

THE REGIONAL MUNICIPALITY OF YORK

REPORT NO. 2
OF THE REGIONAL CHIEF ADMINISTRATIVE OFFICER AND THE
COMMISSIONER OF FINANCE

For Consideration by
The Council of The Regional Municipality of York
on February 17, 2005

1
2005 REGIONAL BUSINESS PLAN & BUDGET

(Report No. 2 of the Chief Administrative Officer and the Commissioner of Finance was adopted, by Regional Council at its meeting on February 17, 2005, amended to read as follows:

- 1. The 2005 Regional Tax Supported Operating Business Plan and Budget, with total gross expenditures of \$969,052,000 and property tax funded expenditures of \$568,117,000 be approved, with the following funding sources:**

Tax Levy:		
- Regional operating programs	\$247,036,000	
- Contribution to regional capital programs	38,268,000	
- Police Services	150,673,000	
- Other Special Purpose Bodies	<u>132,140,000</u>	
Total Tax Levy		\$568,117,000
Subsidies, Grants, Reserve Funds,		218,689,000
Other Revenues		
Water/Waste Water Rate		<u>182,246,000</u>
Total Tax Levy Supported Budget		<u>\$969,052,000</u>

- 2. The 2005 Regional Capital Business Plan & Budget, with total gross expenditures of \$577,220,000 be approved, with the following funding sources:**

Development Charges	89,717,000
Capital Reserve Funds	39,537,000
Subsidy / Grants	45,791,000
Debt Financing	280,118,000
Contribution from tax levy	41,856,000
Contribution from water / sewer rate	40,515,000
Other Revenues / Recoveries	<u>39,686,000</u>
Total Capital Budget	<u>\$577,220,000</u>

- 3. The proposed issuance of new debt financing up to the amount of \$280,118,000 as detailed in Attachment 3, be approved.**
- 4. The 2005 proposed Regional Staff Complement of 2,167.5 be approved.**
- 5. The 2005 Business Plans and service level for departments be approved.**
- 6. The 2006 and 2007 Budget Forecast be received.**
- 7. The Treasurer be authorized to submit the 2005 Regional Business Plan & Budget to the Government Finance Officers Association's (GFOA) Distinguished Budget Award Program.**
- 8. The proposed EMS ambulance and associated paramedics be reinstated with a budget impact of \$648,000, or 0.13%, so that the Region's total budget increase for 2005 would be 5.32%.**
- 9. All GTA Pooling costs referred to in the budget be collected, but payment be capped at a 3% increase from 2004, and the difference in costs and payment be referred to the Finance and Administration Committee for consideration on how the difference can be applied to the Program Reductions referred to in the presentation from the Chief Administrative Officer and the Commissioner of Finance.**

1. RECOMMENDATIONS

It is recommended that:

- 1. The 2005 Regional Tax Supported Operating Business Plan and Budget, with total gross expenditures of \$957,839,000 and property tax funded expenditures of**

\$567,471,000, as submitted in Attachment 1, be approved, with the following funding sources:

Tax Levy:	
- Regional operating programs	\$246,520,000
- Contribution to regional capital programs	38,138,000
- Police Services	150,673,000
- Other Special Purpose Bodies	<u>132,140,000</u>
Total Tax Levy	\$567,471,000
Subsidies, Grants, Reserve Funds, Other Revenues	208,122,000
Water/Waste Water Rate	<u>182,246,000</u>
Total Tax Levy Supported Budget	<u>\$957,839,000</u>

2. The 2005 Regional Capital Business Plan & Budget, with total gross expenditures of \$577,067,000 as submitted in Attachment 2, be approved, with the following funding sources:

Development Charges	89,694,000
Capital Reserve Funds	39,537,000
Subsidy / Grants	45,791,000
Debt Financing	280,118,000
Contribution from tax levy	41,726,000
Contribution from water / sewer rate	40,515,000
Other Revenues / Recoveries	<u>39,686,000</u>
Total Capital Budget	<u>\$577,067,000</u>

3. The proposed issuance of new debt financing up to the amount of \$280,118,000 as detailed in Attachment 3, be approved.
4. The 2005 proposed Regional Staff Complement of 2,159.8 as listed in Attachment 4, be approved.
5. The 2005 Business Plans and service level for departments be approved.
6. The 2006 and 2007 Budget Forecast be received.
7. The Treasurer be authorized to submit the 2005 Regional Business Plan & Budget to the Government Finance Officers Association's (GFOA) Distinguished Budget Award Program.

