1
2011 BUSINESS PLAN AND BUDGET

The Community and Health Services Committee recommends:

1. **Receipt of the presentation by Adelina Urbanski, Commissioner of Community and Health Services;**

2. **Receipt of the communication from Lloyd Russell, Commissioner of Finance, dated February 8, 2011, regarding 'Revision to Report 1 of the February 9, 2011 Community and Health Services Committee';**

3. **Receipt of the report dated January 24, 2011 from the Commissioner of Finance; and**

4. **Forwarding the Committee's recommended approval of the Community and Health Services Department's draft 2011 Capital and Operating Business Plans and Budgets for Employment & Financial Support, Family & Children's Services, Program Support Services, Housing Services, Strategic Service Integration & Policy (SSIP), Emergency Medical Services (EMS), Long Term Care (LTC), and Public Health to the Commissioner of Finance and Treasurer for consolidation into a report to the Finance and Administration Committee meeting on March 3, 2011, with the following amendments:**

    1. **That Table 1 of the report be amended by replacing the section for Housing Services with the following:**

Table 1
2011 New Total Project Budget Authority (TPBA)

(Housing Services only)

	Page No.	2011 & outyears ($000s)
Housing Services:		
New TPBA - Gross Capital Expenditures	348	**17,711**
Financing Sources:		
Reserves	351	4,766
Debentures	351	12,945
Total Housing Services	351	**17,711**

2. That page 351 of the 2011 Business Plan and Budget Capital book, submitted to Regional Council on January 27, 2011, also be amended accordingly.

1. RECOMMENDATIONS

It is recommended that:

1. The Community and Health Services Committee consider and approve the draft 2011 Capital and Operating Business Plans and Budgets for Employment & Financial Support, Family & Children's Services, Program Support Services, Housing Services, Strategic Service Integration & Policy (SSIP), Emergency Medical Services (EMS), Long Term Care (LTC), and Public Health as submitted.

2. The Committee's recommendations be forwarded to the Commissioner of Finance for consolidation into a report to the Finance and Administration Committee meeting on March 3, 2011.

2. PURPOSE

This report provides a summary of the 2011 Capital and Operating Business Plans and Budgets for Community and Health Services for consideration and recommendation to Finance and Administration Committee and adoption by Regional Council on March 24, 2011.

3. BACKGROUND

The 2011 Business Plan and Budget was tabled on January 27, 2011

The consolidated 2011 Capital and Operating Business Plan and Budget was tabled with Regional Council on January 27, 2011. It was received and referred to Standing Committees for their consideration and recommendation.

The Committee's recommendations on the Capital and Operating Business Plans and Budgets will form part of a comprehensive report to Finance and Administration Committee meeting of March 3, 2011. The Finance and Administration Committee's recommendations will then be submitted to Regional Council with final budget approval scheduled for March 24, 2011.

4. ANALYSIS AND OPTIONS

Capital Business Plan and Budget

Multi-year commitments for capital projects are approved as part of the budget process

The capital budget includes projects for new infrastructure, replacement or rehabilitation in support of growth and development within York Region.

The budget process focuses on approval at the project level. The 2011 Request includes any increases over the approved 2010 Total Project Budget Authority, along with any new projects introduced in 2011 that require a commitment to expenditures in 2011 and in future years.

Additional Total Project Budget Authority (TPBA) of $30.1 million is requested for Community and Health Services

Table 1 below lists all budget amounts for which additional Total Project Budget Authority is being requested for 2011. These tables include a list of branches, their 10-year budget spending authority and associated financing sources. In addition, page references to the Capital Business Plan & Budget document are noted.

