medium and long-term actions. Strategy development was supported by the York Region Agricultural Advisory Liaison Group, a volunteer committee created by Regional Council in 2001 to support the agricultural industry and promote healthy rural communities.





MORE THAN 50% OF NEW
IMMIGRANTS TO YORK REGION
HAVE A BACHELOR'S DEGREE OR
HIGHER LEVEL OF EDUCATION

supporting community health and well-being

NEWCOMER STRATEGY HELPS BUILD PROSPEROUS COMMUNITIES

Nearly 10,000 immigrants arrive in York Region each year. Home to more than 230 distinct ethnic origin groups, the Region is one of Ontario's most diverse communities. By 2031, its estimated 55 per cent of the Region's population will be immigrants and 62 per cent will be members of a visible minority.

The bulk of these new immigrants are of working age (between the ages of 24 and 65), and more than 50 per cent have a bachelor's degree or higher level of education.

By 2041, the total number of jobs in the Region is expected to increase to 900,000, and in recent years, net growth in the Canadian labour market has been achieved exclusively by immigrants. York Region cannot grow without newcomers, and the labour force wants the enthusiasm and ideas they bring.

York Region's Newcomer Strategy is helping integrate newcomers into the Region, ensuring their skills and contributions will help communities prosper now and in the future.

Newcomers must find and keep employment that matches their skills and experience. They need to earn a wage to thrive; not simply survive. They must have access to appropriate social services.

York Region has long been a leader in welcoming newcomers to Canada. In 2009, the federal government asked the Region to lead Canada's first-ever Local Immigration Partnership, an initiative to improve the integration of immigrants.

In 2010, York Region created a Community Partnership Council with representation from police, social services, education and local municipalities to work to create communities more welcoming for newcomers. And the Newcomer Strategy carries on this work.

Additionally, in January Regional Council approved the development of the Inclusion Charter. It seeks to develop and promote policies to ensure benefits and opportunities in York Region are available to all residents, newcomers included. The Region continues to work with partners such as social services, school boards and municipalities to research social resiliency and how communities can offer support.



10-YEAR HOUSING PLAN IS MAKING A DIFFERENCE

The achievements of York Region's 10-Year Housing Plan reinforce Regional Council's commitment to help prevent homelessness and supporting renters and homeowners. First approved in 2014 and reported on annually, work is focused to advance four goals:

1. Increase the supply of rental housing
2. Sustain the existing rental supply
3. Support home ownership affordability
4. Strengthen homelessness and housing stability

The 2017 opening of a newly constructed private rental apartment building at 212 Davis Drive in Newmarket advances the plan's goal of increasing the rental housing supply. It marks the first purpose-built rental apartment to open in the Region since the 1980s. With some of its 225 units reserved for households who receive rent subsidies, the site-specific pilot enabled the developer to receive a 36-month development charge deferral; a policy approved by Regional Council for high density purpose-built rental buildings. Rental housing development supports a wider variety of affordable and available housing options. This helps keep residents connected to employment and the local economy.

York Region is developing and implementing programs that contribute to achieving the provincial mandate of ending chronic homelessness by 2025. In November, Regional Council took action to reduce homelessness by approving the *Home Now* program. It provides a minimum of 100 chronically homeless individuals residing in the Region with supports to locate and retain long-term housing and reintegrate into the community.

Home Now is founded on the principle that people are more successful in moving forward in their lives if they are housed. York Region released a Request for Proposal to select a service provider with the expertise and capacity needed to deliver the *Home Now* program. When confirmed, the Region will work in partnership to implement the program in 2018.

The program is provincially funded through the Community Homelessness Prevention Initiative (CHPI) and Home for Good (HFG). Increased funding of more than \$5.1 million by 2020 through CHPI enables the Region to expand current programs and add new initiatives, including a homeless count every two years. It allows the Region to better understand and support at-risk populations such as homeless youth and Indigenous people in the community.

Affordability and lack of rental supply in the Region remain challenges. The 10-year plan and collaboration and partnerships it's creating are enabling progress on housing needs.

INCREASED FUNDING ENHANCES SOCIAL SERVICES

York Region has leveraged higher provincial funding and changes in its role to enhance services for children and their families. Provincial funding for children's services has grown significantly over the past five years, allowing the Region to reduce wait lists for services and make program enhancements. This allows three things to occur:

1. Offer increased access to child care for families with low income
2. Pay child care workers a higher wage
3. Help cover the costs of maintenance and repairs for licensed child care centres

Increased access to early years' services in licensed child care centres benefits children with special needs and enables parents to stay employed or go to school.

Improvements to the delivery of Ontario Works better address the multiple and complex needs of many clients and makes it easier for them to access the program.

Combined, these efforts improve community services and create an environment where all children can flourish.



YORK REGION'S WAITLIST
FOR CHILD CARE FEE ASSISTANCE
DECREASED BY 64% BETWEEN
DECEMBER 2016 AND DECEMBER 2017





YORK REGION'S SENIORS STRATEGY
HELPS KEEP SENIORS HEALTHIER LONGER
AND CONNECTED TO THE RIGHT SERVICES
AND PROGRAMS AT THE RIGHT TIMES

REGION ACTS TO COUNTERACT OPIOID CRISIS

York Region expanded its Harm Reduction program to better address the growing health crisis of opioid addiction.

The misuse of opioids, prescribed to treat chronic pain and other medical problems, is the third leading cause of accidental death in Ontario. Opioids include fentanyl, heroin, morphine, oxycodone, codeine and hydromorphone; and are often highly addictive. Overdoses in 2016 resulted in 139 emergency department visits and 62 hospitalizations in York Region.

The Region's local response includes improved distribution of the antidote naloxone and working with eligible community organizations and service providers. Available by injection or nasal spray, naloxone is a non-opioid medication that counteracts the effects of opioid overdose. Administering it in time can give a person who has overdosed time to seek emergency care.

Health Canada made naloxone available over the counter and without a prescription in 2016, and the Ontario government provides it without charge through pharmacies, public health units and some community organizations. York Region public health encourages people who use opioids, at risk of overdosing and concerned family and friends to obtain a naloxone kit.

The Region's plan also includes work with community partners to develop an opioid action plan that includes prevention, harm reduction, enforcement, treatment, communication, ongoing surveillance and monitoring, plus removing the stigma surrounding opioid use.

WORK MOVES AHEAD ON NEW SENIORS STRATEGY

York Region moved ahead on implementing its new Seniors Strategy to create complete communities welcoming to all ages, balance the needs of seniors with all residents, keep seniors healthier longer and connect seniors and caregivers to the right programs and services at the right times.

Connecting Caregivers Workshop was held in June to connect caregivers – family caregivers, long-term care home staff, community agencies and health care providers – to available services and supports. Staff heard first-hand about caregiver needs, challenges navigating the system, gaps and areas for improvement.

A session on creating age-friendly complete communities brought together various perspectives and disciplines, including Regional and local municipal staff in areas of planning, parks and recreation and transit to share knowledge and ideas.

LOWERING SPEED LIMITS TO REDUCE COLLISIONS

Regional Council approved reduced speed limits on numerous Regional roads as part of an ongoing campaign to reduce collisions and injuries. Benefits were noticeable by the end of the year with collisions at a 10-year low, despite a significant increase in traffic over the same timeframe. Past studies have shown lowering speed limits in appropriate areas can reduce collisions in both number and severity.

Reduced speeds are a result of an increase in mixed traffic that includes pedestrians and cyclists and the number of vehicles as the Region grows and becomes more urban. Other factors include driveways onto Regional roads with more development, changes in traffic patterns, consistency in speed limits over short distances and the need to provide drivers more time to react to potential hazards.

The Region has taken several other measures to reduce collisions, including installing 20 additional red-light cameras by the end of 2017 and increasing the use of roundabouts.





be moved.
viva next.

viva purple

1086

VIVA NOVABUS

ONLY

THE TORONTO-YORK SPADINA SUBWAY
EXTENSION IS ONE OF MANY MEASURES
ENHANCING PUBLIC TRANSIT IN YORK REGION,
SUPPORTING QUICKER, SEAMLESS TRAVEL AND
MORE OPTIONS FOR TRAVELLERS

managing environmentally sustainable growth

YORK REGION WELCOMES FIRST SUBWAY INTO YORK REGION

Excitement and free travel marked the opening in December of the Toronto Transit Commission (TTC) subway extension into York Region, the first time the TTC has extended beyond the City of Toronto's borders.

The Toronto-York Spadina Subway Extension project adds 8.6 kilometres and six new subway stations to the western arm of the TTC's Yonge-University Line 1, starting from Sheppard West. Three of the new stations – Pioneer Village, Highway 407 and Vaughan Metropolitan Centre, the line's new terminus – are in the Region.

The extension is one of many measures enhancing public transit in the Region, supporting quicker, seamless travel and more options for travellers.