2. PURPOSE

The purpose of this report is to provide a summary of the 2005 Regional Business Plan & Budget review process, and to present the 2005 Regional Business Plan & Budget for consideration and approval by Regional Council.

3. BACKGROUND

As part of the 2005 Business Plan and Budget process, submissions and presentations were made to Standing Committees and Regional Council. Major milestones in the budget process were as follows:

- Capital budget tabled at Regional Council on October 21, 2004;
- Water and Waste Water Rate Budget tabled at Regional Council on November 18, 2004;
- Draft Operating Budget tabled at Regional Council on December 16, 2004;
- Standing Committee Review of operating, capital and rate budgets – October 2004 through January 2005;
- Water and Waste Water Rate budget approved on January 20, 2005;
- Council Workshop on January 27, 2005; and
- Consolidated budget presentation to Finance and Administration Committee on February 3, 2005.

4. ANALYSIS AND OPTIONS

4.1 Draft 2005 Operating Business Plan & Budget

The Draft 2005 Operating Business Plan & Budget was presented to Regional Council on December 16, 2004. The 2005 Business Plan & Budget summary presented to Council in December outlined the resource requirements for the directly controlled regional departments and funding requirements for special purpose bodies, including an estimate for Police Services.

The consolidated draft 2005 Operating Business Plan & Budget proposed a net tax levy increase of 8.9%, after adjusting for projected assessment growth of 4.7%. The proposed increase included additional resources required primarily for Police, Transit, Solid Waste, Roads, Emergency Medical Services, Public Health, and support services, as well as increased investments in the Roads capital program.

4.2 Committee Reviews

The detailed 2005 Capital Business Plans & 10 Year Forecast and the 2005 Operating Business Plans & Budget were forwarded to all Standing Committees for their review through November to January 2005. Further deliberation and review of operating and

capital budgets was referred by Standing Committees to the Council Workshop of January 27, 2005.

4.2.1 Reductions Presented to Council Workshop and Finance and Administration Committee

Subsequent to standing committee reviews, the consolidated 2005 Business Plan & Budget was reviewed and discussed at the Council Workshop on January 27, 2005 and at the Finance & Administration Committee on February 3, 2005. At these meetings, staff presented reduction options which are summarized in Table 1 below.

Table 1
Summary of Budget Reductions Tabled at Council Workshop and
Finance and Administration Committee

	Impact \$	Impact %
Tabled budget December 16	45.4	8.9
Reductions tabled at Council Workshop:		
Updates to Proposed Budget	-2.7	-0.6
Capital Project Reductions	-1.7	-0.3
Operating Growth & Enhancement Reductions	-9.5	-1.9
Total Tax Levy Required – Jan 27	31.5	6.1
Reductions Tabled at Finance and Administration Committee Feb. 3/05:		
Capital Project Reductions	-1.8	-0.3
Operating Growth & Enhancement Reductions	-1.7	-0.3
Total Tax Levy Required – February 3	28.0	5.4

On January 27, proposed reduction options were presented that would result in a tax levy increase of 6.1%, down from the 8.9% tabled at Regional Council on December 16, 2004. The proposed reduction included program reductions as well as adjustments for increased assessment growth, reduced MPAC fees and other revenues. At the Council Workshop, direction was provided to staff to develop further reductions for consideration by the Finance & Administration Committee at their meeting on February 3, 2005.

The further reductions that were identified and presented to Finance & Administration Committee on February 3, 2005 resulted in net tax levy increase of 5.4%, down from 6.1% presented on January 27.

4.2.2 Further Budget Reductions as of February 16, 2005

Following the Finance & Administration Committee meeting on February 3, 2005 further reductions were to be identified to reduce the tax levy increase to approximately 5.0% if possible. Reductions presented in Table 3 below achieve a tax levy increase of 5.2%.

Table 2
Summary of Further Budget Reductions Tabled at
Regional Council February 17, 2005

	Impact \$	Impact %
F&A Committee Feb 3	28.0	5.44
Operating budget reductions	0.8	0.16
Capital project reductions	0.4	0.08
Total Tax Levy – Feb 16	26.8	5.20

A complete list of all reductions to the draft budget submitted on December 16, 2004 is included in Attachment 5.