Table 1
2011 New Total Project Budget Authority (TPBA)

	Page No.	2011 & outyears ($000s)
Emergency Medical Services:		
New TPBA - Gross Capital Expenditures	315	**9,208**
Financing Sources:		
Tax Levy	319	3,088
Reserves	319	1,780
Debentures	319	4,205
Development Charges	319	135
Total Emergency Medical Services	319	**9,208**
Long Term Care Services:		
New TPBA - Gross Capital Expenditures	333	**2,831**
Financing Sources:		
Reserves	337	2,831
Total Long Term Care Services	337	**2,831**

Housing Services:		
New TPBA - Gross Capital Expenditures	348	**17,711**
Financing Sources:		
Reserves	351	7,144
Debentures	351	12,945
Grants & Subsidies	351	(2,378)
Total Housing Services	351	**17,711**
Public Health Services:		
New TPBA - Gross Capital Expenditures	357	**300**
Financing Sources:	359	
Development Charges	359	300
Total Public Health Services	359	**300**

Operating Business Plans and Budgets

Community and Health Services proposed budget includes $141.2 million in net operating expenditures

The 2011 Operating Business Plans and Budgets include the cost of providing base service, mandatory or legislated requirements, and those in support of growth and or service enhancements to York Region.

The operating budgets for the noted departments are found in the 2011 Operating Business Plan and Budget document as outlined in Table 3 below.

Table 2
2011 Operating Budget

Department	Page No.	2011 Gross Operating Expenditures (incl. Contribution to Capital) ($000s)	2011 Net Tax Levy (incl. Contribution to Capital) ($000s)
Employment and Financial Support	172	80,157	22,481
Family and Children's Services	187	62,562	14,570
Program Support Services *	195	12,227	0

Housing Services	205	74,574	41,769
Strategic Services and Integration and Policy	218	12,645	9,628
Emergency Medical Services	226	52,605	27,823
Long Term Care	238	36,996	13,513
Public Health	252	52,914	11,379

* Program Support Services is fully allocated to C&HS Operating Departments and included in the noted Gross Operating expenditures of those departments.

5. FINANCIAL IMPLICATIONS

The proposed 2011 Total Project Budget Authority for Community & Health Services noted in Table 1 reflects additional commitment of $30.050 million in 2011 and future years. Expenditures not identified for consideration but contained within the ten year capital plan are provided for planning purposes and will be formally approved in subsequent years.

The above noted net Operating Budgets in Table 2 total $141.164 million or 18.4% of the Region's total 2011 proposed net operating budget.

6. LOCAL MUNICIPAL IMPACT

The Region provides essential services to the residents and businesses in York Region. The challenge of meeting growing demands for service and improving service delivery is addressed through the Region's business planning process. The review of resource needs and ongoing search for options to address and mitigate budget pressures are important elements in the budget process.

7. CONCLUSION

This report sets out the proposed 2011 Capital and Operating Business Plans and Budgets for Community and Health Services, as summarized in Tables 1 and 2 above. To facilitate the completion of the budget process, it is recommended that the Committee's recommendations be forwarded to the March 3, 2011 Finance and Administration Committee for consolidation and recommendation to Regional Council on March 24, 2011.

For more information on this report, please contact Kelly Strueby, Director Business Planning and Budgets at Ext. 1611.

2011 Business Plan and Budget

Presentation to Community and Health Services Committee

Adelina Urbanski

February 9, 2011

Agenda

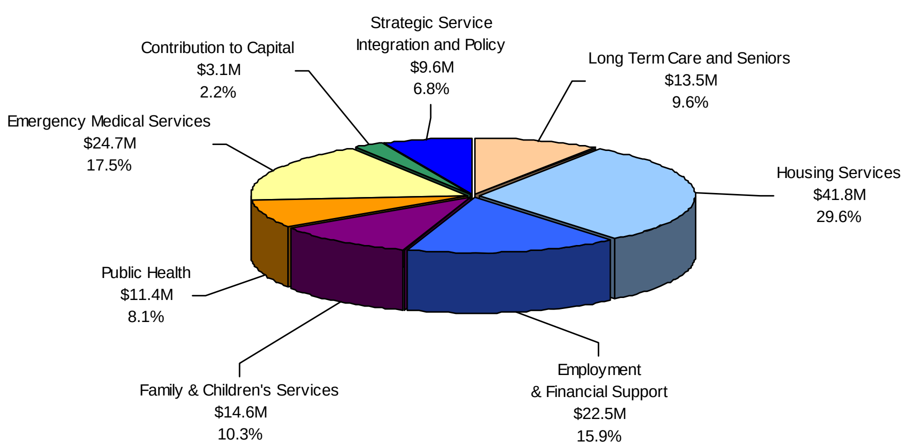
1. 2011 Proposed Operating Budget
   - Overview
   - Program Budgets
2. 2011 Proposed Capital Budget
3. 2012 Outlook