Each station in York Region has car and bicycle parking and a new state-of-the-art bus terminal. The York Region Transit (YRT) network also connects with the subway stations. Vaughan Metropolitan Centre Station has a direct connection to the Highway 7 bus rapidway station, while the Highway 407 Station serves as a multi-modal transportation hub for YRT, the subway and GO Transit.

These new stations meet accessibility standards and provide accessible parking. They incorporate green infrastructure features such as green roofs and native plant landscaping.

Other transportation achievements in York Region include:

- York Region's new Travel Smart Program introduced in March is a five-year plan designed to support a growing Region and improve travel time consistency and safety for all users, including:
 - Upgrading traffic signal controls
 - Leveraging data through third-party applications such as Google Maps, Triplinx and Waze
 - Developing Smart Work Zone programs where technology provides travel time information to users in areas affected by construction
- Amendments to the York Region Transit bylaw approved by Council in February include:
 - Banning use of all tobacco products, electronic cigarettes and marijuana within a transit facility or on transit vehicles
 - Restricting use of non-transit vehicles on a bus rapidway



- Prohibiting the interference with or activating an emergency device on a Regional vehicle or property other than during an emergency
- The free YRT/Viva Pay app was downloaded more than 13,100 times between July and December as customers began to move to a new mobile payment option, which allows customers to purchase single ride tickets, monthly passes and Express tickets through their smartphones
- Regional Council in March approved the purchase of six 40-foot electric buses for a two-year electric bus trial, measuring benefits such as reduction of operating and maintenance costs, greenhouse gas emissions and noise pollution
- Adding three sections of HOV/transit lanes – two on Highway 7 and the third on Major Mackenzie Drive – to help reduce the number of single vehicles on the road by encouraging the use of transit and carpooling

YONGE SUBWAY EXTENSION TOP TRANSPORTATION PRIORITY

With the completion of the Yonge-University Line 1 to the Vaughan Metropolitan Centre, Regional Council has reinforced its most pressing transportation priority – extending the Yonge subway north to the Richmond Hill/Langstaff Urban Growth Centre at Highway 7.

Regional Council endorsed this project as part of its Transportation Master Plan in June 2016. Once complete, it would extend Line 1 north by 7.4 kilometres from Finch Station to Richmond Hill, and include five stations, two intermodal terminals and 2,000 commuter parking spaces.

The Federal government and the Provincial transit agency, Metrolinx, provided \$91.3 million in funding for preliminary engineering work of a procurement model. York Region continues to work with both federal and provincial governments to secure a long-term financial commitment for the project.

York Region regards this project as the most critical to accommodate expected population growth and economic expansion. By 2031, an estimated 58 million riders would use this subway extension annually, eliminating 2,500 daily bus trips now needed to serve this section of Yonge Street.

TRANSPORTATION PROJECTS ADDRESS GROWTH AND UPKEEP NEEDS

Transportation investments focused on growth projects to increase the capacity of the Region’s road and transit network. They also supported a State of Good Repair Program to ensure assets are kept in good condition. Both investments are outlined in the 10-Year Roads and Transit Capital Program, with a 2017 budget of \$2.3 billion. York Region Rapid Transit Corporation, a wholly owned subsidiary of the Region, oversee continuing investment in the Viva rapidway network.

The growth program includes the widening and reconstruction of roads, building new links in the Regional road network, adding midblock crossings (crossing between interchanges) over provincial freeways, undertaking major bridge replacements and upgrading intersections. Transit-related investments include rapidways, building new transit terminals and facilities and expanding the transit fleet. The Region’s partnerships with local municipalities further support investments in streetscape design and active transportation options like walking and cycling.

Key road projects to serve growth included:

2nd Concession: East Gwillimbury

- Widening the road to four lanes and adding curbs, storm sewers, street lighting and cycling facilities
- Improving water and sewer infrastructure
- Rebuilding the bridge over the Holland River and adding a new bridge over the GO Barrie rail corridor
- Adding a pedestrian bridge over the Holland River
- Creating a boardwalk through the Rogers Reservoir
- Project designed to blend in with historical features and the natural environment of the Rogers Reservoir



Highway 7: Markham

- Widening of Highway 7 from four to six lanes between Town Centre Boulevard and Sciberras Road
- Six new Vivastations east of Town Centre Boulevard, plus HOV and transit lanes, boulevard cycling lanes and sewer and water infrastructure
- Enhanced streetscape features including trees, planter boxes, sidewalks and decorative street lights

The State of Good Repair Program focuses on the care of existing transportation assets such as pavement repair, preservation and rehabilitation, mid-life overhaul of transit vehicles and rehabilitation or replacement of bridges and culverts.

The Transportation Services capital program continues with urbanization and widening of existing rural roads, reflecting the Region's growing urban population. Transit reliability and quality service support a range of mobility options for travellers.

Active transportation is increasingly important in creating more travel options for commuting, recreation and day-to-day activities. Work began on another section of a "Lake to Lake" route for cycling, hiking and walking that will ultimately extend 121 kilometres from Lake Simcoe to Lake Ontario. It will link York Region and Toronto to connect to trails such as the Greenbelt Route, PanAm Path and Waterfront Trail, to transit hubs and attractions including beaches, community centres and parks. The new section should be complete in 2018 and runs along Leslie Street from Steeles Avenue to Highway 7.

The Region has voiced its support for continued expansion of the GO Transit network. GO Transit is moving ahead on all-day, two-way service on its existing rail lines, including two of those serving York Region.

Regional Council also reiterated its position not to support a proposed re-routing of the rail freight network in the Greater Toronto Area. Community safety is a primary concern and Regional Council does not endorse an increase in freight traffic within York Region.

ENVIRONMENTAL PROJECTS FOCUS ON SAFE AND RELIABLE SERVICES

Work progressed on the Environmental Services 10-year capital plan, focusing to continue to provide safe and reliable services while supporting the Region's growing communities. Federal and provincial funding of \$34.8 million allowed 29 new water and wastewater projects to move forward.

The 10-year plan includes a future outlook of \$2.4 billion in environmental infrastructure to 2026, including more than 140 projects in progress.

Key projects include:

Duffin Creek Water Pollution Control Plant (owned jointly with Durham Region)

- Upgrades involved a \$200 million investment, including mechanical, electrical and process work, with an earlier \$600 million phase expanding plant capacity
- Enhanced technology removes over 93 per cent of the phosphorus load entering the plant
- Water released from the plant is high in quality, consistently meeting or surpassing the parameters set by the Ministry of the Environment and Climate Change and outperforming comparable wastewater treatment plants on Lake Ontario
- Unlike most comparable plants, Duffin Creek plant can treat all wastewater flows even during extremely high rainfall, with no bypass events that release untreated sewage into the lake
- Further phosphorus reduction study continued

Upper York Sewage Solutions

- Upper York Sewage Solutions is a long-term project needed to serve expected growth in the towns of Newmarket, Aurora and East Gwillimbury
- Major design elements are:
 - Innovative water reclamation centre to treat wastewater to a high level
 - Twinning of a sanitary sewer forcemain to the existing York Durham Sewage System
 - Project-specific total phosphorus off-setting program for increased phosphorus removal within the watershed



- Awaiting regulatory approval, the Region:
 - Moved ahead on detailed design of the water reclamation centre
 - Began preparation on the construction tender for the sanitary sewer forcemain twinning
 - Partnered with Lake Simcoe Region Conservation Authority on a phosphorus removal demonstration project to support the proposed total phosphorus offset program

Numerous other projects across the Region support the sustainable growth of its communities. The Region was successful in its application for the Government of Canada's Clean Water and Wastewater Fund. With federal (up to 50 per cent) and provincial (up to 25 per cent) government funding and the Region funding the balance, the Region received \$34.8 million in project cost funding for projects focusing on:

- Sewer rehabilitation
- Phosphorus reduction testing
- Watermain replacement
- Pumping station rehabilitation
- Flood control with structural sewer replacement

REGION DEVELOPING CLIMATE CHANGE ACTION PLAN

Climate change can lead to life-threatening heat waves, storms, flooding, diseases and impacts on our food supply. So serious that "the mitigation of greenhouse gas emissions and adaptation to a changing climate" has been established as a matter of provincial interest. To help maintain the health of communities and a proactive approach to address climate change, Regional Council committed to develop and implement a Regional Climate Change Action Plan. This aligns with provincial direction to integrate climate change directly into planning practices across Ontario.

Regional staff is developing the action plan through consultation with local municipalities, conservation authorities and the public. It will draw on existing policies, procedures and community energy plans in the Region's nine local cities and towns. It will integrate with the Region's Energy Conservation and Demand Management Plan, endorsed by Regional Council in 2016.

The Energy Conservation and Demand Management Plan provides details of Regional energy conservation initiatives, outlines measures to align with the goals of *Vision 2051* and move toward zero greenhouse gas emissions by 2051. It focuses on emissions from assets the Region both owns and operates, as well as Regional assets operated by a third party. The plan outlines initiatives such as revising policies for the energy efficiency of future new buildings and major renovations to minimize energy use over the building's lifecycle.