4.3 2005 Tax Levy Overview

The revised net tax levy budget for 2005 of \$567,471,000 represents a 5.2% increase after adjusting for 5.0% assessment growth. A 5.2% increase in tax levy would result in a tax increase of approximately \$83 per average York Region household. Key drivers of this tax increase are noted in Table 3 below.

Table 3
Regional Levy Impact

Key Budget Drivers	Regional Tax Increase	Average Increase per Household
Regional Programs:	%	\$
Transit	0.77	12
VIVA Rapid Transit	1.11	18
Solid Waste Management	0.15	2
Roads	0.31	5
Health & EMS Services	0.15	2
Community Services & Housing	0.10	2

Other Regional Programs	0.36	6
Police Services	1.22	20
GTA Pooling	0.71	11
MPAC	0.05	1
Conservation Authorities	0.01	0
ODSP	0.26	4
Total	5.2%	\$83

4.4 2005 Key Service Delivery Highlights

York Region's key service delivery highlights for major program areas are outlined below:

- Introduction of new VIVA Rapid Transit Service starting in September 2005 on Yonge St. & Highway 7 routes;
- Transit ridership for 2005 is expected to reach over 14 million representing an increase of over 12%;
- Introduction of additional transit routes and route extensions of routes in existing development corridors for a total of 668,314 conventional service hours, an increase of 52,549 or 8.5%;
- Implement initiatives to encourage increased use of accessible conventional transit;
- Provide increased specialized transit service, with passenger trips anticipated to increased by 15% to 305,000;
- Provide maintenance service for 3,381 lane kilometres of roads and 694 signals, including 120 new lane kilometres and 25 new signals;
- Treat and distribute 123,225 megalitres of water to local municipal systems, an increase of 5,254 or 4.5%;
- Collect and treat 121,194 megalitres of wastewater from local municipal systems, a volume increase of 5,687 or 5%;
- Manage 313,034 tonnes of total solid waste for diversion and disposal, representing an increase of 23,077 tonnes or 8%;
- Commission the Region's new three stream waste diversion processing facility located in East Gwillimbury;
- Implement Phase I source separated organics in the Town of Markham;
- Enhance service delivery for mandatory health programs;
- Increase Long Term Care service levels for clinical, physiotherapy and rehabilitative services;
- Provide 84,680 LTC bed days;
- Provide over 232,000 EMS vehicle service hours in 2005;

- Provide an additional 236 childcare spaces representing an increase of 11.1% and provide Early Intervention Services to an additional 60 children;
- Provide social assistance to over 8,300 beneficiaries or 4,600 cases, a caseload increase of 225; and
- Deploy an additional 67 Police officers and 35 civilian support staff to improve police visibility, increase traffic enforcement, improve clearance rates and maintain targeted response times for emergency calls.

4.5 Assessment Growth

Subsequent to the 2005 Budget presentation to Council in December 2004, final information was received from the Municipal Property Assessment Corporation (MPAC) confirming York Region's assessment growth for 2004. This growth equates to regional revenues of approximately \$25.7 million or 5.0%, an increase from 2004 assessment growth of 3.8%.

4.6 GTA Pooling

York Region's share of the GTA Pooling costs are estimated to increase in 2005 to approximately \$86.7 million from the \$79.5 million amount budgeted in 2004, an additional budget pressure of \$7.2 million, representing a 9.1% increase, equal to 1.4% on the tax levy. The companion report on Advocacy Initiatives addresses this topic, among others.

4.7 Police Services

The 2005 Police Services Budget includes 67 additional sworn officers and 35 additional civilian support staff to continue implementation of their 5-year staffing plan, to improve police visibility, increase traffic enforcement and the number of patrol vehicles, improves clearance rates, and decrease response times for emergency calls. The Police Services Board supported F&A Committee recommendations to bring the proposed 2005 Police budget to a 9.0% net increase, resulting in reductions to reflect a net tax levy increase over 2004 of \$12.5 million.

4.8 Advocating for Legislative and Funding Changes

A series of recommendations have been compiled by staff to reflect discussions at the standing committees and Council Workshop. These recommendations summarize the need for advocacy to the Government of Ontario to:

- accelerate reforms to the Development Charges Act legislation;
- honour cost sharing commitments to address current funding shortfalls for EMS and Ontario Works Administration;
- Request that the Province conduct a review in consultation with affected municipalities to explore alternatives with a view to eliminating Social Housing and Social Assistance pooling in the GTA; and
- Request that Province further enhance funding for Transit services operating within the GTA.