Share of Regional Tax Dollar

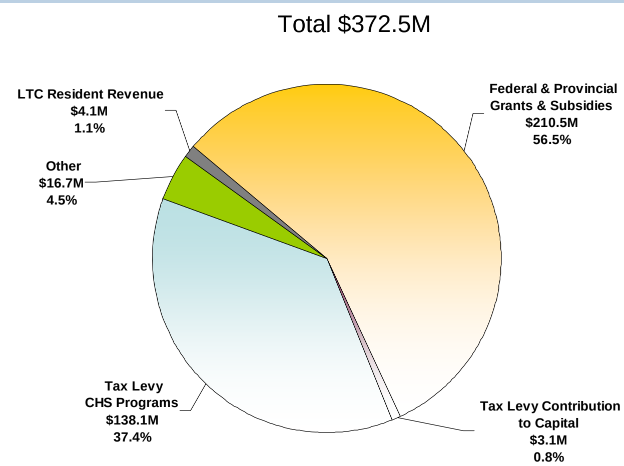
Police	0.31
Transit	0.17
Community & Housing Programs	**0.14**
Roads	0.11
Asset Replacement	0.05
Solid Waste	0.05
Special Purpose Bodies	0.05
Emergency Medical Services	**0.04**
GTA Pooling	0.03
Administrative Support	0.02
Public Health	**0.02**
Regional Planning	0.01

Department Net Operating Budgets

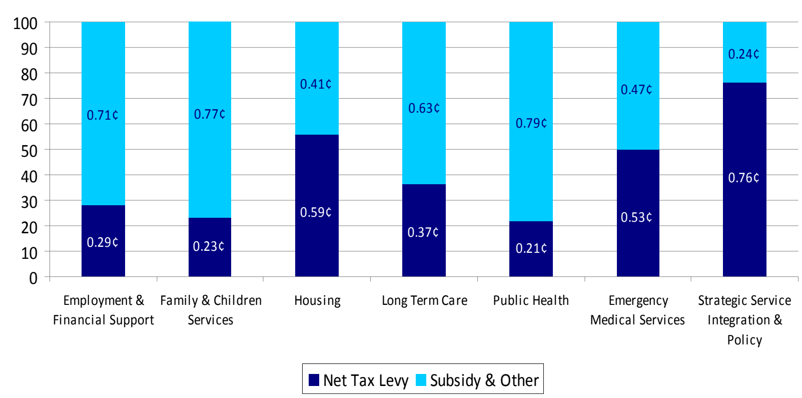
Net $138.1M + $3.1M EMS Contribution to Capital



2011 Source of Funds



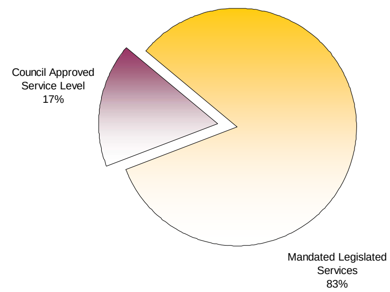
2011 Operating Budget – Impact of Cost Sharing



The Department as a whole, leverages 63¢ in additional investment for every 37¢ we spend.

2011 Degree of Budget Control

	Net	%
Mandated/Legislated Services	**$114M**	**83%**
▪ Ontario Works		
▪ Emergency Medical Services		
▪ Child Care		
▪ Housing		
▪ Long Term Care		
▪ Public Health		
▪ Homelessness		
Council Approved Service Level	**$24M**	**17%**
▪ Early Intervention Services		
▪ Homelessness Prevention		
▪ Domiciliary Hostels		
▪ Multi-Year Plan		
▪ Community Development Investment Fund		
▪ Alternative Community Living		
	$138M	**100%**