The Region is committed to leverage opportunities at the federal and provincial level to help fund energy conservation projects. Community housing providers in the Region, including Housing York Inc., are saving energy and reducing greenhouse gas emissions with financial support from other partners.

Through the Community Champions Program, Housing York Inc. held workshops in three of its buildings to show occupants simple ways to conserve, such as using lower-energy appliances like slow cookers. Residents are enthusiastic to learn new ideas and the environmental impact of energy and water use. A provincial grant allowed Housing York to make energy-saving investments, such as attic insulation, replace electric baseboard heaters and install programmable thermostats, electrical heat pumps and water heater insulated blankets. Work is expected to reduce greenhouse gas emissions by roughly 533 tonnes per year.

BILL FISCH CENTRE CONTINUES TO GAIN RECOGNITION

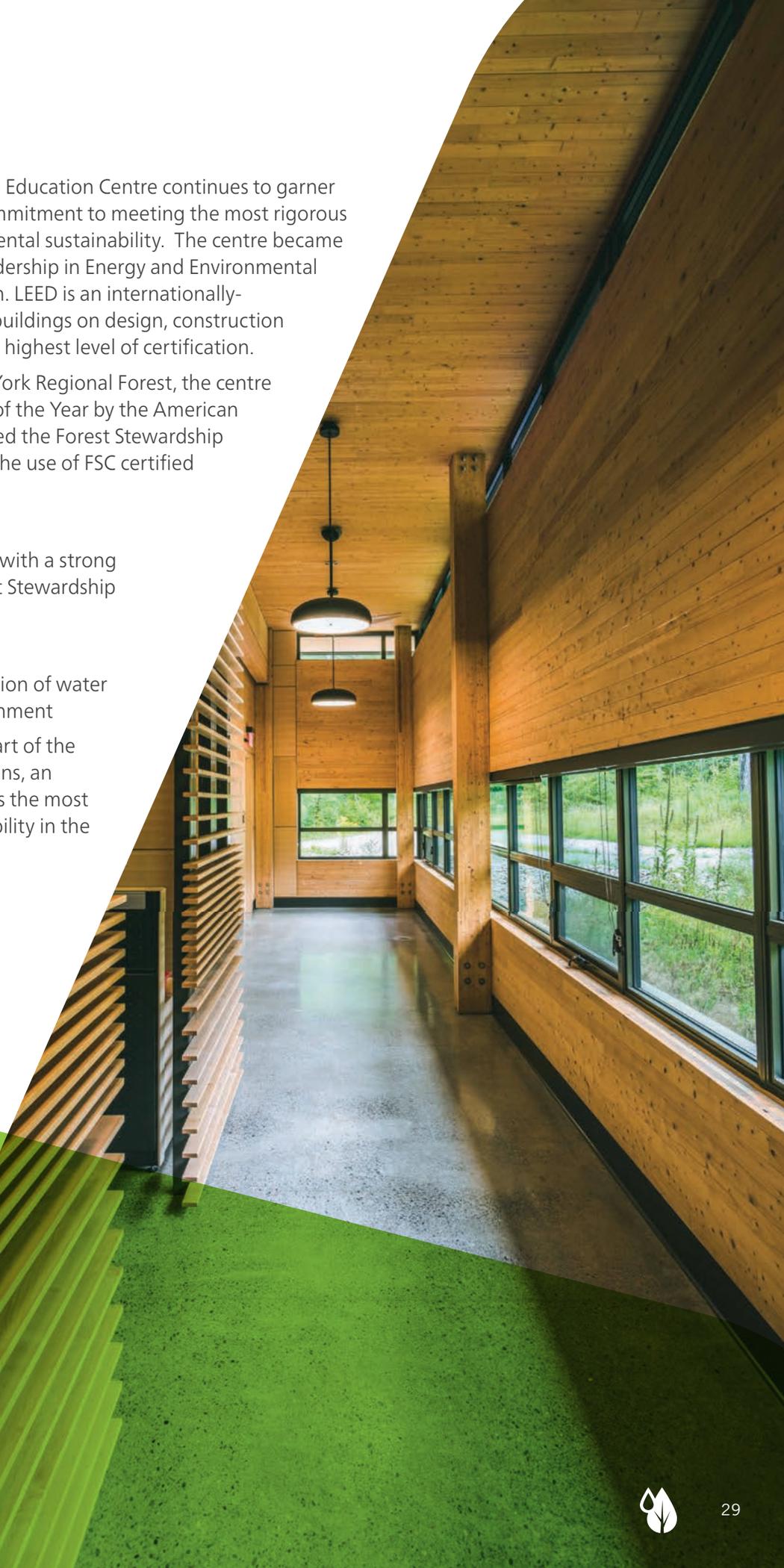
The Bill Fisch Forest Stewardship and Education Centre continues to garner awards recognizing the Region's commitment to meeting the most rigorous standards in the world for environmental sustainability. The centre became the first Regional facility to gain Leadership in Energy and Environmental Design (LEED®) platinum certification. LEED is an internationally-recognized system for rating green buildings on design, construction and performance, with platinum the highest level of certification.

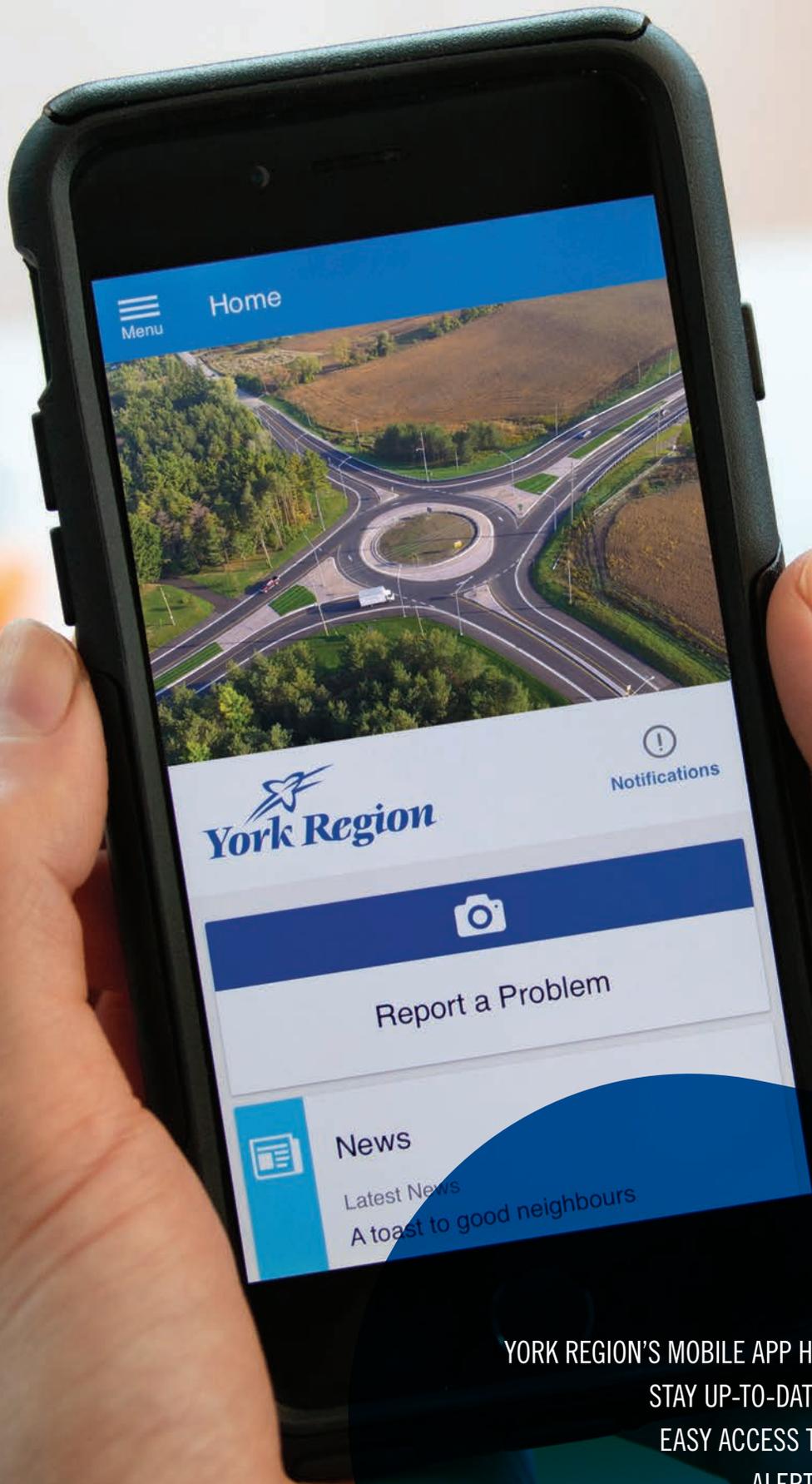
Located in the Hollidge tract of the York Regional Forest, the centre was named 2017 Structures Project of the Year by the American Public Works Association and received the Forest Stewardship Council (FSC) Leadership Award for the use of FSC certified wood.