A separate companion report addressing advocacy initiatives has been prepared and is included on the agenda for Regional Council on February 17, 2005.

5. FINANCIAL IMPLICATIONS

5.1 Budget Revisions

The gross operating budget includes the water and waste water budget which was approved by Council on January 20. The water and waste water budget is entirely funded through rates and does not affect the tax levy. The proposed tax levy requirement presented to Council on December 16, 2005 represented an 8.9% increase, after assessment growth equivalent to 4.7%. Following Committee directions, amendments to the proposed net tax levy result in an increase of 5.20%.

5.2 Regional Staff Complement

The proposed 2005 staff complement of 2,159.8 full time equivalents (FTE's) shown in Attachment 4 support the various Regional programs and services. In addition, 1,532.0 full time equivalents support the operations of York Regional Police.

5.3 Debt Financing

Debt financing of up to \$280,118,000 is projected for the 2005 Capital Program. Debt will be issued for terms up to 10 years. The forecast of debt requirements for specific capital projects are summarized in Attachment 3.

5.4 Preliminary Outlook for 2006

The preliminary analysis of 2006 Regional budget pressures, net of subsidies and other revenues, indicates increased net expenditures requirements of approximately \$41 - \$55 million. These pressures will be partially offset by anticipated assessment growth of 4.0%, resulting in a tax levy increase forecast to be in the range of 8.0% and 9.0%.

Future program funding decisions from senior levels of government may have further impacts on this preliminary forecast. Advocacy initiatives may address funding needs and mitigate future budget pressures. York Region will continue to review programs for efficiencies and cost reduction opportunities in an effort to minimize budget pressures in the outlook years.

6. LOCAL MUNICIPAL IMPACT

The Region provides essential services to the residents and businesses in York Region. The challenge to meet growing demands for increasing and improving service delivery is addressed throughout the goals and work objectives of the Region's business units. The review of resource needs and ongoing search for options to mitigate budget pressures are important elements in the budget process.

7. CONCLUSION

The proposed 2005 York Region net tax levy budget is \$567,471,000. This represents a 5.20% increase in the net regional tax levy after adjusting for assessment growth.

Respectfully submitted,

**February 17, 2005
Newmarket, Ontario**

**Michael Garrett
Chief Administrative Officer**

**Sandra Cartwright
Commissioner of Finance**

(Report No. 2 of the Chief Administrative Officer and the Commissioner of Finance was adopted, as amended, by Regional Council at its meeting held on February 17, 2005.)