Proposed 2011 Net Expenditure Increase

	$ M	%
Multi-Year Plan	$ 3.2	2.4%
Enhancements	$ 1.3	1.0%
Growth	$ 2.0	1.5%
Annualization	$ (0.3)	(0.2%)
Mandatory/Legislative	$ (2.4)	(1.8%)
Reductions/Efficiencies	$ (1.2)	(0.9%)
Base	$ 6.1	4.7%
Total Operating Increased	$ 8.7	6.7%
EMS Contribution to Capital	$ 1.0	0.7%
	$ 9.7	7.4%

Proposed Staff Change Summary

	MYP	Other FTE	Total FTE's
Employment and Financial Support	3	5.4	8.4
Family and Children Services	2.5	.2	2.7
Housing Services	-	5.2	5.2
Long Term Care & Seniors	-	8.5	8.5
Public Health	1	5.4	6.4
Emergency Medical Services	-	16.2	16.2
Strategic Service Integration & Policy	1	.1	1.1
Total	7.5	41.0	48.5

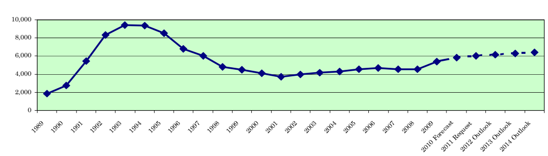
Employment and Financial Support

Ontario Works

•over 5,800 households receive OW benefits each month
• over 100 individuals leave OW for employment on average each month
• 115 subsidized emergency shelter beds

Key Issues

• economic environment continues to impact residents
•Ontario Works Allowance and Benefit uploading by 2018
• stabilizing emergency shelter operations and funding



Family and Children's Services

Child Care Fee Subsidy
- ***Approximately 3,500 children receive child care fee subsidy each month***
- ***As of December 2010, over 4,900 families were waiting for child care fee subsidy***

Key Issues
- ***Waitlist exceeds capacity***
- ***System redesign associated with the Pascal Report on Early Learning***

Early Intervention Services
- ***Approximately 1,400 children receive early intervention services each month***
- ***200 special needs children are waiting for early intervention services***

Key Issues
- ***Waitlists put working parents and children in difficult situation***

Housing Services

Housing
- ***Over 6,000 housing units (including 2,578 seniors units) through 40 independent non-profit housing providers, including 1,977 units owned by Housing York Inc.***
- ***Approximately 500 rent supplement units***
- ***Affordable Housing Program and Social Housing Renovation and Retrofit Program***

Key Issues
- ***7,500 applicants are on wait list***
- ***Wait times may often exceed 10 years***
- ***Provincial Long Term Affordable Housing Strategy***

Long Term Care and Seniors

Long Term Care/Services for Seniors

- ***232 resident beds (100 Maple Health Centre, 132 Newmarket Health Centre of which 34 are Convalescent Care)***
- ***Waitlist exceeds capacity***
- ***Supportive Housing – Alternative Community Programs at 6 sites***
- ***Adult Day Programs***
- ***Regional Psychiatric Mental Health Consulting services***
- ***Integrated Psychogeriatric Outreach Program***

Key Issues

- ***Seniors Strategy***
- ***Healthcare system transformation and implementation of the Long Term Care Act***

Public Health Services

Public Health

- ***Four Divisions***
  - ***Healthy Living***
  - ***Child and Family Health***
  - ***Infectious Diseases Control***
  - ***Health Protection***

Key Issues

- ***Expansion of Public Health Dental Services to Low-Income Children***
- ***Mandatory programs and guidelines***

Emergency Medical Services

- *20 Stations and 84 Vehicles (47 ambulances)*
- *Average Response Time – less than 8 minutes*

Key Issues

- ***GTA Dispatch initiative***
- ***Ambulance Response Plan for 2012***
- ***Off Load Delay (31,000 hours of off-load delay per year)***

Strategic Service Integration and Policy

- ***Multi-Year Plan***
- ***Immigration Settlement Strategy***
- ***Human Services Planning Board***
- ***Community Development Investment Fund and New Agency Development Fund***
- ***Regional implementation of the Ontarians with Disabilities Act, 2001 and Accessibility for Ontarians with Disabilities Act, 2005***
- ***York Region Community Data Strategy***