Features of the facility include:

- Non-toxic construction materials, with a strong emphasis on reclaimed and Forest Stewardship Council-certified wood
- Solar energy
- Rainwater collection and purification of water before it is returned to the environment

York Region achieved six petals as part of the Living Building Challenge certifications, an international program that promotes the most advanced measurement of sustainability in the built environment.





YORK REGION'S MOBILE APP HELPS RESIDENTS STAY UP-TO-DATE AND PROVIDES EASY ACCESS TO INFORMATION, ALERTS AND SERVICES

providing responsive and efficient public service

MOBILE APP JOINS WIDE ARRAY OF REGIONAL INFORMATION SOURCES

The launch of a new app for mobile devices and tablets is making it even easier for residents to access York Region information, alerts and services – and to keep the Region up-to-date by submitting information themselves.

Through a “report a problem” function, users can let Regional staff know about concerns such as potholes, damaged trees, missing or damaged street signs and signal timing on Regional roads. Users have the option of taking a photo, using GPS to show the location on a map and providing comments. Problems are then assigned for review and any necessary action. The app provides the ability to browse job openings, access a Regional news feed and calendar of events like Council meetings, use a link to help sort waste, check out the Region’s Twitter and Facebook feeds and install and use the YRT/Viva transit app. Users can also sign up to receive emergency notifications.

The mobile app is free through the App Store and Google Play and is another way to stay in touch with York Region. It joins the Region’s website, york.ca, Access York call centre, #YR Matters e-newsletter,

York Region Matters mailed publication and constantly updated feeds on seven social media channels.

Open Data is another way the Region makes information more readily available to benefit residents and others.

Recognized as one of Canada’s top-20 by Public Sector Digest through its *Open Cities Index* benchmarking initiative, the program ranked 14th in the annual survey of 61 Canadian programs, an improvement of 22 places from the previous year. This reflects the Region’s commitment to transparency and the innovative approach to providing data. More than 175 datasets are publically available, and downloads have increased from 784 in 2012 to nearly 7,000 in 2017.

A growing number of Open Data initiatives leverage third-party applications to get information to residents. Data integration with Google Maps and TomTom makes it easier to navigate the Region and find public facilities and transit stops. Restaurant review site Yelp! help diners make better-informed decisions based on an establishment’s food safety practices. Traffic app Waze improves information about congestion and road problems.



REPORTING ON THE THIRD YEAR OF FOUR-YEAR CYCLE

The Community Report reflects Council's accomplishments within the strategic priority areas of the current four-year Strategic Plan and budget. The multi-year plan and budget help to guide Regional Council through its term and create alignment with the overarching goals of *Vision 2051*, the Region's long-term outlook.

The move to a four-year cycle for planning and budgeting that coincides with the term of Council has helped tighten the links between financial direction and strategic priorities. Multi-year planning and budgeting enables the Region to direct financial resources toward key strategic priorities during each Council term. The current plan identifies strengthening the Region's economy, supporting community health and well-being, managing environmentally sustainable growth and providing responsive and efficient public service. This report describes many of the accomplishments to date and initiatives underway.

The multi-year framework supports a longer-term outlook for program and service planning by encouraging the Region to assess up-front the longer-term financial impacts of its decisions and investments, as well as how these align with *Vision 2051*.

As needs and conditions arise over time, the framework allows flexibility to make changes to reflect what is happening in the community every four years.

YORK REGION ONE OF TOP EMPLOYERS FOR DIVERSITY

York Region was selected as one of Canada's Best Diversity Employers as many initiatives and programs support diversity and inclusiveness. The award recognizes employers across Canada with noteworthy and unique workplace diversity and inclusiveness programs. Recipients are selected by Mediacorp Canada Inc., a publisher of employment-related periodicals.

The diversity award recognizes efforts to represent the unique and diverse communities we serve. Making communities more welcoming and inclusive is a key priority for Council. The Region's Immigration Settlement Strategy works to enhance the success of new Canadians and helps our nine cities and towns receive newcomers, promote social cohesion and encourage their full participation in all aspects of community life. Progress continues with new steps such as the Inclusion Charter for York Region currently in development.

Mediacorp also recognized the Region as a top-100 employer for young people.



NEW TOOLS HELP REDUCE UNPAID FINE BACKLOG

Court Services was able to use new tools to reduce a serious backlog in unpaid fines, increasing unpaid fine revenue by 21.9 per cent in 2017 over the previous year.

Ontario municipalities were owed almost \$1.5 billion in unpaid fines at the end of 2016. For York Region, the total was \$48 million. When offenders fail to pay their fines, taxpayers bear the costs. In 2016, Regional Council endorsed a new strategy to improve collections. Tools include:

- Adding unpaid fines to the property tax bill as long as the resident is the property's sole owner, with agreements with several local municipalities now in place
- Working with City of Toronto on an inter-municipal agreement for the same measure

As of May, new provincial legislation allows for denial of licence plate renewal for some unpaid fines. It applies to all vehicles owned solely by an individual offender and retroactive to 2010. The Region continues to advocate extending plate denial to company-owned vehicles, as courts struggle to collect fines from corporations.

UNITED WAY CAMPAIGN RAISES OVER \$700,000

The Regional Municipality of York and York Regional Police raised more than \$700,000 in their 2017 fundraising campaign for the United Way Greater Toronto Area, continuing the success of the largest employee campaign in the Region.

Over the past 24 years, Regional and police service employees have given more than \$5 million to communities through the United Way, which funds agencies that provide critical services to people throughout the Region. Contributions support many common goals shared by the Region and the United Way, including striving to improve the overall health and well-being of residents and communities, and working to ensure everyone has the opportunity to achieve success. The demand for United Way-funded services continues to grow.

The United Way 2017 campaign draws on the efforts of nearly 100 employee volunteers, and included a payroll donation program, spring and holiday-season markets showcasing local vendors and artisans, and numerous employee-driven fundraising challenges. Campaign theme #YRCARES celebrated the organizations' long-standing culture of caring and commitment to social responsibility.

United Way Greater Toronto Area is the largest non-governmental supporter of social services in York Region, and depends on support from organizations and community members to help ensure its success. It brings a wide range of partners together to find local, community-led solutions to three community priorities:

- Building strong communities
- Helping kids be all they can be
- Moving people from poverty to possibility

YORK REGION EMPLOYEES
REPRESENT THE UNIQUE AND
DIVERSE COMMUNITIES WE SERVE



REGION SEEKS NEW REVENUE POWERS TO HELP FUND GROWTH

In May, the Region asked the Province of Ontario to provide the same revenue-raising powers currently available to the City of Toronto. This is critical to help meet future growth needs and keep existing infrastructure in good condition. The Region's revenue-raising powers are limited to property taxes, development charges, user fees, fines and penalties, and investment income. These do not cover the full cost of growth or asset management in a financially sustainable way.

Development charges are included in the cost of new developments and used to fund infrastructure our residents and businesses will need. While an important source of funding, the Region's research shows these charges do not pay for the full cost of infrastructure needed for growth. A background study undertaken in preparation to update the Region's Development Charge Bylaw identified a need for more than \$6.5 billion of growth-related infrastructure spending by 2031. Of that, only about \$3.7 billion can be recovered under the 2017 bylaw. The study identified a further \$1.5 billion of growth-related infrastructure that cannot proceed without new revenue sources.

The shortfall exists despite the Region's efforts to achieve financial sustainability, including creating a Regional fiscal strategy to manage the capital plan, reduce reliance on debt and save for the future, and approving water and wastewater user rates to cover the full costs of providing those services by 2021.

Through the *City of Toronto Act*, 2006, Toronto can generate revenue through taxes on municipal land transfers, personal vehicle registrations, billboards, alcohol, tobacco and amusements. Additional revenue-raising abilities like those afforded to Toronto are essential for the Region.

The updated Development Charge Bylaw approved by Regional Council was supported by the background study and involved public meetings and a review period required by provincial statute. The bylaw included two noteworthy new provisions in support of purpose-built high density rental buildings and new hotels in the Region.

NEW PLANNING COMMITTEE PROVIDES LOCAL COMMUNITY INPUT

The Region created an 11-member Planning Advisory Committee that includes members of Regional Council and resident volunteers, who bring a wide and diverse range of perspectives on planning matters. It will provide input on Regional matters such as:

- Proposed new or revised plans
- Legislation and initiatives from Provincial ministries, federal departments and other agencies that affect planning issues within York Region
- Updates and amendments to the Regional Official Plan
- Other studies warranting additional consideration as referred by Regional Council or staff

The new committee allows the Region to incorporate feedback from the local community as it works to comply with new provincial planning requirements. Members will serve for a term of up to four years, to coincide with the term of Regional Council.

FLYING THE FLAG FOR CANADA 150

York Region commemorated Canada's 150th anniversary of Confederation by raising the Canada 150 flag at many Regional buildings.