2005 TAX LEVY SUMMARY



	2004 BUDGET		2005 BUDGET		CHANGE		% CHANGE
	GROSS	NET	GROSS	NET	GROSS	NET	
(\$ 000's)							
Transit Services							
York Regional Transit	60,649	33,360	69,341	39,970	8,692	6,610	19.81 %
Contribution to Capital	3,408	3,408	4,049	4,199	641	791	23.21 %
VIVA Rapid Transit	2,847	2,430	16,980	13,561	14,133	11,131	458.07 %
Sub Total	66,904	39,198	90,370	57,730	23,466	18,532	47.28 %
Transportation and Works (excl. Transit)							
Roads Transportation	21,446	18,015	24,970	21,313	3,524	3,298	18.31 %
Contribution to Capital	32,909	32,909	22,266	32,900	(10,643)	(9)	(0.03) %
Solid Waste Management	21,893	16,055	25,581	17,748	3,688	1,693	10.55 %
Water/Wastewater Services	113,310	0	141,731	0	28,421	0	n/a
Contribution to Capital	21,356	0	40,515	0	19,159	0	n/a
Sub Total	210,914	66,979	255,063	71,961	44,149	4,982	7.44 %
Health Services							
Emergency Medical Services	27,179	19,343	28,852	20,810	1,673	1,467	7.58 %
Contribution to Capital	1,065	1,065	512	595	(553)	(470)	(44.13) %
Long Term Care Services	24,737	7,544	25,879	7,988	1,142	444	5.89 %
Public Health	36,390	12,521	39,208	12,521	2,818	0	0.00 %
Contribution to Capital	0	0	0	0	0	0	n/a
Sub Total	89,371	40,473	94,451	41,914	5,080	1,441	3.56 %
Community Services and Housing							
Social Assistance (excl. ODSP)	54,221	17,954	58,700	19,579	4,479	1,625	9.05 %
Contribution to Capital	0	0	200	200	200	200	n/a
ODSP (see below)	0	0	0	0	0	0	n/a
Family and Children's Services	41,954	11,122	45,429	11,870	3,475	749	6.73 %
Housing Services	47,429	32,651	47,312	31,035	(117)	(1,616)	(4.95) %
ODA	236	236	236	236	0	0	0.00 %
Sub Total	143,840	61,963	151,877	62,921	8,037	958	1.55 %
Planning and Economic Development	5,634	4,233	5,769	4,550	135	317	7.49 %
Emergency Services	1,315	1,313	1,395	1,393	80	80	6.09 %
Administrative Support							
Office of the C.A.O.	3,006	2,763	3,096	2,853	90	90	3.27 %
Finance/IT	27,720	17,230	28,217	17,811	497	581	3.37 %
Corporate Services	22,404	21,119	23,928	23,048	1,524	1,929	9.14 %
Contribution to Capital	319	319	194	244	(125)	(75)	(23.51) %
Sub Total	53,449	41,431	55,436	43,957	1,987	2,526	6.10 %
Chair & Council	1,587	1,579	1,640	1,632	53	53	3.38 %
Financial/Administrative Items	1,426	614	3,031	1,371	1,605	757	123.32 %
Recovery from T&W (User Rate)	0	(2,643)	0	(2,772)	0	(129)	4.88 %
TOTAL REGIONAL OPERATING PROGRAMS	574,440	255,140	659,032	284,658	84,592	29,518	11.57 %
Court Services							
Contribution to Capital	5,714	1,563	6,602	1,555	888	(8)	(0.49) %
Sub Total	5,714	1,563	6,952	1,555	1,238	(8)	(0.49) %
Boards & Authorities							
Conservation Authorities	3,145	3,145	3,178	3,178	33	33	1.05 %
GO Transit	4,534	2,700	4,534	2,700	0	0	0.00 %
Hospital Capital Funding	7,312	7,312	7,312	7,312	0	0	0.00 %
Property Assessment (MPAC)	11,086	11,086	11,683	11,683	597	597	5.39 %
Sub Total	26,077	24,243	26,707	24,873	630	630	2.60 %
GTA Pooling	79,500	79,500	86,695	86,695	7,195	7,195	9.05 %
ODSP	16,327	16,327	19,017	19,017	2,690	2,690	16.48 %
Police Services							
Contribution to Capital	141,562	134,418	155,341	146,578	13,779	12,160	9.05 %
Sub Total	145,320	138,176	159,436	150,673	14,116	12,497	9.04 %
TOTAL OPERATING BUDGET	847,378	514,949	957,839	567,471	110,461	52,523	10.20 %
Less Assessment Growth			(25,747)	(25,747)	(25,747)	(25,747)	(5.00) %
TOTAL AFTER ASSESSMENT GROWTH			932,092	541,724	84,714	26,776	5.20 %

Subject to final adjustment

2005 Business Plan and Budget Capital Expenditures



(\$ 000's)	2004 APPROVED		2005 REQUESTED		CHANGE		% CHANGE
	GROSS	RESERVE (TAX LEVY)	GROSS	RESERVE (TAX LEVY)	GROSS	RESERVE (TAX LEVY)	RESERVE (TAX LEVY)
Transit							
York Regional Transit	27,194	3,408	21,953	4,199	(5,241)	791	23.2
Rapid Transit	133,398	0	69,153	0	(64,245)	0	n/a
Sub Total	160,592	3,408	91,106	4,199	(69,486)	791	23.2
Transportation and Works (excl. Transit)							
Roads Transportation	156,270	32,909	133,576	32,900	(22,694)	(9)	0.0
Solid Waste Management	39,635	0	2,200	0	(37,435)	0	n/a
Water Services	276,798	0	158,075	0	(118,723)	0	n/a
Wastewater Services	179,414	0	161,235	0	(18,179)	0	n/a
Sub Total	652,117	32,909	455,086	32,900	(197,031)	(9)	0.0
Health Services							
Emergency Medical Services	10,147	1,065	3,410	88	(6,737)	(977)	(91.7)
Long Term Care Services	5,840	0	100	0	(5,740)	0	n/a
Sub Total	15,987	1,065	3,510	88	(12,477)	(977)	(91.7)
Community Services and Housing							
Housing and Residential Services	10,302	0	6,208	0	(4,094)	0	n/a
Family and Children's Services	497	0	599	0	102	0	n/a
Sub Total	497	0	6,807	0	(3,992)	0	n/a
Corporate Services							
Property Services	25,559	319	12,041	244	(13,518)	(75)	(23.5)
Sub Total	25,559	319	12,041	244	(13,518)	(75)	(23.5)
Miscellaneous Capital (Facilities)							
Information Technology	0	0	550	0	550	0	n/a
Social Assistance	0	0	200	200	200	200	n/a
Court Services	0	0	350	0	350	0	n/a
Sub Total	0	0	1,100	200	1,100	200	n/a
TOTAL REGIONAL CAPITAL PROGRAMS	854,752	37,701	569,650	37,531	(295,404)	(70)	(0.2)
Police Services	17,460	3,758	7,417	4,095	(10,043)	337	9.0
TOTAL CAPITAL BUDGET	872,212	41,459	577,067	41,726	(305,447)	267	0.6