Key Issues

• Staying ahead of the curve, being responsive to human service trends CHS is one player in the Human Services system, there is a need for integrated and collaborative planning for human services

•Growth rates exceeding service capacity, need for earlier and more focused investment in human services infrastructure

2011 Budget Details
– Base, Reductions, Efficiencies

	Net $000's	%
Salaries and Benefits increase Staff conversions Increase in EMS casual salaries	5,232	4.0%
Rate Increases: HNSA, Rent Supplements and Child Care Fee Assistance	826	0.6%
Corporate Insurance allocation savings EMS Fleet administration efficiencies MOHLTC per diem and resident contribution increases Increased funding for Public Health Technology	(1,193)	(0.9)%
	4,865	3.8%

2011 Budget Details
– Mandatory and Annualization

	Net $000's	%
OW Caseload growth offset by SA reserve funding OW Provincial Funding upload Rate increase for OW, Shelters Per Diems, PNA Increased EMS base funding announced in 2010 LTC Act compliance requirements	(2,388)	(1.8)%
OW lower cost per case Adult Dental program lower costs Increased Employment Related Expenditures	(272)	(0.2)%
	(2,660)	(2.0)%

2011 Budget Details – Growth

	Net $000's	%
Increase EMS service hours	1,653	1.3%
Public Health programs Housing services	336	0.2%
	1,989	1.5%

2011 Budget Details – Enhancements

	Net $000's	%
Contribution to Non-Profit Housing Capital Repair Reserve	1,000	0.8%
Public Health records management compliance Emergency Shelter complex and growing case management Program Support	254	0.2%
	1,254	1.0%

2011 Budget Details – Multi-Year Plan

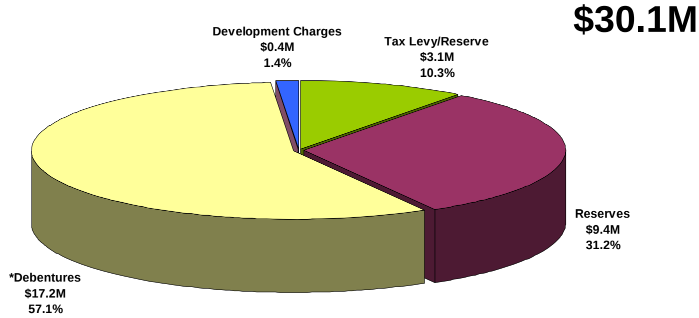
	Net $000's	
Economic Vitality	1,435	
Housing Choices and Supports	989	
Optimizing Health	35	
Strengthened Neighbourhoods	542	
Social Inclusion for growing and diverse community	-	
Integrated Human Service System	206	
	$3,207	2.4%

York Region

2011 Proposed Capital Budget

2011 Approval for New Total Project Budget Authority – Capital Financing

$30.1M



***Debentures $17.2M**

Tax Levy	$4.2M
HYI Tennant Rents	$13.0M

Capital Summary

	2010 Approved TPBA	2011 New TPBA
Long Term Care		
LTC Act/Regulations Compliance	0	400
Interior Modernization	0	1,463
Resident beds/equipment (annual)	1,104	368
Parking/Driveway/Pavillion	100	600
	1,204	**2,831**
Housing Services		
HYI Woodbridge	36,002	7,910
Regional Housing Initiatives	35,300	9,721
Pre-Development Costs	674	80
	71,976	**17,711**

Capital Summary

EMS	2010 Approved TPBA	2011 New TPBA
Pefferlaw Station	1,175	125
Markham Station	1,200	800
Newmarket Northwest Station	0	1,510
Newmarket Southeast Station	0	1,510
Vaughan Station - Maple	1,050	260
Vehicles and Equipment	13,608	5,003
	17,033	**9,208**
Public Health		
Infectious Disease Control Consolidation	0	300
	0	**300**