Other efforts included:

- Partnership at ClearWater Farm in Georgina planting trees for the Prince's Lane Canada 150 project, with the Region contributing to the planting of 150 maple trees
- Two heritage exhibits at the York Region Administrative Centre
 - *Built to Last: Heritage Properties from York County through to York Region*
 - *Shaping Canada: York County's Influence on a Nation*



2014

2015

2016



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Award for
Outstanding
Achievement in
Popular Annual
Financial Reporting

Presented to

The Regional Municipality of York
Ontario

Jeffrey S. Casan
Executive Director / CEO

THE REGIONAL MUNICIPALITY OF YORK | AWARDS AND HIGHLIGHTS



HEALTHY COMMUNITIES

Accreditation from the Commission on Accreditation of Rehabilitation Facilities for commitment in providing long-term care and seniors' community programs to continually improving services, encouraging feedback and serving the community. Achieved three-year accreditations (maximum term).

Baby-Friendly Designation received from the Breastfeeding Committee for Canada for ensuring York Region families have information needed to make informed decisions about how best to feed their infants and young children.



SUSTAINABLE ENVIRONMENT

Induction into the Leading Utilities of the World Global Water Intel and recipient of the Golden Tap Award. The Regional Municipality of York is the first municipality in Canada to be inducted into this growing network of the world's most forward-thinking water and wastewater utilities.

Projects of the Year and Technical Innovation by the Ontario Public Works Association (OPWA) for the following:

Queensville Holland Landing Sharon wastewater servicing project, 2nd Concession project, Keswick Water Treatment Plant Upgrades and the East Vaughan Pumping Station Re-chlorination Facility and Watermain Project. The OPWA program recognizes outstanding individuals, groups and organizations representing the best public works profession.

The John Niedra Better Practices Award, Innovative Service Delivery Maintenance Category for Snow Plow Signal Pre-emption project and the John Niedra Better Practices Award, Good Management Practices for SPAR and SPAR Lite. Both awards received from Ontario Goods Roads Association (OGRA).

LEED Platinum certification and Petal Certification for the Bill Fisch Forest Stewardship and Education Centre. These are the highest designations by the Canada Green Building Council and Living Building Challenge, respectively. The Living Building Challenge is a green building certification program and sustainable design framework that visualizes the ideal for the built environment. This global-sustainability standard puts York Region with one of only 21 buildings worldwide having met this criterion, and the first in Ontario.



GOOD GOVERNMENT

Top Employer Award from Mediacorp Canada. Recognized for effective, progressive and inclusive employee initiatives and community involvement, specifically: Top Diversity Employer and Top Employer for Young People.

Excellence in Municipal Systems Award – Self Serve Data Depot by the Municipal Information Systems; recognized for the York Info Partnerships and Open Data Program.

Corporate Communications Department of the Year and four Awards of Excellence and six Awards of Merit by the International Association of Business Communicators; recognized for communications excellence throughout the Greater Toronto Area.

Distinguished Budget Award from the Government Finance Officers Association (GFOA) for the 12th consecutive year in preparing high quality budget documents that meet best practices set out by the GFOA.

Canadian Award for Financial Report (CAnFR) and the Popular Annual Financial Reporting Award (PAFR) from the Government Finance Officers Association (GFOA) for preparing high quality financial reporting documents that promote accessibility and understandability of financial information.

High credit ratings from two international rating agencies. Moody's Investors Service assigned its top Triple A rating – Aaa – for 17th consecutive year. Standard & Poor's Financial Services LLC reaffirmed York Region's "AA+" credit rating.

This list represents a sampling of awards and distinctions. A full list is available on york.ca/ycrcouncil

2015 TO 2019 STRATEGIC PLAN - FROM VISION TO RESULTS

KEY REGIONAL PERFORMANCE MEASURES

YEAR 3 (2017) PROGRESS

43 OF **48** = **90%** of Key Regional Performance Measures are trending in the desired direction

3 of 48 measures are not trending in the desired direction
2 of 48 measures are waiting for current data



ECONOMIC VITALITY TREND

Increase percentage of business engagements resulting in business retention, expansion and attraction	
Increase percentage of business engagements with targeted business sectors	
Increase percentage of businesses in services-producing sector	
Increase number of road lane kilometres new and rehabilitated	
Increase number of rapidway lane kilometres	
Decrease average time on social assistance	
Increase percentage of employment land within 1 kilometre of 400-series highways	
Increase percentage of employment land within 500 metres of a transit stop	

LEGEND

- Trending in the desired direction
- Annual variation not in the desired direction
- Not trending in the desired direction for > 2 years
- Waiting for current data



HEALTHY COMMUNITIES TREND

Increase number of subsidized households	
Increase percentage of total housing stock medium/high density residential housing	
Increase number of households that receive housing assistance	
Increase number of shelter beds	
Increase number of vaccines administered	
Maintain percentage of samples that meet Ontario drinking water standard	
Increase number of bike lane and paved shoulder kilometres	
Maintain or grow number of individual and collective actions of the Human Services Planning Board	
Maintain per capita investment of the Community Investment Fund	
Decrease number of long term care residents transported to hospital	
Reduction in mental health crisis calls to 911	



SUSTAINABLE ENVIRONMENT TREND

Increase number of road lane kilometres new and rehabilitated	●
Increase number of traffic signals reviewed and optimized annually	●
Increase number of rapidway lane kilometres	●
Maintain percentage of treated water returned to environment within regulated standards	●
Reduce quantity of inflow and infiltration in Regional and local wastewater systems	●
Measure percentage of capital budget spent on renewal/asset management	●
Increase percentage of solid waste diverted from landfill	●
Decrease average residential water demand	●
Increase percentage of new development located in Regional Centres and Corridors	●
Increase percentage of new non-residential development located in Regional Centres and Corridors	●
Maintain percentage of York Region land subject to environmental protection policies	●
Increase transit ridership per capita	●
Increase number of trees and shrubs planted annually through the Regional Greening Strategy programs	●
Increase number of hectares of environmental lands secured through the Regional Greening Strategy programs	●



GOOD GOVERNMENT TREND

Increase number of staff using the Customer Relationship Management technology system	●
Increase number of services available online	●
Increase number of data sets available online	●
Increase number of social media followers	●
Increase percentage of business continuity plans tested annually	●
Increase reserve to debt ratio	●
Maintain high credit rating	●
Increase percentage of invoices paid within 30 days	●
Increase contribution to asset replacement and rehabilitation as percentage of replacement value	●
Increased percentage of assets with real condition assessment data	●
Maintain criteria to achieve top employer recognition(s)	●
Increase number of corporate-wide call types handled by Access York	●
Increase number of visits to Regional websites	●
Increase percentage of Formal Freedom of Information Requests handled within 30 days	●
Measure leadership and management skills gap index	▲



Bill Hughes
Commissioner of Finance
and Regional Treasurer

MESSAGE FROM THE COMMISSIONER OF FINANCE AND REGIONAL TREASURER

To the members of York Regional Council, residents and ratepayers of The Regional Municipality of York:

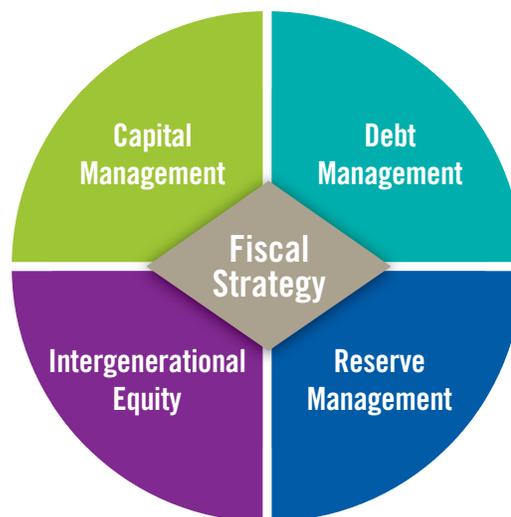
I am pleased to present this report on York Region's financial performance for the year ended December 31, 2017.

It discusses our financial results for the year and includes highlights of our consolidated financial statements contained in the 2017 Community Report that can be found at york.ca/annualreports.

The consolidated financial statements have been prepared in compliance with legislation and on a basis consistent with Canadian public sector accounting standards. York Region's external auditors, KPMG, have expressed their unqualified opinion that the financial statements fairly present the financial position of York Region as of December 31, 2017.