2005 Business Plan and Budget New Debt Financing Requirements			
(\$ 000's)		New Debt Financing	
Wastewater			
73720	YDSS Duffin Creek WPCP Expansion	2,998	
74020	YDSS 16th Ave Trunk (9th to Stone Mason)	2,629	
74030	YDSS 16th Ave Trunk (Stone Mason to Woodbine)	12,691	
74040	YDSS Southeast Collector	5,110	
76050	YDSS Leslie Street Lower Trunk	3,613	
79740	Peel System Cost Shared Works	26,088	
79870	YDSS Duffin Creek WPCP Optimization	9,300	
	Sub Total	62,429	
Water			
70320	Aurora/Newmarket PD8 Break Pressure Tank	2,996	
72140	GWS Georgina WTP	116	
73580	Toronto Cost Share - Post '98 Agreement	2,339	
73790	Peel Water Supply - Cost Shared Work	30,107	
74180	PD6 McCowan Rd W/M (Major Mack to Markham Reservoir)	5,263	
77300	Peel Feedermain - Peel to Maple Reservoir	23	
77350	PD8 Teston Rd to Aurora Central Wellington St	26,020	
77370	PD6 Major Mack Watermain (McNaughton Rd to Bathurst St)	2,110	
77390	Maple PD8 PS	5,585	
78060	Markham PD6 Reservoir	14,497	
79020	Toronto Cost Share (YWS Capital) - '98 Agreement	9,221	
	Sub Total	98,277	
York Regional Transit			
80830	Conventional Bus Replacement	5,078	
81580	Transit Vehicle Garages	2,410	
82110	Conventional Bus Expansion - Internal	2,491	
82150	Bus Loops and Bus Stops - Expansion	1,363	
82790	ITS/Computer Systems	477	
83570	South Services Centre Space Expansion	100	
	Sub Total	11,919	
Rapid Transit			
81730	Rapid Transit Private Public Partnership	4,500	
81900	Quick Start Program	19,000	
83540	Spadina Subway EA	100	
83550	YRTP Maintenance Facilities	6,000	
83560	York Region Rapid Transit Corporation	1,531	
		31,131	
Emergency Medical Services			
54260	Newmarket Station	150	
54420	Queensville	300	
54430	Vaughan (Rutherford/Islington)	1,685	
54460	Schomberg	150	
54490	Pefferlaw	100	
	Sub Total	2,385	
Facilities Management			
14760	Bales Operations Centre	6,343	
	Sub Total	6,343	

2005 Business Plan and Budget		
New Debt Financing Requirements		
(\$ 000's)		New Debt Financing
Road Construction		
80610	BathurstStKingToWellington	3,749
80710	Markham Bypass-Ph3-Hwy7 To 16th Ave	10,616
80730	Teston Rd-JaneSt To KeeleSt	3,189
80850	Mount Albert Rd. & Warden Ave	791
82670	Vaughan CC Hwy 400/Applewood Crossing	1,733
83600	WoodbineYard-Redevelopment	1,100
93110	Dufferin St. at 18th Sideroad	1,562
96550	St. John's Sideroad - Yonge St. to Bayview Ave.	4,511
96660	Bayview Ave. - Wellington St. to Mulock Dr.	4,064
96780	Warden Ave - McPherson To Hwy 407	1,954
96790	Dufferin St. - Rutherford To Major Mackenzie Dr.	2,539
97260	Langstaff Rd - Islington Ave to Weston Road	6,860
98330	Gamble/19th - Bathurst To Leslie	2,824
98590	Islington - Rutherford To Maj Mackenzie Dr.	4,125
98600	MajorMack Woodbine To Hwy 48	126
98610	Teston Rd - Weston Rd. to 500 metres west of Jane St.	8,644
98640	Major Mackenzie Dr. - Kennedy To Hwy 48	3,980
98990	Warden - Hwy 407 to Apple Creek Blvd	2,210
Sub Total		64,577
Police		
	Police Helicopter	400
	Radio System Infrastructure	250
	Computer-Aided Dispatch/Records Mgmt System	2,262
	Investigative and Support Services Facility	145
Sub Total		3,057
TOTAL		280,118