Operating Budget Outlook for 2012

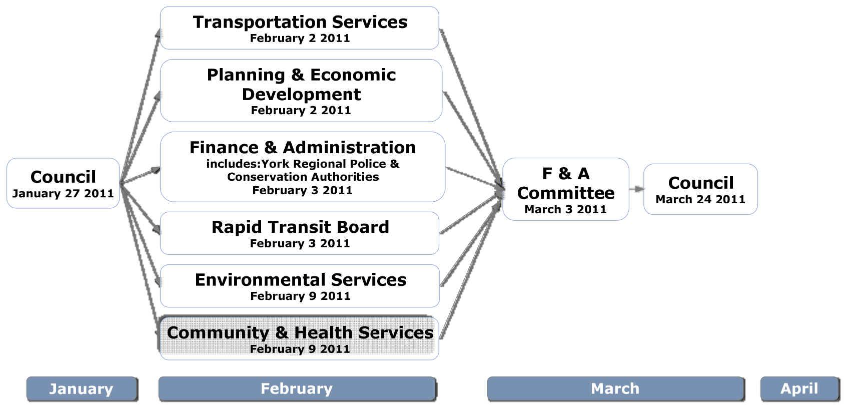
2012 Outlook

	Net Operating Expenditures ($000's)		% Change	2012 New FTEs
	2011 Request	2012 Outlook		
Employment & Financial Services	22.5	22.3	(0.7%)	3.3
Family & Children Services	14.6	16.2	11.1%	0.6
Housing Services	41.8	45.5	8.9%	3.6
Long Term Care & Seniors	13.5	13.0	(3.9%)	0.7
Public Health	11.4	12.1	6.4%	13.6
Emergency Medical Services	24.7	27.3	10.3%	20.6
Strategic Service Integration & Policy	9.6	10.8	12.6%	0.6
Contribution to Capital	3.1	2.9	(0.6%)	-
Total Department Net Tax Levy	141.2	150.1	6.3%	43

Recommendations

- The Community and Health Services Committee consider and approve the draft 2011 Capital and Operating Business Plans and Budgets for Employment & Financial Support, Family & Children's Services, Program Support Services, Housing Services, Strategic Service Integration & Policy (SSIP), Emergency Medical Services (EMS), Long Term Care (LTC), and Public Health as submitted.
- The Committee's recommendations be forwarded to the Commissioner of Finance for consolidation into a report to the Finance and Administration Committee meeting on March 3, 2011.

Budget Time Frame



MEMORANDUM

TO: Members of the Community and Health Services Committee

FROM: Lloyd Russell, Commissioner of Finance

DATE: February 8, 2011

RE: **Revision to Report 1 of the February 9, 2011 Community and Health Services Committee**

Please note that the following revision is required for Housing Services in Table 1 of Report 1 of the February 9, 2011 Community and Health Services Committee to properly reflect the budget requests.

Table 1
2011 New Total Project Budget Authority (TPBA)
(Housing Services only)

	Page No.	2011 & outyears ($000s)
Housing Services:		
New TPBA - Gross Capital Expenditures	348	**17,711**
Financing Sources:		
Reserves	351	4,766
Debentures	351	12,945
Total Housing Services	351	**17,711**

An amendment is also required to page 351 of the 2011 Business Plan and Budget Capital book submitted to Regional Council on January 27, 2011 to reflect these changes. Please see the attached revised table.

LR/KS/sr
Attachment

Copy to: Adelina Urbanski
Dennis Norton

2011 Business Plan and Budget

Community and Health Services

Housing Services

2011 New Total Project Budget Authority - Financing Sources

Project Number	Project Name (in $000's)	Capital Project Total	Tax Levy - Reserve	Reserves	Debenture Proceeds	Development Charges	Grants & Subsidies	Water & Wastewater User Rates	Other Recoveries
Tax Supported									
67510	Pre-Development Costs	80	-	80	-	-	-	-	-
67916	Woodbridge	7,910	-	4,686	3,224	-	-	-	-
New10	Investing In Ontario	9,721	-	-	9,721	-	-	-	-
Total Tax Supported		17,711	-	4,766	12,945	[illegible]	[illegible]	[illegible]	[illegible]
TOTAL FINANCING SOURCES		17,711	-	4,766	12,945	[illegible]	[illegible]	[illegible]	[illegible]

This replaces page 351 in the Business Plan and Budget 2011 Capital Book as submitted to Regional Council January 27, 2011