THE REGIONAL FISCAL STRATEGY

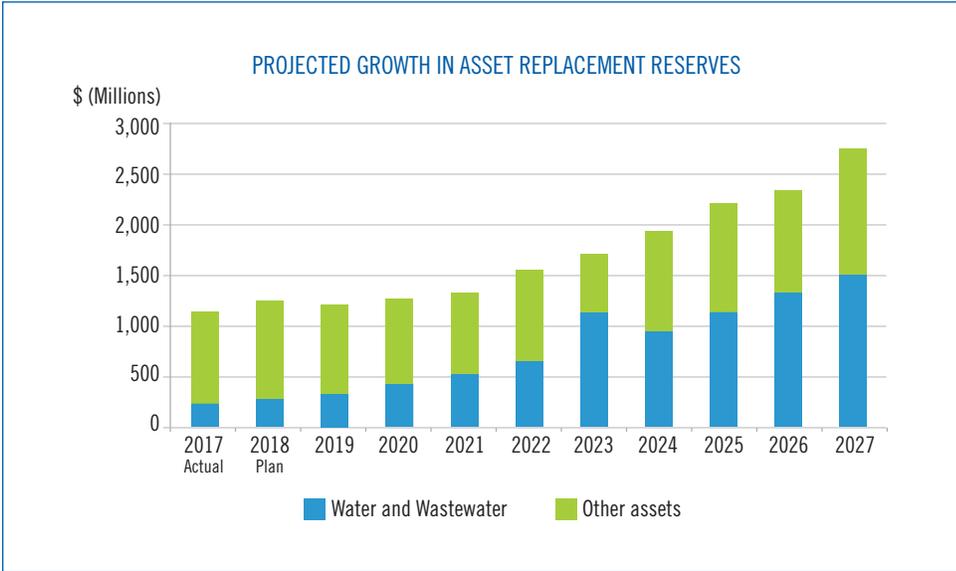
The Regional fiscal strategy, which was adopted in 2014 and is updated annually, was a key element underlying the Region's financial activities in 2017. It aims to integrate and link four distinct but related strands of activity to help ensure financial sustainability and intergenerational equity: managing the capital plan, saving for the future by building reserves, reducing reliance on debt, and focusing on intergenerational equity.



The need to invest in capital to provide infrastructure to serve future population and employment growth is a major driver of the fiscal strategy. Investments in capital are mainly funded through development charge collections. In some instances, development charge collections may be slower than anticipated, which could result in higher debt and interest costs and less fiscal flexibility. In order to mitigate against these risks, the Region employs rigorous capital planning processes. Capital planning must also take into account the need to renew and ultimately replace capital assets. In the past, debt was required for some renewal and replacement projects, but the Regional fiscal strategy has eliminated this need by improving planning, increasing the use of reserves and enhancing reserve contributions.

The Regional fiscal strategy is also ensuring adequate reserves are available for building new assets, as well as renewing and replacing them. For 2017, the contribution increased by 2.0 per cent of the previous year's tax levy. In addition, for water and wastewater assets, Regional Council has approved increases in user rates that are expected to cover the entire cost of providing services starting in 2021. This includes building adequate reserves for water and wastewater asset renewal.

The graph below, reflecting 2017 results and the 2018 budget, shows how asset replacement reserves are expected to grow as a result of the fiscal strategy.



RESULTS FOR 2017

In 2017, York Region recorded a surplus of \$498.2 million on the full accrual basis of accounting. This was essentially in line with the expected surplus of \$495.9 million. It was slightly lower than the \$509.1 million reported in 2016.

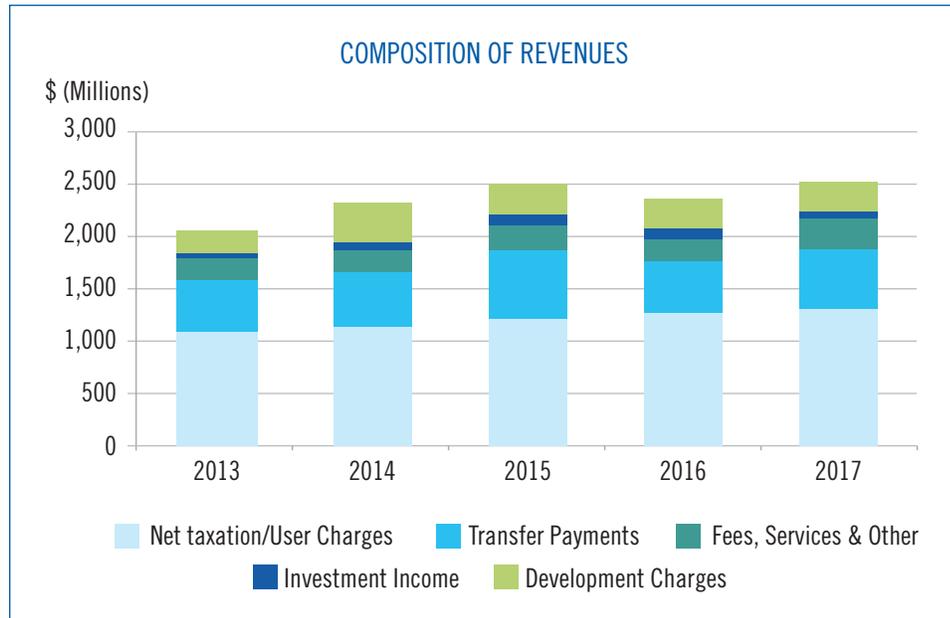
Building and caring for assets while maintaining fiscal health is a top priority for the Region. During 2017, the Region's tangible capital asset portfolio increased by \$658.0 million through additions and contributions to reserves. Roughly 91 per cent was for new assets to meet growth needs and 9 per cent was to rehabilitate and replace existing assets. More than 80 per cent of all spending on tangible capital assets supported road, transit and water and wastewater services.

Net cash from new borrowings less debt that was repaid amounted to \$42.8 million. This was down by \$107.4 million from the \$150.2 million of the previous year, and well below the annual average of \$114.6 million over the past five years. Total outstanding debt reached \$3.6 billion in 2017, with the Region's own debt, net of offsetting assets, reaching \$2.9 billion. This is expected to be its peak level over the Region's long-term planning horizon. These results reflect the Regional Fiscal Strategy, which is improving the Region's financial sustainability by reducing its reliance on debt.

Between 2016 and 2017, revenues and expenses grew by \$166.6 million and \$177.5 million respectively. The increase in revenue was mainly due to year-over-year increases in most sources of revenue, while the increase in expenses was primarily due to a rise in social housing program expenses, reflecting an accounting change due to the consolidation of Housing York Incorporated.

In \$000's	2013	2014	2015	2016	2017
Revenue	2,057,793	2,316,721	2,482,887	2,354,360	2,520,995
Expenses	1,765,803	1,999,677	1,768,505	1,845,283	2,022,804
Annual Surplus	291,990	317,044	714,382	509,077	498,191

REVENUES



Revenue for 2017 was \$2,521.0 million, an increase of 7.1 per cent from \$2,354.4 million a year earlier. This was mainly the result of year-over-year increases in most sources of revenue.

Net taxation and user charges for water and wastewater services are a significant source of revenue for the Region. Together, these two components of revenue rose by \$43.7 million in total in 2017 to reach \$1,321.6 million. Taxation revenues rose by \$45.2 million, in line with the approved tax levy increase of 2.87 per cent and assessment growth of 1.76 per cent. This was offset by a slight year-over-year decrease in user charges as a result of low water demand.

Transfer payments rose by \$61.3 million from 2016 to 2017. Provincial grants totaled \$489.2 million in 2017, rising in all areas except public health. The largest increases were in support for child care, housing and policing. Federal funding went from \$38.3 million to \$61.4 million, mainly because of an increase of \$23.0 million in gas tax transfer payments.¹

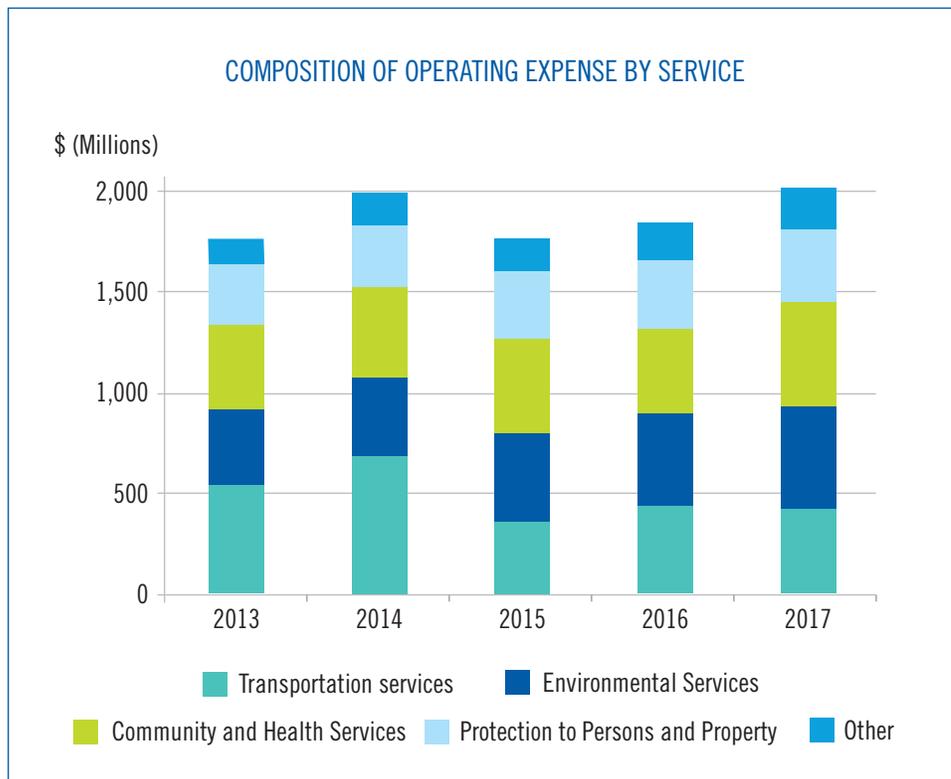
Drawdowns from development charge reserves pay for growth-related capital projects and vary from year to year because the investments they fund also vary from year to year. In the past two years they have been relatively stable, at 12.0 per cent in 2016 and 11.3 per cent in the year just ended, mainly because funding needs tapered off as several major growth-related capital projects were completed.