2005 Business Plan and Budget

Proposed Permanent Staff Complement



	Staff Complement at Jan 1, 2005	Staff Increase for 2005	Proposed Staff Complement at Dec 31, 2005
Regional Programs			
Transportation and Works			
Transit Services*	72.3	25.3	97.6
Roads Transportation	183.0	15.0	198.0
Water and Wastewater	113.0	14.0	127.0
Solid Waste Management	10.0		10.0
Sub Total	378.3	54.3	432.6
Health Services			
Emergency Medical Services	251.0	1.0	252.0
Long Term Care Services	270.0	-2.17	267.8
Public Health	405.0	17.0	422.0
Sub Total	926.0	15.8	941.8
Community Services and Housing			
Social Assistance	116.0	3.0	119.0
Family and Children's Services	92.0	7.0	99.0
Housing and Residential Services	69.0	(5)	64.0
Business Services/Policy	90.5		90.5
Sub Total	367.5	5.0	372.5
Planning and Development Services	49.0	5.0	54.0
Emergency Services / 911	17.0	0.0	17.0
Corporate Support			
Office of the CAO	20.5		20.5
Finance	84.0	1.0	85.0
IT Services and Strategy	52.0	4.0	56.0
Legal Services	16.0	2.5	18.5
Clerks	19.4	1.0	20.4
Property Services	45.0	5.0	50.0
Human Resource Services	39.0	4.5	43.5
ODA	1.0		1.0
Sub Total	276.9	18.0	294.9
Chair & Council	3.0	0.0	3.0
Court Services	44.0		44.0
Total Regional Programs	2,061.7	98.1	2,159.8
Police	1,430.0	102.0	1,532.0
Grand Total	3,491.7	200.1	3,691.8

* Includes 7 FTEs that are under review

2005 Business Plans & Budgets

Reduction Details



Description	FTE	Request \$(000)	
		Gross	Net
Transportation & Works			
VIVA Rapid Transit			
20% of Fare Enforcement Program	4.0	210.0	210.0
Total VIVA Rapid Transit	4.0	\$ 210.0	\$ 210.0
VIVA Rapid Transit Capital			
Rapid Transit - PPP		9,000.0	0.0
		\$ 9,000.0	\$ -
Transit - YRT Conventional			
Conventional Service Priority 2		660.0	541.0
Conventional Service Priority 3		910.0	746.0
Conventional Service Priority 4		358.0	294.0
Conventional & RT Operations Support Costs for Growth	7.8	437.0	437.0
Subtotal Transit Priorities 2-4, Conventional and RT Operation Support Costs		2,365.0	2,018.0
Restore \$300k to be applied to conventional service priority 2 and/or Operations Support for Growth		(300.0)	(300.0)
Garbage Removal at Bus Stops		232.0	232.0
Transit Marketing Plan (Transit Committee Feb 10)		275.0	275.0
Transit Service Improvements (Transit Committee Feb 10)		(275.0)	(275.0)
TOTAL YRT - Conventional Reductions		\$ 2,297.0	\$ 1,950.0
Transit - YRT Specialized			
Specialized Services - Additional 10% Demand Increase (15% total increase)		298.0	270.8
New Community Bus Routes		300.0	255.0
Bathurst Corridor Specialized Service		150.0	129.0
TOTAL YRT- Specialized Reductions		\$ 748.0	\$ 654.8
Roads			
Strategic Initiatives, Accounting, Permits & Forestry Support	3.0	114.0	62.0
Increased Litter Pick-up and Related Staff	2.0	121.0	121.0
Red Light Cameras - Operation and Maintenance	-	466.0	466.0
TOTAL Roads Reductions	5.0	\$ 701.0	\$ 649.0
Solid Waste			
Source Separated Organics - Aurora, W-S, Newmarket, King, Vaughan, EG	-	761.0	761.0
Litter Reduction Promotion & Education		114.0	114.0
Contractor Cost Public Drop-off		395.0	195.0
Source Separated Organics - Richmond Hill		258.0	258.0
Source Separated Organics Promotion & Education		55.0	55.0
TOTAL Solid Waste Reductions	-	\$ 1,583.0	\$ 1,383.0