Other revenue increased by \$46.8 million year over year, representing amounts collected from local municipalities for capital projects carried out on their behalf.

For a detailed look at the Region's sources of revenue for 2017, please see the graph on page 34.

¹ Gas tax reserve draws are reflected as transfer payment revenue in Note 15 of the 2017 Consolidated Financial Statements.

EXPENSES



Expenses in 2017 rose by \$177.5 million, or 9.3 per cent, from 2016 to reach \$2,022.8 million.

Spending by Transportation services fell by \$18.5 million from 2016 to 2017, mainly due to a decrease in the expense related to flow-through funding from Metrolinx.

An increase of \$99.2 million in Community and Health Services was largely the result of a \$61.4 million year-over-year reported rise in the social housing program. This reflected the accounting adjustment for consolidating Housing York Incorporated. Most of the remaining increase for Community and Health Services reflected higher spending funded by the increase in transfer payments from the provincial and federal governments.

Spending on Protection to Persons and Property was up \$21.5 million year over year. The major reason was the inclusion of Court Services and grants to conservation authorities, which were previously reported as Other expense. In addition, hiring by York Regional Police increased in 2017 in anticipation of staff retirements.

Other expenses increased by \$18.6 million, owing mainly to higher employment-related benefits. For a detailed look at the Region's operating expenses for 2017, please see the graph on page 34.

OUTLOOK

Since its formation in 1971, population and economic growth in York Region has largely determined its fiscal picture. This process has not been uniform, but instead has seen periods of higher and lower growth. In line with that history, the rate of population increase is currently slower than in the recent past and this trend may continue over the near term. This slower population growth is one factor in the current cycle of lower-than-expected development charge collections, in addition to changes in market conditions and employment densities.

While the Region works to manage this current situation, in the longer term it must address growth targets set by the provincial Growth Plan for the Greater Golden Horseshoe. The possibility that the amount and timing of actual growth may differ from the provincial forecast is a risk factor for the Region and adds a layer of complexity to long-term fiscal planning. York Region is managing these risks through the Regional fiscal strategy, especially by putting in place a more rigorous capital planning framework, and strengthening its debt management plan.

Growth and urbanization have impacts on the spending side that must be properly managed. Without effective transit, for example, increasing urbanization will inevitably create more traffic congestion. The Region itself does not have the resources to build the comprehensive rapid transit system needed to support the higher population density foreseen in the provincial Growth Plan, especially in the current period of underperformance in development charge collections. This makes provincial and federal support for rapid transit essential. Such assistance is essential to address the Region's pressing need for capital investments.

As the Region grapples with the need to fund growth-related infrastructure, manage its large existing asset base and provide quality services, it is clear that current revenue sources are inadequate for achieving long-term financial sustainability. The property tax increases and additional debt needed to meet these costs over the foreseeable future are not likely to be acceptable. Implementing revenue measures similar to those that already exist in Toronto, which would require a change in provincial legislation, could generate significant revenues to fill the fiscal gap and help put the Region on a path to long-term sustainability.

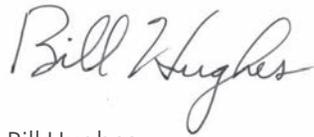
In addition to the above, there are other risks that may impact Regional performance and operations that are discussed in the 2017 Community Report. Through its strategic framework for financial management, including the Regional fiscal strategy and other financial plans and policies, the Region continues to mitigate and manage these risks.

CONCLUSION

The financial indicators and trends show that York Region is making progress on its goals of serving growth, saving for future needs and achieving financial sustainability. Work remains to be done at both the provincial and Regional levels to ensure the Region has access to new revenue options in order to meet the ongoing needs of growth and renewal and maintenance of existing assets.

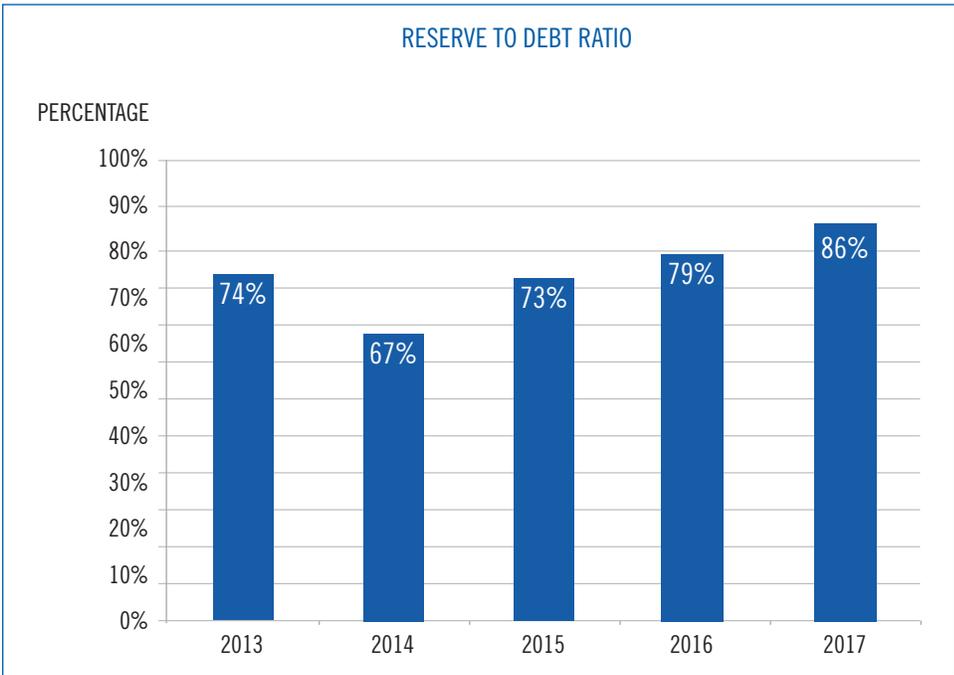
Our progress to date has depended on the knowledge and expertise of a very large number of people at the Region and elsewhere, as well as their strong commitment to working together on solutions. As we finalize my last report before retiring, I must note what a pleasure and a privilege it has been to serve York Region. Together, we have made huge strides toward the important goals of a financially sustainable Region and strong stewardship of assets. They give me great confidence that the Region will continue its progress under my successor.

Sincerely,

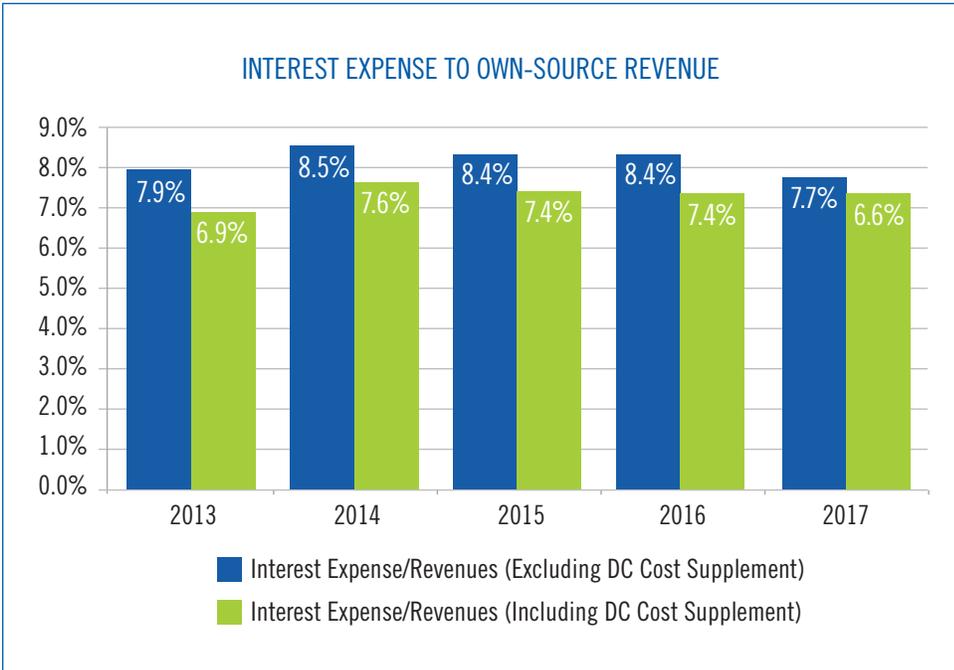
A handwritten signature in black ink that reads "Bill Hughes". The signature is written in a cursive, flowing style.

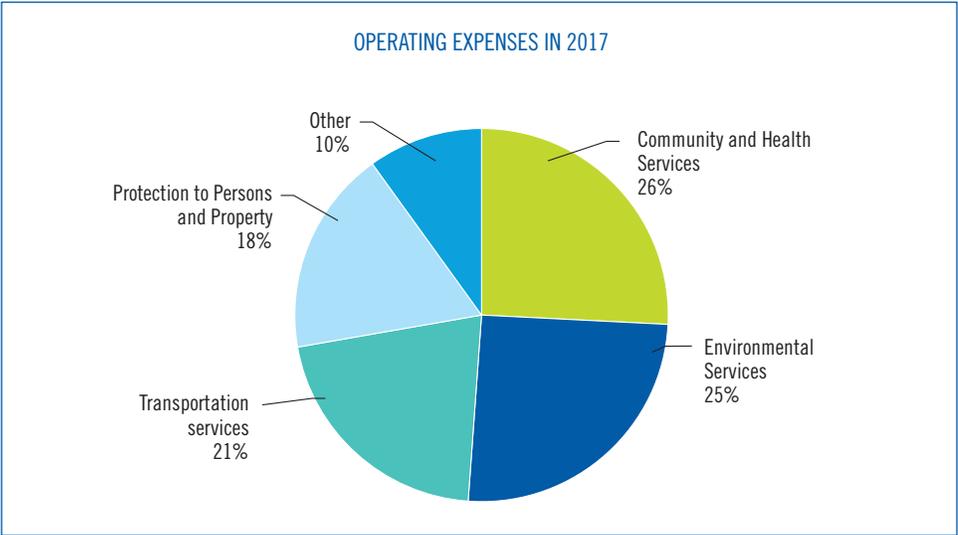
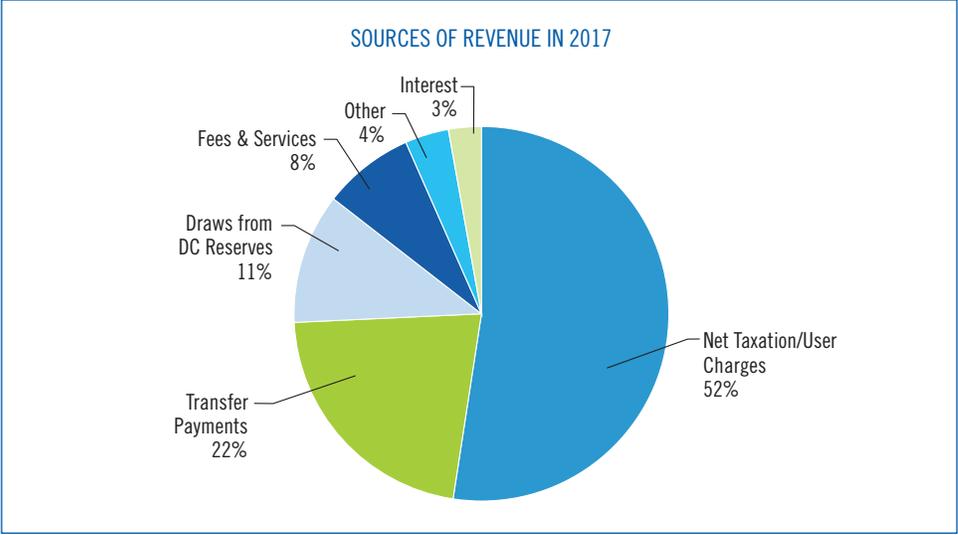
Bill Hughes
Commissioner of Finance & Regional Treasurer

INDICATORS OF FINANCIAL POSITION



Note: The reserves figure includes development charges and gas tax funding. It excludes the sinking fund reserve balance. The debt figure represents Region-only debt, excluding local municipality debt and housing-related debt and net of sinking fund assets.





TOP 10 CORPORATE RATE PAYERS IN YORK REGION*

Rank	Business Name	Rank	Business Name
1	Ivanhoe Cambridge II Inc.	6	Canada's Wonderland Company
2	CPPIB Upper Canada Mall Inc.	7	IBM Canada Limited
3	Ontrea Inc. (Markville Mall)	8	Canadian National Railway Co.
4	Montez Hillcrest Inc.	9	ACC Parkway Nominee Inc.
5	Ontrea Inc. (Promenade Mall)	10	IBM Canada Limited

*property-based

CREDIT RATINGS

York Region maintained its strong credit ratings of AA+ from S&P Global Ratings and Aaa, the highest rating available, from Moody's Investors Service in 2016. The Region's results for the year show that it is on the path toward achieving the highest rating from both agencies, as it works to moderate and ultimately reverse the trend in debt.

FINANCIAL STATEMENTS

THE REGIONAL MUNICIPALITY OF YORK

Consolidated Statement of Financial Position¹

As at December 31, 2017

	2017 \$	2016 \$
ASSETS		
Financial Assets²		
Cash and cash equivalents	584,959,230	655,267,351
Accounts receivable	302,932,786	241,548,015
Investments	2,809,142,444	2,572,851,809
Debt amounts recoverable from Area municipalities	150,717,094	184,140,047
Total	3,847,751,554	3,653,807,222
LIABILITIES³		
Accounts payable and accrued liabilities	766,551,251	722,102,674
Employee benefit obligations	201,538,476	180,271,324
Deferred revenue	87,130,056	182,159,653
Deferred revenue-obligatory reserve funds	432,524,557	343,595,086
Gross long-term liabilities	3,610,101,326	3,567,262,114
Total	5,097,845,666	4,995,390,851
Net Debt⁴	(1,250,094,112)	(1,341,583,629)
Non-Financial Assets⁵		
Tangible capital assets	7,933,241,565	7,527,109,186
Inventory	5,099,652	4,993,349
Prepaid expenses	11,362,213	10,899,088
Accumulated Surplus⁶	6,699,609,318	6,201,417,994

¹ The consolidated statement of financial position shows the Region's financial position, which includes the assets, liabilities, and accumulated surplus, at a specific point in time. It provides information on what the municipality owns and owes to creditors.

² Financial assets: assets easily accessible in the form of cash, cash deposits, checks, loans, accounts receivable and marketable securities.

³ Liabilities: amounts owed to creditors.

⁴ Net debt: the sum of all debt minus the financial assets available to repay the debt.

⁵ Non-financial assets: assets that are owned and will be utilized for future services, including tangible capital assets, inventory and prepaid expenses. Non-financial assets are not easily convertible to cash.

⁶ Accumulated surplus: this is an indicator of the Region's overall financial health.

It is the difference between the assets (financial and non-financial assets) as compared to the liabilities.

THE REGIONAL MUNICIPALITY OF YORK

Consolidated Statement of Operations and Accumulated Surplus¹

For the year ended December 31, 2017

	Budget	2017	2016
	\$	\$	\$
REVENUES			
Net taxation	1,046,167,755	1,042,649,817	997,439,330
User charges	307,693,278	278,893,236	280,429,617
Transfer payments	577,293,403	550,678,180	489,374,822
Development charges	348,520,676	283,713,949	283,350,272
Fees and services	167,116,068	198,528,964	169,046,677
Investment income	63,869,604	71,288,620	87,903,802
Other	112,952,212	95,242,118	46,815,647
Total Revenues	2,623,612,996	2,520,994,884	2,354,360,167
EXPENSES			
General government	203,826,952	186,487,358	173,142,398
Protection to persons and property	356,804,034	360,160,874	338,689,482
Transportation services	547,025,370	426,928,151	445,386,414
Environmental services	456,994,159	512,689,529	456,153,002
Health and emergency services	187,778,817	153,294,902	134,538,640
Community services	250,791,008	277,556,364	258,452,173
Social housing	110,899,993	91,017,269	29,629,613
Planning and economic development	13,605,460	14,669,113	9,291,423
Total Expenses	2,127,725,793	2,022,803,560	1,845,283,145
Annual Surplus²	495,887,203	498,191,324	509,077,022
Accumulated Surplus, Beginning of Year	6,201,417,994	6,201,417,994	5,692,340,972
Accumulated Surplus, End of Year	6,697,305,197	6,699,609,318	6,201,417,994

¹ The consolidated statement of operations and accumulated surplus shows the sources of revenues and expenses, the annual surplus or deficit, and the change in the accumulated surplus over a period of time.

² Annual surplus: the difference between revenues and expenses; the "income" earned over a period of time.

HOW TO CONTACT US

For information on York Region services and programs,
please call: Access York: 1-877-464-9675

Accessible formats or communication supports
are available upon request.

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