2005 Business Plans & Budgets Reduction Details



Description	FTE	Request \$(000)	
		Gross	Net
Transit Capital			
YRT Specialized - Reduce 2 vehicles		450.0	300.0
TOTAL Transit Capital Reductions		\$ 450.0	\$ 300.0
Roads Capital			
19th Ave/Gamble Sdrd - Yonge St to Leslie St. (Project #98330)		3,750.0	881.0
Road Improvements in the York Peel Boundary Area (project #81360)		2,050.0	278.0
Subtotal - Major Capital - Road Widenings/ Improvements		5,800.0	1,159.0
Red Light Camera - Capital Cost		1,000.0	1,000.0
Bathurst St - King Rd to Wellington St (Project #80610)		2,162.0	508.0
Major Mackenzie Dr - Woodbine Ave to Kennedy Rd		5,672.0	1,333.0
TOTAL Roads Capital Reductions		\$ 14,634.0	\$ 4,000.0
Health Services			
Public Health			
Children in Need of Dental Treatment to Age 17	-	70.0	31.5
Shared Admin Support for Solicitor	-	32.7	14.7
Child and Family Health Programming	1.0	119.5	53.8
TOTAL Public Health Reductions	1.0	\$ 222.2	\$ 100.0
EMS			
IT Chargeback lease - New stations	-	21.0	21.0
Special Operations/Tactical Paramedic Program	-	86.3	86.3
Recovery from Police for 50% of safety equipment	-	(17.0)	(17.0)
Quality Review System database upgrade	-	24.0	24.0
Paramedics	6.0	517.9	517.9
TOTAL EMS Reductions	6.0	\$ 632.2	\$ 632.2
Public Health Capital			
Capital Purchases	-	210.0	94.5
TOTAL Public Health Capital Reductions	-	\$ 210.0	\$ 94.5
EMS Capital			
ESU		400.0	340.0
Ambulance	-	153.0	130.0
TOTAL EMS Capital Reductions	-	\$ 553.0	\$ 470.0

2005 Business Plans & Budgets Reduction Details



Description	FTE	Request \$(000)	
		Gross	Net
Community Services & Housing			
Social Assistance Capital			
Vaughan Office - expenditure reduction		50.0	50.0
62 Bayview, Newmarket - elimination of capital project		75.0	75.0
TOTAL Social Assistance Reductions	-	\$ 125.0	\$ 125.0
Family & Children's Services			
Shared Admin Support for Solicitor		32.7	32.7
TOTAL Family & Children's Services Reductions	-	\$ 32.7	\$ 32.7
Planning & Economic Development			
Public Outreach Consultation Initiative	1.0	200.0	200.0
Immigrant Demographics Research	1.0	84.3	84.3
Address Point Database	-	65.0	65.0
TOTAL Planning Reductions	2.0	\$ 349.3	\$ 349.3
IT Services			
IT telecom reductions		68.8	68.8
TOTAL IT Services	-	\$ 68.8	\$ 68.8
Corporate Services			
Customer Services Program	1.0	\$60.1	\$60.1
TOTAL Corporate Services Reductions	1.0	\$ 60.1	\$ 60.1
Corporate Services Capital			
Wind Feasibility Study (Project #14795)		100.0	50.0
AV Equipment (Project #14835)		25.0	25.0
TOTAL Corporate Services Capital Reductions		\$ 125.0	\$ 75.0
Court Services Capital			
Court Room Modifications/Enlargements (Fund from Reserves)			350.0
TOTAL Corporate Services Capital Reductions			\$ 350.0
Police Services			
Gapping on uniform and civilian staff	-	2,576.0	2,576.0
Deferral of operating equipment and non-emergency vehicle replacements		324.0	324.0
Gapping on civilian staff		317.0	317.0
Operating Reductions		100.0	100.0
Increase fees/revenues	-		200.0
TOTAL Police Reductions	-	\$ 3,317.0	\$ 3,517.0